UK PACT Applicant handbook

Your guide to applying for UK PACT grant funding

August 2024

UK PACT

Abbreviations

CfP	Call for Proposals
FCDO	Foreign, Commonwealth and Development Office
DESNZ	Department for Energy Security and Net Zero
GEDSI	Gender Equality, Disability and Social Inclusion
GHG	Greenhouse Gas
Gov	Government
HMG	His Majesty's Government
ICF	International Climate Finance
IP	Implementing Partner
MEL	Monitoring, Evaluation and Learning
NDC	Nationally Determined Contributions
ODA	Official Development Assistance
ToC	Theory of Change
UK PACT	Partnering for Accelerated Climate Transitions
VfM	Value for Money

Contents

1. Welcome

Thank you for your interest in applying for funding from UK PACT!

We are excited to receive and read your application for grant funding. In order to help you apply, we have developed this Applicant Handbook which details the goals and objectives of the programme, what type of projects we are looking for and what's involved in our selection processes.

This handbook should be read in conjunction with:

- The specific scope or **terms of reference** for the call you are responding to. This will include the technical specification and selection criteria. You can find details about all of the current calls we are running on our website
- The **UK PACT GEDSI Ambition Statement** and GEDSI guidance

If at any time you would like more information about the background of UK PACT please visit https://www.ukpact.co.uk/

2. Programme overview

2.1. Overview of UK PACT

UK PACT (Partnering for Accelerated Climate Transitions) is a unique capacity-building programme. Jointly governed and funded by the UK Government's Foreign, Commonwealth and Development Office (FCDO) and the Department for Energy Security and Net Zero (DESNZ) through the UK's International Climate Finance, it works in partnership with countries with high emissions reduction potential to support them to implement and increase their ambitions for tackling climate change.

The programme identifies and builds strategic partnerships with countries eligible for Official Development Assistance (ODA); supporting them to implement and increase their ambitions for carbon emissions reductions in line with their Nationally Determined Contributions (NDCs), with the overall objective of meeting the commitments outlined in the Paris Agreement.

UK PACT delivers capacity-building activities through strategically managed Funds. Our delivery model creates opportunities for synergies, knowledge sharing and learning between projects. UK PACT is committed to promoting gender equality, disability inclusion, and social inclusion (GEDSI) and to opposing all forms of discrimination.

The Paris Agreement

195 countries committed to measures that hold the increase in the global average temperature to well below 2°C above pre-industrial levels – and pursue efforts to limit such a temperature increase to 1.5°C.

To achieve this, the participating countries committed to individual NDCs, setting national targets for reducing emissions towards the common "well below 2°C" goal

2.2. UK PACT Country Funds

A lack of enabling frameworks or clear project pipelines are some of the biggest barriers for countries implementing climate targets under the Paris Agreement.

The UK PACT Country Funds, formerly Country Programmes, are **demand-led.** The team carries out extensive engagement with partner governments and context analysis in partner countries to identify strategic sectors and priorities where UK PACT funding can be used most effectively to overcome these barriers. The Fund then invites proposals from the market for projects which respond to the priorities agreed in each country.

Grant funding is awarded to projects that will **enable, incentivise and empower key stakeholders** to take inclusive action to reduce carbon emissions in partner countries. This is achieved though the delivery of UK PACT's core outputs including:

- The training of key decision makers;
- The generation of new communications products or dissemination of knowledge products;
- The proposal of recommendations for actions on climate change or emissions reduction;
- The establishment or strengthening of partnerships or networks between key stakeholders.

2.3. Portfolio to date

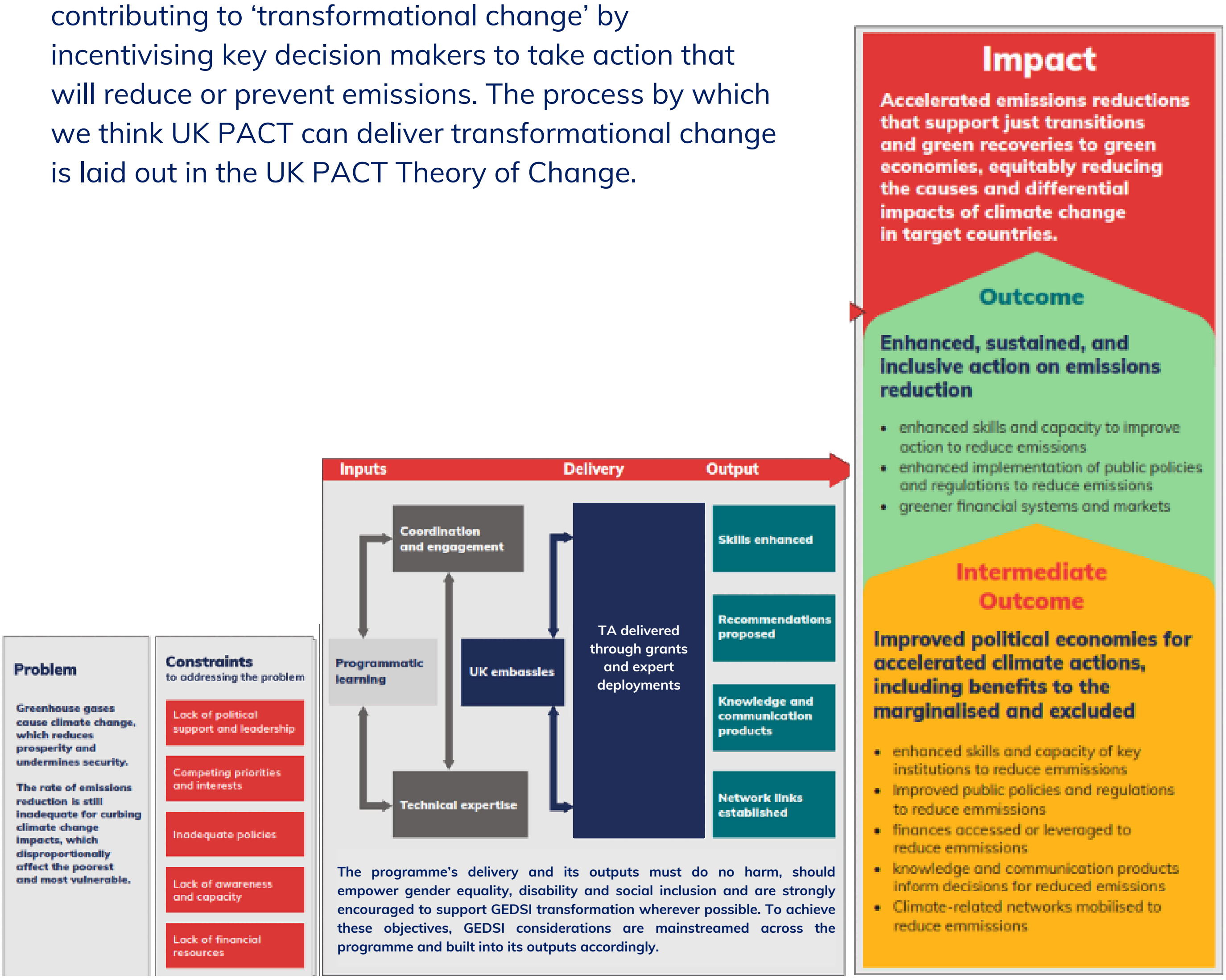
The first phase of the UK PACT Country Funds, launched in 2018, supported 34 projects across China, Colombia, and Mexico. The second phase, initiated in 2020, extended to Malaysia and South Africa, awarding over 60 projects in the first half of 2021. In the second half of 2021, we initiated new projects in Indonesia, Kenya, and Nigeria. More recently, we have launched additional Country Fund projects in India, Thailand, and Vietnam.

For more information about the projects we have funded to date, visit www.ukpact.co.uk/

3. Designing a UK PACT Country Fund project

3.1. UK PACT Theory of Change

In order to sustainably reduce emissions and move to lower-carbon patterns of development, countries need interventions that are far-reaching and that encourage widespread behaviour change. This means contributing to 'transformational change' by incentivising key decision makers to take action that will reduce or prevent emissions. The process by which we think UK PACT can deliver transformational change is laid out in the UK PACT Theory of Change.



3.2. Aligning your project to the UK PACT Theory of Change

Every project in the UK PACT County Fund portfolio must align to the theory of change and deliver at least one of the four UK PACT outputs:

1. Skills and capability enhanced:

This means addressing the capacity constraints amongst governments and private sector entities to tackle climate change impacts. This output includes work to increase the knowledge, experience and skills of individuals, for example through events and activities such as workshops, trainings, and seminars. The intention is to build enduring institutional capacity, for example through targeted engagement and training with senior officers.

2. Recommendations proposed:

Addressing the need for practical tools or activities that can be implemented by key actors to support climate action, this output includes policy and regulatory recommendations or frameworks, recommendations for accessing financial support, and data- and analysis-based recommendations, provided to the stakeholders and people that work within these systems.

3. Knowledge and communication products:

Intending to capture the programme's efforts to address information gaps amongst key stakeholders and actors that hinder climate action, this output category covers a variety of informational and learning outputs that aim to enhance awareness and capacity about climate change impacts and solutions among a broad audience beyond the boundaries of the programme itself and in line with a project-level communications strategy.

3. Networks and partnerships established and strengthened:

Intending to capture the programme's premise that effective partnerships are key to unlocking solutions for reducing climate change and its impacts, this output category covers various efforts to foster networks and collaborations amongst organisations and individuals that present greater potential for addressing climate change impacts.

GEDSI is given a high priority across the programme to ensure the programme's delivery and outputs do no harm and promote inclusive, empowering and where possible transformative climate action.

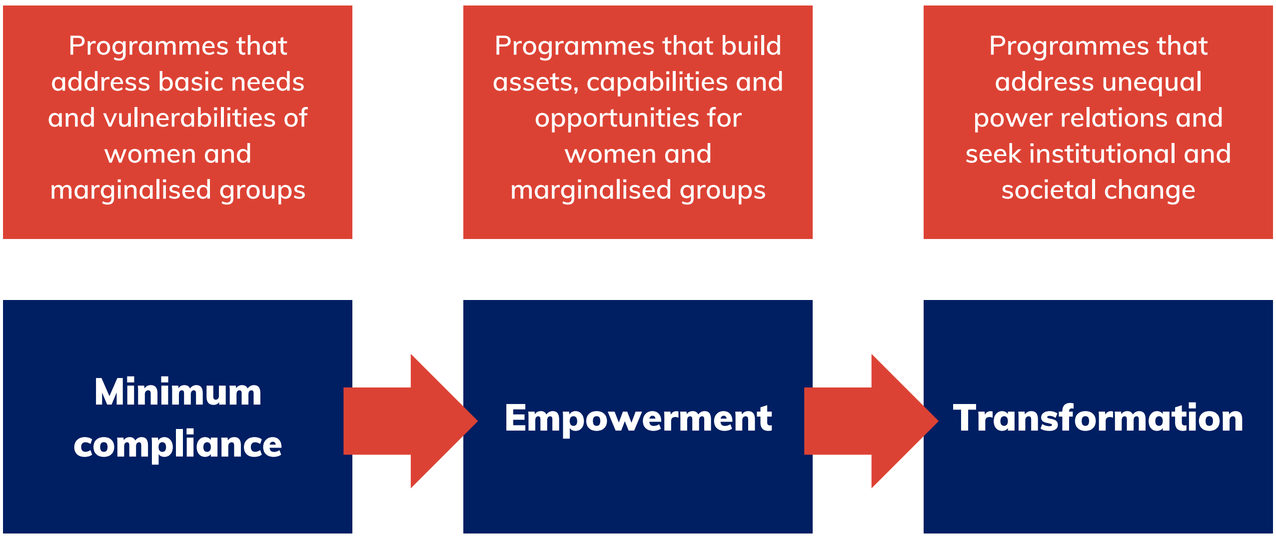
Adoption of UK PACT outputs by key stakeholders is the critical step in ensuring transformational change occurs. Projects are selected based on confidence that they have the relationships, ability and plans in place to encourage stakeholders to adopt project outputs and incentivise further action.

