



**EUROPEAN COMMISSION**

**The Delegation of the European Union to Bosnia and Herzegovina**

**Instrument for Pre-Accession Assistance 2014**

**Civil Society Facility 2014**

**Guidelines for grant applicants**

**“SUPPORT TO CAPACITY BUILDING OF CIVIL SOCIETY  
ORGANISATIONS IN ELECTIONS OBSERVATIONS”**

**Reference:**

**BGUE-B2014-22.020401-C4-ELARG**

**Deadline for submission of concept notes and full applications:  
17/07/2015 at 14:00 hours**

**This Call for Proposals is launched with the suspension clause which means that no contracts will be signed until Framework Agreement for IPA II comes into force.**

## NOTICE

**This is an open Call for Proposals**, where all documents are submitted together (Concept Note and Full Application Form). In the first instance, only the Concept Notes will be evaluated. Thereafter, for the applicants who have been pre-selected, the full proposal will be evaluated. After the evaluation of the full proposals, an eligibility check will be performed for those which have been provisionally selected. Eligibility will be checked on the basis of the supporting documents requested by the Contracting Authority and the signed 'Declaration by the Applicant' sent together with the application.

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# 1. SUPPORT TO CAPACITY BUILDING OF CSOS IN ELECTIONS OBSERVATIONS

## 1.1. BACKGROUND

The elections in BiH have been fully administered by the BiH authorities since 2005 and have been generally conducted in line with international standards. While the legal framework provides overall a satisfactory basis for the conduct of democratic elections, the legislation is not fully harmonized between the state, entities and Brcko District. The most notable legal challenge is the ethnicity based constitutional limitation of both active and passive suffrage rights.

BiH is a potential candidate country for EU membership. In recent years, BiH worked towards compliance with international standards and governance good practises. The Stabilisation and Association Agreement (SAA) between BiH and the EU was ratified in 2011 but has not yet entered into force. Ethnic divisions continued to be a determining factor in the country's political discourse. A very limited progress was noted on political and economic issues and the EU's BiH agenda remained hostage of wider political goals. Widespread, citizen-led protests in early 2014 followed by severe floods which hit BiH in May have had a considerable impact and underlined the fragility of the socio-economic situation in the country. Predictably, the various parties capitalized on the social discontent in the attempt to manipulate the protests for their own interests and political purposes. Both the public protests and the floods added to the political crisis that has characterized the political context in the country in the last couple of years. Despite such challenging political atmosphere and deteriorating socio-economic conditions the 2014 general elections were efficiently administered and Election Day generally proceeded in an orderly manner. A welcome development was establishment of umbrella network of seven civil society organizations, "*Pod Lupom*", to observe the whole electoral process. "*Pod Lupom*" recruited and trained a total of 3,000 observers, who were deployed in some 1,400 polling stations on Election Day. The 142 Municipal Elections Commissions (MEC) accredited more than 60,000 political party observers. The total number of accredited international observers was 552, coming from various international organizations, foreign election commissions, and resident embassies and consulates.

Previous elections were challenged by limited media independence and objectivity including a general lack of balance and objective reporting in the news coverage of the campaign. In fact, BiH's position in this regard saw a regress in the last few years, with most outlets being divided along political, ethnic, and territorial lines and remaining under strong influence from their owners. Despite its significant effect on the development of professional media coverage, the media-monitoring field is not yet sufficiently developed in BiH. It is mostly perceived as an account of air time of various topics, while a longer-term competent and unbiased analysis of the content is still missing. It is crucially important to raise the awareness of media outlets of the importance of objective and professional media coverage, especially during the pre-election period. This should be accompanied by support for strengthening the capacities of BiH civil society organizations to monitor media performance, with indirect benefits to media freedom and democratic development as a whole.

Although the main election implementing body, the BiH Central Election Commission generally administered the elections efficiently and enjoyed confidence among most electoral stakeholders in previous election cycles for achieving international standards, the counting process was overall perceived to be conducted at a slow pace this time. Also some technical irregularities were noted including the widespread credible allegations of electoral contestants manipulating the composition of polling station commissions and irregularities during the counting process, contributing to reduced stakeholder's confidence in the integrity of the process. As the Central Elections Commission (CEC) did not address these concerns in full and some of the information was not publicly available the transparency of the process and the trust of stakeholders in the Polling station committees to conduct elections without abuse, especially the vote count, was significantly reduced. Final election results were published within the legal deadline prescribed by the BiH Election law.

Observation reports from previous elections including the OSCE's Office for Democratic Institutions and Human Rights (OSCE/ODIHR), and a coalition of seven domestic CSO's (*Pod Lupom*) implementing the concept of long term election observation on the whole territory of the country confirmed a potential for manipulation of election process. Certain problematic areas are identified in preliminary observation reports and remain a concern for future election cycles. These include several problematic areas that still remain insufficiently regulated and will need to be tackled prior to the next election cycle, such as shortcomings in

the law on volunteers, limited right of the election stakeholders to file a complaint to the election administration, insufficient safeguards to prevent the misuse of administrative resources, the lack of a law on political parties, continuous violation the principle of equality of the vote (need for review of constituency boundaries), shortcomings with methodology for allocation of mandates, inadequate provisions on the political activities and campaign finance regulations, conflict of interest law, etc.

As the political parties feature as main actors in implementation of the election process due to their double role as the candidates and legislators (defining the provisions of the Election Law, the Law on Financing Political Parties, the Law on Conflict of Interest and other election-related laws), election process observers as well as election process organizers (as they define the composition of the Central and all election commissions of the lower level, as well as the voting boards members) are key to preserve the integrity of the election process.

