



TRANSFORM Indonesia – Expression of Interest

Please note: This is an Expression of Interest form for enterprises that wish to be considered for the TRANSFORM Indonesia funding opportunity. If TRANSFORM launches this new funding initiative, enterprises meeting TRANSFORM's selection criteria will be invited to make a full application, to then be assessed for funding.

Background

TRANSFORM is an impact accelerator led by Unilever, the UK's Foreign, Commonwealth and Development Office (FCDO) and EY. TRANSFORM works in 17 countries and has supported more than 125 projects with enterprises having reached the lives of more than 18 million people. TRANSFORM provides innovation grants to impact enterprises, in addition to the opportunity for enterprises to test innovations in Unilever's value chain and receive in-kind support from a Unilever Project Lead for the project duration. Impact enterprises also benefit from EY expertise and can request bespoke pro-bono technical assistance from EY.

TRANSFORM in Indonesia

TRANSFORM has worked in Indonesia since 2021 and funded seven projects with enterprises.

TRANSFORM is currently exploring the opportunity to launch a new funding initiative in Indonesia, aimed at supporting impact enterprises that seek to tackle plastic waste, advance re-fill models and unlock circular economy solutions in Indonesia (see Thematic Priorities described below for more detail). Under this funding opportunity, TRANSFORM will potentially award grants of approximately £100,000 to up to six organisations, over a period of 12 months (provisionally December 2025 – December 2026)

At this stage, **we are inviting expressions of interest from eligible enterprises** who wish to be considered for funding. If TRANSFORM launches the new funding initiative, enterprises meeting TRANSFORM's selection criteria (shared below) will be invited to make a full application, to then be assessed for funding.

Please note: Submission of this expression of interest does not guarantee funding. TRANSFORM will use the information provided in the Expression of Interest form to shortlist and identify enterprises to be considered for TRANSFORM funding. Any grant awards will be subject to the final availability of the fund. TRANSFORM reserves the right to modify the scope or timelines of the programme, or not to award any funding.

Please complete the Expression of Interest Survey by 12th September, 12pm WIB.

What We Look For

- **Impact Enterprises**, defined as a for-profit organisation who have a dual vision around purpose and profit.
- **Please note:** We will consider applications from commercially viable start-ups, small to medium enterprises, and social enterprises with up to 250 employees that have significant potential, and ambition, for growth. To be eligible, applicants will need to demonstrate that a majority of their income is derived from commercial activities. Early-stage companies who have not reached this threshold will need to demonstrate a reliable path to sustainability via commercial activities that generate revenue to be considered.
- TRANSFORM uses the four stages detailed in [Acumen's blueprint to scale](#) report (Pg. 13) to define the maturity of the enterprises that we work with. Most TRANSFORM grants are given to enterprises

in the Validate and Prepare stages. TRANSFORM can occasionally work with Blueprint ideas, but we find that enterprises at Scale do not need grants.

- Impact Enterprises meeting our **Thematic Priorities and Selection Criteria** (outlined below).

To see examples of projects previously funded by TRANSFORM, see [here](#).

TRANSFORM Selection Criteria

In order to be selected, applications for projects must meet **all** of the following criteria.

1. Alignment with impact and geographic priorities

- Have a clear potential to create positive impact on low-income people's lives by reducing plastics pollution (further details on the scope can be found below).
- Be implemented in Indonesia.
- Demonstrate at least one of the following: female ownership, local ownership, a focus on the very poor/marginalized or an intention to expand to fragile contexts (including those caused by climate change).

2. Innovative approach to tackling social problems

The Indonesia Selection Panel must be satisfied that projects demonstrate that they are additional using **at least one** of the additionality criteria below:

- The project is testing a completely new technology, approach or methodology that has not been deployed before.
- The project is validating an emerging technology, approach or methodology that is still in early stages of development and has not been deployed in the proposed context.
- The project is applying a proven/validated technology, approach or methodology in a more challenging geographical, cultural, or sectoral context with the potential for significant learnings on the diffusion of innovation.
- The project is tailoring a technology, approach or methodology to the specific needs and preferences of a new low-income community with the potential for significant learnings on the diffusion of innovation.
- The project is integrating combinations of technologies, approaches or methodologies that have not been tested together before and will create a novel solution.
- The project removes barriers to scale for a proven innovative technology, approach or technology that has been validated (with early evidence that it works) but requires support to scale.

Note, intellectual property (IP) generated from the projects will be owned by the impact enterprise. Unilever, the FCDO and EY do not have exclusive use of this intellectual property. Only in the case that IP be abandoned or not used to benefit low-income communities, Unilever can take a worldwide, transferable license over the IP to transfer it to another party to use it to benefit low-income people.