3.3. Prioritising Gender Equality, Disability and Social Inclusion (GEDSI)

UK PACT is committed to mainstreaming GEDSI throughout its programming. Our ambitions for this are clearly laid out in our GEDSI Ambition Statement. We require grant applicants to clearly articulate how they are embedding GEDSI in their proposals and how marginalised groups, including women and people with disabilities, will benefit from, and be included in, their activities.

Proposals that are able to demonstrate that they are GEDSI empowering or transformative will receive higher scoring. Proposals that are GEDSI exploitative or unaware will receive low scoring and will need to mainstream GEDSI through their proposal to progress. Given the nature.

The programme conceptualises GEDSI ambition on a continuum from minimum compliance to GEDSI-transformative. This model, represented below, is used to set the ambition of the programme across its different components and to measure progress on strategic objectives throughout implementation.



We recommend applicants read the UK PACT GEDSI Ambition Statement and GEDSI Guidance

We define gender equality as the absence of any discrimination based on gender, with equal rights, responsibilities, and opportunities for everyone, without distinction depending on their gender. This means transforming the distribution of opportunities, choices, and resources available to women and non-binary people so that they have equal power to shape their lives and participate in the process thereby increasing equality between people of all genders.

This means that rights, responsibilities, and opportunities will not depend on the gender society attributes to each person. It means ensuring that everyone has equal access to socially, economically, and politically valued goods, resources, opportunities, benefits, and services.

We define social inclusion as the process of improving the terms for individuals and groups to take part in society, and the process of improving the ability, opportunity and dignity of people disadvantaged on the basis of their identity to take part in society. It is essentially making the 'rules of the game' fairer where there are imbalances.

3.4. Safeguarding within UK PACT projects

What is safeguarding?

We define safeguarding as protecting all those that come into contact with UK PACT-funded representatives and projects from harm (including sexual exploitation, abuse and harassment), especially vulnerable adults and children. This includes taking preventative actions to minimise risk of harm and responding appropriately should harm occur.

Why is safeguarding important to UK PACT?

Robust safeguarding measures are a crucial and necessary requirement of delivering ODA projects to ensure that UK PACT interventions at the very minimum do no harm. The FCDO is committed to ensuring high standards of conduct in all that it does and through FCDO-funded programmes. All UK PACT Delivery Partners are expected to have appropriate measures to prevent, report and respond to safeguarding incidents.

This means that in your application, you must ensure that activities are designed and delivered in a way that prevents harm and that there are practical plans to mitigate anticipated safeguarding risks, with appropriate budget allocated to those measures where needed. As part of the due diligence process for successful candidates, we will assess the organisation's capacity for safeguarding in line with the Inter Agency Minimum Operating Standards and in line with FCDO's safeguarding due diligence. To understand more on these standards ahead of submitting your application, please follow the links in this document.

We recognise that not all organisations will already have this level of safeguarding organisational capacity. Where you are not able to meet the minimum safeguarding standards, we can provide support and work with you to achieve that over the course of our engagement. Please indicate in your proposal where you need to allocate budget towards strengthening safeguarding capacity to meet minimum requirements or to effectively manage specific safeguarding risks in the delivery of the project.

If your organisation does not currently have experience, skills or procedures in place to meet our safeguarding standards, we recommend that applicants read resources available on the Safeguarding Resource and Support Hub, which include guidance on building internal prevention and response procedures and undertaking risk assessments etc.: https://safeguardingsupporthub.org/essentials

3.5. Value for Money

UK PACT is funded by UK taxpayers through the UK's Official Development Assistance (ODA) budget and there is therefore an extremely strong focus on value for money. All applicants should take this into account when developing their projects, as well as – if selected – throughout the implementation of the programme.

Value for Money assessments will focus on the extent to which the project aligns with the Four Es: Economy, Efficiency, Effectiveness and Equity.

The four Es can be defined as follows

Economy	Purchasing the right resources, of the appropriate quality, at the right time and for the right price
Efficiency	Producing the intended mix, quality, and quantity of deliverables, aligned with the needs of counterparts, working adaptively and within available resources
Effectiveness	Contributing to enhanced and sustained action on emission reduction through the delivery of capacity-building outputs
Equity	Contributing to reducing constraints, and improving opportunities and influence in climate change matters, for women, future generations, poor people and other marginalised groups

Applicants must show that they have strong plans in place to deliver the project at a reasonable cost. This might include but is not limited to:

- Justification of the categories of purchases being made;
- Evidence of appropriate corporate procurement approaches;
- Benchmarking exercises for setting the rates of direct and indirect staff;
- Reasonable and well-constructed overheads;
- Budgeting for GEDSI considerations.

Proposals will be assessed on the extent to which there are strong plans in place to deliver the project results efficiently, effectively and equitably through consideration of:

- The proposed project approach and workplan (including stakeholder engagement planning);
- The proposed management and governance arrangements;
- The proposed financial management arrangements;
- The proposed project resources.

3.6. Making sure your project is eligible

Below we have included the basic eligibility requirements for UK PACT projects across all countries and portfolios. There may be specific requirements or exclusions for the call you are applying to and this will be included in the specific scope or terms of reference which can be found on the relevant country page on the UK PACT website when you apply.

Strategic fit

All projects must clearly respond to the strategic priorities outlined in the specific scope or terms of reference for each call, as these have been identified through extensive engagement with partner governments and other key stakeholders, and consequently are based on in-country demand.

Organisation type

Both for-profit and not-for-profit organisations are eligible to be the lead Implementing Partner of a proposal/consortium when applying for UK PACT funding.

Eligible organisations must have the knowledge, skills and experience to deliver eligible technical assistance projects.

Government agencies and/or departments are not eligible to apply either as a lead organisation, or as a partner organisation within a consortium.

We also welcome proposals from local organisations and those led by people from marginalised groups

Consortia

We welcome applications from consortia consisting of eligible organisations. Where a consortium is proposed, a lead organisation must be nominated. The lead organisation will form the main point of contact for the project and will hold the grant agreement with UK PACT. Consortia can be formed of multiple types of organisations.

Lead organisations will be expected to have appropriate consortium agreements in place with any consortium partners at the start of the project and this will be a key condition for grant signing to proceed. The consortium agreement must detail the requirements and liabilities of the consortium partner(s) and should reflect the terms of the lead organisation's Grant Agreement with UK PACT.

For successful projects, UK PACT will disburse all project payments directly to the lead organisation; consortium partners will receive UK PACT funding via the lead organisation. Applicants will be expected to outline how they expect to disburse payments to any consortium partners as part of the full proposal.

Project type

All applications must be technical assistance (TA) or capacity building projects. The project proposed must be designed to build the capability and capacity of beneficiaries and key stakeholders to inform, incentivise, raise ambition, and encourage the implementation of accelerated action on emissions reductions.

UK PACT is unable to consider projects that are solely focussed on basic or scientific research. We do not fund infrastructure projects or pay for tangible assets. For example, we cannot fund the installation of solar infrastructure or other off-grid technology even if this is part of a pilot.

Key Counterparts

In each application form, applicants will be asked to indicate who the key primary and secondary counterparts of the project they are proposing will be. In some calls for proposals, preferred counterparts will already have been identified by UK PACT and this will be indicated in the specific scope or terms of reference. In other situations, identifying who the counterparts are and evidencing their buy-in will be an additional part of the selection process.

Co-funding

Projects may operate with co-funding from other donors. Implementers must demonstrate how the funding from UK PACT is additional and necessary, and not duplicative. The funding portion received from UK PACT must be for distinct activities with distinct, measurable outputs and outcomes. Implementers must also be able to separately track and report on spending against UK PACT funding.

Project Management, Monitoring, Evaluation and Learning (MEL)

The ability to manage project risks and progress, and report the results of the UK PACT Country Funds will be critical to the success of the project. Developing a robust GEDSI responsive MEL framework will be essential for capturing project impacts and building the evidence base for UK PACT interventions. Developing and monitoring a comprehensive risk register and integrating mitigation actions into the workplan and project design is important to ensure that appropriate effort is given to minimise threats to achieving intended objectives.

Projects will be expected to carry out a number of activities related to this, including tracking project progress against the MEL framework, submitting evidence of all outputs, projecting expected outcomes and developing case studies to capture project impact and learning. Applicants must ensure the capacity to carry out these activities and provide quarterly reporting on activities and results, is built into project workplans and budgets.

3.7. Preparing a UK PACT Country Fund budget

As part of our application process you will need to complete the UK PACT Country Funds Budget and Workplan Template. The template will be found on the website when you apply. Please note that we may request additional budget information if required either during the selection process or before grant agreements are signed.

We want organisations to be able to claim the full cost of a project and this guidance is provided to ensure help you calculate this. This includes the following sections:

- Currency
- Foreign exchange rates
- VAT and other local taxes
- Direct programme costs
- Calculating overheads

3.7.1. Currency

Budgets must be completed, and totals provided, in GBP (£). Disbursements will be made in GBP (£). Applicants should ensure they are able to receive payment in GBP.

3.7.2. Foreign exchange rates

Implementing partners will be expected to manage currency fluctuations that may arise during the implementation of the project. Any issues that might affect the ability to deliver the project should be communicated to UK PACT in a timely manner.

Overhead rate calculations can be completed in local currency, in order to allow for transparency with audited accounts. When you complete the 'Overheads' tab on the UK PACT Country Funds Budget and Workplan Template, you are able to enter the cost of your overheads in local currency, but you must indicate the exchange rate. The spreadsheet will automatically calculate the total cost in GBP. You must use the exchange rate facility OANDA (www.oanda.com) and include the date the rate was calculated.

3.7.3. VAT and other local taxes

Applicants should note that UK VAT is not eligible as a cost in the budget, however, local taxes can be included. Local taxes should not be separated out from other direct costs included in the budget to which they relate.

3.7.4. Direct programme costs

Direct programme costs are activities and costs directly incurred in the delivery and implementation of your project and are linked to specific project activities, outcomes and results.

Eligible direct costs

Eligible direct costs on a UK PACT Capacity-Building Project include:

- Personnel costs: Consultancy and/or staff time required to deliver activities (including staff time allocated for project management, monitoring, evaluation and learning and GEDSI which must be factored into budgets);
- Reasonable travel and subsistence costs (reimbursing actual costs incurred rather than per diem rates) for staff or consultants working on the project when delivering project activities;
- Other delivery costs directly related to activities and outputs (workshops, seminars, production of outputs, translation etc.).

Personnel costs

The type of personnel working on your project might include:

- Individuals employed under a permanent employment contract (internal staff);
- Individuals employed under a fixed term contract (consultants);
- Sub-contractors and secondees (other organisations or departments).

A daily rate should be included in the budget and workplan template for all proposed project staff regardless of type listed above. The value of a daily rate should be the actual cost to the business of employing the personnel, **with no overheads, profit or contingency.** For internal staff or fixed term staff this might include salary remuneration and any benefits including superannuation (pension) and taxes

For sub-contractors, the daily fee rate will be the exact total invoiced to your organisation that is chargeable to the project.

Calculation of personnel rates

Due to the vast variety of types of organisations that will be applying to UK PACT, we have provided indicative ranges for personnel rates with caps on the upper limit. The ranges can be found on the 'Eligible Costs' tab in the Budget and Workplan template. You will find the Budget and Workplan template on the website when you apply.

