



**European Commission**

**Civil Society Facility  
Partnership Programmes for Civil Society  
Organisations (CSOs)  
Support to regional thematic networks**

**Open call for proposals 2012  
Framework Partnership Agreements  
and associated Implementation Grants**

Guidelines  
for grant applicants

**Budget line 22.020701: "Regional and Horizontal Programmes"**

Reference: EuropeAid/132438/C/ACT/Multi

**Deadline for submission of proposals: 13 April 2012**

**If possible, applicants are encouraged to inform the Contracting Authority whether they intend to submit an application for this Call for Proposals by sending an email to:**

**[Elarg-CSF-applications@ec.europa.eu](mailto:Elarg-CSF-applications@ec.europa.eu)**

**by 13 March 2012**

# Notice

Prior registration by applicants and partners in EuropeAid's on-line database, PADOR, available at [http://ec.europa.eu/europeaid/work/onlineservices/pador/index\\_en.htm](http://ec.europa.eu/europeaid/work/onlineservices/pador/index_en.htm), is obligatory under the present call for proposals (see section 2.2 below for details). The offices of the Technical Assistance to Civil Society Organisations (TACSO) in the Western Balkans and Turkey are available to assist applicants and partners in registering in PADOR. For more information and contact details please consult [www.tacso.org](http://www.tacso.org). TACSO also hosts a partnership/networking forum and a helpdesk to assist Civil Society Organisations. This is an open Call for Proposals, where all documents are submitted at one stage (Concept Note and full application). However, in the first instance, only the Concept Notes will be evaluated. Thereafter, for the applicants whose Concept Notes have been pre-selected, evaluation of the full application will be carried out. Further to the evaluation of the full proposals, an eligibility check will be performed for those which are provisionally selected. This check will be undertaken on the basis of the supporting documents requested by the Contracting Authority and the signed "Declaration by the Applicant" sent together with the application.

The Contracting Authority will hold one or more **information sessions** for applicants in mid-February 2012. Information on dates and venues will be published on same website as these guidelines as well as on the TACSO website at [www.tacso.org](http://www.tacso.org). Applicants are strongly advised to participate.

If possible, **applicants are encouraged to inform the Contracting Authority whether they intend to submit an application for this Call for Proposals** by sending an email to [Elarg-CSF-applications@ec.europa.eu](mailto:Elarg-CSF-applications@ec.europa.eu) by 13 March 2012. This is not obligatory and does not affect the evaluation of the application. However, it will enable the Contracting Authority to mobilise the necessary resources for the evaluation of the applications.

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# 1. CIVIL SOCIETY FACILITY PARTNERSHIP PROGRAMMES

## 1.1 BACKGROUND

Accession to the European Union is a key political objective for the Western Balkans and Turkey. This requires the negotiation and ratification of an Accession Treaty. However, the Treaty itself is not enough to make accession a success. As part of the process, candidate countries go through an often complex transformation to bring them in line with basic values regarding democracy, human rights and the rule of law shared by existing Member States. New legislation and principles have to be agreed, implemented and monitored effectively in order to advance towards EU accession. The role of civil society in giving citizens a voice and holding governments to account in this process is crucial.

This programme focuses on Civil Society Organisations (CSOs), i.e. all not-for-profit, non-market and non-state organisations and structures in which people organise to pursue shared objectives and ideals.<sup>1</sup> It is part of the Civil Society Facility (CSF) which was set up by DG Enlargement in 2008 to give financial support the development of civil society in the Western Balkans and Turkey.

The overall objective for the CSF is *'To contribute to anchoring democratic values and structures, human rights, social inclusion and the rule of law, thereby supporting the EU integration process.'*

The programme purpose is to achieve: *'A more dynamic civil society actively participating in public debate on democracy, human rights, social inclusion and the rule of law and with capacity to influence policy and decision making processes.'*

The current Call for Proposals aims to achieve this by establishing partnerships with regional networks of CSOs to pursue shared objectives regarding good governance and the fulfilment of the political criteria for EU accession. The partnerships will strengthen CSO dialogue and the development of knowledge and experience. By bringing together representatives from different organisations in the Western Balkans, Turkey and EU, the programme will enhance CSO cooperation and understanding beyond regional and national levels.

The programme will provide for the development and implementation of around 15 long-term thematic Partnership Programmes. They will make it possible for likeminded CSOs to perform activities based on a joint strategy and agreed programme of activities.

The Partnership Programmes will be implemented through Framework Partnership Agreements (FPAs) with associated grants for implementation.

FPAs support the need to work with networks involving a certain number of CSO partners on a regular, stable and longer-term basis. They are a long-term cooperation mechanism between the European Commission and the CSO partners. FPAs set out the common objectives, the nature of planned actions, the procedure for awarding specific grants and the general rights and obligations of each party. FPAs do not in themselves carry any financial commitment but make it possible to work with partners in a more flexible fashion. The duration of the FPAs will be up to 48 months.

The specific grants for implementation will have an initial duration of 24 months.

The first three to six months of these grants must be used by the Lead CSO and its partners to refine their strategy and plans for implementation in consultation with relevant stakeholders, including the European Commission. At the end of the inception phase, Lead CSO and its partners must produce an inception report to be reviewed and approved by the European Commission.

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<sup>1</sup> The European Economic and Social Committee (EESC) defines CSOs as *"all organisational structures whose members have objectives and responsibilities that are of general interest and who act as mediators between the public authorities and citizens."* This includes all not-for-profit Non-governmental Organisations (NGOs), community-based organisations, faith-based organisations, professional and business associations, employer's organisations, trades unions, associations of local self-government, foundations, independent research institutes, the not-for profit media, charities, Red Cross and Red Crescent societies.

Towards the end of the first two years of implementation, the Contracting Authority will arrange for a mid-term review of the Partnership Programmes. It will be based on terms of reference agreed by the Contracting Authority in consultation with the partners. If the mid-term review deems the individual partnerships to be of continued relevance and effectiveness in delivering expected results or outcomes, the Commission will consider providing continued funding for up to another 24 months.

Funding for years three and four will be provided through the European Commission's budget for 2013. It will be subject to the Budget Authority's approval of the 2013 budget and the European Commission's adoption of a new Financing Decision for activities proposed for 2013 onwards. Continued funding will be within the ceilings of the initial grants for implementation.