It is therefore crucial to continue to sustain and further build on efforts that have been launched prior to 2014 general elections and supported by the EU, USAID, UK, Netherlands and Norwegian Embassies and that were aimed at increasing domestic CSO capacities to ensure transparent and fair elections' monitoring process and improve capacities of CSOs to combat corruption and election irregularities and support the dialogue among electoral stakeholders. *"A strong role for the civil society and further progress with electoral, parliamentary and public administration reforms are key for the accession process."* The support to CS in BiH will contribute to further building capacities of BiH CSOs for capable, transparent and accountable election monitoring in order to enable fair and democratic elections, but will also enable improvement of legal and policy environment between the election cycles through increased campaigning and advocacy activities.

## 1.2. OBJECTIVES OF THE PROGRAMME AND PRIORITY ISSUES

Description of the objectives and priorities of the programme covered by this Call for Proposals.

- The **global objective** of this Call for Proposals is: to enhance the role and capacity of BiH civil society to **effectively support further democratic consolidation by contributing to the free and fair election process in BiH**. Overall, these efforts are aimed at anchoring democratic values and structures and fostering citizens' participation and democratic developments.

The **specific objectives of this Call for Proposals are:**

- Reinforcing the capacity of local civil society to coordinate efforts to monitor and ensure a proper follow-up to the election process. Contribute to improvements in the electoral process in BiH through: long-term and large scale observation of the entire electoral process on the whole territory of the country; timely and objectively informing the public and all stakeholders on the findings from the observation; developing and implementing a tool kit for preventing or addressing electoral irregularities including technical and legal remedies; discouraging or preventing fraud through massive presence at polling stations and counting centres throughout BiH; developing recommendations to the electoral administration and relevant BiH authorities for technical and legal improvements in the processes; a long-term advocacy campaign and facilitation efforts in support of the above mentioned recommendations.
- Develop and promote measures for enhancing political party integrity in campaigning.
- Propose administrative and legal accountability measures through which election administrative management and other relevant institutions concerned with electoral process account for their performance.
- Enhance watchdog functions of civil society organizations by enhancing their media-monitoring capacity.
- Raise professional standards and inform the public about shortcomings in the area of broadcast, print and online media, by conducting competent and grounded assessment of the quality of media reporting and thus facilitate informed decision making as well as advocating for democratic reforms, structural changes and more pluralistic and balanced media coverage of politics.

- Raise public awareness about: electoral irregularities and fraud techniques commonly used in the country; the importance of non-partisan election observation; importance of citizens' participation; the need for improving the electoral framework – main weak points of the current process and proposed solutions.

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

The overall indicative amount made available under this Call for Proposals is EUR 1.5 million EUR. The Contracting Authority reserves the right not to award all available funds.

#### Size of grants

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

- minimum amount: EUR 1,000,000
- maximum amount: EUR 1,500,000

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: 50 % of the total eligible costs of the action.
- Maximum percentage 90 % of the total eligible costs of the action (see also Section 2.1.5).

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 sources other than the European Union Budget or the European Development Fund<sup>1</sup>.

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1 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 the actions financed under this Call, in conformity with the Practical Guide, which is applicable to the present call (available on the Internet at this address: <http://ec.europa.eu/europeaid/prag/document.do?locale=en> ).

### 2.1. ELIGIBILITY CRITERIA

There are three sets of eligibility criteria, relating to:

(1) the actors:

- The **applicant**, i.e. the entity submitting the application form (2.1.1),
- if any, its **co-applicant(s)** (**where it is not specified otherwise the applicant and its co-applicant(s) are hereinafter jointly referred as the "applicants"**) (2.1.1),
- and, if any, **affiliated entity(ies)** to the applicant and/or to a co-applicant(s). (2.1.2);

(2) the actions:

Actions for which a grant may be awarded (2.1.4);

(3) the costs:

- types of cost that may be taken into account in setting the amount of the grant (2.1.5).

#### **2.1.1. Eligibility of applicants (i.e. applicant and co-applicant(s))**

##### **Applicant**

(1) In order to be eligible for a grant, the applicant must:

- be a legal person and
- be non-profit-making and
- be non-governmental civil society organisations, and
- be established in Bosnia and Herzegovina **and**
- be directly responsible for the preparation and management of the action with the co-applicant(s) and affiliated entity(ies), not acting as an intermediary **and**
- be a network of CSOs, with primary mission on elections' observations matters. **Minimum 5 CSO members of the network.**

(2) The potential applicant may not participate in calls for proposals or be awarded grants if it is in any of the situations listed in Section 2.3.3 of the Practical Guide ;

In Part B section 8 of the grant application form ('Declaration by the applicant'), the applicant must declare that the applicant himself, the co-applicant(s) and affiliated entity(ies) are not in any of these situations.

The applicant must act with co-applicant(s) as specified hereafter.

If awarded the Grant contract, the applicant will become the Beneficiary identified as the Coordinator in annex E3h1 (Special Conditions). The Coordinator is the main interlocutor of the Contracting Authority. It represents and acts on behalf of any other co-beneficiary (if any) and coordinate the design and implementation of the Action.

## Co-applicant(s)

**Co-applicants are obligatory. The network must consist of at least five CSOs, all of them with proven experience and expertise in election monitoring.**

Co-applicant(s) participate in designing and implementing the action, and the costs they incur are eligible in the same way as those incurred by the applicant.

Co-applicant(s) must satisfy the eligibility criteria as applicable to the applicant himself.

Co-applicant(s) must sign the Mandate in Part B section 4 of the grant application form.

If awarded the Grant contract, the co-applicants will become beneficiaries in the Action (together with the Coordinator)

### 2.1.2. *Affiliated entities*

Affiliated entity(ies)

The applicant and its co-applicant(s) may act with affiliated entity(ies)

**Only the following entities may be considered as affiliated entities to the applicant and/or to co-applicant(s):**

Only entities having a structural link with the applicants, in particular a legal or capital link.