Value for money is a large part of the assessment criteria for UK PACT projects. There will be an expectation for organisations to be transparent in the way they have constructed budgets and to be able to demonstrate how they are offering good value for money. UK PACT will expect that day rates are benchmarked and that this benchmarking can be evidenced to determine that day rates are in line with market rates and are competitive. UK PACT also carries out benchmarking exercises internally to assess whether the rates included for personnel are reasonable and offer good value for money for a particular organisation type, sector or location.

Ineligible direct costs

The following expenditure items are explicitly ineligible across all expenditure cost categories. This list is not exhaustive and does not override activities which are deemed eligible and explicitly agreed as part of the grant agreement.

- The time of staff members of UK PACT counterpart organisations including government agencies or departments;
- The costs/time of any other organisation/expert other than those approved and indicated during the Call for Proposals process;
- Profit or revenue;
- Contingency or risk premium;
- Costs incurred prior to a formal agreement being executed including those associated with preparing bid or grant proposals;
- Activities which may lead to civil unrest;
- Activities which discriminate against any group on the basis of age, gender identity and expression, disability, race, colour, ethnicity, sex and sexual orientation, pregnancy and maternity, religion or belief;
- Gifts;
- Luxury goods (including alcohol and tobacco);
- Drugs not on the WHO medicine list;
- Pesticides;
- Any payments related to the employment of children;
- Statutory fines, criminal fines, penalties and associated legal costs;
- Payments for works or activities that are fully funded by other sources whether in cash or in kind, for example if premises are provided free of charge, UK PACT will not contribute to a notional rent;
- Bad debts to related parties;
- Payments for unfair dismissal and associated legal costs;
- Replacement or refund of any funds lost to fraud, corruption, bribery, theft, terrorist financing or other misuse of funds;
- Inflation or foreign exchange contingency.

Costs included as direct project costs must not be duplicated as overheads – for example, the day rate of key personnel should be removed from overheads if it is being charged as a direct cost for this project.

Promoting project outputs

The success of UK PACT projects will depend heavily on the adoption of project outputs. Costs related to communicating, disseminating or promoting project outputs with the aim of increasing the likelihood of their adoption do not need to be classified as communications spend. Examples of this could include, but are not limited to:

- Publishing a research paper, report, set of recommendations or study;
- Organising an event to communicate findings from your project;
- Organising workshops or trainings to build capacity in your targeted sector;
- Printing costs associated with the aforementioned examples, i.e. providing printed materials at a workshop;
- Translation or interpreting costs associated with the dissemination of outputs, i.e. the cost of translating a report or the fee for having an interpreter at a workshop;
- Website design fees, hosting or URL subscriptions, where the website is an output of the project;
- Costs associated with making products accessible, such as providing materials in multiple formats (e.g., audio, easy read format) or hiring sign language interpreters for events.

Communications costs - Costs related to the general promotion of your project would be classified as part of UK PACT's wider communications budget. The following costs are examples:

- Professional photography or videography;
- Translation costs for communications products;
- Editing software subscriptions;
- Externally contracted communications activities such as production and post-production (e.g. video editing, document layout and typesetting, etc.);
- Costs relating to promoting your project at external events, i.e. renting a stall, staff time and staff travel;
- Costs associated with making products accessible, such as providing materials in multiple formats (e.g., audio, easy read format) or hiring sign language interpreters for events;
- Expenses for enhancing accessibility of communications products, including producing materials in various formats (e.g., audio, easy read format) or employing sign language interpreters for events.

The following costs would not be classified as communications:

- Activities which are delivered by in-house staff, i.e. if an existing staff member spends some of their time drafting posts and publishing these on social media;
- Staff attendance at events if not directly linked to presenting/external communications (i.e. participation only);
- Team collaboration tools, internal newsletters, internal communications within organisations or project teams.

Where you are applying for a project that includes communications spend this must be clearly shown in your budget and separate budget lines for communications must be used.

Ineligible costs - The following costs are ineligible under UK PACT and should not be included in budgets:

- Fundraising costs;
- Communications and marketing for your wider organisation or for projects that are not funded by UK PACT.

Project footprint

We encourage applicants to review their delivery approach to optimise quality with a view to reducing carbon emissions associated with significant travel.

Digital spend

Digital costs which are only for project use and have a duration no longer than the timeframe of the project are eligible. Examples of these are short term licences/software fees, hosting fees or website costs. Eligibility under this category will be decided by UK PACT on a case-by-case basis as part of the review of the project as a whole.

Communications and branding costs

UK PACT has a limited communications budget that is allocated across the whole programme. At the current time spend on communications and branding is approved during project implementation on a case-by-case basis. You may include anticipated communications and branding expenditure in your proposal and budget, however, should you be awarded a grant you will be required to request permission to use any communications and branding budget before purchases are made.

UK PACT has contracted with Palladium International Limited to manage the overall external communications for UK PACT. Grantees will not be required or receive funding to conduct general communications or promotion for the wider UK PACT programme, i.e. any aspects of UK PACT beyond the remit of your individual project. However, you will be required to reference UK PACT funding in any written materials and verbal statements related to your project and to brand your project outputs with the UK PACT logo as appropriate.

Project management costs

All budgets must include sufficient time allocated for project management. As part of the delivery of projects you will be required to spend a significant amount of time engaging with Palladium, the British Embassy or High Commission in your country and FCDO, as well as reporting activities, progress, risks and results. This includes:

- Fortnightly, monthly or quarterly meetings with Palladium and the Embassy as appropriate to each project and the stage of delivery;
- Submitting a quarterly progress report and financial report (including evidence of output achievement);
- Attending Embassy-led engagement events and co-joining counterpart and stakeholder meetings with the UK PACT team.

All project organograms must include a Project Manager who will be the main point of contact for issues related to the management of the programme.

Monitoring, evaluation and learning (MEL) costs

The ability to report the results of the UK PACT Country Funds will be critical to the success of the project. Developing a robust GEDSI responsive MEL framework is essential for capturing project impacts and building the evidence base for UK PACT interventions. Projects will be expected to carry out a number of activities related to this, including tracking project progress against the MEL framework, submitting evidence of each output delivered, quarterly reporting, development of case studies etc. Whilst there is no set percentage of the total budget expected to be allocated to MEL activities, we recommend at least 5% of the total project budget should be allocated to MEL. This could include the day rates of staff members who are dedicated to MEL activities and/or the costs of those staff members carrying out MEL activities. Please note that partners receiving grant funding will be asked to report on their activities, outputs and outcomes on a quarterly basis. We also encourage the development and delivery of case studies which capture project impacts and learning within all grants.

Applicants must ensure the capacity to carry out these activities is built into project budgets.

Gender equality, disability and social inclusion

While UK PACT's primary objective is to reduce emissions, it is of utmost importance that projects' activities do this in a way that is inclusive and equitable and leads to equitable outcomes — see the UK PACT GEDSI Ambition for more information.

Applicants are encouraged to budget for activities and resources focussed on delivering GEDSI outcomes. This might include staff time and expenses for those carrying out GEDSI specific activities or the costs of producing GEDSI specific outputs.

3.7.5. Calculating overheads

What are overheads?

An overhead is any cost incurred to support an organisation that is not directly related to a specific project, product or service. For example, space and premises, or a supporting function such as an HR department or an internal accounting team might be considered to be overheads. When the project ends, these costs will still be paid by the organisation.

Overheads are sometimes referred to as indirect, core, central or support costs.

How are overheads calculated?

The amount of overhead that can be funded by UK PACT should be an 'appropriate apportionment' and is calculated as the percentage of core costs necessary to support your organisation's ongoing business or activities.

Applicants have two options for identifying an overhead rate:

1. Choose an overhead rate of up to 15% of direct project costs. You can indicate the % of overheads required in the 'Overheads' tab in the Country Funds Budget and Workplan template. No additional information will be required to verify this rate. Please note that UK PACT is an ODA programme funded by UK taxpayers and, as such, ensuring all our projects represent value for money is critical. Organisations should only apply for the overheads % they need;
2. Where organisations are not able to accept an overhead rate of 15% or less because their indirect costs are higher, the 'alternative overhead' tab in the UK PACT Country Funds budget template and workplan must be completed. This will then be verified by the UK PACT team based on the financial audit reports you will be required to submit as part of the due diligence process.

Overheads will need to be managed within the overall budget limit for the project and will not be paid separately.

Where you require an overheads rate of above 15%, the following instructions apply:

Overhead amounts included should be sourced from your annual financial statements over the past three years (where available) to ensure that a realistic annual average percentage is recognised of overheads to direct costs. Overhead costs are often identified in the notes to the accounts, and are generally classed as premises and office costs, support staff costs, and governance and strategic development costs.

The resulting average amount is used to calculate what percentage of core costs has been needed to support the organisation's business activities over the same time period and this provisional percentage can be applied to your proposed budget. For approved proposals, the overhead rate proposed will be fully checked and verified by the UK PACT Country Fund team during the co-creation stage, at which point the final agreed percentage will be applied to your project budget.

Care must be taken to ensure that overhead costs are not duplicated within your proposed budget for the delivery of project activities. For example, the time of staff included within the project budget cannot also be included as an overhead and vice versa.

How should overheads be presented?

The amounts to include when calculating overheads should be sourced from your annual financial statements and be aligned under the following categories:

- Premises and office costs;
- Support staff Costs;
- Governance and strategic development costs.

Premises and office costs: Relate to premises and office costs and should comprise costs associated with the organisation's premises and office including rent, mortgage costs, management of facilities, building insurance, rates, maintenance and cleaning, groundworks, gardening and utilities.

Support staff costs: These costs should relate to central support function costs and can include costs associated with the organisation's Board of Directors and other central support functions (such as human resources, finance, IT, office management). Staff costs are typically gross salaries plus employer on-costs (taxes and pensions). Other costs to include here could be travel and subsistence, telephone, recruitment and bank charges.

Governance and strategic development costs: These are costs related to the governance of the organisation and strategic development costs. They refer to external expert and professional services expertise brought in when in-house skills are not available, and can include payments for services contracted to provide strategic or governance direction, advice related to financial management, procurement, legal, audit, human resources or technical issues, external audit fees and expenses reimbursed to Trustees.

Overheads for Consortium Partners

UK PACT expects lead organisations to apply the above methodology and eligibility criteria for calculating allowable overheads to all consortium partners. Consortium partners must complete their overheads on a separate template and provide this to the lead organisation to collate the information. The lead organisation should identify the overheads rate for each consortium partner separately and include that rate in the UK PACT Country Funds Budget Template in the “Overheads Calculation” tab. We will pay the costs of each partner at their agreed rate.

How do I report and claim overheads funding?

The allowable amount of overheads, expressed as a percentage of project direct costs, is calculated at the outset of the project and based on the agreed budget. This percentage rate should be applied to the actual project costs incurred when claims are submitted.

For example, if the agreed overheads rate is 8% and the total delivery costs for the project during the quarter are £37,458 then an overhead amounting to £2,996.64 can be included in your invoice and financial report for the quarter.

The amounts claimed will be reconciled by UK PACT Country Funds Team on an annual basis and at the end of a project. For one-year projects this will only be done once. When the direct costs are reconciled, should the amount of overheads claimed exceed the allowable percentage, any amount of surplus overhead that has been claimed must be repaid.

Examples of eligible costs to be considered in overheads calculations

- Rent, rates and utilities
- Maintenance and repairs
- Equipment
- Printing and stationery
- Cleaning
- IT maintenance costs
- Consultant fees
- Programme quality support costs
- Telephone charges
- Support staff costs
- Subscription fees
- Legal and professional fees
- Support and review visits
- Annual conference costs
- Trustee meeting costs
- External audit
- Internal audit
- Payments for works/activities for which the grant holder has a statutory duty to undertake
- Institutional insurance policies

This list is not exhaustive.