**Important:** Applications for this Call for Proposals must set out the strategy, indicative work plan and expected results for the full duration of the FPA, i.e. 48 months. The logical framework must also cover the entirety of the FPA and should have clear milestones for achievements for the first 24 months. This is for the purpose of monitoring and evaluating progress of the initial implementation grant. The budget should only cover the first 24 months of the FPA.

## 1.2 OBJECTIVES OF THE PROGRAMME AND PRIORITY ISSUES

The **global objective** of this Call for Proposals is to achieve: *'A more dynamic civil society actively participating in public debate on democracy, human rights, social inclusion and the rule of law and with capacity to influence policy and decision making processes.'*

The **specific objective (s)** of this Call for Proposals is: *'Greater commitment and capacity of civil society organisation (CSO) networks to give citizens a voice and influence public sector reform processes through analysis, monitoring and advocacy, etc'.*

The activities to be implemented through this Call for Proposals should lead to the following results:

- Civil society strategies have been developed for the main sectors/policy themes and endorsed by local civil society, making provision for regional CSOs/networks to support national CSO coalitions and grassroots initiatives
- Regional CSO partnerships/networks with a thematic focus are able to present joint strategic programmes with the aim of adding value to national CSO efforts and achieving sustainable outcomes
- Regional and national CSO partnerships/networks perform timely consultations with citizens, pool expertise and produce high quality research, monitoring and strategic advocacy
- Government institutions recognise the importance and value of civil society participation in reform processes

### Priorities

The proposed strategies must address the all the priorities listed below in order for the application to be considered:

- 1) Strengthened capacity and efforts to provide analysis, advocacy and monitoring of key sector reforms at regional and national levels
- 2) Improvement of the environment for civil activism and state-civil society dialogue at regional and national levels
- 3) Improvement of the legitimacy, transparency and accountability of CSOs in the region

The current Call for Proposals seeks to establish partnerships with networks of CSOs working in the following thematic areas:

- Environment

- Social inclusion
- Socio-economic development
- Reconciliation
- Human rights
- Transparency/good governance
- Media and freedom of expression

Partnerships with networks of CSOs working on other themes may also be considered where the applicant can demonstrate a clear gap in relation to the global and specific objectives for this Call for Proposals.

Considering the objective and the priorities for this Call for Proposals, a partnership organised at the regional level is understood as a network/coalition or a confederation of CSOs gathered either (i) by type of actor or (ii) by sector of cooperation.

Several criteria will be used to evaluate the representativeness and relevance of the partnership: presence in a significant number of IPA Beneficiaries; number and diversity of different organisations affiliated (i.e. not exclusively branches of the same organisation); level of expertise and track record in a specific sector; systems and procedures to ensure transparency and accountability; operational mechanisms to ensure consultation with stakeholders, including beneficiary citizens.

### **1.3 FINANCIAL ALLOCATION PROVIDED BY THE CONTRACTING AUTHORITY**

The overall indicative amount made available under this Call for Proposals is EUR 11 000 000, to be financed by budget line 22.020701: "Regional and Horizontal Programmes". The Contracting Authority reserves the right not to award all available funds.

#### **Size of Grant**

Any grant requested under this Call for Proposals must fall between the following minimum and maximum amounts:

- Minimum amount: EUR 500 000
- Maximum amount: EUR 800 000

The initial award will be indicative. Following the inception phase, it may be reduced if the final work programme is no longer in line with the size of the initial award. Applicants should be aware that the initial award cannot be increased.

#### **Co-funding**

Any grant requested under this Call for Proposals must fall between the following minimum and maximum percentages of total eligible costs of the action:

- Minimum percentage: 20% of the total estimated eligible costs of the action.
- Maximum percentage: 80% of the total estimated eligible costs of the action (see also Section 2.1.4).

The balance (i.e. the difference between the total cost of the action and the amount requested from the Contracting Authority) must be financed from the applicant's or partners' own resources, or from sources other than the European Union budget or the European Development Fund<sup>2</sup>.

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<sup>2</sup> Where a grant is financed by the European Development Fund, any mention of European Union financing must be understood as referring to European Development Fund financing.

## 2. RULES FOR THIS CALL FOR PROPOSALS

These guidelines set out the rules for the submission, selection and implementation of actions financed under this Call, in conformity with the provisions of the Practical Guide to contract procedures for EU external actions, which is applicable to the present call (available on the Internet at this address: [http://ec.europa.eu/europeaid/work/procedures/implementation/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/implementation/index_en.htm)).

### 2.1 ELIGIBILITY CRITERIA

There are three sets of eligibility criteria, relating to:

- applicant(s) which may request a grant (2.1.1), and their partners (2.1.2);
- actions for which a grant may be awarded (2.1.3);
- types of cost which may be taken into account in setting the amount of the grant (2.1.4).

#### 2.1.1 Eligibility of applicants: who may apply?

In order to be eligible for a grant, applicants **must**:

- be legal persons **and**
- be non profit making **and**
- be a civil society organisation (CSOs)<sup>3</sup> or representative network of CSOs<sup>4</sup> working on one or more themes of relevance to this Call for Proposals **and**
- be nationals<sup>5 6</sup> of a Member State of the European Union<sup>7</sup> or of a Beneficiary under the Instrument of Pre-accession Assistance (hereafter referred to as “IPA Beneficiary”)<sup>8</sup> **and**
- be directly responsible for the preparation and management of the action with their partners, not acting as an intermediary **and**
- be active in and/or group CSOs from at least four of the eight IPA Beneficiaries in the Western Balkans and Turkey **and**
- be experienced and able to demonstrate their capacity to manage larger scale activities corresponding to the size of the project for which a grant is being requested.

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3 See footnote 1

4 A network with legal personality must submit an application under the name of that network. If the network is an informal grouping without legal personality, the application must be submitted under the name of the Lead CSO with other members of the network acting as partners or associates.

5 Such nationality is determined on the basis of the organisation's statutes which should demonstrate that it has been established by an instrument governed by the national law of the country concerned. In this respect, any legal entity whose statutes have been established in another country may not be considered as an eligible local organisation, even if the statutes are registered locally or a “Memorandum of Understanding” has been concluded.

