

Let's Make It Possible: Challenge Fund Guidelines

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DRIVE

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1. Let's Make It Possible- Governance

1.1 LMIP Manager

Let's Make It Possible (LMIP) will have a dedicated manager (part- time Palladium staff member, initially) to:

- develop all processes
- administer the advertising and prioritisation of applications
- chair the Grants Selection Committee (GSC), which will screen and prioritise all applications for Board spending approval
- manage the allocation of funds

- coordinate with Palladium staff to monitor all the initiatives being funded
- provide regular reports on the performance of the initiatives
- manage relationships with prospective donors
- undertake all other administrative and management functions
- be the secretariat to the Board

Additional technical assistance will be provided by Palladium on a pro bono basis.

1.2 Grant Selection Committee

LMIP will establish the GSC to review and prioritise submitted concept notes and business plans for its challenge fund and small grant applications. The GSC will review, screen and provide recommendations to the LMIP Board for spending.

The GSC will consist of representatives from Palladium's hub and major country offices and shall include employees who work across different business units to ensure diverse representation. The GSC shall be comprised of five members, and decision-making will be majority. The committee will meet at least twice for each solicitation to screen and provide a summary for LMIP Board selection to both step 1 and step 2 of the selection process. Tenure for GSC members will be for 2 years, but the initial intake will be 50% - 2 years and 50% - 1 year to ensure we have continuity.

Let's Make it Possible will solicit applications internally as well as through the website and communications team. All decisions by the LMIP Board are final.

1.3 LMIP Board

The LMIP Manager will report to a Board that is comprised of two representatives from Palladium, appointed by the Group Managing Director and an additional 1 or 2 external independent Board members, ideally selected from another organisation that chooses to partner with the Foundation. The Board will oversee LMIP, and it is the highest steering and decision making body of LMIP.

The Board shall:

- provide policy guidance
- approve all grant funding and LMIP spend
- approve key annual documents
- approve structural changes to the program design
- approve target funding allocations for the following year with respect to the windows and any fast-track funding
- promote coordination with other Palladium projects

Terms of Reference for the Board are included in [Appendix A](#).

LMIP and its funded projects abide by the principle of 'Do no Harm'. For details on ethical business practice requirements of recipient organizations see [Appendix F](#)).

2. Grants Challenge Fund

This section sets out the criteria LMIP will use to determine eligibility, application selection, and evaluation for the Foundation's Grants Challenge Fund, or **the programmed cycle of**

activities. It takes into account the roles and responsibilities of the GSC, solicitation process, and financial information related to grants.

We will encourage a wide variety of applicants and submissions by ensuring that the application process (for referring projects for funding) is both open and accessible to employees, external partners and other interested parties.

Where LMIP funds an individual or For-Profit, LMIP will aim to retain controlling right over technology or other outputs. Where there is financial benefit to the controlling right, this will be re-invested into LMIP.

Specific activities to be funded will be solicited and assessed following a Challenge Fund type model, with particular emphasis given to proposals that aim to test or demonstrate innovation. The funds could be used for activities such as these:

- Piloting of new technologies and innovative approaches
- De-risking start-up ventures
- Buying outcomes from innovative financial mechanisms (e.g. development impact bonds)
- Supporting the convening of innovation challenges (e.g. hackathons)

We are open to applications from all types of organisations. We especially welcome applications from small and/ or start-up organisations, which demonstrate innovation and scalability. We appreciate that these organisations do not always have lengthy track record and we will not award grants based on organisational criteria of longevity of organisation. We request, however, that any organisation—large or small, established or start-up—abide by ethical business practices (See [Appendix F](#)).

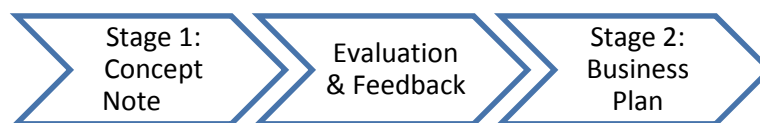
We will also welcome applications from organisations that have not been selected for donor-funded grant programs (whether Palladium- managed or not). We support all business but believe that LMIP can also complement donor funding by taking the initial risk in piloting new technologies and innovative approaches.

