



**BUSINESS
PARTNERSHIPS
PLATFORM**

Guidelines for Applicants

See www.thebpp.com.au for more details



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Introduction

Partnerships for Recovery: Australia's COVID-19 Development Response

The COVID-19 global pandemic is currently the over-riding challenge for the Indo-Pacific region with impacts being felt across countries and economies, including for business. *Partnerships for Recovery: Australia's COVID-19 Development Response* sets out how the development program will contribute to a stable, prosperous, resilient Indo-Pacific region in the wake of the COVID-19 pandemic.

Under *Partnerships for Recovery*, Australia's priority areas of action are health security, stability and economic recovery and protecting the most vulnerable, who are disproportionately affected by the pandemic, especially women and girls.

The private sector, both in Australia and in our region, will be an essential partner in economic recovery. The private sector is an essential source of finance, insights and ideas to tackle the unprecedented challenges of the pandemic¹. The private sector can also be a critical accelerator of inclusive growth that enhances gender equality and supports green and resilient economic recovery.

Australia will use our development assistance and other policy tools to leverage private sector finance and grow markets in our region. Helping the private sector to access capital, and re-establish markets and global value chains, will be vital for our region's and Australia's economic recovery. COVID-19 also presents an opportunity for Australian, international and local business in our partner countries to extend their interests in the region and diversify regional supply chains. By harnessing private sector efficiencies, innovation and ingenuity, Australia will embed a culture of working with the private sector to achieve long-term economic recovery, poverty reduction and sustainable growth from the impacts of the pandemic.

The private sector, both in Australia and in our region, will be an essential partner in economic recovery. The objective of engaging with the private sector is to deliver on shared interests - increased development impacts and sustainable commercial returns - critical for a stable and prosperous region. Facilitating inclusive business models, low carbon development, and greater value chain diversification will boost economic resilience in Australia and partner countries and help protect against future economic shocks.¹

¹ <https://www.dfat.gov.au/publications/aid/partnerships-recovery-australias-covid-19-development-response>

About the Business Partnerships Platform (BPP)

The Business Partnerships Platform (BPP) supports partnerships between the Australian Department of Foreign Affairs and Trade (DFAT) and inclusive businesses to create both development impacts and sustainable commercial returns through their core business operations.

BPP partnerships can create sustainable impact by:

- Creating new products and services for existing or new markets which better serve the needs of consumers and communities.
- Improving the productivity, inclusivity, or sustainability of value chains.
- Supporting the adoption of inclusive business practices at scale.

Working in Partnership

The BPP works with businesses under a partnership model. Partnerships are defined by agreement on shared priorities, open communication and accountability, sharing of risks and benefits, and recognising and responding to each other's strengths to add value in their joint collaboration.

Businesses partnering with DFAT under the BPP may assist the Australian Government to meet development program objectives through:

- Business insights and ideas to tackle the unprecedented challenges of COVID-19 recovery.
- Private sector efficiencies, innovation and ingenuity.
- Finance to leverage development program funding to achieve greater impact at scale.

BPP partnerships require partners to invest resources and capital alongside DFAT in pursuit of the BPP and partnership goals.

The BPP will assist Australian and overseas organisations to invest in new business approaches to partnering that support economic recovery and deliver on social and commercial outcomes. BPP can provide partners with access to DFAT's resources, including:

- Convening, brokering, networks and influence in partner countries.
- Deep knowledge of development as well as the business, political and regulatory environment in partner countries.
- Expertise in development program management, safeguards, and gender and disability inclusion.
- Support in creating a more attractive business operating environment through its broader policy reform and governance programs.
- Catalytic funding to encourage and support businesses and other organisations looking to increase commercial and social returns in line with the Australian development program's strategic priorities.

General Eligibility

Eligible Organisations

1. Applications are open to businesses or other types of organisations undertaking, or looking to undertake, an initiative of a commercial nature in one of the eligible sectors in one of the participating countries.
 - a. Applicant organisations may be businesses or social enterprises, who may choose to apply in consortiums with other businesses, investors, social enterprises, non-government organisations (NGOs), not-for-profit organisations (NFPs), cooperatives, universities, or other types of organisations.
 - b. Applicant organisations do not need to originate from any specific country.
 - c. Applicant organisations must be able to operate in the country where they propose to undertake the BPP initiative.
2. More than one organisation may be involved in a single application. Joint applications are **not mandatory**. However, applicants may consider this approach as in some cases it may support a diverse technical, knowledge and risk management proposition
3. Applications must be made by established organisations that meet (or are able to meet) the requirements of DFAT's due diligence process, including:
 - Registration with a business or other recognised registration/accreditation body
 - Established financial history
 - Not listed on sanctions lists, including those published by the Australian Government, the World Bank, Asian Development Bank, African Development Bank, European Bank for Reconstruction and Development, or the Inter-American Development Bank.
 - Other background criminal and reputational checks.