Ineligible overhead costs

The costs below **are not eligible for inclusion in the organisation's overhead calculations for UK PACT funding** and should therefore ***not*** be included within overheads calculations:

- Profit;
- Fundraising;
- Costs associated with advocacy and campaigning marketing and communications;
- Contingencies;
- Fines;
- Debt repayment;
- Capital expenditure, land and legal charging of assets to a bank;
- Policy retainer fees;
- Taxes for which exemptions apply or are reclaimable via other sources (for example, HMRC or an alternative funder);
- Payments for works or activities fully funded by other sources, whether in cash or in kind. For example, UK PACT will not contribute to notional rent when premises have been provided free of charge;
- Depreciation;
- Bank charges;
- Interest payments;
- Service charge payments;
- Loans for finance leases.

4. Country Fund application process

4.1. How to make an application for funding

All applications to UK PACT Country Funds are made and submitted via the UK PACT website. All applicants must complete the EOI form provided on the Call for Proposals web page to start their application process.

The following documents form your application pack and must be downloaded, completed and submitted by the deadline. These documents form the second stage of a two-stage application process, where shortlisted candidates will be invited to submit the following documents:

- Project proposal template
- Budget and workplan template
- Project Theory of Change form
- Project Risk and Issue Register Template

Applicants should take note of all instructions included on the website and in the templates before making a submission to make sure nothing has been missed.

All applications should be completed in English.

Risk register

A risk assessment is required at full proposal stage to demonstrate the deliverability of the project, and to ensure that mitigation actions have been considered for key risks. When putting your risk assessment together, please consider risks across all relevant risk categories (delivery, operational, fiduciary, context, security, safeguarding, reputational). We appreciate that a fully developed risk register can take time and may not be ready at the proposal stage so please note that, if successful, we will ask you to develop the risk profile out in more detail at that stage.

Application submission process

Step 1:

Visit the respective UK PACT Call for Proposals web page.

Step 2:

Register for the MEE and review the CfP documents

Step 3:

Submit the EOI form, linked via the CfP web page

Step 4:

Shortlisted candidates will be invited to submit a full proposal by the deadline

Step 5:

Complete the required proposal documents and upload the completed application pack to the link emailed

4.2. Types of selection process we run

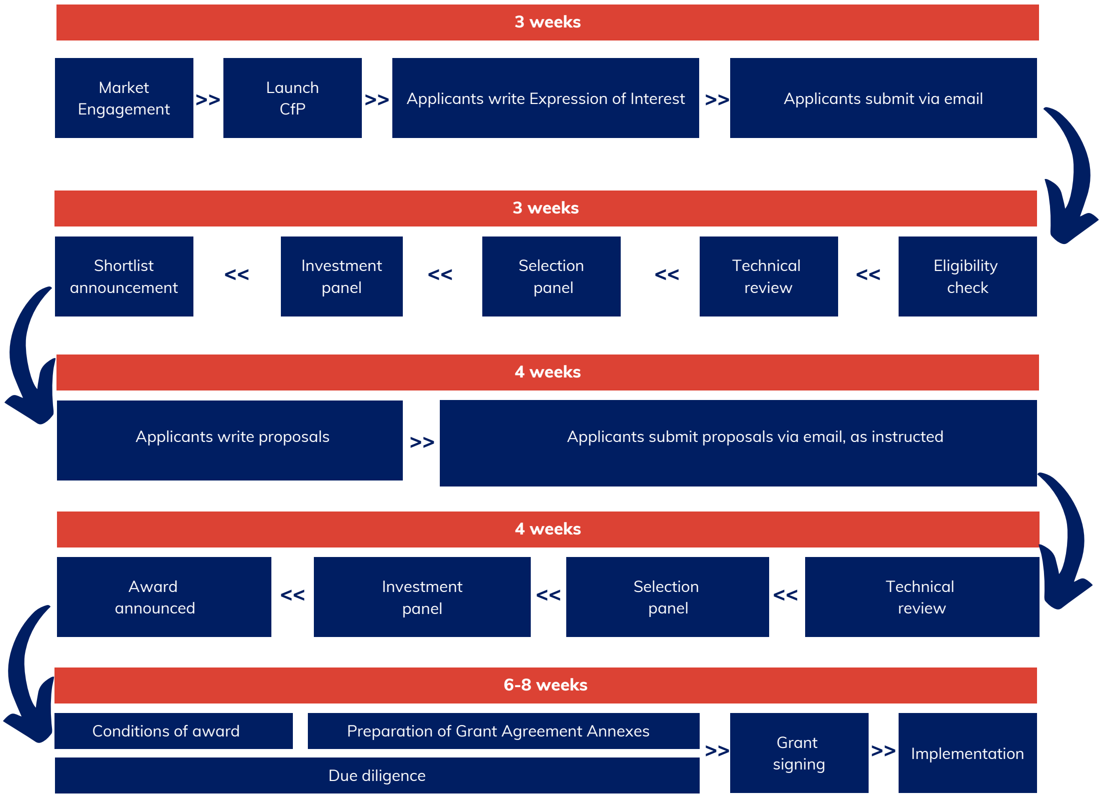
UK PACT Country Funds runs two types of competitive selection process:

- A two-stage process (with Expression of Interest)
- A two-stage process (with a pre-qualification stage)
- A one-stage process

The type relevant to your application will have been indicated in the specific scope or terms of reference for the call you are applying to. The timelines and process for each vary slightly and we have included a description of each below.

4.3. Two-stage selection process (with EoI)

Our two-stage process involves an Expression of Interest stage, followed by a full proposal stage. The overall approximate timeframe for this process from launch of the CfP until Grant Signing, is 23 – 25 weeks.



1. Launch of the Call for Proposals

From the date of the initial announcement that the Call for Proposal Process has gone live, applicants have 3 weeks to prepare an Expression of Interest using the templates provided on the website.

2. Shortlisting of ideas

We estimate that it will take 3 weeks between the submission of EoIs and a final decision on shortlisting. Applicants and Ideas will be checked for eligibility before being assessed by a Screening Panel and shortlisted by an Investment Panel. If included in the shortlist, applicants will be invited to prepare proposals. Reviewers may have comments or queries on specific sections that will need focus or clarification in the full proposal. Notes will be provided to each shortlisted applicant on the specific areas that should be considered. This may include: technical feasibility; gender equality, disability and social inclusion (GEDSI); additionality and/or other general comments about the content of the project or budget.

3. Invitation to prepare full proposals

From the date of shortlisting, applicants will have 4 weeks to prepare full proposals using the templates provided on the website.

This will include:

- UK PACT Country Funds Proposal Template
- UK PACT Country Funds Budget and Workplan Template
- Project Theory of Change Form
- Project Risk and Issue Register Template

Clarification questions will be accepted until the indicated deadline after the launch of the call. All clarification questions and responses will be collated and published on the website.

4. Selection of projects

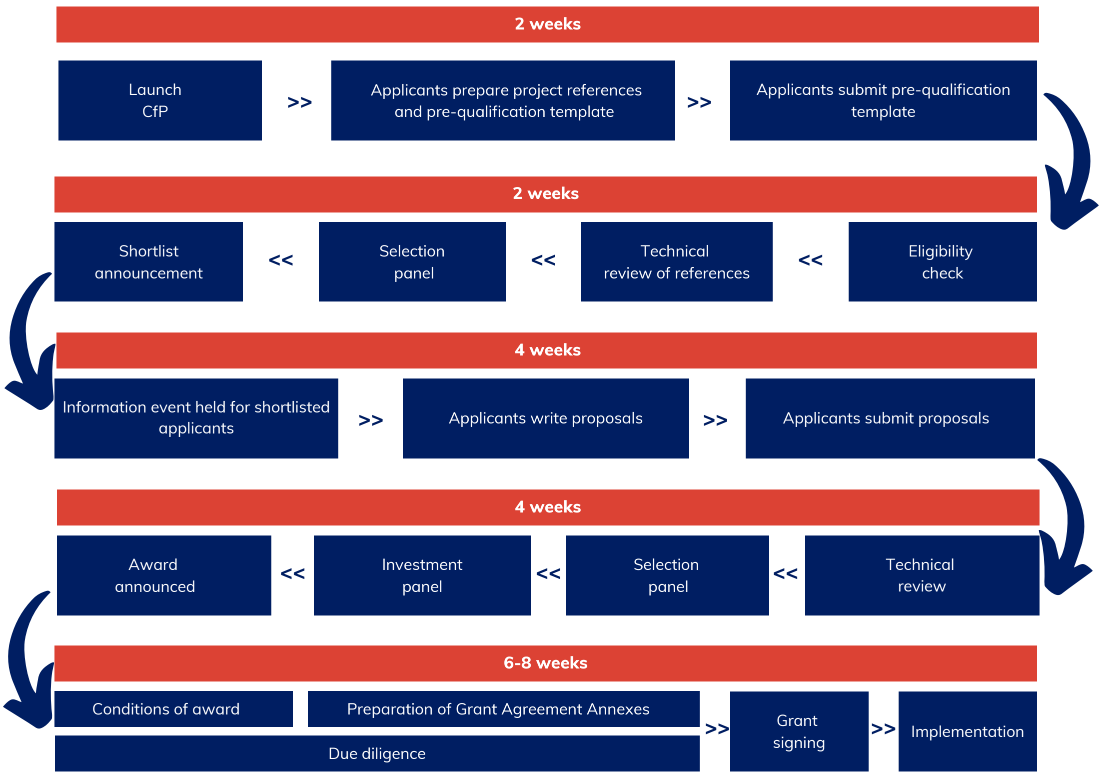
We estimate that it will take four to six weeks between submission of full proposals and a final decision on selection, please refer to the scope or terms of reference for the call you are responding to for more specific timelines. Final selections will be made based on how proposals score against the criteria listed in the scope or terms of reference, beneficiary confirmation of interest in the project, fit within the portfolio of other UK PACT projects and affordability within the UK PACT budget. We reserve the right to take a portfolio-based approach to the final selection of projects.

UK PACT's ultimate decision on which projects to proceed to the next round or to fund will be final.

Applicants will be informed whether they have been shortlisted or not via email. Some awards may be made on a conditional basis, and conditions of funding will be included with the award email.

4.4. Two-stage selection process (with pre-qualification stage)

This two-stage selection process involves a pre-qualification stage, followed by a full proposal stage. The overall approximate timeframe for this process from launch of the CfP until Grant Signing is 18-20 working weeks.



1. Launch of the Call for Proposals

From the date of the initial announcement that the Call for Proposal Process has gone live, applicants have up to 2 weeks to prepare a pre-qualification template. Pre-qualification allows us to assess your operational and technical capacity to deliver, based on previous experience implementing similar projects in relevant sectors (in the form of project references).

Clarification questions will be accepted until 5 working days after the launch of the call. All clarification questions and responses will be collated and published on the respective UK PACT Country Fund web page.

2. Shortlisting of organisations

The shortlisting process takes two weeks. Applicants will be checked for eligibility before being assessed by a Screening Panel and shortlisted by an Investment Panel. If included in the shortlist, applicants will be invited to prepare Full Proposals. Applicants will be informed whether they have been shortlisted or not via email.

3. Invitation to prepare full proposals

From the date of shortlisting, shortlisted applicants will have 4 weeks to prepare full proposals using the template and specifications provided on the UK PACT CfP web page and the website.

This will include a:

- Full proposal template
- Country Funds Budget and Workplan Template
- Project Theory of Change form
- Project Risk and Issue Register Template

Clarification questions will again be accepted until 5 working days after shortlisting. All clarification questions and responses will be collated and published on the CfP web page. An information event will also be held with shortlisted applicants to outline the Terms of Reference and application requirements.