2.1 Application Criteria

Only applications presented in the forms designed by the LMIP, related to Palladium's work/ strategy, and in line with the current annual theme will be considered. Any other letters of requests for grant support cannot be considered (See [Section 5.4](#) for Exclusions).

LMIP will only accept applications from entities operating in or targeting countries in which Palladium is working. For confirmation on whether Palladium is currently operating in a certain country, please email letsmakeitpossible@thepalladiumgroup.com.

The Grants Challenge Fund application process will be a two-stage process. Interested applicants will need to submit two completed application forms: a short **concept note** outlining the basic details of the proposed idea and a **business plan**.



See [Appendices B](#) and [C](#) for sample application templates

2.2 Application Timeline

LMIP will accept proposal submissions according to each respective application close dates. The intention for application timings is to engage Palladium employees and external parties as much as possible during the initial phase of Let's Make It Possible (e.g. year 1). After this, the Foundation will reassess the application process and timeline based on engagement levels and uptake.

2.3 Evaluation Criteria and Scoring

The applicants for will be assessed against the following criteria:

- 1. Innovation Related to the Annual Theme:** What is the idea that the applicant is proposing, and why is it innovative? It should be new to the world or offer an improvement/ scaling of an initiative related to the impact economy.
- 2. Development Impact:** How is the proposal contributing to the objectives of Palladium's impact economy, reaching significant scale, and creating meaningful benefits for large numbers of people including at the Base of the Pyramid? Does the proposal demonstrate the potential to leverage the technology/output?
- 3. Viability:** Is the proposal financially and technically viable? Does it have adequate demand in the marketplace, realistic projections, and appropriate budgeting? Does the proposed innovation have the potential to be financially sustainable in the long term?
- 4. Organisational Capability:** Does the applicant have the necessary governance, technical and financial capacity to transparently, accountably, and practically implement the project and deliver the innovation?
- 5. Results Management:** Does the proposal outline a clear results chain and monitoring plan? What is the applicant's approach to results and knowledge management? What is the cycle of periodic programmatic and financial reporting and performance improvement (lesson learning and sharing) and how this is linked to the results chain/ log-frame?

At the concept note stage, scoring will be against only:

- Innovation: 50%
- Development Impact: 50%
- Due diligence (pre- screening)

At the business plan stage, applications will be assessed against all the five main criteria listed above, as per [Appendix D](#). **Pre-screening:** all concept notes will be subject to pre-screening. The LMIP Manager will undertake an initial check to verify whether each

application complies with the eligibility criteria of Let's Make It Possible. The eligibility screening will be applied in respect of the following questions, all of which are subject to a pass/ fail test.

Main Criteria	Assessment
Completeness	Have all mandatory sections of the application been completed?
Relevant to Palladium's Objectives	Is the concept addressing challenges in the themed programme?
Financial Request	Does the amount of requested funding fit within the range established by Let's Make It Possible for the competition as per paragraph 2.7?
Multiple Grants	<p>The applicant is not already receiving a Let's Make It Possible grant or being fully financed under another donor- funded mechanism for the same proposed innovation.</p> <p>An applicant may only receive one grant from Let's Make It Possible at a time, not prohibiting an applicant who has applied unsuccessfully at a prior date.</p> <p>An applicant who has successfully applied to Let's Make It Possible can only subsequently apply to Let's Make It Possible to scale up their project or implement a new project, so long as the initial project was effectively and correctly implemented.</p>
Environment	There are no likely negative environmental impacts.
Social	There are no likely negative social impacts (e.g. child labour).
Conflict of Interest	There are no conflicts of interest with Palladium identified at this time.
Anti-Corruption and Money Laundering	There are no identified corruption, fraud, or money laundering concerns.

2.4 Grants Selection Committee

The Grants Selection Committee (GSC) will screen all compliant applications / Concept Notes and provide a summary for LMIP Board selection to both step 1 and step 2 of the selection process. The shortlisting will be subject to the following considerations:

- To ensure a balanced portfolio, the GSC may draw up a shortlist list by sector or region. In this case, LMIP will clarify the priority sectors and regions in the solicitation, if any.
- The GSC may not generate a complete shortlist to ensure full utilization of available funding if it finds that there are too few concept notes of the quality required.
- The GSC may reject a concept note if it has selected another similar concept note that has received a higher score.
- Brief feedback is available on request for those who have submitted business plans.
- The decision of the GSC and of the LMIP Board is not subject to appeal.