The BPP reserves the right to reassess any proposal if, following submission, the membership of a successful multiple partner proposal changes, including partners withdrawing from the partnership.

Funding

1. The level of funding that may be requested and granted under the BPP will be between **AUD 100,000** and **AUD 500,000** per successful application.
2. Applicants must commit to **match or exceed** BPP funding through the combined contributions of all partner organisations in a proposal.



3. Co-contributions pledged by the applicants may either be **cash** or a combination of **cash and eligible in-kind contributions**. Co-contributions can be split between partner applicants, allowing multiple organisations to contribute.
4. Co-contributions from applicant organisations must be specific to the proposed initiative and must not be part of a broader contribution to an activity the organisation(s) are already undertaking. Donor or philanthropic funds cannot be counted as part of a partner co-contribution.
5. The BPP is unable to provide funding for taxation purposes. Any taxation requirements are the responsibility of the partner and cannot be paid for with grant funding from the BPP or the approved partner contribution. It is recommended applicants seek legal and/or financial advice, including on eligibility for tax exemptions, before applying to the BPP.
6. For eligible organisations registered in Australia for tax purposes, including NGOs/NFPs, Goods and Services Tax (GST) is payable by the BPP in addition to the grant funding awarded.

Period of Funding

Proposed initiatives may be funded for **one to three years**, subject to continued achievement of partnership milestones. Applicants must specify an implementation period of between one and three years in their application.

The implementation period nominated by the applicant must fall between **01 April 2021** and **30 June 2024**.

Eligible Countries and Sectors or Themes

Applications will only be accepted for initiatives in the list of eligible countries and sectors/themes, as found on the BPP website. Applications for initiatives in countries and sectors/themes other than those listed will not be considered.

Selection Criteria

Proposals will be assessed against their alignment to the **five key selection criteria**: partnership, social and environmental impact, gender equality and social inclusion, commercial viability, and value for money. Further information on these criteria are provided in this document.

Other factors to consider when applying

- DFAT undertakes a range of risk management measures as well as the application of safeguards for all its investments. Proposed BPP initiatives, and associated partners, will need to comply with these policies in order to be eligible for the BPP. DFAT's safeguard policies include:
 - Child protection.
 - Prevention of sexual exploitation, abuse, and harassment.
 - Environmental and social safeguards.



- BPP initiatives specifically related to reproductive health and family planning will need to comply with the [Family Planning and the Aid Program: Guiding Principles](#).
- Disability inclusive development is a priority for the Australian Government. Applicants are encouraged to demonstrate how their proposal promotes an improved quality of life for people with disabilities in partner countries. Further information on disability inclusion can be found on the [DFAT website](#).
- Applicants are also encouraged to demonstrate how their proposal contributes to green and resilient economic recovery, including climate change mitigation or adaptation outcomes.

Key Selection Criteria

All applications to the BPP must demonstrate their alignment to key selection criteria. The key selection criteria for the BPP are:

- Partnership
- Commercial Viability
- Social and Environmental Impact
- Gender Equality and Social Inclusion
- Value for Money

Partnership

In a BPP proposal, partners need to demonstrate mutual sharing of objectives, priorities and capabilities along with a clear vision for how DFAT's involvement and financial investment in the partnership can deliver greater results than could otherwise be achieved (this is often referred to as 'additionality'). Based on previous BPP partnerships, a successful BPP initiative is one which:

- Enables BPP partners to work towards shared objectives.
- Embeds the initiative into the core business of the partner/s.
- Demonstrates strong likelihood of achieving sustainable and measurable development impact.
- Is, or is highly likely to, be sustained and scaled beyond the funding period (attracting additional investment).
- Results in a deeper and sustained partnership (including with DFAT).

Based on previous BPP partnerships, a successful BPP partnership is able to address the following questions:

- Are the partners committed to working together collaboratively with openness, courage, fairness while being open to the diversity of views?
- Have partners discussed ways of working that display the above principles of partnership?
- Are the partners and their respective roles and contributions clearly identified?
- Is a role envisaged for DFAT in the partnership other than as an investor?
- Is there a viable, sustainable model for continuing the partnership beyond the timeframe of the BPP?
- Is the model economically supported and are there sufficient incentives to maintain it?