6 If the applicant's legal personality has been recognised in a country eligible under this section pursuant to the Council of Europe Convention n. 124 on the Recognition of the Legal Personality of International Non-Governmental Organisations (<http://conventions.coe.int/Treaty/Commun/QueVoulezVous.asp?NT=124&CM=8&DF=07/03/2011&CL=ENG>), the official evidence issued by the country concerned under the said Convention shall determine the nationality of the organisation.

7 Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovak Republic, Slovenia, Spain, Sweden and the United Kingdom

8 Albania, Bosnia and Herzegovina, Croatia, Iceland, the former Yugoslav Republic of Macedonia, Montenegro, Serbia, Turkey and Kosovo under UNSCR 1244/99

Potential applicants may not participate in calls for proposals or be awarded grants if they are in any of the situations which are listed in Section 2.3.3 of the Practical Guide to contract procedures for EU external actions (available from Internet address indicated at the beginning of section 2).

In Part B section 7 of the grant application form (“Declaration by the applicant”), applicants must declare that they do not fall into any of these situations.

<i>2.1.2 Partnerships and eligibility of partners</i>
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### Partnerships

**This Call for Proposals has very specific requirements for partnerships.**

Applicants (also referred to as “Lead CSOs”) must act with partner organisations as specified hereafter. The partnership should be formed as follows:

- **Lead CSO:** a CSO either from an EU Member State or from the IPA Beneficiaries as defined in section 2.1.1 above or from Iceland, in conjunction with
  
- **Partner:** CSOs from EU Member States, from the IPA Beneficiaries and optionally from Iceland.

**Each partnership must contain at least four (4) CSOs from the IPA Beneficiaries in the Western Balkans and Turkey and one (1) EU CSO or EU CSO network. CSOs from Iceland may participate in the partnerships as a Lead CSO or partner but they will not count towards meeting these minimum requirements.**

**Depending on the legal personality and country of origin of the applicant, the partnership will require (as a minimum) to fit into one of the combinations set out in the table below:**

		<i>Applicant (“Lead CSO”) from EU Member State</i>	<i>Applicant (“Lead CSO”) from IPA Beneficiary</i>	<i>Applicant from Iceland (“IS-CSO”)</i>
<i>Abbreviation</i>		<i>EU CSO</i>	<i>IPA-B</i>	<i>IS-CSO</i>
<b>Partners</b>	Partners from the IPA Beneficiaries (IPA-B)	At least one CSO from each of at least <b>4</b> different IPA-Bs in the Western Balkans and Turkey	At least one CSO from each of at least <b>3</b> different IPA –Bs in the Western Balkans and Turkey ( <i>other than applicant’s nationality</i> )	At least one CSO from each of at least <b>4</b> different IPA –Bs in the Western Balkans and Turkey
	Partner(s) from EU Member State (EU-CSO)	Optional ( <i>but other than applicant’s nationality</i> )	At least <b>1</b> CSO from an EU Member State ( <i>if more than one, each to come from different MS</i> )	At least <b>1</b> CSO from an EU Member State ( <i>if more than one, each to come from different MS</i> )
	Icelandic CSO	Optional	Optional	Optional
<b>Total <u>minimum</u> requirements for Partnership</b>		<b>1x EU CSO (app) + 4x IPA-B CSOs (ptr)</b>	<b>1x IPA-B CSO (app) + 3x IPA-B CSOs (ptr) + 1x EU CSO (ptr)</b>	<b>1x IS-CSO (app) + 4x IPA-B CSOs (ptr) + 1x EU CSO (ptr)</b>
<b>Total <u>minimum</u> number of participants</b>		<b>5</b>	<b>5</b>	<b>6</b>

The Contracting Authority values a broad regional focus for the Partnership Programmes and may discuss with successful applicants the possible inclusion of additional partners as part of the inception phase.

When the applicant is a **network with legal personality**, it may act individually or with partners provided that it fulfils the criteria set out in section 2.1.1 and the table above. Member organisations of a network with legal personality which play an active role in the design and implementation of an action are considered partners. Other non-member organisations may also be involved as partners.

NB: Partnerships composed principally of branches of the same organisation, albeit located in different countries, will not be considered as eligible. To qualify, branches of the same organisation must constitute fewer than half of the CSOs participating in the partnership.

### **Partners**

Partners must have an active role in the design and implementation of the action and benefit from funding under the grant. It is important that the action is implemented jointly between the Lead CSO and the partners to build the capacity of the partnership overall. As such, costs partners incur are eligible in the same way as those incurred by the Lead CSO. They must complete and sign Part B, section IV of the grant application form – "Partners of the applicant participating in the action" and they must also satisfy the following eligibility criteria:

- be legal persons **and**
- be non profit making **and**
- be a civil society organisation (CSOs) or representative network of CSOs **and**
- be nationals of a Member State of the European Union or of a an IPA Beneficiary

### **The following are not partners and do not have to sign the “partnership statement”:**

- **Associates**

Other organisations may be involved in the action. Such associates play a real role in the action but may not receive funding from the grant with the exception of per diem or travel costs. Associates do not have to meet the eligibility criteria referred to in section 2.1.1. The associates have to be mentioned in Part B section 5 - “Associates of the Applicant participating in the Action” of the Grant Application Form.

- **Contractors**

The grant beneficiaries have the possibility to award contracts. Contractors are neither partners nor associates, and are subject to the procurement rules set out in Annex IV to the standard grant contract.

- **Sub-grantees**

The grant beneficiaries may award financial support (sub-grants) to third entities (the sub-grantees). Sub-grantees are neither partners nor associates nor contractors. Sub-grantees are subject to the nationality and origin rules set out in Annex IV to the standard grant contract.

The applicant will act as the lead organisation and, if selected, as the contracting party (the "Beneficiary").

<b>2.1.3</b> <i>Eligible actions: actions for which an application may be made</i>
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### **Definition**

An **action** (or project) is composed of a set of activities.

### **Duration**

The initial planned duration of the proposed programme of activities may not exceed **48 months** (the full duration of the FPA).

Applicants should bear in mind that the initial grant for implementation will have a maximum duration of **24 months**. It may be renewed for up to another 24 months subject to the conditions set out in Section 1.1.