- 175 is the minimum overall total weighted score (50% score percentage) that a concept note needs to obtain in order to qualify for shortlisting (note that scoring will only be against innovation and development impact criteria at the concept note stage).

The GSC will rank concept notes and business plans—from those selected to submit them—using the scoring criteria in [Appendix D](#). The GSC will only invite a small number of applicants to submit a full proposal, so that the ratio of grant awarded will be 2:1 or 3:1. The LMIP Manager will send the concept notes to members of the GSC at least a week in advance of the shortlisting meeting.

See [Appendix D](#) for Scoring Criteria.

See [Appendix E](#) for Scoring Scale

2.5 Solicitation

Palladium will solicit for concept notes from both internal and external parties via press, social media, and any other relevant channels. To attract high quality grant applications, Palladium will tailor the call for proposals to address the unique requirements of the Grants Challenge Fund.

2.6 Submission

The website will also act as a channel through which individuals and organisations can submit applications. Submission of proposals will be completed online through the dedicated website, with an option to send applications to a dedicated email address for individuals in countries with limited bandwidth (for which an internet based application would be difficult to complete).

Email address for submission of proposals is letsmakeitpossible@thepalladiumgroup.com.

2.7 Financial Information

In the first year of operations, LMIP will cap the maximum grant funding at US\$50,000 per project for Grants Challenge Fund applicants. The LMIP Team will evaluate the number of bids submitted and collect feedback regarding the amount of funding needed by grantees in order to reassess target grant amounts going forward.

2.7.1 Payment Schedule

Suggested payment structure is below but applicants may suggest their own payment structure. LMIP will not make an initial payment of more than 50% of the total amount.

Payment Increment	Requirements
Payment 1: 50%	Made upon submission of tax invoice
Payment 2: 40%	Made upon submission of tax invoice with progress report and expenditure acquittal as attachments
Payment 3: 10%	Made upon submission of tax invoice with completion report and expenditure acquittal as attachments

2.8 Due Diligence



All shortlisted organisations will undergo a due diligence check according to Palladium's contracts and compliance requirements. The due diligence check is based on Palladium's corporate procedure to ensure compliance with anti- corruption and anti- bribery obligations. It also seeks to guarantee that funds are only given to reputable and capable organisations.

Additional Notes

- (i) Neither Palladium nor Let's Make It Possible will cover any costs associated with the preparation and submission of applications, including information gathering, staff time, and travel. Such costs may not be included in the application.
- (ii) Organisations will be excluded from participation in this funding round or grant award if they are guilty of misrepresentation of information required by Palladium as a condition of participation in the call for proposals or if they fail to supply this information.

3. Exclusions

Applications for Let's Make It Possible will be deemed ineligible if they are any of the following:

- of benefit to an individual only
- in support of an organisation that discriminates on the basis of race, religion, or gender
- for general operating or administrative support
- for retroactive funding, debt retirement, or reserves
- for conferences, symposia, annual events, or travel to/ attendance at such events, tickets, tables, benefits, raffles, souvenir programs, advertising or fundraising dinners
- to cover the cost of fundraising activities
- for religious organisations that serve primarily their membership and/ or their direct religious purposes, unless the community at large will benefit significantly
- for endowment grants
- from government bodies
- from organisations operating in countries where Palladium is not present.

4. Appendices

A. Board Terms of Reference

The Board shall do the following:

- provide policy guidance
- approve key annual documents
- approve structural changes to the program design
- approve target funding allocations for the following year, with respect to the windows and any fast-track funding
- Approve all financial commitments
- facilitate coordination with other Palladium projects

The Board is the highest steering and decision-making body of the project. Apart from the permanent members, additional observers may be invited to the Board meetings in order to bring in specialist views. The additional non-voting members will have an advisory role in the Board.

Meetings of the Board

The Board shall meet every quarter, either in virtual meetings or face-to-face. The Board may meet more often, if necessary, and the LMIP Manager shall convene a meeting if so requested by the Chairperson of the Board.

Decision-Making of the Board

The Board may make decisions by email, telephone or video conference between face-to-face meetings. Decision-making takes place when a majority is physically present at a face-to-face meeting or in attendance for video or telephone conferences. Any member has the right to abstain without impacting the consensus.