This structural link encompasses mainly two notions:

- (i) Control, as defined in Directive 2013/34/EU on the annual financial statements, consolidated financial statements and related reports of certain types of undertakings:

Entities affiliated to a beneficiary may hence be:

- Entities directly or indirectly controlled by the beneficiary (daughter companies or first-tier subsidiaries). They may also be entities controlled by an entity controlled by the beneficiary (granddaughter companies or second-tier subsidiaries) and the same applies to further tiers of control;
  - Entities directly or indirectly controlling the beneficiary (parent companies). Likewise, they may be entities controlling an entity controlling the beneficiary;
  - Entities under the same direct or indirect control as the beneficiary (sister companies).
- (ii) Membership, i.e. the beneficiary is legally defined as a e.g. network, federation, association in which the proposed affiliated entities also participate or the beneficiary participates in the same entity (e.g. network, federation, association) as the proposed affiliated entities.

The structural link shall as a general rule be neither limited to the action nor established for the sole purpose of its implementation. This means that the link would exist independently of the award of the grant; it should exist before the call for proposals and remain valid after the end of the action.

By way of exception, an entity may be considered as affiliated to a beneficiary even if it has a structural link specifically established for the sole purpose of the implementation of the action in the case of so-called “sole applicants” or “sole beneficiaries”. A sole applicant or a sole beneficiary is an entity formed by several entities (a group of entities) which together comply with the criteria for being awarded the grant. For example, an association is formed by its members.

#### What is not an affiliated entity?

The following are not considered entities affiliated to a beneficiary:



- Entities that have entered into a (procurement) contract or subcontract with a beneficiary, act as concessionaires or delegates for public services for a beneficiary,
- Entities that receive financial support from the beneficiary,
- Entities that cooperate on a regular basis with the beneficiary on the basis of a memorandum of understanding or share some assets,
- Entities that have signed a consortium agreement under the grant contract.

#### How to verify the existence of the required link with the beneficiary?

The affiliation resulting from control may in particular be proved on the basis of the consolidated accounts of the group of entities the beneficiary and its proposed affiliates belong to.

The affiliation resulting from membership may in particular be proved on the basis of the statutes or equivalent act establishing the entity (network, federation, association) which the beneficiary constitutes or in which the beneficiary participates.

If the applicants are awarded a contract, their affiliated entity(ies) will not become Beneficiary(ies) of the Action and signatory(ies) of the Contract. However, they will participate in the design and in the implementation of the Action and the costs they incur (including those incurred for Implementation Contracts and Financial Support to third parties) may be accepted as eligible costs, provided they comply with all the relevant rules already applicable to the Beneficiary(ies) under the Grant Contract.

Affiliated entity(ies) must satisfy the same eligibility criteria as the applicant and the co-applicant(s). They must sign the affiliated entity(ies) statement in Part B section 5 of the grant application form.

#### **2.1.3. Associates and Contractors**

The following entities are not applicant(s) nor affiliated entity(ies) and do not have to sign the "mandate" or "affiliated entities' 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. Associates must be mentioned in Part B section 6 — ‘Associates of the Applicant participating in the Action’ — of the Grant Application Form.

- Contractors

The grant beneficiaries and their affiliated entities are permitted to award contracts. Associates or affiliated entity(ies) cannot be also contractors in the project. Contractors are subject to the procurement rules set out in Annex IV to the standard grant contract.

#### **2.1.4. Eligible actions: actions for which an application may be made**

Definition:

An action is composed of a set of activities.

##### Duration

The initial planned duration of an action is 36 months.

Sectors or themes (**all four must be included in an application**).

- **Capacity building of BiH’s CSOs in elections’ observations, with a focus on the legislative and advocacy capacities for legal and technical improvements of the election process**

- **The development and implementation of the media/advocacy strategy for improvement of the country's electoral process.**
- **Establishment of the methodological framework for monitoring the court proceedings** in cases concerning electoral related crimes. Enhancing the CSOs capacities for assessing the manner in which the electoral related cases are handled.
- **Implementing measures for securing professional, fair and objective media coverage of the electoral process.**

#### Location

**Actions must take place in Bosnia and Herzegovina.**

#### Types of action

Types of action which may be financed under this call:

- Recommend measures for improvements to BiH's electoral process.
- Preparation of detailed media/advocacy plan and assistance with implementation by CSOs for the future elections in BIH
- Capacity building of the sustainable structure of BiH CSOs for future effective elections monitoring and securing credible monitoring of the election media coverage

The following types of action are ineligible:

- actions concerned only or mainly with individual sponsorships for participation in workshops, seminars, conferences and congresses;
- actions concerned only or mainly with individual scholarships for studies or training courses;
- actions taking place outside Bosnia and Herzegovina
- purchasing of vehicles
- retrospective financing for projects already in existence or completed
- projects for the exclusive benefit of individuals or exclusive restricted groups of individuals
- projects supporting individual political parties
- core funding of the applicant or its co-applicants
- humanitarian activities

#### Types of activity

Projects should be focussed and contain a mix of activities that together will have a sustainable institutional building effect. Successful projects are the result of careful preparation and good co-operation between the Applicant and the Partner(s).

Types of activity which may be financed under this call:

#### Action 1 – election observation

- Conduct a review and proper follow up of the recommendations of the 2014 general election monitoring reports.
- Put in place a transparent and efficient system for recruiting long- and short-term observers providing geographical coverage and gender balance, and encouraging participation of citizens of different age, rural/urban and ethnic background based on the long-term observation methodology to cover the work of the electoral administration from top to bottom and the performance of electoral stakeholders throughout the electoral cycle.
- Develop and maintain an observers' database and performance evaluation system, which will feed into the recruitment process for subsequent observation efforts.