4. Selection of projects

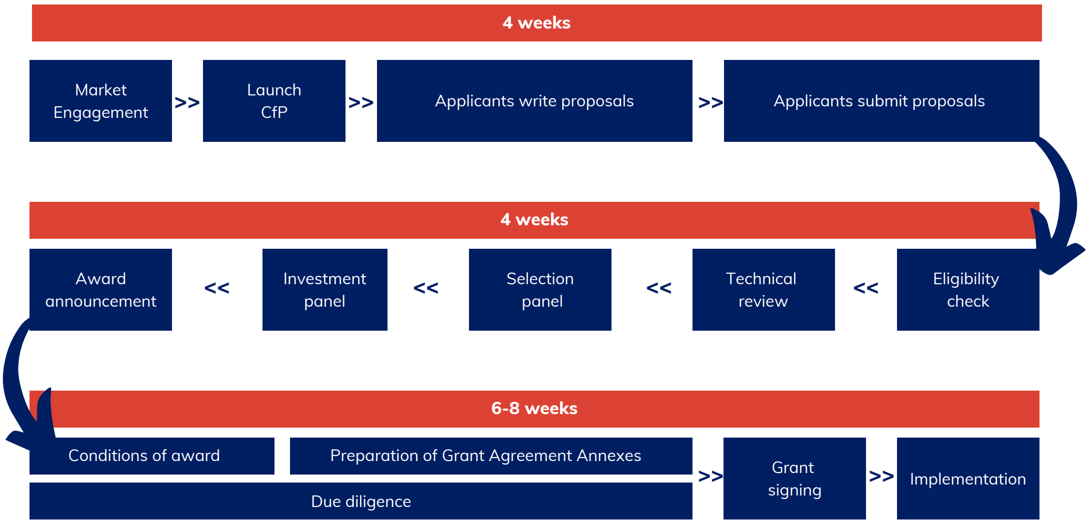
We estimate that it will take 4 to 5 weeks between submission of full proposals and a final decision on selection. Please refer to the scope or terms of reference for the call you are responding to for more specific timelines. Final selections will be made based on how proposals score against the criteria listed in the scope or terms of reference, beneficiary confirmation of interest in the project, fit within the portfolio of other UK PACT projects and affordability within the UK PACT budget. We reserve the right to take a portfolio-based approach to the final selection of projects.

UK PACT's ultimate decision on which projects to proceed to the next round or to fund will be final.

Applicants will be informed whether they have been selected or not via email. Some awards may be made on a conditional basis, and conditions of funding will be included in the award email.

4.5. One-stage selection process

Our one-stage process involves the completion of a full proposal only. The overall approximate timeframe for this process from launch of the CfP until Grant Signing is 14 - 16 weeks.



1. Launch of the CfP

From the date of the initial announcement that the Call for Proposal Process has gone live, applicants will have 4 weeks to prepare full proposals using the templates provided. This will include:

- Full proposal template
- Country Fud Budget and Workplan Template
- Project Theory of Change Form
- Project Risk and Issue Register Template

Clarification questions will be accepted until 5 working days after the launch of the call. All clarification questions and responses will be collated and published on the CfP web page.

2. Selection of projects

We estimate that it will take four to six weeks between submission of full proposals and a final decision on selection, please refer to the scope or terms of reference for the call you are responding to for more specific timelines. Final selections will be made based on how proposals score against the criteria listed in the scope or terms of reference, beneficiary confirmation of interest in the project, fit within the portfolio of other UK PACT projects and affordability within the UK PACT budget. We reserve the right to take a portfolio-based approach to the final selection of projects.

Applicants will be informed whether they have been shortlisted or not via email. Some awards may be made on a conditional basis, and conditions of funding will be included with the award email.

5. Grant signing process

This process usually takes between 6-8 weeks of the overall selection process. This is dependent on how quickly information is shared between applicants and the UK PACT team and we encourage applicants to be responsive during this time period.

Co-creation

Following award, we will run a co-creation phase of project delivery. This allows us to work through any recommendations from the selection process and finalise Grant Agreement annexes which include project budget, workplan and other key information. This will involve a series of one-to-ones and/or workshops, to ensure projects are fully aligned with UK PACT.

Content may include:

- Introductory meetings – a chance to meet our respective teams, agree milestones, payment plans, reporting requirements and discuss any conditions of funding
- Monitoring, evaluation and learning workshop to refine your project's Theory of Change and discuss reporting indicators and processes
- Gender equality, disability and social inclusion (GEDSI) — identifying opportunities to raise ambition and further develop GEDSI opportunities in project delivery
- Communications and branding – introducing UK PACT Branding and Communication guidelines and identifying project specific communications and branding needs

Due Diligence

Following receipt of a full proposal and decision to award, we will begin due diligence. We estimate that due diligence will take between 4–8 weeks but will be completed in parallel with the co-creation phase. Due Diligence can be particularly time consuming and we urge all applicants to refer to Section 7 of this Applicant Handbook for full information on due diligence requirements. This will allow applicants to be ready to share the required documents and information.

Final signature

Once Grant Agreement annexes are finalised and subject to satisfactory due diligence checks, we will prepare and send an electronic version for signing.

6. Preparing to communicate and promote your project

UK PACT operates a low cost, no cost approach to communications and branding, focussed on the internal production of good quality communications materials wherever possible. By accepting an Accountable Grant, UK PACT grant recipients agree to take part in the active promotion of the project throughout its entire lifetime.

This includes agreeing to:

- Promote their project and collaborate with British Embassies/High Commissions and designated UK PACT delivery partners (including Palladium International) to promote the project and its contribution to the overall reach and objectives of UK PACT at local and international level;
- Consult with the British Embassy and UK PACT delivery partner, Palladium, on publicity opportunities and timing for release in any of the channels available to the project;
- Record and provide information about the project in a way that allows the project impact to be understood by non-specialists;
- Provide UK PACT delivery partners with project photography, video clips and audio recordings and to accept that the intellectual property rights for these products will be retained by FCDO as per the terms of the Accountable Grant;
- Secure all the written consents needed for property and people featured in the communications products about the project.

Products should be appropriate for use in strategic and timely communications by the Embassy or by the UK PACT delivery partner, Palladium, targeting multiple audiences including UK PACT relevant stakeholders, local and international media, government and the general public.

The project communications products may be edited or adapted by the Embassy or UK PACT delivery partners, including Palladium, for use across multiple channels such as the UK PACT website, live or online events, leaflets, presentations, banners, adverts, press releases, newsletters and social media posts, for example.

1. What will promoting your project involve?

Publicity themes may include (not an exhaustive list):

- Contributing to the green recovery of the country's economy or to the prosperity of the community immediately related to the project;
- Improving societal challenges (eg. such as impact on everyday lives of the communities in priority countries and influence on policy-makers and industry).
- Is targeted and adapted to audiences that go beyond the project's own community including the media and the public;
- Chooses pertinent messages (e.g. How does the project demonstrate impact in a way that's relevant to its audience?);
- Is accessible to a wide audience, including people with disabilities.

2. Good communication of the project

The overall purpose of communications for UK PACT projects is to increase programme impact. This also includes sharing with the rest of the climate sector useful lessons and on how to reduce emissions in various global contexts. Each project will be required to design a simple communications strategy explaining how this will be done, based on guidance provided. Therefore, good communications:

- Starts at the outset of the project and continues throughout its lifetime;
- Is strategically planned, not ad-hoc;
- Uses the right medium and means (e.g. working at the right level - local, regional, national; uses the right channels: website, press release, brochure, event);

Key communication objectives for UK PACT projects

- Incentivising uptake of UK PACT-funded activities, outputs and ideas, to achieve and increase impact;
- Share lessons learnt on UK PACT projects with the broader climate, environment and development sector.

7. Passing UK PACT Country Funds due diligence

As a prospective grantee on a UK government funded programme, we are obliged to carry out due diligence on your organisation and those that control the organisation, and to assess your compliance with the FCDO Supply Partner Code of Conduct. The due diligence process will primarily focus on the lead implementing partner but will also assess their ability to manage downstream partners and cascade relevant policies and processes down the delivery chain.

Our due diligence process is comprehensive, and sometimes it can be challenging for smaller or newer organisations to demonstrate compliance.

We will not prevent the progression of a project where we can responsibly work with an implementer to create a compliance plan. For example, we may require an organisation to have a certain policy in place within 6 months and can work with the organisation in that time to provide template policies and support. Our assessment of the due diligence information will respond to specific risks relevant to a particular project. For example, if the project involves operating in an area presenting a medium or greater security risk, we would deep-dive on the lead organisation's security policies (and sub-grantees if appropriate).

Applicants who ultimately do not pass the due diligence process will not be awarded a grant.

7.1.1. Limited due diligence at application stage

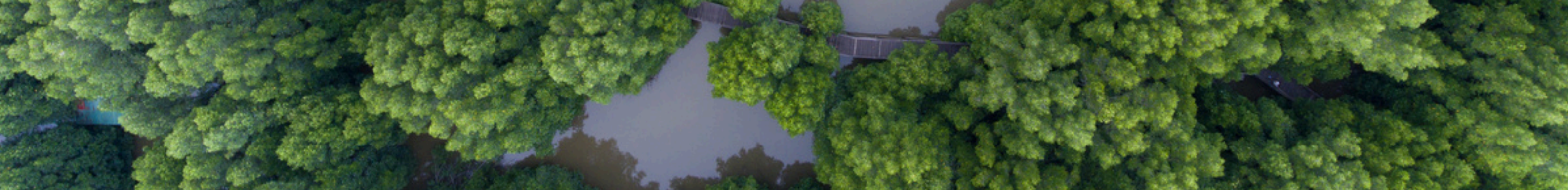
We will do some initial due diligence on your organisation before we review your proposal, including our own internal searches. This allows us to identify potential issues as soon as possible.

Conflicts of Interest — UK PACT reserves the right to reject any application, which is believed to involve a current or potential conflict of interest. Applicants must declare any conflicts of interest that currently exist or that could arise during this selection process and/ or during project implementation. Conflicts of interest can be personal, business and/or finance related. Where potential conflicts of interest are declared, the applicant should both state these and the actions that will be taken to mitigate them.

Disclosures — As part of the selection process, the applicant will be asked to disclose if they (or any of the consortium partners):

- Are the subject of any proceedings related to bankruptcy, insolvency or financial standing;
- Have been convicted of any offence concerning professional misconduct;
- Have not fulfilled any obligations relating to the payment of social security contributions;
- Have been convicted of, or are the subject of any proceedings, relating to:
    - Participation in criminal organisation/s;
    - Corruption, including the offence of bribery;
    - Fraud, including theft, and not fulfilling any obligations relating to payment of taxes;
    - Money laundering.

Applicants must also disclose if they or any of their proposed consortium partners are or have reason to believe that they may have been, the subject of any proceedings, that may be listed by any donor of development funding, or any contracting authority.



7.1.2. Due diligence timeframe

We will carry out full Due Diligence after award but before an Accountable Grant can be signed. Due diligence can be one of the most time-consuming stages in getting projects from award to grant agreement. Applicants should prepare to take part in the due diligence process whilst they are preparing their proposals.