Declaration of Interest of the Board

Members of the Board shall disclose any conflict of interest (actual or likely) which they or their respective principals may have with the activities of the LMIP. The Chairperson will decide how to deal with such a conflict of interest, which will be documented in the minutes of the meeting.

Board Meeting Minutes

The LMIP Manager will be responsible for keeping the minutes of the Board meetings.

B. Sample Concept Note Template

Let's Make It Possible Grants Challenge Fund

Contents

Section A: About your organisation

Section B: Proposed project idea

Section C: Financial details

Section D: Due Diligence

Important Notes

1. Items on the form marked with an asterisk (*) are **required information**. Your application cannot be considered without these items being completed or, in the case of numeric values, showing as zero. However, please provide as much information as you can as this will enhance your application. Please note that no figures/ diagrams/ photos can be inserted into the form and no other documents or attachments will be accepted.
2. Once complete, please email the completed form **in the same Microsoft Word Format** in which the form was provided to letsmakeitpossible@thepalladiumgroup.com or directly through the website portal.
3. The LMIP team will acknowledge receipt by return to the email address from which the application was sent.
4. You may be contacted by LMIP to provide further information so please reconfirm that the **contact email address** entered in the form is correct, and if possible, send the application from the same contact email address. **The contact email address entered on the form will be the email address for all communication once your application has been processed.**
5. If you have any problems with this form, please email us at letsmakeitpossible@thepalladiumgroup.com.
6. PLEASE SUBMIT YOUR APPLICATION BY DD/MM/YY

LMIP reserves the right to reject any Application which, in Palladium's opinion, gives rise, or could potentially give rise to, a conflict of interest.

Thank you and we wish you good luck with your application.

Section A: Organisation Details

Organisation details		
A1	Organisation Name*	
A2	Postal address/ P. O. Box	
A3	Physical address	
A4	Town/ Area	
A5	City/ County	
A6	Postal code	
A7	Country	
A8	Organisation telephone no.	
A9	Organisation email	
A10	Organisation website	

Contact details		
A11	Salutation	
A12	Name*	
A13	Job Title	
A14	Email address*	
A15	Office number	
A16	Mobile number	

Operational details		
A17	Describe your organisation (What does your organisation do? Who owns it? Who manages it)	
A18	Year established*	
A19	Annual gross receipts	US\$ 0
A20	No. of full time employees	0

Registration details		
A21	Type of organisation*	<input type="checkbox"/> Civil Society Organisation (CSO)

	Select a maximum of two categories	<input type="checkbox"/> Private Sector <input type="checkbox"/> Government institution <input type="checkbox"/> Research/ Academic Institution <input type="checkbox"/> Other. <i>Please specify</i> <hr/>
A22	Country of registration*	
A23	Registration number*	

Section B: Proposed project idea

Project details		
B1	Innovation idea title*	
B2	Sector*	Primary: Secondary:
B3	Region/ focus*	
B4	Projected start date*	
B5	Projected project duration*	0 year(s)

Information about the project	
B6	Executive Summary* Provide a concise summary of the project. Detail what is innovative about the idea and what the project intends to achieve. Please write here (maximum 300 words)
B7	Innovation: <i>The LMIP Team defines 'innovation' as a process, brand, service or product that is new or offers an improvement/ scaling up such as piloting technology or de-risking new start-ups.*</i> Mandatory inclusions in this answer are: <ul style="list-style-type: none"> How is the innovation new to the world or offer an improvement/ scaling up to an already existing concept? Please write here (maximum 300 words)
B8	Development impact: How will your proposed project contribute to the objectives of Palladium and create meaningful benefits for individuals in the developing world?* Does the proposal demonstrate the potential to leverage the technology/output?