- Develop and maintain a detailed database of all polling stations' results and other related information, to serve as a reference to detect/assess whether irregularities or fraud may have occurred.
- Implement comprehensive training ensuring that observers are well familiar with the electoral law and regulations, with their duties and implement the observation methodology consistently.
- Develop and publish a tool kit and relevant materials needed for the trainings
- Develop a deployment plan for election day observation in a scale sufficient to ensure that observers' presence serves as a major factor for deterring fraud and that findings from the observation are representative
- Put in place a reporting / communication system ensuring dynamic information flow between the field and the network's head office so that the BiH public is regularly and timely informed about the findings from the observation – in the pre-election period, on election days and in the aftermath of the elections.
- Conduct parallel vote tabulations or use similar tools for independent verification of election results.
- Develop a system for dealing with electoral irregularities that ensures: timely reporting to the public and to electoral stakeholders; opportunities for citizens to report problems; efficient documenting and follow up; technical, legal or administrative remedies.
- Produce analytical reports at different stages of the electoral process with recommendations for improvements.
- Follow-up of the court proceedings on cases concerning electoral related crimes.
- Organize internal and external evaluations to ensure that lessons learnt from a project phase contribute to improvements in the next phases and contribute to the sustainability of the network
- Report on regular basis on important developments; follow up actions and implementation of recommendations stemming from each reporting cycle. Coordinate and draft a harmonised and coherent final report on all components of the project.

#### Action 2 – media monitoring

- Develop capacity of media outlets for professional and objective coverage of elections by conducting trainings and on-the-job mentoring prior to the elections
- Organize conferences and roundtables (also in regions) on the monitoring results & recommendations to improve media coverage of the electoral process.
- Organize CSO trainings to increase their capacity for media monitoring and media coverage of elections as well as their skills to advocate for necessary changes in the media landscape including new media outlets.
- Conduct monitoring of media outlets to assess the main trends and influences in media reporting related to elections in BiH.
- Address gaps in the election-related and media legislation and produce an assessment of media-related legal framework and the role of the media regulators during elections (including provisions regulating hate speech), especially in new media (on line platforms).
- Based on the monitoring results, provide recommendations and guidelines to the media and regulatory bodies to bring their work in line with international standards.
- Establish a national media monitoring working group to advocate for the recommendations and improvements of the media situation.
- Organize conferences and roundtables (also in regions) on the monitoring results & recommendations to improve the media coverage of the elections.

#### Action 3 – public outreach and advocacy

- Develop an overall public outreach strategy and action plans for the different phases of the project including a variety of communication tools (press conferences, press releases, print, audio and video

materials, voter- educational journalism authorial texts to be published on its website and with a special focus on new media) to promote the goals and values of the network and to support its operational activities

- Conduct media campaigns to endorse the role of domestic non-partisan observers and encourage citizens to apply as observers, report electoral irregularities and vote on Election day.
- Conduct voter education on the importance of elections, electoral rules and common violations; develop and/or promote existing tools and sources for citizens to inform themselves about their rights and obligations as voters and on various aspects of the process. Encourage citizens to: engage in discussions, post their comments on the election campaign in pre-election period and capacity of government after the elections and report any irregularities on the social networks and designated web page.
- Development of guidelines and of legal proposals for changes to relevant election related legislation including, but not limited to the election law, law on conflict of interest, law on political parties and political party financing law, ensuring transparency in business and financing of political parties and reasonable management of public funds. Extensive consultation with the Central Election Commission is a requirement during this process.
- Conduct a long-term advocacy campaign to introduce the proposed changes in the electoral framework based on the findings and recommendations from previous domestic and international observation efforts, including improvements related to new media (on line platforms), with inputs from experts, stakeholders and public consultations.
- Develop legal measures for enhancing electoral integrity with particular focus on election campaigning, including the Code of Conduct for political parties.
- Develop legal accountability measures through which election administration and other relevant institutions concerned with electoral process account for their performance including monitoring of electoral related offense proceedings.
- Monitoring of the government formation at all levels after the elections and produce a report with recommendations to improve the process, including the changes to the legal framework.

The following are suggested activities but not exhaustive:

Types of activities (the list is not exhaustive)

- Organize a series of activities aiming at the positive impact of the public outreach campaign that will be held in different phases of the project
- Organisation of workshops, seminars, and working meetings, to develop modules of curricula, recommendations, and documents;
- Organisation of conferences, round table discussions, and debates;
- Advocating the introduction of new policies, strategies, new bodies for cooperation between sectors, and similar;
- Development of guidelines and of legal proposals for changes to relevant election related legislation
- Monitoring and evaluation of activities relevant to this Call for Proposals;
- Publication of documents, recommendations, monitoring reports; informative video clips
- Publication of leaflets, manuals, best practices and that alike.

**INVOLVEMENT OF ELECTION ADMINISTRATION IN BOSNIA AND HERZEGOVINA AS WELL AS RELEVANT LEGISLATIVE AUTHORITIES AND OTHER STAKEHOLDERS MUST TO BE FORESEEN IN THE PROPOSAL.**

## Financial support to third parties<sup>2</sup>

Applicants may not propose financial support to third parties.

## Visibility

The Applicants must take all necessary steps to publicise the fact that the European Union has financed or co-financed the Action. As far as possible, actions that are wholly or partially funded by the European Union must incorporate information and communication activities designed to raise the awareness of specific or general audiences of the reasons for the action and the EU support for the action in the country or region concerned, as well as the results and the impact of this support.