Stage	Description	Timeframe
DD contact confirmed	A member of the UK PACT team will contact successful applicants directly to find out the name and contact details of the individual who will be responsible for completing the Due Diligence Self-Assessment	Immediately after award
Registration in *Microsoft Teams*	Shortlisted applicants will receive an invite to join a Microsoft Teams site and detailed instructions for carrying out the due diligence self-assessment.	Once DD contact confirmed
Applicant completes questionnaires and uploads documents in Microsoft Teams	Shortlisted applicants log in to Microsoft teams, complete the due diligence questionnaire and upload all relevant documents required as part of the assessment.	Deadline for completion will be three weeks from receipt of assessment instructions
Applicants work with Palladium to finalise due diligence	In case there are any questions, concerns or outstanding actions relating to information that has been provided in the due diligence responses, Palladium will work with applicants to finalise.	Following applicant submission of Due Diligence Self-Assessment in Microsoft Teams
Grant agreements signed	Following successful completion of the due diligence Process, Grant Agreements can be signed	Following successful completion of due diligence process

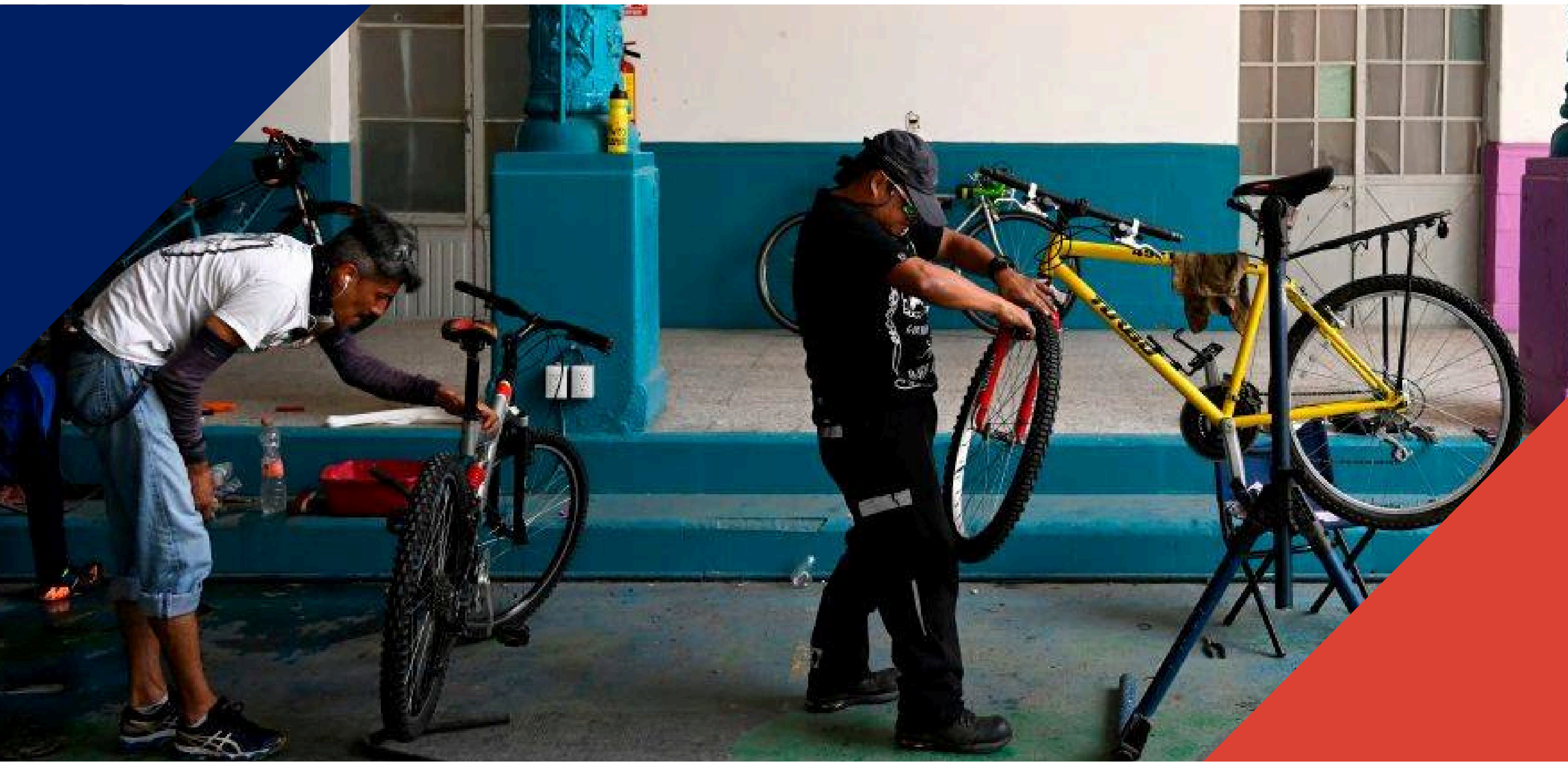
7.1.3. Beginning the due diligence process

You will be contacted by one of the UK PACT team members at Palladium, to start the process of completing the due diligence assessment. We will contact you at the email address you provided in your application form. Once your due diligence contact has been confirmed, they will receive an invitation to join a Microsoft Teams site, hosted by Palladium, to complete a self-assessment due diligence questionnaire.

Completion of the assessment and successful review of due diligence requirements will be a mandatory condition of your engagement as a UK PACT Grantee.

7.1.4. Tips for completing your due diligence assessment

Engaging openly and fully with the due diligence requirements is mandatory, but if you are not in a position to fulfil all of the requirements set out in the due diligence assessment. **This does not necessarily prevent you from being a grantee on this programme.**



In your due diligence self-assessment, you will be asked to provide a full explanation for your responses following the guidance included in the document. Where you are not compliant or if there is room for improvement, we will ask you to indicate your willingness to work towards full compliance and also to indicate how you will achieve this.

It is important that the person completing the assessment is duly authorised by the organisation to do this and so, if you are not that person, please provide details of the person who will be completing the assessment when we initiate the process.

7.5.1. Key documentation

Applicants should assemble the documents needed for the due diligence process early as possible. We have included an example of the due diligence self assessment questionnaire that your organisation will need to complete as an annex to this handbook

If any items are combined in one policy, code or guideline you do not need to separate them. When you carry out the self-assessment, you will just need to upload the document and reference it each time it is relevant in your responses.

You will need to make sure that all documents are named clearly with a description of the document and its date.

As mentioned, we will not be able to sign an Accountable Grant with you or disburse funding to your organisation until these assessments have been completed and approved, so please start to think about how you will mobilise this task as you prepare your full proposals.

Annex I: Glossary of terms

Accessibility	Removing the barriers faced by individuals with a variety of disabilities (including, but not limited to physical, sensory, cognitive, learning, mental health) and the various barriers (including attitudinal, systemic, location-driven, social status) that impede an individual's ability to participate in social, cultural, political, and economic life. Disabilities can be temporary or permanent, visible or hidden. As we age our abilities change and therefore an accessible society is one designed to include everybody – people with disabilities and people without disabilities.
Activity	The work carried out by an organisation to achieve an aim. Activities are derived from inputs and lead to outputs.
Additionality	Additionality is the demonstration that activities have been supported that would not have happened at all, in same way, with the same scope or within the same time frame without the proposed intervention.
Audited accounts	A company's financial records that have been officially examined by a qualified third party to check they are accurate.
Baseline Information	The initial set of data collected (before the project) to be used as a starting point to make comparisons.
Buy-in	The support for an idea or plan.
Climate justice	Recognises that the countries, and people, that have contributed the least to global warming are experiencing the worst impacts of climate change. Unequal distributions of power and resources increases the risks that people face from the climate crisis.
Co-funding	An arrangement through which two or more Donors provide funding for a project.
Co-creation phase	The first stage of the project lifecycle during which introduction to the programme is carried out.
Conflict of interest	A situation in which the personal or private interests of an individual or organisation affect their ability to make a fair decision.
Constraint	Restricting factors that limit the delivery of a project.
Deliverable	A product, set of products or package of work that will be delivered to, and formally accepted by, a stakeholder.
Disability	The interaction between persons with impairments and environmental barriers that hinders their full and effective participation in society on an equal basis with others.

Disability inclusion	Disability inclusion seeks to tackle the systemic discrimination, stigma, and exclusion that people with disabilities face in many aspects of their lives.
Do No Harm	Understanding the possible direct and unintentional impacts of interventions on the lives of men and women, girls and boys, persons with disabilities and other marginalised groups and all persons – and aiming at minimum, and at all times, to cause no harm to anyone affected by our actions. The Do No Harm Principle is central to safeguarding efforts.
Donor	The Government that provides aid that promotes and specifically targets the economic welfare and development of developing countries.
Escalation route	A map of the process by which issues are drawn to the attention of higher levels of management.
Ethnicity	Ethnicity, as broadly defined, is based on a shared understanding of the history and territorial origins (regional, national) of an ethnic group or community as well as on particular cultural characteristics, such as language and/or religion and/or specific customs and ways of life. (UNECE, 2014).
Funding window	The duration of time during which projects can apply for funding.
Gender equality	The absence of discrimination based on gender in opportunities, the allocation of resources or benefits, and access to services. It is the full and equal exercise by men, women, girls, boys and people of marginalised genders of their human rights. In a gender equal situation, people of all genders have equal rights and access to socially and economically valued goods, resources, opportunities, benefits, decision making and positions of leadership; the different gender roles are valued equally and do not constitute an obstacle to wellbeing; and the fulfilment of their potential as responsible members of society is possible. Gender equality is not only a women's issue but should concern and fully engage men, women and people of minority genders.
Impact	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than the pre-identified outputs and outcomes. A higher-level strategic goal. UK PACT's intended impact is to alleviate poverty by accelerating climate mitigation in target countries.
Implementer	The organisation that executes a proposed project.
Intersectionality	The interconnected nature of social categorisations such as race, gender identity, sexual orientation, religion, ability, and social class, which overlap to create interdependent systems of discrimination or disadvantage.

Indicator	The way in which something will be measured, for example, number of Indicators should be SMART (Specific, Measurable, Achievable, Realistic and Time bound). A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to a project, or to help assess the performance of a project.
Input	The financial, human and material resources that provide the basis for a project. For example, money, technical expertise, relationships and personnel.
Just transition	A just transition seeks to ensure that the substantial benefits of a green economy transition are shared widely, while also supporting those who stand to lose economically.
Key counterparts	The main target group a project seeks to create favourable conditions for.
Key counterpart groups	Those organisations or groups of individuals who will benefit from the change that the project will deliver.
Knowledge product	A tangible output with high information content to facilitate the sharing of information and experiences, e.g. infometrics, case studies, videos.
Lead implementing organisation	The primary point of contact for UK PACT and the lead organisation of a consortium.
Lead organisation	The main entity in a consortium responsible for project delivery.
Legacy of project results	The lasting effects or situation that has developed as a result of project results.
Lessons learnt	Documented experiences that can be used to improve the future management of projects, programmes and portfolios.
Lines of responsibility	Mapping of key staff and their responsibility within the overall hierarchical structure of the programme.
Logical Framework (Logframe)	A project planning and oversight tool consisting of indicators and milestones for key inputs, outputs, outcomes and impacts.
Milestone	A key point selected for its importance in project delivery at which you will measure your indicators and track progress.
Organogram	A diagram that shows the structure of an organisation and the relationships between the different people and jobs at different levels within that organisation.