A hands-on approach to partnership

The BPP helps guide partners through the collaborative work process using a partnership framework with accredited partnership brokers to help facilitate and support strong partnerships. For some businesses it is the first time to partner with government and vice versa. This brings challenges, with different organisational approaches and systems.

The BPP's partnership framework recognises that both DFAT and businesses/non-business entities have significant skills, expertise and resources they are able to bring to the partnership.

The partnership approach allows DFAT and business and non-business partners to:

- **Build equity** which helps partners to benefit fully from each other's collective skills, expertise and resources to address challenges that they cannot solve individually.
- **Build flexibility and mutual accountability** into ways of working allowing the partnership to adapt to challenges and context shifts.
- **Be open to collaboration on diverse subjects** and joint initiatives where it supports mutual partnership goals.
- **Improve risk management through open communication**, shared contributions and responsibilities, and early identification of issues.
- **Develop long-term relationships** which last beyond the funding period.

A BPP partnership with DFAT, Samoan manufacturer Krissy Co., Fairtrade Australia and New Zealand and the Savai'i Coconut Farmers Association is scaling up Samoa's coconut cream supply chains to respond to increasing international demand for ethical coconut products.

The four partners each bring unique skills and experience, while all seeing individual organisational value in the partnership achieving its shared goals. Partners have established governance structures to ensure equitable participation and frequent communication between partners. Regular partnership meetings allow for coordination and sharing of viewpoints.

Find out [more](#).



Commercial Viability

Commercial viability is a key consideration for any business partnership and a key indicator of sustainability. Commercial viability refers to the likelihood of activities becoming an ongoing component of the business model of the partners, rather than a stand-alone initiative or being reliant on grant funding for its continuation. Commercial viability also indicates the likelihood that partners will have the potential to adapt and scale-up activities.

BPP partners therefore need to articulate clearly how their commercial practices will lead to improved sustainable growth, viability, competitive advantage and profitability.

For example, BPP partners will need to demonstrate:

- A clear and viable pathway towards commercial viability in a realistic timeframe, with clear incentives for all partners including any intended continued roles for NGOs/NFPs.
- A market assessment showing market, trends and forecasts are identified and described.
- How the initiative is expected to strengthen the business position and/or competitiveness (in a realistic timeframe).

A BPP partnership with DFAT, Essilor, MART Rural and Grameen Kalyan is addressing an unmet need in vision care services in Bangladesh by creating provisions for affordable refraction correction and referral services

This stimulates socio-economic improvements in rural areas and create vital economic opportunities for rural youth trained as Eye Mitra Opticians and supported to set up micro-enterprises within their communities.



With the supply chain established, Essilor is creating an additional market for its affordable spectacles in Bangladesh. By creating 250 vision-focused micro-enterprises in rural areas, Essilor stimulates rural economies and creates new jobs while distributing its product to hard-to-service areas. Access to affordable eyeglasses has many socio-economic benefits and Essilor estimates this initiative will initially benefit up to 94,500 vision-impaired people.

Find out [more](#).

Social and Environmental Impact

BPP initiatives are intended to create positive social and environmental impact whilst being commercially viable and sustainable. There are typically three key ways that firms can create both social, environmental and commercial impact:

- Creating or adapting products and services for existing or new markets which better serve the needs of consumers and communities.
- Improving the productivity, inclusivity, or sustainability of value chains.
- Supporting adoption of inclusive and sustainable business practices at scale.

A BPP partnership with DFAT, solar energy firm Sola PayGo, payment services provider Bmobile, product manufacturer d.light is providing affordable and reliable solar power units to remote rural households using a pay-as-you-go business model.

The initiative supported the development of a new product for this market, including innovative pay-as-you-go technology. The initiative expects to sell solar units to 2,500 off-grid households in the Papua New Guinea Highlands Region.

This partnership aims to scale-up Sola PayGo's existing business model, providing high-quality solar power units to rural and remote households on a pay-as-you-go basis. For households, access to affordable energy leads to improved security and health outcomes and opens up further income generation opportunities.

Find out [more](#).