Applicants 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 specified and published by the European Commission at [http://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions\\_en](http://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en) ).

## Number of applications and grants per applicants

- The applicant may submit more than 1 application under this Call for Proposals.
- The applicant may not be awarded more than 1 grant(s) under this Call for Proposals.
- The applicant may be a co-applicant or an affiliated entity in another application at the same time.
- A co-applicant/affiliated entity may submit more than 1 application(s) under this Call for Proposals.
- A co-applicant/affiliated entity may not be awarded more than 1 grant under this Call for Proposals.
- A co-applicant/affiliated entity may be the applicant or an affiliated entity in another application at the same time.

### ***2.1.5. Eligibility of costs: costs that can be included***

Only ‘eligible costs’ can be covered by a grant. The categories of costs that are eligible and non-eligible are indicated below. The budget is both a cost estimate and an overall ceiling for ‘eligible costs’.

The reimbursement of eligible costs may be based on any or a combination of the following forms:

- actual costs incurred by the Beneficiary(ies) and affiliated entity(ies)
- one or more simplified cost options.

Simplified cost options may take the form of:

- **unit costs:** covering all or certain specific categories of eligible costs which are clearly identified in advance by reference to an amount per unit.
- **lump sums:** covering in global terms all or certain specific categories of eligible costs which are clearly identified in advance.
- **flat-rate financing:** covering specific categories of eligible costs which are clearly identified in advance by applying a percentage fixed ex ante.

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<sup>2</sup> These third parties are neither affiliated entity(ies) nor associates nor contractors.

The amounts or rates have to be based on estimates using objective data such as statistical data or any other objective means or with reference to certified or auditable historical data of the applicants or the affiliated entity(ies). The methods used to determine the amounts or rates of unit costs, lump sums or flat-rates must comply with the criteria established in Annex K, and especially ensure that the costs correspond fairly to the actual costs incurred by the Grant Beneficiary(ies) and affiliated entity(ies), are in line with their accounting practices, no profit is made and the costs are not already covered by other sources of funding (no double funding). Refer to Annex K for directions and a checklist of controls to assess the minimum necessary conditions that provide reasonable assurance for the acceptance of the proposed amounts.

The applicant proposing this form of reimbursement, must clearly indicate in worksheet no.1 of Annex B, each heading/item of eligible costs concerned by this type of financing, i.e. add the reference in capital letters to "UNIT COST" (per month/flight etc), "LUMPSUM" or "FLAT RATE" in the Unit column. (see example in Annex K)

Additionally in Annex B, in the second column of worksheet no.2, "Justification of the estimated costs" per each of the corresponding budget item or heading the applicant must:

- describe the information and methods used to establish the amounts of unit costs, lump sums and/or flat-rates, to which costs they refer, etc.
- clearly explain the formulas for calculation of the final eligible amount<sup>3</sup>
- identify the beneficiary who will use the simplified cost option (in case of affiliated entity, specify first the beneficiary), in order to verify the maximum amount per each beneficiary (which includes if applicable simplified cost options of its affiliated entity(ies))

At contracting phase, the Contracting Authority decides whether to accept the proposed amounts or rates on the basis of the provisional budget submitted by the applicant, by analysing factual data of grants carried out by the applicant or of similar actions and by performing checks established by Annex K.

The total amount of financing on the basis of simplified cost options that can be authorised by the Contracting Authority for any of the applicants individually (including simplified cost options proposed by their own affiliated entities) cannot exceed EUR 60 000 (the indirect costs are not taken into account).

Recommendations to award a grant are always subject to the condition that the checks preceding the signing of the contract do not reveal problems requiring changes to the budget (such as arithmetical errors, inaccuracies, unrealistic costs and ineligible costs). The checks may give rise to requests for clarification and may lead the Contracting Authority to impose modifications or reductions to address such mistakes or inaccuracies. It is not possible to increase the grant or the percentage of EU co-financing as a result of these corrections.

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).

### **Contingency reserve**

The budget may include a contingency reserve not exceeding 5 % of the estimated direct eligible costs. It can only be used with the **prior written authorisation** of the Contracting Authority.

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3 Examples:- for staff costs: number of hours or days of work \* hourly or daily rate pre-set according to the category of personnel concerned;- for travel expenses: distance in km \* pre-set cost of transport per km; number of days \* daily allowance pre-set according to the country;- for specific costs arising from the organization of an event: number of participants at the event \* pre-set total cost per participant etc.

### **Eligible indirect costs**

The indirect costs incurred in carrying out the action may be eligible for flat-rate funding, but the total must not exceed 7% of the estimated total eligible direct costs. Indirect costs are eligible provided that they do not include costs assigned to another budget heading in the standard grant contract. The applicant may be asked to justify the percentage requested before the contract is signed. 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 any of the applicants or affiliated entity(ies) is in receipt of an operating grant financed by the EU, it may not claim indirect costs on its incurred costs within the proposed budget for the action.

### **Contributions in kind**

Contributions in kind mean the provision of goods or services to a Beneficiary(ies) or affiliated entity(ies) free of charge by a third party. As contributions in kind do not involve any expenditure for a Beneficiary(ies) or affiliated entity(ies), they are not eligible costs.

Contributions in kind may not be treated as co-financing.

However, if the description of the action as proposed includes contributions in kind, the contributions have to be made.

[If co-financing in kind is proposed, it must be included in Annex B (Worksheet 3) to the Guidelines for applicants on the expected sources of funding for the action. The same amount must be indicated in the Budget (Worksheet 1)].