### **Sectors or themes**

Proposed strategies should focus on delivering results against the objectives set out in section 1.2 and the respective thematic areas:

- Environment
- Social inclusion
- Socio-economic development and rights
- Reconciliation
- Human rights
- Transparency/good governance
- Media and freedom of expression

Strategies for networks working on other themes may be considered where the applicant can demonstrate a clear gap in relation to the global and specific objectives for this Call for Proposals.

### **Location**

Actions must principally take place in the IPA Beneficiaries in the Western Balkans and Turkey with minor associated activities in EU Member States and/or Iceland.

### **Types of action**

To be eligible for co-financing, actions under this call must comply with the objective and priorities of the Call for Proposals described in point 1.2 of these Guidelines. The following types of activity (the list is not exhaustive) may qualify:

- Desk research
- Baseline-studies
- Training actions, study visits, field trips and internships
- Facilitating contact, consultation and discussion between different stakeholders
- Communication and information activities aimed at supporting consultation with stakeholders
- Organisation of conferences, roundtables, workshops and seminars
- Promotion of the implementation of adopted laws and regulations
- Advocacy for the revision of existing legislation and adoption of new legislation in accordance with EU standards and requirements
- Establishment of dialogue with political parties, groups of parliamentarians or legislative bodies
- Monitoring activities, for example in the context of the accession process, as well as monitoring international commitments
- Publication of monitoring reports
- Drafting policy or legislation recommendations
- Public awareness raising campaigns
- Publication of leaflets, manuals on best practice

### Sub-granting

In order to support the achievement of the objectives of the action, and in particular where the implementation of the proposed action requires financial support to be given to third parties, the applicant may propose to award sub-grants. However, sub-granting may not be the main purpose of the action and it must be duly justified.

Where the applicant foresees the award of sub-grants, it has to specify in its application the total amount of the grant to be used for awarding sub-grants as well as the minimum and maximum amount per sub-grant. A list with the types of activity that may be eligible for sub-grants must be included in the application, together with the criteria for the selection of the beneficiaries of the sub-grants.

The maximum amount of a sub-grant is limited to EUR 10,000 per third party while the total amount that may be awarded as sub-grants to third parties is limited to EUR 100,000.

Note that the applicant must comply with the objectives and priorities and guarantee the visibility of the EU-financing (see the Communication and Visibility Manual for EU external actions laid down and published by the European Commission at (see [http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm)).

**The following types of action are ineligible:**

- actions concerned only or mainly with individual sponsorships for participation in workshops, seminars, conferences, congresses;
- actions concerned only or mainly with individual scholarships for studies or training courses;
- actions including market promotion activities;
- “one-off” conferences, and similar events;
- actions concerned only or mainly with academic research and/or feasibility studies;
- actions including grant-making activities (i.e. the use of funds to make grants or loans to other organisations);
- actions concerned only or mainly with infrastructure investments and/or the procurement of equipment;
- actions linked to political parties or of political/partisan nature;
- actions dealing with emergency relief or charitable donations;
- actions that fall within the general activities of competent state institutions or state administration services, including local government;
- actions in relation to:
  - the tobacco industry (CAEN code 16)
  - production of alcoholic distilled beverages (CAEN code 1591)
  - arms and munitions (CAEN code 296).

**Visibility**

Note that the applicant must comply with the objectives and priorities and guarantee the visibility of the EU-financing (see the Communication and Visibility Manual for EU external actions laid down and published by the European Commission at (see [http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm)).

**Monitoring and Evaluation**

Actions should foresee planning, human resources, budget and other appropriate measures for the monitoring of the proposed action. Applicants should also make planning provision for a mid-term review towards the end of the first two years of implementation (mid-term review planned to start in month 18, covering a period of three months) and for a final evaluation at the end of the FPAs.

The Terms of Reference for the mid-term review and evaluation will be agreed by the Contracting Authority in consultation with the partners selected through this Call. The cost of the mid-term review and evaluation will be met by the Contracting Authority and should not be budgeted for in the grant.

**Number of applications and grants per applicant**

An applicant may not submit more than one application under this Call for Proposals.

An applicant may be partner in another application

Partners may take part in more than one application

If applicants/partners are part of more than one partnership selected for funding, the Contracting Authority will assess whether or not they have the capacity to carry out all the work proposed. Applicants/partners should therefore consider their capacity to carry out all the actions proposed if all the applications they participate in were to receive a grant.

Only "eligible costs" can be taken into account for a grant. The categories of costs considered as eligible and non-eligible are indicated below. The budget is both a cost estimate and a ceiling for "eligible costs". Note that the eligible costs must be based on real costs based on supporting documents (except for subsistence costs and indirect costs where flat-rate funding applies).

Recommendations for the award of a grant are always subject to the condition that the checking process preceding the signature of the contract does not reveal any problems requiring changes to the budget (for instance arithmetical errors, inaccuracies or unrealistic costs and other ineligible costs). The checks may give rise to requests for clarification and lead the Contracting Authority to impose modifications or reductions to address such mistakes or inaccuracies. The amount of the grant and the percentage of the EU co-financing as a result of these corrections may not be increased.

It is therefore in the applicant's interest to provide a **realistic and cost-effective budget**.

### **Eligible direct costs**

To be eligible under the Call for Proposals, costs must comply with the provisions of Article 14 of the General Conditions to the Standard Grant Contract (see Annex G of the Guidelines).

Applicants should include in their budget the costs concerning the participation of the representative of the Lead CSO and one representative per partner in the one-day opening, inception and closing conferences of the programme. These events are expected to take place at the following times and places:

- Opening conference: month 1, Croatia
- Inception conference: month 5, Serbia
- Closing conference: month 22, Albania

Note that taxes, including VAT will only be accepted as eligible costs when the following conditions are fulfilled:

- i. The value added taxes are not recoverable by any means;
- ii. It is established that they are borne by the final beneficiary; and
- iii. They are clearly indicated in the project proposal.

### **Contingency reserve**

A contingency reserve not exceeding **5%** of the estimated direct eligible costs may be included in the Budget of the Action. Applicants are recommended to include such a reserve as it could be used, for instance, to allow other organisations to join the partnership as associates at a later stage. It can only be used with the **prior written authorisation** of the Contracting Authority.