Outcome	The likely or achieved short-term and medium-term effects/ impacts of an intervention's outputs. For example, the adoption of knowledge products that have been developed.
Output	The products and/ or services which result from a project. For example, knowledge products developed. These should be sufficient to achieve the project outcome and be something that the project can guarantee to deliver. i.e. the achievement of outputs is within the control of the delivery partner whilst outcomes may not be.
Partner organisations	An organisation working with the lead implementing organisation within a consortium, to deliver the UK PACT project.
Political will	The disposition of high-level political figures to support an idea or project.
Poverty alleviation	Set of measures introduced to permanently lift people out of poverty.
Primary key counterpart groups	Those organisations or groups of individuals that the project directly works with, who will benefit from the change that the project will deliver. For example, government, ministries, communities, regional or city level organisations, private sector associations, women's groups, marginalised groups.
Racism	Racism includes racist ideologies, prejudiced attitudes, discriminatory behaviour, structural arrangements and institutionalized practices resulting in racial inequality as well as the fallacious notion that discriminatory relations between groups are morally and scientifically justifiable; it is reflected in discriminatory provisions in legislation or regulations and discriminatory practices as well as in anti-social beliefs and acts; it hinders the development of its victims, perverts those who practise it, divides nations internally, impedes international co-operation and gives rise to political tensions between peoples; it is contrary to the fundamental principles of international law and, consequently, seriously disturbs international peace and security. (UN, 1978)
Residual risk	The resulting risk (impact and likelihood thereof) following introduced mitigation measures.
Risk owner	The individual or organisation responsible for managing the risk including monitoring and implementation of mitigation measures.
Safeguarding	Ensuring no harm comes from project activities, particularly to vulnerable individuals. Taking steps to prevent such harm and having processes in place for responding rapidly and appropriately if harm does occur. Harm includes but is not limited to, sexual exploitation, abuse and harassment.

Secondary key counterpart groups	Those organisations or groups of individuals that the project indirectly works with, who will benefit from the change that the project will deliver. For example, government, ministries, communities, regional or city level organisations, private sector associations, women's groups, marginalised groups.
Social exclusion	Social exclusion is the process by which certain groups are systematically disadvantaged because they are discriminated against on the basis of social characteristics such as ethnicity, race, religion, sexual orientation, gender, age, disability, and HIV status.
Socially excluded individuals and groups	Individuals and groups who face barriers preventing them from participating in social, economic and/or political life, resulting in them being underrepresented, stigmatised, or otherwise undervalued. Marginalisation can be due to factors such as gender identity, sexual orientation, ethnicity, religion, education, caste, age, disability, poverty and migration.
Social inclusion	The removal of institutional barriers and the enhancement of incentives to increase access for diverse individuals and groups to development opportunities. These barriers may be formal (i.e., policies and legislation) or informal (i.e., customs and behaviours).
Stakeholder	The organisations or people who have an interest or role in the project, programme or portfolio, or are impacted by it.
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed.
Systemic change	Change that targets underlying conditions, frameworks or structures that are prevalent.
Technical assistance	Non-financial support provided by external specialists which can take the form of information sharing, instruction, skills training, transmission of working knowledge, and transfer of technical data.
Value for Money	Value for money refers to the four E's. Economy, efficiency, effectiveness and equity. This means the extent to which a project has been delivered economically (using the right resources, at the right time and at the right price), effectively (producing the right mix, quantity and quality of outputs) and efficiently (contributing to action on emission reduction), therefore providing value for every unit of public funds spent. The fourth E covers equity, which is the extent to which the benefits of the project have been delivered fairly and equitably, reducing the constraints, and improving opportunities and influence in climate change matters for women, future generations, and other marginalised groups.

Annex II: Monitoring, Evaluation and Learning terminology

The following impact pathway diagram has been included to familiarise applicants with the Monitoring, Evaluation and Learning (MEL) language that will be use throughout the lifetime of UK PACT project implementation, and which is used throughout this document and corresponding templates. All projects are expected to be designed taking in to account five key stages in project delivery. 1. Inputs, (activities); 2. Outputs; 3. Intermediary Outcomes; 4. Outcomes, and 5. Impact. You will be asked to respond to this language in all stages of project selection.

Inputs

The financial, human and material resources used to deliver project activities

Activities

The tasks that need to be completed in order for outputs to be achieved

Outputs

Services, goods or products delivered through project activities. Delivering outputs is within the project's control

Intermediary Outcomes

Short to medium term changes expected from project outputs. For UK PACT, this entails demonstrated adoption of project outputs by targeted beneficiaries or other stakeholders. Intermediary outcomes can be influenced by the project but are not completely within its control

Outcomes

Medium term changes expected from project outputs. For UK PACT, this entails demonstrated use or implementation of project outputs by targeted beneficiaries or other stakeholders, contributing to demonstrable actions towards emissions reductions. Outcomes may be influenced by the project but are not completely within its control.

Impact

The higher-level strategic goal and long-term effects to which the project is expected to contribute. UK PACT's intended impact is accelerated emissions reductions coupled with economic growth in target countries.

Annex III: Privacy policy

The UK PACT Country Funds privacy policy can be accessed on the UK PACT website here

Annex IV:
DUE DILIGENCE QUESTIONNAIRE

Component	Guidance
UK PACT delivery partner	**General Guidance** This information is requested to assist in undertaking investigations into your organisation as part of prudent due diligence processes. Some questions are asked with a view to assessing compliance with HMG standards, specifically the FCDO Supply Partner Code of Conduct. You are asked to reply to all questions. You will not be automatically disqualified from providing services on a HMG -funded programme if you do not fulfil all requirements (but may be asked to take steps to improve your level of compliance over an agreed period of time). To the extent permitted by law, all information provided here will be held in confidence and not disclosed to any third parties without prior notice and approval. Note that answering "no" to certain questions does not necessarily mean that you or your organisation will fail the due diligence process; it is paramount that the questions are answered truthfully. The questionnaire is to be completed by the owner/shareholder, managing director or duly authorised director or trustee of the organisation **Documentation** The questionnaire requests the upload of supporting evidence in response to some questions. We recommend starting to gather these documents together ahead of the provisional grant award, to prepare for completing the due diligence. Documents requested in the questionnaire include the following: • Organisation registration certificates for the main country of registration and any countries in which the services will be delivered, • Details on all principals of your organisation, • Financial statements for the past three years, • Current public liability, professional indemnity, product and travel insurance, • HMG Cyber Essentials or Cyber Essentials Plus certificates, • Certification for recognised standards (for example ISO 9000, ISO 14000, ISO 27000) • Policies, codes or guidelines on fraud, anti-corruption and bribery, • Whistle-blower policy, • Policies, codes or guidelines on modern slavery and human trafficking, • Policies, codes or guidelines for child protection, • Policies, codes or guidelines for zero tolerance on sexual abuse, exploitation or harassment, • Policies, codes or guidelines on conflict of interest, • Policies, codes or guidelines for environmental safeguards, • Policies on occupational health and safety, including safety and security • Policies on privacy and data protection, • Policies and procedures for risk management, • Policies and procedures for procurement, • Policies for managing downstream delivery chain, • Policies and procedures for community engagement, where applicable.

Business and financial information	Follow the guidance for each question. Include additional information in the Explanation where applicable and provide supporting documents where requested.
Name of organisation, headquarters location, number of employees Registration details	Provide identifying information about the organisaion, specify the legal nature of the organisation, confirm legal registration and ultimate beneficial ownership. Provide supporting documents as requested.
Names and dates of birth of all Principals for your organisation	Note the term "Principal" includes, but is not limited to, the partners, directors, shareholders, executive officers, trustees or others who exercise control over your organisation.
Public officials Does a Public Official or government entity have a controlling interest in the organisation? Is the owner or main shareholder/managing director/trustee of the organisation a current Public Official, a close relative of a Public Official, or has a close relative who is a Public Official?	"Public Official" means any person, whether elected or appointed who holds an executive, legislative, administrative or judicial office or position in any public entity, including any international agency. In addition, "Public Official" includes any person who performs public functions in any branch of the national, state, local or municipal government of any country or territory or who exercises a public function, by employment or under contract, for any public entity, agency or enterprise of such country or territory, including state owned or controlled enterprises. The definition of "Public Official" also includes any official of a political party or any candidate for political office. Follow the guidance for the individual questions in this section. Optionally, you include additional information in the Explanations box. For any person identified as a Public Official, provide in the explanation their surname, given name, title, relationship to the organisation, and details of the responsibilities they hold for any government, agency, or government controlled enterprise or company.
Taxes and finance Has the organisation failed to fulfil obligations relating to the payment of taxes and/or social security contributions under the law of the jurisdiction(s) in which it is established and in which it is operating?	Provide confirmation of the organisation's tax compliance and recent audited accounts or financial statements. If "Yes", please provide details.
Has the organisation had its statutory audited accounts qualified in any of the last three years?	If "Yes", please provide details.
Control systems	Follow the guidance for each question in this section.

Does the organisation have in place written financial management processes, including procedures for preparing and managing payroll, standardised timesheets/ time recording system to record time on projects, travel and expense procedures?	If "Yes", provide an overview in the explanation. Please reference your full range of policies or standard operating procedures as relate to and demonstrate controls in place to manage accounts, finances and range of transactions, including but not limited to: use of formal accounting software or systems, procedures governing time recording and calculation to projects, procedures for approval of travel and expenses, expenditure, invoices, payments etc. We are looking for demonstrable capacity to manage FCDO funding transparently, accurately and controls against error and aid diversion. If "No", explain how the organisation ensures good financial management in its business
Does the organisation have in place written risk and issue management processes and procedures?	If "Yes", please provide a copy. If "No", please explain how the organisation manages risks and identifies issues in its business and through the delivery chain.
Does the organisation maintain a written Risk Register?	If "No", please explain how the organisation manages risk and whether your organisation is willing to adopt a UK PACT risk register template.
Does the organisation share lessons learned with delivery partners?	Confirm if your organisation has processes in place for recording and sharing lessons through the delivery chain.
Insurances Does your organisation have a current public liability insurance policy?	If "Yes", upload a copy of the relevant current travel insurance certificate(s). If "No", confirm or otherwise that the organisation is able to obtain such insurance.
Does your organisation have professional indemnity insurance policy? Is the organisation able to provide travel insurance for all the personnel who will be working on the project services to be provided including emergency heath and evacuation insurance cover for all personnel not working in their country of origin/current citizenship?	If the organisation is not able to obtain such insurance, state the reasons.

Governance	Provide details and supporting documents relating to ethical governance policies, as requested.
Does the organisation have a policy, code or statement on fraud, anti-corruption and bribery that binds all its personnel? Does the organisation provide training to personnel on this issue? Does the organisation impose and enforce its own standards of ethical behaviour, including fraud and anti-corruption on its downstream partners, including contractors and sub-grantees?	If "Yes", upload a copy of the policy, code or statement. Please provide details showing how this is achieved and how the organisation monitors this. Include details on vetting/due diligence on partners and their ethics policies, training, whether the organisation uses formal contract mechanisms with anti-corruption clauses and requirements around documentation for services/work rendered. Reference any procedures in place to detect fraudulent activity. If "No", explain the reasons. If the organisation intends to adopt such a policy, code or statement, describe the plan and state the date for adoption in the explanation.
Does the organisation have a whistle-blower policy?	If "Yes", upload a copy of the policy or SOP. If "No", explain the reasons. If the organisation intends to adopt such a policy, describe the plan and state the date for adoption in the explanation.
Does the organisation confirm it will make all staff and, where relevant, all delivery chain partner employees aware of the FCDO reporting concerns mailbox and report all suspicions or allegations of aid diversion, fraud, money laundering or counter terrorism finance? Does the organisation have procedures in place for dealing with suspected cases of fraud, corruption or bribery?	All staff involved in FCDO programmes must immediately report all suspicions or allegations to the Investigations Department at reportingconcerns@fcdo.gov.uk or on +44 (0)1355 843747. If "Yes", provide details of the procedure and explain how this is achieved. If "No", explain the reasons.
Prior conduct	Provide details on any previous convictions or investigations against the organisation, delivery partners or employees.