### **Ineligible costs**

The following costs are not eligible:

- Debts and debt service charges (interest);
- Provisions for losses or potential future liabilities;
- Costs declared by the Beneficiary(ies) and financed by another action or work programme receiving a Union (including through EDF) grant;
- Purchases of land or buildings,
- Currency exchange losses;
- Credit to third parties.
- Salary costs of the personnel of national administrations.
- Taxes, including value added tax.

## **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, co-applicant(s) and affiliated entity(ies).

PADOR is an on-line database in which organisations register and update their data regularly, through the EuropeAid website: <http://ec.europa.eu/europeaid/pador>.

Before starting to register your organisation in PADOR, please read the 'Quick guide' on the website. It explains the registration process.

It is strongly recommended to register in PADOR when you start drafting your proposal and not to wait until just before the deadline of submission.

On the paper version of the proposal you must give your EuropeAid ID (EID). To get this ID, your organisation must enter PADOR to register, save and 'sign' certain obligatory data (the fields shown in orange on each screen) and the related documents (see section 2.4).

However, if it is impossible for the organisation to register in PADOR, it must submit a justification proving that this impossibility is general and beyond the control of the applicant and/or its affiliated entity(ies). In such cases, the applicants and/or affiliated entity(ies) concerned must complete the 'PADOR off-line form'<sup>4</sup> attached to these Guidelines and send it by the submission deadline, together with the application, to the address indicated in sections 2.2.2 and 2.2.6. The registration in PADOR will then be carried out by the European Commission service in charge of the Call for Proposals. If, at a later stage, the organisation wishes to update its data itself, it will have to send an access request to the PADOR helpdesk.

All questions related to registration in PADOR should be addressed to the PADOR helpdesk at: <mailto:EuropeAid-IT-support@ec.europa.eu>.

### **2.2.1. Application forms**

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

Applicants must apply in English.

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

Clarifications will only be requested when the information provided is unclear and thus prevents 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 the relevant information concerning the action. No additional annexes should be sent.

### **2.2.2. Where and how to send Applications**

Applications must be submitted in one original and 2 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 single file (i.e. the application form must

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4 Which corresponds to Sections 3 and 4 of Part B of the application form.



not be split into several different files). The electronic file must contain **exactly the same** application as the paper version enclosed.

The Checklist (Section 7 of Part B the grant application form) and the Declaration by the applicant (Section 8 of Part B of the grant application form) must be stapled separately and enclosed in the envelope.

Where an applicant sends several different applications (if allowed to do so by the Guidelines of the Call), each one has to be sent separately.

The outer envelope must bear the **reference number and the title of the Call for Proposals**, together with [the title and number of the lot,] the full name and address of the applicant, and the words 'Not to be opened before the opening session' and '*ne otvarati prije zvaničnog otvaranja*'..

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

**Delegation of the European Union to Bosnia and Herzegovina  
Contract and Finance Section – Procurement  
Skenderija 3a, 71000 Sarajevo, Bosnia and Herzegovina**

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

**Applicants must verify that their application is complete using the checklist (Section 7 of Part B of the grant application form). Incomplete applications may be rejected.**

#### **2.2.3. *Deadline for submission of Applications***

**The deadline** for the submission of applications is **17/07/2015** as evidenced by the date of dispatch, the postmark or the date of the deposit slip. In the case of hand-deliveries, the deadline for receipt is **at 14:00 hours local time** as evidenced by the signed and dated receipt. Any application submitted after the deadline will automatically be rejected.

However, for reasons of administrative efficiency, the Contracting Authority may reject any application sent in due time but received after the effective date of approval of the first evaluation step (i.e. Concept Note) (see indicative calendar under Section 2.5.2)

#### **2.2.4. *Further information about Applications***

Questions may in addition be sent by e-mail no later than 21 days before the deadline for the submission of applications to the below address(es), indicating clearly the reference of the Call for Proposals:

E-mail address: [Delegation-BIH-Procurement@eeas.europa.eu](mailto:Delegation-BIH-Procurement@eeas.europa.eu)

Fax: +387 33 218 323

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

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

To ensure equal treatment of applicants, the Contracting Authority cannot give a prior opinion on the eligibility of applicants, affiliated entity(ies), an action or specific activities.

Questions that may be relevant to other applicants, together with the answers, will be published on the EuropeAid website: <https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome> and <http://europa.ba/TendersExtEU.aspx?id=65&cat=11&lang=EN> . It is therefore advisable to consult the abovementioned website regularly in order to be informed of the questions and answers published.

All questions related to PADOR registration should be addressed to the PADOR helpdesk:

<mailto:EuropeAid-IT-support@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, the application will be rejected on this sole basis.

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

The following will be assessed:

- Compliance with the submission deadline. If the deadline has not been met, the application will automatically be rejected.
- The Application Form] satisfies all the criteria specified in points 1-5 of the Checklist Section 7 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 Concept Notes that pass the first administrative check will be evaluated on the relevance and design of the proposed action.

The Concept Note will receive an overall score out of 50 using the breakdown in the evaluation grid below. The evaluation will also check on compliance with the instructions on the Concept Note, which can be found in Part A of the Application Form.

The evaluation criteria are divided into headings and subheadings. Each subheading will be given a score between 1 and 5 as follows: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

### Scores

<b>1. Relevance of the action</b>	Sub-score	<b>30</b>
1.1 How relevant is the proposal to the objectives and priorities of the Call for Proposals?*	5x2**	
1.2 How relevant to the particular needs and constraints of the target country(ies) or region(s) is the proposal (including synergy with other EU initiatives and avoidance of duplication)?	5x2*	
1.3 How clearly defined and strategically chosen are those involved (final beneficiaries, target groups)? Have their needs been clearly defined and does the proposal address them appropriately?	5	
1.4 Does the proposal contain specific added-value elements, such as environmental issues, promotion of gender equality and equal opportunities, needs of disabled people, rights of minorities and rights of indigenous peoples, or innovation and best practices	5	
<b>2. Design of the action</b>	Sub-score	<b>20</b>
2.1 How coherent is the overall design of the action?  In particular, does it reflect the analysis of the problems involved, take into account external factors and relevant stakeholders?	5x2**	
2.2 Is the action feasible and consistent in relation to the objectives and expected results?	5x2**	

**TOTAL SCORE**

**50**

\* Note: A score of 5 (very good) will only be allocated if the proposal specifically addresses more than the required minimum number of priorities as indicated in Section 1.2 (Objectives of the programme) of these guidelines.