### **Eligible indirect costs (overheads)**

The indirect costs incurred in carrying out the action may be eligible for flat-rate funding fixed at not more than **7%** of the estimated total eligible direct costs. Indirect costs are eligible provided that they do not include costs assigned to another heading of the budget of the standard grant contract.

The applicant may be asked to justify the requested percentage before contracting. However, once the flat-rate has been fixed in the special conditions of the standard grant contract, no supporting documents need to be provided.

If the applicant is in receipt of an operating grant financed from the EU, no indirect costs may be claimed within the proposed budget for the action.

### **Contributions in kind**

Contributions in kind are not considered actual expenditure and are not eligible costs. Contributions in kind may not be treated as co-financing by the Lead CSO and its partners.

Notwithstanding the above, if the description of the action as proposed by the Lead CSO and its partners foresees contributions in kind, such contributions have to be provided.

### **Ineligible costs**

The following costs are not eligible:

- taxes, including value added taxes (except for when the conditions set out under Direct Eligible Costs above are fulfilled);
- customs and import duties, or any other charges;
- purchase, rent or leasing of land and existing buildings;
- fines, financial penalties and expenses of litigation;
- operating costs;
- second-hand equipment;
- bank charges, costs of guarantees and similar charges;
- conversion costs, charges and exchange losses with any of the component specific euro accounts, as well as purely financial expenses;
- contributions in kind;
- any leasing costs;
- depreciation costs;
- debts and debt charges;
- provisions for losses or potential future liabilities;
- interest owed;
- costs declared by the beneficiary and covered by another action or work programme;
- credits to third parties.

## 2.2 HOW TO APPLY AND THE PROCEDURES TO FOLLOW

Prior registration in PADOR for this Call for Proposals is obligatory. Registration is obligatory for all applicants and their partners.

PADOR is an on-line database in which organisations register themselves and update regularly their data, through the Europeaid website: [http://ec.europa.eu/europeaid/work/onlineservices/pador/index\\_en.htm](http://ec.europa.eu/europeaid/work/onlineservices/pador/index_en.htm)

Before starting the registration of your organisation in PADOR, please read the "Quick guide" available on the website. It explains the registration process.

You have to indicate the EuropeAid ID (EID) on the paper version of the proposal. To get this identification, your organisation must register, save and "sign" (committing your responsibility) in PADOR obligatory data (on each screen the fields written in orange) and the related documents (see section 2.4).

Notwithstanding the above, if the organisation is in a situation where it is impossible to register in PADOR, it shall submit a justification proving that such impossibility is of a general nature and goes beyond the control of the applicant and or its partner(s). In this case, the applicant and/or the partners concerned shall complete the "PADOR off-line form"<sup>9</sup> in annex of these Guidelines and send it by the submission deadline along with the application to the address indicated in sections 2.2.2 and 2.2.6.

Subsequently, the registration in PADOR will be initiated by the European Commission. If, at a later stage, the organisation wishes to update itself its data, an access request will have to be sent to the PADOR helpdesk.

All questions relating to the registration in PADOR should be addressed to the PADOR helpdesk at: [Europeaid-pador@ec.europa.eu](mailto:Europeaid-pador@ec.europa.eu).

The local offices of the Technical Assistance for Civil Society Organisations (TACSO) in the Western Balkans and Turkey can also assist applicants with their PADOR registration. For more information please consult [www.tasco.org](http://www.tasco.org).

### 2.2.1 *Application form*

Applications must be submitted in accordance with the instructions on the Concept Note and the Full application form included in the Grant Application Form annexes to these Guidelines (Annex A)

Applicants must submit their applications in English.

Any error or major discrepancy relating to the points listed in the instructions on the Concept Note or any major inconsistency in the application form (e.g. the amounts mentioned in the budget worksheets are inconsistent) may lead to the rejection of the application.

Clarifications will only be requested when information provided is unclear, thus preventing the Contracting Authority from conducting an objective assessment.

Hand-written applications will not be accepted.

Please note that only the application form and the published annexes which have to be filled in (budget, logical framework) will be evaluated. It is therefore of utmost importance that these documents contain ALL relevant information concerning the action. No additional annexes should be sent.

Please make sure that the Declaration by the Applicant and Partnership Statements are signed by the legally authorised representative of the relevant operator.

If an application is selected following the evaluation, additional documentation will be requested but it should not be submitted at this stage. Therefore **unsolicited supplementary annexes should not be sent with the Application Form.**

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<sup>9</sup> Which corresponds to Sections 3 and 4 of Part B of the application form.

Applications must be submitted in one original and two copies in A4 size, each bound. The complete application form (Part A: concept note and Part B: full application form), budget and logical framework must also be supplied in electronic format (CD-Rom) in a separate and unique file (e.g. the application form must not be split into several different files). The electronic format must contain **exactly the same** application as the paper version enclosed.

The Checklist (Section 6 of Part B the grant application form) and the Declaration by the applicant (Section 7 of Part B of the grant application form) must be stapled separately and enclosed in the envelope. The outer envelope must bear the following information:

- **publication reference number of the Call for Proposals,**
- **the title of the Call for Proposals,**
- **the full name and address of the applicant, and**
- **the words "Not to be opened before the opening session".**

Applications must be submitted in a sealed envelope by registered mail, private courier service or by hand-delivery (a signed and dated certificate of receipt will be given to the deliverer) at the address below:

Postal address

European Commission  
DG Enlargement  
Financial Instruments and Regional Programmes  
For the attention of Mr Henk Visser  
Office: CHAR 05/081  
1049 Brussels  
Belgium

Address for hand delivery or by private courier service

European Commission  
DG Enlargement  
Financial Instruments and Regional Programmes  
Regional Programmes  
For the attention of Mr Henk Visser (Office: CHAR 05/081)  
Tel: +(32) 2 2998552  
Central Mail Department (DAVI)  
Avenue du Bourget 1  
1140 Evere  
Belgium

**The Central Mail Service is open from Monday to Thursday from 07:30 to 17:00 and Friday from 07:30 to 16:00 (all times are Central European Time).**

Note that for the private courier service the tracking information based on the waybill number and in particular the date of receipt by the courier service will be used to verify whether or not a proposal has been submitted within the deadline. The date on the waybill as completed by the applicant will not be considered as evidence for meeting the deadline for submission.