Creating or adapting products, services for existing or new markets

By changing products and reconsidering how they operate in markets, firms can better serve existing markets, access new markets and lower costs. Social impact can then be derived through broadening access for low income consumers to goods and services which positively improve their lives. This may be achieved by making existing products more affordable to lower income consumers, improving the quality and value of products and services, reducing the environmental impact of products and services and/or increasing the provision of products and services which build resilience to climate change.

A proposed initiative may demonstrate changes in products/markets by:

- Clearly identifying a low-income or underserved market segment.
- Demonstrating impact on low-income or underserved consumers at scale.
- Demonstrating how marginalised consumers and producers are likely to be impacted positively and how key social, environmental or economic risks are mitigated.

- How impact can be measured and reported.

Improving value chains

Through altering the way firms source materials and produce goods and services, they can improve the quality, quantity, cost, and reliability of production whilst simultaneously driving economic and social development and improved natural resource management within communities.

A proposed initiative can demonstrate improved productivity in the associated value chain by:

- Identifying people at risk of vulnerability within the supply chain and working to reduce that vulnerability. Mitigating potential negative impacts for women and/or men, such as displacement from current employment or livelihoods.
- Demonstrate measurable impact on supply chain actors at scale. Demonstrating increases in income, reduction in costs, employment opportunities, and/or welfare of female and/or male employees in the supply chain.
- Demonstrate measurable changes to the environmental impact or resilience of the supply chain.
- Support the resilience of supply chains against external shocks such as those related to COVID-19.

Inclusive business practice at scale

Inclusive business principles recognise that companies do not operate in a vacuum. Businesses have impacts on communities, consumers, and employees and have a responsibility to ensure this impact is as positive as possible. Businesses can also derive commercial benefit from improvements to their operating environment and changes in environmental or social practices can be powerful signals to communities, consumers, and competitors. Inclusive business practises such as skills development, responding to the impacts of COVID-19, offsetting environmental impacts and increasing climate change resilience, inclusive workplace practices such as flexible working hours or provision of childcare can lead to lasting changes in community, consumer and employee expectations, and can demonstrate the case for wider changes in business practices in their sector or geography.

Gender Equality and Social Inclusion

The BPP recognises the inequalities and hardships related to the pandemic that are being experienced by groups at risk of vulnerability, particularly women and girls, people with disabilities, and the poor. Initiatives that seek to increase opportunities for women, people with disabilities and marginalised groups ultimately results in their ability to contribute to business as investors, employees, producers, suppliers and customers.

A BPP partnership with DFAT, Pollinate Group and Greenlight Planet is providing women with economic opportunities.

The partnership is empowering women as leaders of change to distribute products that improve health, save time and save money. The solar products it sells benefit women as they provide extra security at night and an opportunity to work from the home in the evening, earning additional income.

Find out [more](#).



Gender Equality

Improving the economic position, social status, and safety of women and girls contributes to more prosperous, fairer and more stable societies. The Australian Government has designated gender equality as an overarching principle for the Australian development program. All partnerships under the BPP have a focus on delivering economic and social benefits to women and girls.

Women currently face constraints to participating in the private sector and gaining benefits from such participation. These include: social norms that define which tasks men and women should perform, how much they should be paid, how genders should interact, and who can go where; inability to go to work due to household responsibilities; definitions of acceptable female behaviour; perceptions of women as being less capable than men; and participation sometimes being seen by men as inappropriate or unnecessary. Women can also lack the capital and resources to become entrepreneurs or exercise buying power as consumers.

Despite these constraints, women's participation in the economy is increasing globally.² Businesses are recognising, and many already recognise, the value of diversity in their organisations, and are developing creative approaches to keep women engaged, build their skills and promote them to leadership roles, contributing to both social and financial returns. Having a diverse workforce and ensuring women are in leadership roles enhances business performance including through better risk management, improving

² See for example the ILO Better Work program <http://betterwork.org>; DFAT "Gender Equality and Women's Economic Empowerment in Agriculture Guidance Note" (2015) <https://dfat.gov.au/about-us/publications/Documents/operational-guidance-note-gender-equality-and-womens-economic-empowerment-in-agriculture.pdf>

employee engagement and productivity, attracting talent and bringing more diverse views to solve complex problems.

There are many good examples from businesses around the world making changes in the workforce, the value chain and consumers. The social impacts of these changes can include:

- Improved **income for women**
- Improved **access for women to assets, jobs, training, appropriate products and services** (everything from banking to childcare)
- Increased ability to **make decisions** at home, and in their work or business
- Having a manageable **workload**
- Changes to **policies, practices and attitudes** to support women's work and businesses.