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

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

Firstly, only the Concept Notes with a score of at least 30 will be considered for pre-selection.

Secondly, the number of Concept Notes will be reduced, taking account of the ranking, to the number of Concept Notes whose total aggregate amount of requested contributions is equal to 200% of the available budget for this Call for Proposals. The amount of requested contributions of each concept note will be based on the indicative financial envelopes for each lot.

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

## STEP 2: EVALUATION OF THE FULL APPLICATION

Firstly, the following will be assessed:

The full application form satisfies all the criteria specified in points 1-9 of the Checklist (Section 7 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 quality of the applications, including the proposed budget and capacity of the applicants and affiliated entity(ies), will be evaluated using the evaluation criteria in the evaluation grid below. There are two types of evaluation criteria: selection and award criteria.

**The selection criteria** help to evaluate the applicant(s)'s and affiliated entity(ies)'s operational capacity and the applicant's financial capacity and to ensure that they:

- have stable and sufficient sources of finance to maintain their activity throughout the proposed action and, where appropriate, to participate in its funding;
- have the management capacity, professional competencies and qualifications required to successfully complete the proposed action. This also applies to any affiliated entity(ies) of the applicants.

**The award criteria** help to evaluate the quality of the applications in relation to the objectives and priorities, and to award grants to projects which maximise the overall effectiveness of the Call for Proposals. They help to select applications which the Contracting Authority can be confident will comply with its objectives and priorities. They cover the relevance of the action, its consistency with the objectives of the Call for Proposals, quality, expected impact, sustainability and cost-effectiveness.

*Scoring:*

The evaluation grid is divided into sections and subsections. Each subsection will be given a score between 1 and 5 as follows: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

### Evaluation Grid

Section	Maximum Score
<b>1. Financial and operational capacity</b>	<b>20</b>
1.1 Do the applicants and, if applicable, their affiliated entity(ies) have sufficient experience of project management?	5
1.2 Do the applicants and, if applicable, their affiliated entity(ies) have sufficient technical expertise? (especially knowledge of the issues to be addressed)	5
1.3 Do the applicants and, if applicable, their affiliated entity(ies) have sufficient management capacity? (Including staff, equipment and ability to handle the budget for the action)?	5
1.4 Does the lead applicant have stable and sufficient sources of finance?	5
<b>2. Relevance of the action</b>	<b>30</b>
<i>Score transferred from the Concept Note evaluation</i>	
<b>3. Effectiveness and feasibility of the action</b>	<b>20</b>

3.1 Are the activities 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? Is any evaluation planned?	5
3.4 Is the co-applicant(s)'s and affiliated entity(ies)'s level of involvement and participation in the action satisfactory?	5
<b>4. Sustainability of the action</b>	<b>15</b>
4.1 Is the action likely to have a tangible impact on its target groups?	5
4.2 Is the proposal likely to have multiplier effects? (Including scope for replication, extension and information sharing.)	5
4.3 Are the expected results of the proposed action sustainable?:  - financially ( <i>how will the activities be financed after the funding ends?</i> )  - institutionally ( <i>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?</i> )  - at policy level (where applicable) ( <i>what will be the structural impact of the action — e.g. will it lead to improved legislation, codes of conduct, methods, etc?</i> )  - environmentally (if applicable) ( <i>will the action have a negative/positive environmental impact?</i> )	5
<b>5. Budget and cost-effectiveness of the action</b>	<b>15</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?	/ 10
<b>Maximum total score</b>	<b>100</b>

*Note on section 1. Financial and operational capacity*

If the total score for section 1 is less than 12 points, the application will be rejected. If the score for at least one of the subsections under section 1 is 1, the application will also be rejected.

*Provisional selection*

After the evaluation, a table will be drawn up listing the applications ranked according to their score and within the limits of the funds available. In addition, a reserve list will be drawn up following the same criteria to be used if more funds should become available during the validity period of the reserve list.

## **(2) STEP 3: VERIFICATION OF ELIGIBILITY OF THE APPLICANTS AND AFFILIATED ENTITY(IES)**

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 8 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 applicants, the affiliated entity(ies), and the action will be verified according to the criteria set out in Sections 2.1.1, 2.1.2 and 2.1.3.

Any rejected application will be replaced by the next best placed application on the reserve list that falls within the available financial envelope.