	Mandatory inclusions <i>in this answer are:</i>
	<ul style="list-style-type: none"> What are the expected developmental impacts, outputs, and outcomes and how can these be leveraged?
Please write here (maximum 300 words)	

B9	How will LMIP funding make a difference Why do you need LMIP funding? What other funding options have you explored?
	Please write here (<i>maximum 300 words</i>)

Section C: Financial details

Total financing requirement for your innovative idea (USD)		
C1	Total budget (LMIP funding + Counterpart funding) * (C2+C6)	\$ 0

Funds requested from LMIP for the proposed idea (USD)		
C2	Grant requested*	\$ 0

Funds to be provided by your organisation, partners and third parties (i.e. counterpart funding (USD))		
C3	Funds that your organisation and other partners will provide as new cash injections for your innovative idea.	\$ 0
	What is the source of these funds?	
C4	Financial value of resources that your organization and other partners will provide as 'in-kind' contributions for your innovative idea.	\$ 0
	What is the source of these funds?	
C5	Funds (e.g. bank loans) that other parties will make available for your innovative idea.	\$ 0
	What is the source of these funds?	
C6	Total counterpart funding * (C3+C4+C5)	\$ 0
C7	% of counterpart funding (C6 / C1 x 100)	%

Previous funding (<i>from government and/ or other donors</i>)

C8	Has the idea previously received any donor funding?*	Please sele		
C9	If yes, please state the name of the donor organisation, the amounts of the funds received, and the year the funds were approved.			
	Donor 1	Donor 2	Donor 3	
Name of Donor				
Amount (USD)	\$ 0	\$ 0	\$ 0	
Year approved				

Section D: Due Diligence

Impact economy			
D1	Will your project idea have any social or environmental impacts (positive or negative)?*	Please select...	
D2	Provide further details about potential social or environmental impacts		
5	Please write here (<i>Max 150 words</i>)		
Are there any circumstances, including personal, financial and business activities that will, or might, give rise to a conflict of interest by this organisation taking part in this competition or if awarded the grant? This also applies to any sub-contractors proposed by the Applicant.*		Please select...	
Has this organisation or any of its sub-contractors been convicted of, or are the subject of any proceedings, relating to corruption including the offence of bribery and fraud?*		Please select...	

C. Sample Business Plan Template

Please note the following page limits:

Sections 1 - 2 : 2 pages

Section 3 : 10 pages

Section 4: 2 pages

Please complete all sections even if some responses are the same as those submitted at the concept note stage.

Annexes, including CVs, are excluded from the set page limit.

Applicants must disclose any circumstances, including personal, financial and business activities that will, or might, give rise to a conflict of interest by applying for funding or if selected as a grantee.

Once complete, please email the completed form in the same Microsoft Word format in which it was downloaded, to letsmakeitpossible@thepalladiumgroup.com or submit it through the website portal.

You may be contacted by LMIP to provide further information, so please reconfirm that the contact email address entered on the form is correct and, if possible, send the application from the same contact email address. The contact email address entered on the form will be the email address used for all communication once your application has been processed.

Ensure full and complete information is submitted in all annexes A - C in the same Microsoft Excel format. The annexes should be submitted jointly with the business plan form:

Annex A. Project logframe and activities log

Annex B. Project work plan

Annex C. Detailed project budget

PLEASE SUBMIT YOUR APPLICATION BY DD/MM/YYYY

SECTION 1: SUMMARY PROJECT DATA

1.1	LMIP reference no.	Please write here
1.2	Project title	Please write here
1.3	Project summary	Please write here (100 words max)

	<i>Please summarise what your project intends to achieve and how.</i>	
1.4	Lead organisation/ applicant	Please write here
1.5	Partner(s) institutions (if any) <i>Please attach a letter of full support and commitment to the project from each partner.</i>	Please write here
1.6	Anticipated start date (DD/MM/YYYY)	Please write here
1.7	Project duration (in months)	Please write here
1.8	Total funding requested (in USD). Refer to Annex C– Detailed project budget as required	Please write here
2.1	Organisation name	Please write here
2.2	Registration number, if appropriate	Please write here
2.3	Office address	Please write here
2.4	Website address	Please write here
2.5	Contact person	Please write here
2.6	Contact email address	Please write here
2.7	Type of organisation? <i>Select a maximum of two categories</i>	<input type="checkbox"/> Civil Society Organisation (CSO) <input type="checkbox"/> Private Sector <input type="checkbox"/> Government institution <input type="checkbox"/> Research / Academic Institution <input type="checkbox"/> Other. <i>Please specify</i> <hr/>
2.8	List key personnel involved in the project <i>Please attach CVs for the project team</i>	Please write here
2.9	LMIP focus sector(s) <i>Indicate the sector(s) in which you intend to work</i>	Please write here
2.10	Experience <i>Please outline the organisation's past experience in the sector(s) in relation to the activities proposed</i>	
	Please write here (400 words max)	