Has the organisation had any contracts which have been terminated for poor performance or breach of contract terms within the last 3 years? Have you, any principals or any current employees or contracted personnel of your organisation ever been investigated for, charged with, convicted or otherwise implicated in criminal, corrupt, unethical, or unlawful conduct (including supporting or financing terrorist activities/offences)? Does the organisation confirm that no engaged employees or delivery chain partner personnel appear on the UK Home Office prescribed terrorist organisations list? Has the organisation, or any subsidiary or affiliate of your organisation ever been investigated for, charged with, convicted, or otherwise implicated in criminal, corrupt, unethical, or unlawful conduct (including supporting or financing terrorist activities or proscribed organisations)? Has the organisation ever been issued with a sanction or committed a violation of law or regulation?	If "Yes", provide details in the explanation. You do not need to state details of the incidents, but you should indicate the year, the type of incident, if investigated, and the outcome of any investigation.
Modern slavery and human trafficking	Provide details on your organisation's modern slavery and human trafficking commitments or policies.

Does the organisation have a policy, code, or statement on modern slavery/human trafficking? Does the organisation provide training to personnel on this issue? Does the organisation have a procedure for dealing with suspected cases of modern slavery or human trafficking issues? How does the organisation flow down its policy/code to its supply chain and what checks does the organisation undertake to check its suppliers in connection with this issue?	If "Yes", upload a copy of the policy, code or guidelines and describe the procedure. Provide details of the checks the organisation undertakes to confirm compliance by its downstream partners and suppliers. If "No", explain the reasons or indicate the plan and date to implement a procedure.
Is the organisation required to issue a Modern Slavery Statement under the Modern Slavery Act 2015 (UK)?	If "Yes", provide the URL to the current statement. If "No" explain the reasons. For guidance on whether or not the organisation is required to issue such a statement see here.
Have any of the current employees or contracted personnel of the organisation ever been investigated for, charged with, convicted, or otherwise implicated in incidents relating to Modern Slavery and Human Trafficking? Has your organisation dealt with any incidents related to modern slavery or human trafficking in the past? If any, did investigations and consequences follow?	If "Yes", provide further information. You do not need to state details of the incidents, but you should indicate the year, the type of incident, if investigated, and the outcome of any investigation.

Child protection	Provide details on your organisation's child protection commitments or policies.
Do you have a Child Protection policy, code and/or guidelines in place? Does the organisation provide training to personnel on this issue? Does the organisation have a procedure for dealing with suspected issues relating to child protection? Does the organisation flow down its policy, code or guidelines to its supply chain (including subcontractors, downstream partners and consortium partners)	If "Yes", upload a copy of the policy, code or guidelines and describe the procedure. Provide details of the checks the organisation undertakes to confirm compliance by its downstream partners and suppliers. If "No", explain the reasons or indicate the plan and date to implement a procedure.
Have any of the current employees or contracted personnel of the organisation ever been investigated for, charged with, convicted, or otherwise implicated in incidents relating to child protection? Has your organisation dealt with any incidents related to child protection?	If "Yes", provide further information. You do not need to state details of the incidents, but you should indicate the year, the type of incidents, if they were investigated, and the outcomes of any investigations.
Sexual abuse, exploitation and harassment	Provide details on your organisation's sexual abuse, exploitation and harassment commitments or policies.
Do you have in place a policy, code and/or organisational prevention measures showing zero tolerance for any sexual abuse, exploitation, or harassment (both within and outside of the workplace and working hours)?	If "Yes", upload a copy of the policy, code or guidelines, details of the training and training frequency or procedures. If "No", explain the reasons.

Does the organisation provide training to all personnel on this issue? Does the organisation have a procedure for reporting and handling suspected issues relating to sexual abuse, exploitation, or harassment? Does the organisation flow down its policy, code or guidelines to its delivery chain (including subcontractors, downstream partners and consortium partners)?	If "Yes", upload a copy of the policy, code or guidelines, details of the training and training frequency or procedures. If "No", explain the reasons.
Have any employees or contracted personnel of your organisation ever been investigated for, charged with, convicted, or otherwise implicated in incidents relating to (sexual) exploitation, (sexual) abuse and (sexual) harassment (Serious Misconduct)? If any, what kind of incidents of Serious Misconduct has your organisation dealt with in the past and did investigations and consequences follow?	If "Yes", provide further information. You do not need to state any confidential details of the incidents, but you should indicate the year, the type of incidents, if they were investigated, and the outcomes of any investigations.
Occupational health and safety Does the organisation have an occupational health and safety (OHS) policy?	If "Yes", upload a copy of the policy. If "No", explain the reasons or describe measures taken to ensure health and safety of personnel.
Conflict of interest	

Does the organisation confirm that, at the present time, there is no potential, perceived or actual conflict of interest for the organisation and its personnel in relation to the proposed services with either the UK Government (whether FCDO, or formerly DFID or the FCO, or other) or Palladium or Arup? Does the organisation confirm that it will declare any staff members working on the project that were employed by FCDO or the Crown in the past two years?	Provide details of any potential, perceived or actual conflict of interest. Confirm whether any staff have been employed by the FCDO in the past two years.
Does the organisation have a policy or code on Conflict of Interest? Does the organisation provide training to personnel on this issue? Does the organisation have procedures for dealing with suspected cases of conflict of interest?	If "Yes", upload a copy of the policy or code, procedures, training and frequency of training. If "No", explain the reasons.
Data security	
Does the organisation confirm that it will comply with the data security requirements set out in Paragraph 54 of the UK PACT Accountable Grant?	Delivery Partners must maintain high standards of data security, which includes measures to safeguard the integrity and security of their IT and mobile communications system. If "No", explain the reasons.
Does the organisation comply with the UK Government Cyber Essentials Scheme?	UK PACT Implementing Partners: The Cyber Esentials scheme is only required for UK-based organisations.

Does the organisation have data security measures in place to prevent unauthorised access to confidential information?	Please state N/A if you are not a UK-based organisation. If "Yes", upload a copy of the certification. If "No", explain the reasons. Please provide a high-level summary of measures in place or copy of relevant policy/guidelines.
Does your organisation have a privacy / data protection policy?	HMG requires compliance with the General Data Protection Regulation (GDPR), meaning Delivery Partners must have personal data processing procedures that maintain high standards of data protection. If "Yes", upload a copy of the policy(ies). If "No" explain the reasons.
Where the proposed work involves development of digital systems/ tools/ services, does the organisation confirm it follows best practice principles for digital development?	See the Global Principles for Digital Development. If "No", explain the reasons.
Procurement Does the organisation have policies and procedures controlling any procurement of goods and services by the organisation (including the recruitment of personnel)?	If "Yes", upload a copy of the policies and procedures. If "No", explain the reasons.
Recruitment and employment practices Is the organisation fully compliant with all laws and regulations relating to recruitment and employment of personnel in both the organisation's country of registration and (if different) the country or countries where services are to be provided by the organisation (including compliance with all immigration requirements (visas and work permits for international personnel)?	If "Yes", upload a copy of the policies and procedures. If you have answered "No", please provide an explanation and confirmation of how the organisation is working towards compliance.

Does the organisation have a recruitment policy? Does the organisation have an internal policy covering human rights principles?	FCDO recommends that a recruitment policy includes the following: • Recruitment to be conducted in a fair and transparent manner and must be subject to open competition. • Recruitment decisions must be evidence based. Evidence may include CV's, covering letters, competency based testing, personality profiling and interviews. • All staff involved in the recruitment process must be vigilant in monitoring their own unconscious bias and should undertake diversity and inclusion, fair recruitment and selection and unconscious bias training. • Supply Partners must endeavour to pro-actively remove any barriers to disabled candidates. • Comprehensive pre-employment checks Candidates to be informed of the supply partner's standards and expectations Conflict of interest declaration requirement Candidate documentation to be treated with privacy and confidential
Does the organisation confirm that it will not use any employment agency or assistance which charges fees to prospective personnel?	If "No", explain the reasons.
Where the organisation is to provide services in a country other than the country of its registration, is the organisation registered to operate in such country or countries?	If "Yes", list details of such registrations opposite and provide copies of the registration documents. If "No", please explain how the organisation will operate in such country or countries in full compliance with all local laws.
Please summarise the due diligence undertaken prior to engaging employees, consultants, contractors and consortium members including the steps taken to ensure all those contracted practice high ethical standards of behaviour.	Include details on the specific due diligence conducted on employees (e.g. interviews, security/criminal record checks, contractual clauses, induction training, probationary periods etc). Include details on the due diligence conducted on delivery partners (e.g. confirmation of registration/legal status, tax compliance, appropriate anti-corruption and safeguarding measures etc.)
Environmental safeguards	
Does the organisation have a policy relating to environmental safeguards and sustainability? Does the organisation maintain an environmental risk register?	If "Yes", provide details, including upload of any relevant policy, documents and/or certifications. It is a UK Government requirement for international development projects that the organisation maintains a risk register identifying environmental risks in relation to the services to be provided. If "No", explain the reasons.

Does organisation confirm that it is fully compliant with relevant environmental legislation, including confirmation that the organisation is in possession of all legally required permits/ certificates/ licences?	If "No", explain the reasons.
If the organisation is a member of or a signatory of any relevant Codes (conventions, standards or certification bodies), please provide details. Does the organisation have a commitment to net zero by 2050 and publish annual reports on environmental performance?	If "Yes", provide details. If "No", explain reasons and indicate whether your organisation is willing to establish such a commitment.
Subcontractors and delivery chain management Does the organisation confirm that it will comply with IATI rules to publish financial data related to the programme?	FCDO requires full transparency from all delivery partners. If "No", please explain reasons.
Provide details of any subcontractors the organisation intends to use to deliver all or part of the work.	Subcontracting of any part of the services requires the prior consent of Palladium and in some cases the consent of FCDO. Providing a list of proposed subcontractors does not infer approval by Palladium or its client.
Does the organisation confirm it will provide up to date and accurate records of all delivery chain Supply Partners, including annual contracted spend on SMEs, women-owned businesses in place?	It is a requirement of FCDO's Supply Partner Code of Conduct that supply partners provide details on the delivery chain and have practices in place for ethical delivery chain management, including prompt payment.

Does the organisation have policies and practices for delivery chain management? Does the organisation confirm that, if it subcontracts any part of the work, it will comply with HMG prompt payment policy?	It is a requirement of FCDO's Supply Partner Code of Conduct that supply partners provide details on the delivery chain and have practices in place for ethical delivery chain management, including prompt payment.
Is the organisation a UN Global Compact member, and if not, does it plan to become one?	Confirm whether the organisation is a member of the United Nations Global Compact.
Enhanced due diligence	We will ask for a deep dive into safety and security policies, and operating procedures governing community engagement where these apply to the specific project.
Additional disclosures	Provide any additional information that will assist in performing this due

Annex V: Your project MEL journey

Co-creation

With support from the UK PACT team, refine your project Theory of Change (ToC) and Output Forms that you submitted as part of your application. These documents need to align with
UK PACT's Logframe and reporting requirements.

Accountable Grant Agreement

All project Outputs are added to the Disbursement Schedule in your AGA. Additionally, a MEL milestone will be included in the inception phase for the further refinement of your project's monitoring and reporting requirements.

Inception Phase

During inception, work with the UK PACT team to refine your project's ToC and expected Intermediate Outcomes and Outcomes (descriptive details of what to expect to happen as a result of your Outputs and estimated dates for achievement).

Delivery

During delivery, report on and submit evidence for completed/ achieved outputs, intermediate outcomes and outcomes on a quarterly basis, using the UK PACT templates provided.

Closure

With content guidance from the UK PACT team, prepare a presentation for your Project Closure Meeting to discuss your project's achievements, challenges and progress towards Intermediate Outcomes and Outcomes.

UK PACT
PARTNERING FOR ACCELERATED CLIMATE TRANSITIONS

UK PACT Country Funds

Country Funds Handbook
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