## **2.4. SUBMISSION OF SUPPORTING DOCUMENTS FOR PROVISIONALLY SELECTED APPLICATIONS**

An applicant that has been provisionally selected or placed on the reserve list will be informed in writing by the Contracting Authority. It will be requested to supply the following documents in order to allow the Contracting Authority to verify the eligibility of the applicant, (if any) of the co-applicant(s) and (if any) of their affiliated entity(ies):

Supporting documents must be provided through PADOR, see Section 2.2

1. The statutes or articles of association of the applicant, (if any) of each co-applicant(s) and (if any) of each affiliated entity(ies).
2. An external audit report produced by an approved auditor, certifying the applicant's accounts for the last financial year available where the total amount of the grant exceeds EUR 750 000. The external audit report is not required from (if any) the co-applicant(s).
3. A copy of the applicant's latest accounts (the profit and loss account and the balance sheet for the last financial year for which the accounts have been closed). A copy of the latest account is neither required from (if any) the co-applicant(s) nor from (if any) affiliated entity(ies)).
4. Legal entity sheet (see annex D of these Guidelines) duly completed and signed by each of the applicants (i.e by the applicant and (if any) by each co-applicant(s), accompanied by the justifying documents requested there. If the applicants have already signed a contract with the Contracting Authority, instead of the legal entity sheet and supporting documents, the legal entity number may be provided, unless a change in legal status occurred in the meantime.
5. A financial identification form of the applicant (not from co-applicant(s)) conforming to the model attached at Annex E of these Guidelines, certified by the bank to which the payments will be made. This bank should be located in the country where the applicant is established. If the applicant has already submitted a financial identification form in the past for a contract where the European Commission was in charge of the payments and intends to use the same bank account, a copy of the previous financial identification form may be provided instead.

Where the requested supporting documents are not uploaded in PADOR they must be supplied in the form of originals, photocopies or scanned versions (i.e. showing legible stamps, signatures and dates) of the said originals. However, the Legal entity sheet and the financial identification form must always be submitted in original.

Where such documents are not in one of the official languages of the European Union, a translation into the language of the call for proposals of the relevant parts of these documents proving the applicant(s)'s eligibility must be attached for the purpose of analysing the application.

If the abovementioned 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.

After verifying the supporting documents, the Evaluation Committee will make a final recommendation to the Contracting Authority, which will decide on the award of grants.

**NB :** In the eventuality that the Contracting Authority is not satisfied with the strength, solidity, and guarantee offered by the structural link between one of the applicants and its affiliated entity, it can require the submission of the missing documents allowing for its conversion into co-applicant. If all the missing documents for co-applicants are submitted, and provided all necessary eligibility criteria are fulfilled, the above mentioned entity becomes a co-applicant for all purposes. The applicant has to submit the application form revised accordingly.



## 2.5. NOTIFICATION OF THE CONTRACTING AUTHORITY'S DECISION

### 2.5.1. *Content of the decision*

The applicants will be informed in writing of the Contracting Authority's decision concerning their application and, if rejected, the reasons for the negative decision.

An applicant believing that it has been harmed by an error or irregularity during the award process may lodge a complaint. See further Section 2.4.15 of the Practical Guide.

### 2.5.2. *Indicative timetable*

	DATE	TIME*
Information meeting (if any)	Not applicable	Not applicable
Deadline for requesting any clarifications from the Contracting Authority	26/06/2015	-
Last date on which clarifications are issued by the Contracting Authority	06/07/2015	-
Deadline for submission of Application Form	17/07/2015	14:00
Information to applicants on opening, administrative checks and concept note evaluation (Step 1)	30/07/2015*	-
Information to applicants on the evaluation of the Full Application Form (Step 2)	30/08/2015*	-
Notification of award (after the eligibility check) (Step 3)	15/09/2015*	-
Contract signature	30/09/2015*	-

\***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. In such cases, the updated timetable will be published on the EuropeAid web site

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

and

<http://europa.ba/TendersExtEU.aspx?id=65&cat=11&lang=EN>

## **2.6. CONDITIONS FOR IMPLEMENTATION AFTER THE CONTRACTING AUTHORITY'S DECISION TO AWARD A GRANT**

Following the decision to award a grant, the Beneficiary(ies) will be offered a contract based on the Contracting Authority's grant contract (see Annex G of these Guidelines<sup>5</sup>). By signing the application form (Annex A of these Guidelines), the applicants agree, if awarded a grant, to accept the contractual conditions of the standard grant contract.

### Implementation contracts

Where implementation of the action requires the Beneficiary(ies) and its affiliated entity(ies) (if any) to award procurement contracts, those contracts must be awarded in accordance with Annex IV to the standard grant contract.

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

The applicants and, if they are legal entities, the 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:

- 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
- 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.

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<sup>5</sup> Complemented by the provisions in Annex e3h11 where at least one of the beneficiaries is an international organisation.

### 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<sup>6</sup>

#### DOCUMENTS FOR INFORMATION

- Annex G: Standard Grant Contract
  - Annex II: General conditions
  - 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 action
  - Annex VIII: model financial guarantee]
  - Annex IX: standard template for transfer of ownership of assets
- Annex H: Daily allowance rates (Per diem), available at the following address:  
[https://ec.europa.eu/europeaid/applicable-rates-diems-framework-ec-funded-external-aid-contracts-05072013\\_en](https://ec.europa.eu/europeaid/applicable-rates-diems-framework-ec-funded-external-aid-contracts-05072013_en)
- Annex K: Guidelines and Checklist for assessing Budget and Simplified cost options.
- ANNEX J: Information on the tax regime applicable to grant contracts signed under the call.

#### Useful links:

##### Project Cycle Management Guidelines

[https://ec.europa.eu/europeaid/aid-delivery-methods-project-cycle-management-guidelines-vol-1\\_en](https://ec.europa.eu/europeaid/aid-delivery-methods-project-cycle-management-guidelines-vol-1_en)

##### The implementation of grant

<http://ec.europa.eu/europeaid/companion/document.do?nodeNumber=19>

##### Financial Toolkit

[https://ec.europa.eu/europeaid/funding/procedures-beneficiary-countries-and-partners/financial-management-toolkit\\_en](https://ec.europa.eu/europeaid/funding/procedures-beneficiary-countries-and-partners/financial-management-toolkit_en)

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<sup>6</sup> [https://ec.europa.eu/europeaid/search/site/pador\\_en](https://ec.europa.eu/europeaid/search/site/pador_en)