SECTION 3: INFORMATION ABOUT THE PROJECT

3.1 Innovation:

	<p><i>The LMIP Team defines 'innovation' as a process, brand, service or product that is new or offers an improvement/ scaling up such as piloting technology or de-risking new start-ups.</i></p> <p>Mandatory inclusions in this answer are:</p> <ul style="list-style-type: none"> • How is the innovation new to the world or offer an improvement/ scaling up to an already- existing concept/ start-up? Does this embrace disruptive technologies or pilot new measures? • How will the project support the improvement of an ecosystem for innovation in the target sector(s)? Which mechanisms for sharing information will you adopt to facilitate knowledge management and lessons learning processes? 										
	Please write here										
3.2	<p>Developmental impact: What will be the project's specific contribution to the objectives of Palladium? How will it create meaningful benefits for individuals in the developing world?*</p> <p>Mandatory inclusions in this answer are: What are the expected developmental impacts, outputs and outcomes?</p> <p>Complete a project log frame.</p>										
	Please write here										
3.3	<p>Viability: How will the proposed project activities be viably implemented financially and technically?</p> <p>Mandatory inclusions in this answer are:</p> <ul style="list-style-type: none"> • Is the idea technically viable and realistic within the funding timeframe and the resources outlined? How will the project impact, outcome and outputs be achieved? Clearly describe the approach and methodology to be followed. Outline the sequence of activities planned using a project work plan. • How does the proposal demonstrate strong value for money in the areas of effectiveness, efficiency and economy? How will these be measured? Please justify the main elements of your budget. What is the amount of co-funding by the project? Does your proposal outline an adequate level of non- LMIP resources (e.g. investment funding or other donor funding)? Provide a detailed project budget. 										
	Please write here										
	<p>Outline the project planning and implementation risks (e.g. execution risks, regulatory risks, financial risks, governance risks, and risks to LMIP's reputation) in the table below. You must be able to identify at least three risks to the project, although space is provided for more.</p> <table border="1" data-bbox="293 1872 1385 2038"> <thead> <tr> <th data-bbox="293 1872 365 2038">No</th> <th data-bbox="365 1872 715 2038">Risk description</th> <th data-bbox="715 1872 895 2038">Impact (L, M, H)</th> <th data-bbox="895 1872 1090 2038">Probability of risk occurring (L, M, H)</th> <th data-bbox="1090 1872 1385 2038">Mitigation strategies</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	No	Risk description	Impact (L, M, H)	Probability of risk occurring (L, M, H)	Mitigation strategies					
No	Risk description	Impact (L, M, H)	Probability of risk occurring (L, M, H)	Mitigation strategies							

	1				
	2				
	3				
	4				
	5				
3.4	<p>Organizational Capability: What governance, technical and financial capacity do you have to transparently, accountably, and practically implement the project and deliver the innovation? Mandatory inclusions in this answer are:</p> <ul style="list-style-type: none"> • What financial capacity is available to deliver the project? Does your proposal demonstrate availability of sufficient resources to operate over the proposed project period and have you attached your most recent audited annual accounts? • What governance structure will be adopted to support the project (e.g. Board of Directors, clear ownership structure)? Has the proposal outlined appropriate, sufficiently- qualified human resources (staff) for implementation/ roll-out with a strong track record in relevant areas? Attach CVs of key project staff 				
	Please write here				
3.5	<p>Results Management:</p> <ul style="list-style-type: none"> • How will the project collect monitoring data? Describe the results chain and monitoring plan that will be used. Outline the funding and human resources available to do so? • What is your approach to results and knowledge management? Outline the cycle of periodic programmatic and financial reporting and performance improvement (lesson learning and sharing). How is this linked to the results chain/ log frame? 				
	Please write here				