In addition to submission via registered mail, courier service or hand-delivery, **the electronic version of the application must also be submitted via email to [Elarg-CSF-applications@ec.europa.eu](mailto:Elarg-CSF-applications@ec.europa.eu)**. The Checklist and Declaration by the applicant should be attached in the same email but separately from the rest of the application. The subject line of the email must bear the reference number of the Call for Proposals together with the full name of the applicant.

Applications sent by any other means (e.g. by fax or by e-mail *only*) or delivered to other addresses will be rejected.

**Applicants must verify that their application is complete using the checklist (Section 6 of Part B of the grant application form). Incomplete applications will be rejected.**

### 2.2.3 *Deadline for submission of Applications*

The deadline for the submission of applications is **13 April 2012** as evidenced by the date of dispatch.

Any application submitted after the last deadline will automatically be rejected.

### 2.2.4 *Further information for the Application*

Questions (except those relating to registration in PADOR) are to be sent by e-mail no later than 21 days before the deadline for the submission of applications to the address below indicating clearly the reference of the Call for Proposals:

E-mail address: [Elarg-CSF-clarifications@ec.europa.eu](mailto:Elarg-CSF-clarifications@ec.europa.eu)

Fax: +32/2/296.8040

The Contracting Authority has no obligation to provide further clarifications after this date.

Replies will be given no later than 11 days before the deadline for the submission of applications.

**In the interest of equal treatment of applicants, the Contracting Authority cannot give a prior opinion on the eligibility of an applicant, a partner, an action or specific activities.**

Questions that may be relevant to other applicants, together with the answers, will be published on the internet at the EuropeAid website:

<https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome>

Applicants are therefore highly recommended to consult the above-mentioned website regularly in order to be informed of the questions and answers published.

All questions about PADOR registration should be addressed to the **PADOR helpdesk**:

[europeaid-pador@ec.europa.eu](mailto:europeaid-pador@ec.europa.eu)

## 2.3 EVALUATION AND SELECTION OF APPLICATIONS

Applications will be examined and evaluated by the Contracting Authority with the possible assistance of external assessors. All actions submitted by applicants will be assessed according to the following steps and criteria.

If the examination of the application reveals that the proposed action does not meet the eligibility criteria stated in paragraph 2.1.3, the application shall be rejected on this sole basis.

### (1) STEP 1: OPENING & ADMINISTRATIVE CHECKS AND CONCEPT NOTE EVALUATION

The following will be assessed:

- The submission deadline has been respected. If the deadline has not been respected the application will automatically be rejected.
- The Application Form satisfies all the criteria specified in points 1-5 of the Checklist Section 6 of Part B of the grant application form. If any of the requested information is missing or is incorrect, the application may be rejected on that **sole** basis and the application will not be evaluated further.

The evaluation of the Concept Notes that have passed the first administrative check will cover the relevance and design of the action.

The Concept Note will be given an overall score out of 50 points in accordance with the breakdown provided in the Evaluation Grid below. The evaluation shall also verify the compliance with instructions provided in the guidance for Concept Note.

The evaluation criteria are divided into headings and subheadings. Each subheading will be given a score between 1 and 5 in accordance with the following assessment categories: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

#### Evaluation Criteria

<b>1. Relevance of the partnership</b>	Sub-score	<b>30</b>
1.1 How relevant is the proposal to the <b>objectives and priorities</b> of the Call for Proposals?*	5x2**	
1.2 How relevant is the proposal to the particular needs and constraints of the target country(ies) or region(s)? (including synergy with other initiatives - led by the EU/other donors/other CSOs - and avoidance of duplication).	5x2*	
1.3 How representative is the proposed CSO partnership (regional focus, number and diversity of affiliated organisations, plans for further outreach and collaboration during inception phase)	5	
1.4 Have the needs of the stakeholders (i.e. those who will affect or be affected by the programme) been clearly defined and does the proposal address them appropriately? Have any issues of exclusion and discrimination been identified and dealt with?	5	
<b>2. Design of the partnership's action</b>	Sub-score	<b>20</b>
2.1 How coherent is the overall strategy and the outlined implementation plan? In particular, does it reflect the analysis of the problems involved, take into account external factors and relevant stakeholders? Does it adequately identify issues to be resolved during the inception phase and how?	5x2**	
2.2 Is the action feasible and consistent in relation to the objectives and expected results?	5x2**	
<b>TOTAL SCORE</b>		<b>50</b>

\*\* the scores are multiplied by 2 because of their importance

Once all Concept Notes have been assessed, a list will be established with the proposed actions ranked according to their total score.

First, only the Concept Notes that have been given a score of a minimum of 30 points will be considered for pre-selection.

Secondly, the list of Concept Notes will be reduced in accordance to the ranking to those whose sum of requested contributions amounts to twice the available budget for this Call for Proposals.

Following the Concept Note evaluation, the Contracting Authority will send a letter to all applicants indicating whether their application was submitted prior to the deadline, informing them of the reference number they have been allocated and whether the Concept Note was evaluated and the results of that evaluation. The Evaluation Committee will subsequently proceed with the applicants whose proposals have been pre-selected.

## **(2) STEP 2: EVALUATION OF THE FULL APPLICATION**

First, the following will be assessed:

- The full application form satisfies all the criteria specified in points 1-8 of the Checklist (Section 6 of Part B of the grant application form). If any of the requested information is missing or is incorrect, the application may be rejected on that **sole** basis and the application will not be evaluated further.

An evaluation of the quality of the applications, including the proposed budget, and of the capacity of the applicant and its partners, will then be carried out in accordance with the evaluation criteria set out in the Evaluation Grid included below.

There are two types of evaluation criteria: selection and award criteria.

**The selection criteria** are intended to help evaluate the applicants' financial and operational capacity to ensure that they:

- have stable and sufficient sources of finance to maintain their activity throughout the period during which the action is to be carried out and, where appropriate, to participate in its funding;
- have the management capacity, professional competence and qualifications required to complete the proposed action successfully. This also applies to any partners of the applicant.

**The award criteria** allow the quality of the applications to be evaluated in relation to the set objectives and priorities, and grants to be awarded to actions that will maximise the overall effectiveness of the Call for Proposals. They will enable the selection of applications that the Contracting Authority can be confident will comply with its objectives and priorities. They cover such aspects as the relevance of the action, its consistency with the objectives of the Call for Proposals, quality, expected impact, sustainability and cost-effectiveness.