3. Market-based solutions with the potential to reach operational sustainability.

- Demonstrate a clear pathway for the proposed project to be commercially viable at scale, with assumptions which can be tested through the project.
- Show how TRANSFORM support unlocks resources/follow-on funding from other sources.
- The application must come from a social enterprise, not an NGO.
- The enterprise must have sufficient capacity and maturity to effectively deliver the project and to absorb the financing and in-kind support provided.
- Unilever, the FCDO and EY cannot receive TRANSFORM funds to run internal projects. TRANSFORM funds must be provided to third parties only.

4. Strong leadership and networks

- A commercially savvy CEO and/or leadership team who demonstrate personal commitment to the project.
- A strong network of public, private and/or non-profit partners with evidenced traction relating to the proposed project.

5. Clear value-add from partnering with TRANSFORM

- Enterprises must be able to clearly articulate the value of partnering with Unilever, FCDO and EY – particularly considering the value of business support, in addition to grant funding.
- They must have the potential to operate in areas relevant to Unilever's expertise and capability and where Unilever can add value. Unilever can offer expertise in marketing, behaviour change, distribution and provide a test environment for innovations in their value chain with smallholder farmers, suppliers, manufacturing and small retailers. Unilever is interested in how impact enterprises can provide new routes to market, become suppliers, incubate innovation and create purpose-driven brand stories. This test bed provides evidence both for Unilever specifically and for a generic corporate setting, and TRANSFORM encourages enterprises to forge partnerships both with Unilever and other corporates.
- Through TRANSFORM, EY professionals provide technical business support to impact enterprises on a not-for-profit basis, helping tackle specific scale challenges. EY provides coaching and consulting services on a range of topics including building/testing a commercial model, investment readiness, people and HR strategy, customer strategy and more. This can be delivered through EY professional consulting (where EY teams work with enterprises for up to 12 weeks, offering support to improve their businesses' productivity, resilience, and capacity to scale), dedicated monthly 1:1 business coaching and skills development workshops.

6. Additionality

Proposed projects must be additional to those that Unilever, FCDO and EY would fund internally anyway under business as usual. The Indonesia Selection Panel must be satisfied that projects demonstrate that they are additional using **at least one** of the additionality criteria below:

- Projects scoped to specifically reach low-income consumers, with no current business plans/business case.
- Projects being applied in new geographies, with no current business plans/business case.
- Projects where there is a first mover disadvantage, with no current business plans/business case.
- Projects with payback periods longer than normal commercial business cases.
- Projects with high-risk profiles, with no current business plans/business case.
- Projects that contribute to wider systems change beyond Unilever's value chain, with plans for uptake with other corporates.

Expression of Interest Submission

Please submit your Expression of Interest [via the following Microsoft Form](#).

Thematic priorities on plastics

Headline	Sub-theme	TRANSFORM examples
Scale a circular economy through an ecosystem of collection & processing with focus on small sachets in Indonesia.	Expand collection & processing, specifically for small sachets, which is a pain point in the market.	<p>Baeru in India collect and process plastic waste from coastal regions, preventing it from entering the ocean, and working with a mainly female workforce to sort it.</p> <p>Chanja Datti decentralise waste processing with micro-recycling plants strategically placed next to waste collection points in Nigeria.</p> <p>TRANSFORM worked with Sampurn(e)arth on a project to set up recycling facilities for low-value, flexible plastic waste, providing formal jobs and extended social support to many informal waste workers.</p>
	Invest in enterprises with novel collection & processing technologies that improve output and quality of recycled material.	<p>TrashCon in India build & operate equipment which converts street trash to construction boards.</p> <p>Groovetech are converting plastics waste to bitumen which is used to build and repair roads with much lower carbon emissions than using virgin petroleum inputs.</p>
Ensuring waste-collectors are part of the solution, receive a fair pay and decent livelihoods.	Promote dignity and fair pay for waste collectors. Support enterprises that prioritise the wellbeing of waste collectors, including their registration and access to government benefits, or those that co-ordinate formation of groups for access to training, equipment and markets.	<p>Hasiru Dala in India centre their waste collection operations around waste picker needs and supply Unilever and H&M with fairtrade recycled plastics.</p> <p>Oxfam have created a new association of waste collectors in South Africa that run a waste processing facility and jointly share the profits to members.</p> <p>Taka Take ni Mali in Kenya organised waste collectors into community-based organisations so that they could have greater influence with off takers and demand better pricing.</p>
Expand new refill business models.	Source new refill-reuse enterprises in Indonesia.	Sonke in South Africa are testing a refill concept store which allows consumers to access up to 50% savings across a full basket of goods.
	Scale existing refill-reuse technologies in Indonesia.	Alner run a low-tech refill system in low-income communities for FMCG products in Indonesia. TRANSFORM provided a scale grant to Alner to attract investment and grow.

Privacy Notice

Information submitted will be shared confidentially among the Indonesia-based and UK-based organisations involved in this funding call. It will be used solely for assessment and grant administration purposes, in accordance with UK GDPR and the Data Protection Act 2018. It will not be shared externally without your consent, unless required by law.

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