D. Scoring Criteria

Main Criteria	Sub-Criteria	Weighting	Score (1-5, 5 high)	Weighted Score	Comments
Innovation in Impact Economy	The innovation is new and/ or offers an improvement or scaling up to an already existing concept related to the impact economy	15			
	The proposed innovation has potential for scale-up	15			
Criteria Sub Total		30 out of 100			
Development Impact	The targeting strategy provides evidence that the proposal is potentially beneficial for creating long-term, positive developmental impact related to Palladium's work and strategy	20			
Criteria Sub Total		20 out of 100			
Viability	Please evaluate whether the proposal is technically viable. Does it demonstrate adequate demand in the marketplace? Are the projections realistic?	10			
	Please evaluate whether the proposal is financially viable Does the proposed	10			

	innovation have the potential to be financially sustainable in the long term?				
Criteria Sub Total		20 out of 100			
Organisational Capability	The applicant has the organisational capacity (including governance) to implement the proposal and deliver the innovation	10			
	The organisation demonstrates commercial and technical viability (current or future) for the proposed innovation	10			
Criteria Sub Total		20 out of 100			
Results Management	How will the project collect monitoring data? Describe the results chain and monitoring plan that will be used. Outline the funding and human resources available to do so	5			
	Outline the cycle of periodic programmatic and financial reporting and performance improvement (lesson learning and sharing)	5			
Criteria Sub Total		10 out of 100			
OVERALL TOTAL		100			
SCORE PERCENTAGE				(OVER ALL	

	<i>TOTAL</i> / 500) * 100	
DECISION		

Using the weight assigned to a criteria and the score allocated, a weighted score for each criteria can be generated. The 'Overall Weighted Score' is an aggregate of these individual criteria weighted scores.

The highest overall weighted score a concept note could possibly earn is 500 (all weights multiplied by 5), and the lowest score that a concept note can earn is 0 (all weights multiplied by 0).

The overall weighted score of a concept note can then be expressed as a percentage of the maximum weighted score attainable (500), to allow for comparison of scores of different concept notes (Score Percentage).

E. Scoring Scale

Score	Criteria
5	The response fulfils all requirements of the evaluation criteria, and there is a high degree of confidence that the idea will be delivered with a high quality input. The response provides an innovative, clear, and sustainable plan for the future.
4	The response fulfils most of the requirements of the evaluation criteria but could be tailored further to meet all the criteria. The response is feasible, and it demonstrates a good level of confidence that they will deliver proposed results.
3	The response meets most of the requirements of the evaluation criteria however its feasibility could be further improved. The response demonstrates some level of confidence that it will deliver proposed results.
2	The response fulfils some of the requirements of the evaluation criteria, however there are some misunderstandings of the issues related to the key delivery of the proposed idea and its sustainability
1	The response shows little understanding of Palladium's requirements of the evaluation criteria, and it provides little confidence that the suggested idea will be managed in line with Palladium's requirements.
0	The response failed to address Palladium's requirements of the evaluation criteria.

F. Ethical Business Practice Requirements of Recipient Organizations

Every entity to which Palladium donates must:

- operate in compliance with applicable local and national laws, including laws covering environmental impacts, labour rights, social issues, corporate governance and those intended to prevent extortion, bribery, corruption and financial crime (“Applicable Laws”);
- operate in compliance with relevant international sanctions, including those of the European Union, the United Nations (“International Sanctions”), and the United States;
- ensure achievement of and continuous compliance with Palladium’s requirements on working conditions, access to remedy and business integrity

Every entity to which Palladium donates must adhere to the following requirements:

Working Conditions and Labour Rights

- not employ or make use of forced labour;
- not employ or make use of child labour;
- pay wages which meet or exceed industry or legal national minimum;
- not discriminate in terms of recruitment, progression, terms and conditions of work and representation, on the basis of personal characteristics unrelated to inherent job requirements, including gender, race, colour, caste, disability, political opinion, sexual orientation, age, religion, social or ethnic origin, marital status, membership of workers’ organisations, legal migrants, or HIV status;
- adopt an open attitude towards workers’ organisations and respect the right of all workers to join or form workers’ organisations of their own choosing, to bargain collectively and to carry out their representative functions in the workplace;
- provide reasonable working conditions including a safe and healthy work environment, working hours that are not excessive and clearly documented terms of employment; and in situations where workers are employed in remote locations for extended periods of time to ensure that such workers have access to adequate housing and basic services

Access to Remedy

- Provide an appropriate grievance mechanism that is available to all workers and, where appropriate, other stakeholders

Business Integrity

- uphold high standards of business integrity and honesty;
- adopt and implement policies to prevent extortion, bribery, fraud, corruption and financial crime in accordance with local law requirements and international best practice;
- properly record, report and review financial and tax information