**Portfolio considerations** are secondary to the selection and award criteria, i.e. the Contracting Authority will in the first instance select the strongest proposals for funding. However, in the interest of ensuring that the Partnership Programmes cover a wide range of themes, the Contracting Authority may reject a proposal which has scored highly if there are other proposals covering the same theme that have received a better score. Similarly, the Contracting Authority may accept a proposal which has scored lower than other proposals, if this proposal fills a thematic gap.

### *Scoring:*

The evaluation criteria are divided into sections and subsections. Each subsection will be given a score between 1 and 5 in accordance with the following guidelines: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

## Evaluation Grid

Section	Maximum Score
<b>1. Financial and operational capacity of the partnership</b>	<b>20</b>
1.1 Do the Lead CSO applicant and its partners have sufficient <b>technical expertise?</b> (notably knowledge of the issues to be addressed.) Can they demonstrate leadership in their sector and a track-record of results? Is it clear that they are building their strategy on past experience of working on issues relating to the chosen theme?	5
1.2 Do the Lead CSO applicant and its partners have sufficient <b>experience of project management?</b> Is it clear whom they will involve in delivering their programme, why they will involve them (including justification) and how they will be involved (mechanisms for consultation and collaboration)	5
1.3 Do the Lead CSO applicant and its partners have sufficient <b>management capacity?</b> (including staff, equipment and ability to handle the budget for the action)?	5
1.4 Does the Lead CSO applicant have stable and sufficient sources of <b>finance?</b>	5
<b>2. Relevance of the partnership</b>	<b>30</b>
<i>Score transferred from the Concept Note evaluation</i>	
<b>3. Effectiveness and feasibility of the partnership</b>	<b>20</b>
3.1 Are the <b>activities</b> proposed appropriate, practical, and consistent with the objectives and expected results?	5
3.2 Is the action plan clear and feasible?	5
3.3 Does the proposal contain objectively verifiable indicators for the outcome of the action? Does it present an adequate monitoring and evaluation plan?	5
3.4 Are the partners' level of involvement and participation in the action satisfactory?	5
<b>4. Sustainability of the partnership</b>	<b>20</b>
4.1 Is the proposed partnership likely to have a tangible impact on its target groups?	5
4.2 Is the proposed partnership likely to have multiplier effects? (Including scope for replication and extension of the outcome of the action and dissemination of information.)	5
4.3 Does the proposal identify and risk mitigation adequately. Have the main preconditions and assumptions for the programme been described and addressed?	5
4.3 Are the expected results sustainable: <ul style="list-style-type: none"> <li>- institutionally (will structures allowing the activities to continue be in place at the end of the action? Will there be local “ownership” of the results of the action?)</li> <li>- at policy level (where applicable) (what will be the structural impact of the action — e.g. will it lead to improved legislation, codes of conduct, methods, etc?)</li> <li>- environmentally (if applicable) (will the action have a negative/positive environmental impact?)</li> </ul>	5
<b>5. Budget and cost-effectiveness of the partnership</b>	<b>10</b>
5.1 Are the activities appropriately reflected in the budget?	5
5.2 Is the ratio between the estimated costs and the expected results satisfactory?	5
<b>Maximum total score</b>	<b>100</b>

*Note on Section 1. Financial and operational capacity*

If the score is less than 12 points for section 1, the application will be rejected.

### *Provisional selection*

Following the evaluation, a table listing the applications ranked according to their score and within the available financial envelope will be established as well as a reserve list following the same criteria.

### **(3) STEP 3: VERIFICATION OF ELIGIBILITY OF THE APPLICANT AND PARTNERS**

The eligibility verification, based on the supporting documents requested by the Contracting Authority (see Section 2.4) will only be performed for the applications that have been provisionally selected according to their score and within the available financial envelope.

- The Declaration by the applicant (Section 7 of Part B the grant application form) will be cross-checked with the supporting documents provided by the applicant. Any missing supporting document or any incoherence between the Declaration by the applicant and the supporting documents may lead to the rejection of the application on that sole basis.
- The eligibility of the applicant, the partners, and the action will be verified according to the criteria set out in Sections 2.1.1, 2.1.2 and 2.1.3.

Following the above analysis and if necessary, any rejected application will be replaced by the next best placed application in the reserve list that falls within the available financial envelope, which will then be examined for the eligibility of its applicant and the partners.

## 2.4 SUBMISSION OF SUPPORTING DOCUMENTS FOR PROVISIONALLY SELECTED APPLICATIONS

Applicants who have been provisionally selected or listed under the reserve list will be informed in writing by the Contracting Authority. They will be requested to supply the following documents in order to allow the Contracting Authority to verify the eligibility of the applicants and their partners:

Supporting documents must be provided through PADOR, see Section 2.2 above.

1. The statutes or articles of association of the applicant organisation<sup>10</sup> and of each partner organisation<sup>11</sup>. Where the Contracting Authority has recognised the applicant's eligibility for another call for proposals under the same budget line within 2 years before the deadline for receipt of applications, the applicant may submit instead of its statutes a copy of the document proving the eligibility of the applicant in the previous Call (e.g. copy of the special conditions of a grant contract received during the reference period), unless a change in its legal status has occurred in the meantime.<sup>12</sup>
3. Copy of the applicant's latest accounts (the profit and loss account and the balance sheet for the previous financial year for which the accounts have been closed)<sup>13</sup>.
4. Legal entity sheet (see annex D of these Guidelines) duly completed and signed by the applicant, accompanied by the justifying documents requested therein. If the applicant has already signed a contract with the Contracting Authority, the legal entity number may be provided instead of the legal entity sheet and its supporting documents unless a change in its legal status has occurred in the meantime.
5. A financial identification form conforming to the model attached at Annex E of these Guidelines, certified by the bank to which the payments will be made. This bank must be located in the country where the applicant is registered. If the applicant has already signed a contract with the European Commission or where the European Commission has been in charge of the payments of a contract, a copy of the previous financial identification form may be provided instead, unless its bank account has changed in the meantime.

Where such documents are not in one of the official languages of the European Union, a translation into English of the relevant parts of these documents proving the applicant's eligibility must be attached and will prevail for the purpose of analysing the application.