There are also risks associated with failure to address gender inequalities in the workforce – ranging from employee disengagement and absenteeism, violence and sexual harassment through to damage to company reputation.

Social Inclusion

Economies and societies cannot reach their full potential if they exclude large portions of the population from full economic participation. While governments have a role to play in creating policies which encourage inclusive economies, in most countries, private businesses are the largest employers and provide a wide variety of goods and services to communities. As a result, engaging the private sector as champions for social inclusion is a critical step on the path towards equal economic participation for all.

In practical terms, the BPP is looking for partners who are willing to consider how their business can better engage with people with disabilities, men and women, ethnic minorities, or any group that may be marginalised in society. We are looking to support viable, commercial initiatives that tap into and foster the skills, assets, and resources of individuals and communities who are often locked out of economic participation.

Providing increased access to goods and services that meet the needs of diverse populations presents a tremendous opportunity for businesses. Similarly, businesses perform at their best when the broad range of skills, expertise, and networks within communities are utilised. Leading companies are innovating around emerging market opportunities by making inclusion a core aspect of their culture. They recognise that championing accessibility and creating an inclusive and equitable culture leads to innovative product design that reaches more diverse segments of the market.

Prosperous businesses recognise that meeting the needs of diverse populations is key to successful business models. Best practice shows that businesses who engage meaningfully with women and marginalised groups benefit from a broader customer base and improved insights, higher productivity and efficiency, and improved product quality or suitability. Businesses with more inclusive supply chains also find these groups to be more reliable, and that their distribution networks are diversified.

Businesses often assume that including people with disabilities within the workforce is expensive, complicated and offers limited tangible benefits. However, multiple studies have shown that disability



inclusion in the workplace results in higher revenue, net income and profit margins. Workplaces that are inclusive and embrace diversity access a wider pool of talent; increase productivity; gain insights into broader market segments; and tap into the purchasing power of a larger part of the population. More generally, companies benefit from better reputations and brand recognition as a result of more inclusive practices.

Safeguarding

The BPP recognises that some business initiatives can create risks to workers, suppliers, customers and the environment. Common risks business activity may pose to communities include the risk of modern slavery and indecent work; workplace safety risks; the risk of sexual exploitation, abuse, or harassment; and child protection risks. More broadly, business activity may cause harm to the environment, and businesses may need to consider how to reduce this impact.

BPP is looking for partners who can identify these key risks and ensure appropriate safeguards are put in place to meet their obligations and minimise harm. Safeguarding is the process of developing and implementing policies and practices which prioritise the safety of people and the environment and minimise negative impacts. For some businesses used to evaluating risk more narrowly, this may be a new process. Businesses that take a holistic, stakeholder view of their role in a market or community may already integrate safeguarding risk in their existing processes.

Businesses that act to mitigate safeguarding risks and respond effectively to incidents can improve health and safety in their workplaces, strengthen productivity, benefit from improved access to talent and worker retention, and protect and strengthen their reputation among communities, customers and investors. These efforts can also reduce vulnerability to litigation and compensation claims, and the financial and reputational damage this can inflict on businesses and investments.

Value for Money

Value for money is a critical consideration to achieving the strategic objectives of the Australian development program³. It is a requirement under the Public Governance, Performance and Accountability Act (2013) and the Commonwealth Procurement Rules. Building on these requirements, DFAT has developed eight *Value for Money Principles* to guide its decision making and maximise the impact of its investments. We expect all our partners to be aware of these principles as follows:

Economy	Efficiency	Effectiveness	Ethics
<ul style="list-style-type: none"> • Cost consciousness • Encouraging competition 	<ul style="list-style-type: none"> • Evidence based decision making • Proportionality 	<ul style="list-style-type: none"> • Performance and Risk Management • Results Focus • Experimentation and innovation 	<ul style="list-style-type: none"> • Accountability and transparency

In selection, the BPP considers two key factors in relation to value for money:

Leverage

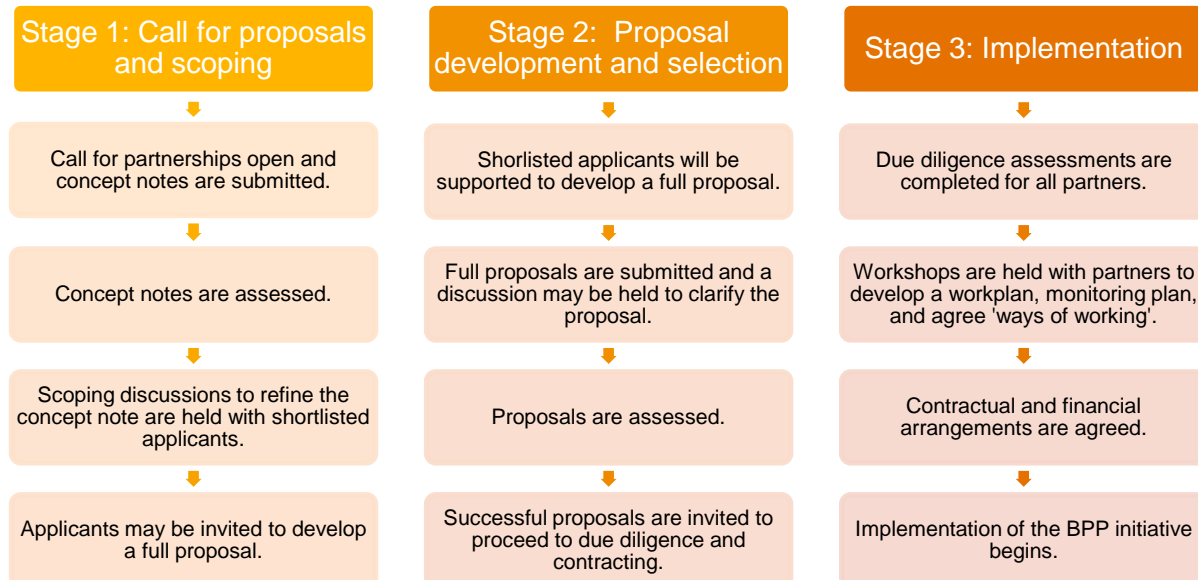
Leverage refers to the investment from partners through real and measurable co-contributions (matching or exceeding BPP funding).

Additionality

Additionality is using BPP funding and DFAT resources to generate measurable development impact through BPP partnerships which would not have otherwise occurred. Partnerships can demonstrate additionality by articulating the need for BPP funding to catalyse business investment (i.e., the investment provided by BPP would not have been provided by other sources), and how partners will benefit from DFAT resources and expertise in the partnerships.

³ For more information on VFM Principles see: <http://dfat.gov.au/aid/who-we-work-with/value-for-money-principles/Pages/value-for-money-principles.aspx>

The Application Process



Stage 1: Call for Proposals and Scoping

Proposals must be submitted through the SmartyGrants⁴ online application portal, accessible via the BPP website. Applicants must complete an online form and attach a concept note. The BPP SmartyGrants portal will go live once the round officially opens, and applications must be submitted by the deadline.

Application deadlines are listed on the BPP website.

Submission of an application through SmartyGrants:

1. Create a profile on [SmartyGrants](#).
2. Download the concept note template from the cover page of the SmartyGrants form.
3. Follow the steps for completing the application, including uploading your completed concept note.
4. Submit your application.

Note: All application data will be kept in the strictest confidence. All DFAT officers and BPP personnel that review applications are bound by confidentiality/non-disclosure arrangements. Contact the BPP with any questions or problems completing your application (applications@thebpp.com.au).

⁴ For more information on SmartyGrants see: <http://www.smartygrants.com.au/>

After the application period closes, applications will be assessed and shortlisted by the BPP in accordance with the key selection criteria. A limited number of shortlisted applicants will be invited to participate in a scoping discussion. Applicants not invited to proceed to a scoping discussion will be notified in writing, and feedback will be available upon request.

Scoping Discussions

The objective of the scoping session is to mutually assess shared interest in pursuing the concept further, and exchange on the partnership objectives and contributions of various partners. During this facilitated discussion, DFAT and the applicant(s) can have an open exchange to clarify or expand on the concept note application.

Scoping discussions will be held via video/conference call or in person. The BPP will endeavour to provide as much notice as possible for an invitation to participate in a scoping discussion. However, it is essential that shortlisted **applicants be available** to participate in the discussion.

Following scoping discussions, the BPP will invite a small number of final applicants to proceed to the full proposal and selection stage. Applicants invited to proceed will be provided with notes from the scoping session that will provide direction for specific areas to adapt and focus on in the full proposal. Applicants not invited to proceed to the full proposal stage will be provided with comprehensive feedback on their proposal for use in further submissions.