Where these documents are in an official language of the European Union other than English, and in order to facilitate the evaluation, it is **strongly** recommended that a translation into English of the relevant parts of the documents proving the applicant's eligibility, be provided.

If the above-mentioned supporting documents are not provided before the deadline indicated in the request for supporting documents sent to the applicant by the Contracting Authority, the application may be rejected.

Based on the verification of the supporting documents by the Evaluation Committee, it will make a final recommendation to the Contracting Authority which will decide on the award of grants.

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<sup>10</sup> Where the applicant and/or (a) partner(s) is a public body created by a law, a copy of the said law must be provided

<sup>11</sup> Where Council of Europe Convention n. 124 on the Recognition of the Legal Personality of International Non-Governmental Organisations is applied please refer to footnote 6.

<sup>12</sup> To be inserted only where the eligibility conditions have not changed from one call for proposals to the other.

<sup>13</sup> This obligation does not apply either to natural persons who have received a scholarship or to public bodies or to international organisations. It does not apply either where the accounts are in practice the same documents as the external audit report already provided pursuant to Section 2.4.2.

## 2.5 NOTIFICATION OF THE CONTRACTING AUTHORITY'S DECISION

### 2.5.1 Content of the decision

Applicants will be informed in writing of the Contracting Authority's decision concerning their application and, in case of rejections, the reasons for the negative decision.

Applicants believing that they have been harmed by an error or irregularity during the award process may file a complaint. See further Section 2.4.15 of the Practical Guide.

### 2.5.2 Indicative time table

	DATE	TIME*
<b>Information meetings</b>	Mid February 2012*	Time to be confirmed
<b>Deadline for request for any clarifications from the Contracting Authority</b>	23 March 2012	16h00
<b>Last date on which clarifications are issued by the Contracting Authority</b>	2 April 2012	-
<b>Deadline for submission of Application Form</b>	13 April 2012	-
<b>Information to applicants on the opening &amp; administrative checks and concept note evaluation (step 1)</b>	14 May 2012**	-
<b>Information to applicants on the evaluation of the Full Application Form (step 2)</b>	4 June 2012**	-
<b>Notification of award (after the eligibility check) (step 3)</b>	16 July 2012**	-
<b>Contract signature</b>	1 September 2012**	-

\* Information on dates and venues will be published on same website as these guidelines as well as on the TACSO website at [www.tacso.org](http://www.tacso.org)

\*\* **Provisional date.** All times are in the time zone of the country of the Contracting Authority

This indicative timetable may be updated by the Contracting Authority during the procedure. If so, the updated timetable will be published on internet at the EuropeAid web site

<https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome>.

## **2.6 CONDITIONS APPLICABLE TO IMPLEMENTATION OF THE ACTION FOLLOWING THE CONTRACTING AUTHORITY'S DECISION TO AWARD A GRANT**

Following the decision to award a grant, the Lead CSO applicant will be offered a contract based on the Contracting Authority's standard grant contract (see Annex G of these Guidelines). By signing the Application form (Annex A of these Guidelines), the applicant declares accepting, if it is awarded a grant, the contractual conditions as laid down in the standard grant contract.

### Implementation contracts

Where implementation of the action requires the Lead CSO to award procurement contracts, it must award the contract to the applicant offering the best value for money, that is to say, the best price-quality ratio, in compliance with the principles of transparency and equal treatment for potential contractors, care being taken to avoid any conflicts of interest. To this end, the Lead CSO must follow the procedures set out in Annex IV to the standard grant contract.

## **2.7 EARLY WARNING SYSTEM AND CENTRAL EXCLUSION DATABASE**

The applicants and, if they are legal entities, persons who have powers of representation, decision-making or control over them, are informed that, should they be in one of the situations mentioned in:

- the Commission Decision of 16.12.2008 on the Early Warning System (EWS) for the use of authorising officers of the Commission and the executive agencies (OJ, L 344, 20.12.2008, p.125) or

-the Commission Regulation of 17.12.2008 on the Central Exclusion Database (CED) (OJ L344, 20.12.2008, p.12),

their personal details (name, given name if natural person, address, legal form and name and given name of the persons with powers of representation, decision-making or control, if legal person) may be registered in the EWS only or both in the EWS and CED, and communicated to the persons and entities listed in the above-mentioned Decision and Regulation, in relation to the award or the execution of a grant agreement or decision.

### **3. LIST OF ANNEXES**

#### **DOCUMENTS TO BE COMPLETED**

ANNEX A: GRANT APPLICATION FORM (WORD FORMAT)

ANNEX B: BUDGET (EXCEL FORMAT)

ANNEX C: LOGICAL FRAMEWORK (EXCEL FORMAT)

ANNEX D: LEGAL ENTITY SHEET

ANNEX E: FINANCIAL IDENTIFICATION FORM

ANNEX F: PADOR OFF-LINE FORM (PART OF ANNEX A: GRANT APPLICATION FORM)

#### **DOCUMENTS FOR INFORMATION**

ANNEX G: STANDARD GRANT CONTRACT

- ANNEX II: GENERAL CONDITIONS APPLICABLE TO EUROPEAN UNION-FINANCED GRANT CONTRACTS FOR EXTERNAL ACTIONS
- ANNEX IV: CONTRACT AWARD PROCEDURES
- ANNEX V: STANDARD REQUEST FOR PAYMENT
- ANNEX VI: MODEL NARRATIVE AND FINANCIAL REPORT
- ANNEX VII: MODEL REPORT OF FACTUAL FINDINGS AND TERMS OF REFERENCE FOR AN EXPENDITURE VERIFICATION OF AN EU FINANCED GRANT CONTRACT FOR EXTERNAL ACTIONS
- ANNEX VIII: MODEL FINANCIAL GUARANTEE

ANNEX H: DAILY ALLOWANCE RATES (PER DIEM), available at the following address:

[http://ec.europa.eu/europeaid/work/procedures/implementation/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/implementation/index_en.htm)

ANNEX J: INFORMATION ON THE TAX REGIME APPLICABLE TO GRANT CONTRACTS SIGNED UNDER THE CALL.

PROJECT CYCLE MANAGEMENT GUIDELINES

[http://ec.europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t101\\_en.htm](http://ec.europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t101_en.htm)