Stage 2: Proposal Development and Selection

Proposal development

Shortlisted applicants invited to proceed to submission of a full proposal will be asked to refine their proposal in line with the outcomes of the scoping discussions, and to provide additional documentation to fully describe their business plan, impact objectives, and budget. Applicants may choose to be supported by BPP advisers during this process, including business, gender, and measurement advisers.

Selection

After applicants submit their full proposal, the BPP will assess applications and will make a final selection of initiatives that will partner with DFAT and receive BPP funding. Both successful and unsuccessful applicants will be notified of the outcome. Feedback will be offered to unsuccessful applicants.

Stage 3: Implementation of Selected Initiatives

Due Diligence

Due diligence will be conducted on all partners for BPP initiatives that are successful in progressing to this stage. The BPP conducts due diligence on potential partners as a risk management tool that helps the BPP and DFAT to assess partner strengths and weaknesses prior to entering into an agreement or funding

arrangement⁵. Due diligence assessments are designed to highlight and mitigate potential fiduciary and reputational risk that may arise from the partnership. Partners will need to provide appropriate documentation to assist with due diligence assessments. DFAT may decide following due diligence conducted by the BPP not to continue with a partnership that represents significant fiduciary or reputational risk to the Australian Government.

The due diligence process is also a chance for partners to increase their understanding of DFAT's safeguards and fiduciary requirements, and to decide as an organisation whether they are able to meet these requirements and continue pursuing a partnership with DFAT.

Partnership Workshops

The BPP will organise kick-off workshops with selected partners, held remotely, at a mutually convenient time. Workshops may be facilitated by the BPP or specialised advisers in partnership brokering, results measurement, gender, and business planning. Workshops are most effective when there is adequate representation from partners, including DFAT, and when participants are able to make decisions and commitments during the workshops.

Workshops will discuss:

1. Partnership 'ways of working'
2. Partnership workplan and implementation of proposal
3. Proposal monitoring and results measurement planning

Collaborative Financing Agreement (CFA) agreement

A CFA (contract) will be negotiated and signed between the **Contracting Partner** and the BPP. The purpose of the CFA is to define the conditions of the funding, to monitor the initiative's progress to completion, and establish the terms, conditions and requirements for acquittal of the funds. All funding must be used for activities specified in the proposal budget and work plan, or per mutual reallocation agreement.

Technical Support to BPP Initiatives

As part of the resources made available by DFAT, the BPP can provide limited technical support to BPP partners throughout the funding period of the initiative.

⁵ <http://dfat.gov.au/aid/topics/safeguards-risk-management/Pages/default.aspx>

This includes advisory support from our:

- Private Sector Development and Business Advisers.
- Gender Adviser.
- Monitoring and Results Measurement Adviser.
- Communications Adviser.
- Partnership Brokers.

In-country monitoring visits are typically conducted by the BPP around the mid-point of implementation. Partnership 'health check' meetings are often facilitated by a Partnership Broker and occur around the mid-point of implementation.

Reports

Quarterly, all partners (including DFAT) will hold a meeting or call to discuss initiative progress, any issues requiring attention or support, and communications opportunities. Written reports, including financial reports, are to be submitted by BPP partners six-monthly. A final report must be submitted at the end of the initiative.

The monitoring plan for collecting and reporting data that is developed at the partnership workshops will form the basis for reporting on progress.

Communications

The BPP will publicise the initiatives and partnerships through the BPP website and social media platforms. To help promote the initiatives, partners are asked to supply copies of logos, written material, and other media files such as photographs and videos, as it relates to the BPP. The BPP may use all or part of these for publicity and other materials.

It is important that partners recognise and acknowledge each other (including DFAT) in their promotional activities related to the BPP. It is expected that partners acknowledge and sign off on any external materials promoting the BPP initiative, including press releases and publications. External publications shall be, where possible, co-authored and jointly endorsed.

Payments

Tranche payments will be linked to the completion of milestones. Milestones and their means of verification will be specified in the CFA. Once a partner has completed a milestone, they will submit proof of completion to the BPP. If the BPP accepts verification of completion of a milestone, the partner will then submit an invoice to the BPP to request payment.

Funding Proposal Guidance

The Funding Proposal and Budget

BPP applicants should provide information in their application about the funding requested for their proposal, as well as how both BPP funding and partner co-contributions will be expended during implementation. This information comprises of the funding proposal and budget.

Budgets provided during the concept note phase are indicative and may be adjusted through the scoping phase in discussion with all partners. Detailed budgets are to be provided at the full proposal stage of the application process. Budget guidelines will be provided at the full proposal stage for eligible applicants.

BPP Funding

The BPP aims to leverage DFAT funding to support activities which have a sustainable commercial and social impact. Sustainability of activities beyond BPP funding is a core principle, therefore, partners' current day to day operational and core recurrent expenses central to continuing the initiative beyond the BPP timeframe will not be funded. The BPP also does not intend to subsidise transaction costs with target groups (i.e. consumers or suppliers) or use its funds towards activities that partners would have done anyway (no demonstration of additionality).

The following table outlines examples of items that BPP may contribute towards, and those that the BPP is unable to fund.

Eligibility of Costs for BPP Funding		
Generally Acceptable	Possible Funding	Unable to Fund
<ul style="list-style-type: none"> • Attributable technical specialist support • Physical assets, e.g., machinery or infrastructure • Related staff salaries (relating to development & start up) • Related vehicle expenses • Related training costs 	<ul style="list-style-type: none"> • Recurring operational and working capital costs of partner, including personnel • Audits • Related equipment and supplies (printer, laptop, camera, motorbike) • Telephone and IT for BPP use only • Office supplies and equipment • Office rental, maintenance, electricity, water and printing • Inputs manufactured by the partner 	<ul style="list-style-type: none"> • Management fees • Free/discounted samples • Fundraising • Advocacy (unless specific to the BPP objective then should be attributable) • Marketing and communications (unless specific to the BPP initiative then should be attributable) • Retroactive expenses: i.e. costs incurred prior to the effective funding start date of the contract • Taxes and import duties applied by governments and public authorities

Note: The above is a guide only. Funding will be subject to final CFA (contract) negotiations.

Partner Co-contributions

Co-contributions pledged by the applicants may either be **cash** or a combination of **cash and eligible in-kind contributions**. Contributions can be provided over the length of the BPP initiative.

Co-contributions (cash or in-kind) must demonstrate they are directly relevant and specific to the proposed initiative and must not be part of a broader contribution to an activity the organisation(s) are already undertaking. In other words, to qualify as eligible, co-contribution costs listed must be essential to accomplish the objectives of the initiative and must represent a cost to the organisation.

For example, for office space costs to qualify as an eligible co-contribution, the following conditions would need to be met:

- a. Office space must be essential to deliver the initiative
- b. Office space must be new or wholly reallocated from existing space for the BPP initiative
- c. Office space where not wholly reallocated may be claimed as a percentage of existing space and must represent the actual percentage of space used for the BPP initiative, and not be claimed by the organisation for other purposes.

Cash or in-kind contributions

For BPP purposes, cash contributions are defined as funds provided by the applicant organisations for the purposes of undertaking the BPP initiative. *For example, the hiring of a staff member to work on the BPP initiative would be considered a cash contribution.*

In-kind contributions consist of non-monetary inputs committed by the applicant organisations. These normally include pre-existing staff hours, facilities, equipment and services provided by a partner organisation from its own resources. *For example, the allocation of time from existing staff members to work on the BPP initiative would be considered in-kind contributions.*

A further test to determine whether a contribution is made in-kind or in cash is whether a partner organisation will make a direct and attributable payment for the goods, services or land during the lifetime of the BPP initiative. If the partner will make a payment then this is considered to be a cash contribution.

Partner In-kind Contributions

BPP will recognise in-kind contributions at the fair market value normally expected to be paid for the good or service in the context in which the BPP initiative is operating. For all in-kind contributions included in the budget, applicants must be prepared to produce a calculation for the value of the good or service, including the rationale and supporting evidence for the calculation. Partners must also be certain that the value they are attributing the contribution does not exceed the market value.

The following table outlines examples of items that are likely to be accepted as in-kind contributions, and those which are likely to not be accepted as in-kind contributions.



Acceptability of In-kind Contributions	
Generally Acceptable	Unlikely to be Acceptable
<ul style="list-style-type: none">• Volunteer hours• Equipment, materials and supplies• Legal assistance• Overhead/administration costs (maximum 5 per cent)• Professional and technical services• Travel and subsistence costs• Technology• M&E including dissemination of data/information• Office and work-space	<ul style="list-style-type: none">• Costs (or other) non-related to the BPP initiative• Costs (or other) currently funded by the partner or other donors• Any non-preapproved/agreed costs• Other DFAT funding

Note: The above is a guide only. Funding will be subject to final CFA (contract) negotiations.