



**EUROPEAN UNION
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IOM International Organization for Migration
سازمان بین المللی مهاجرت
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SUPPORT TO PROVINCIAL GOVERNANCE

GUIDELINES FOR APPLICANTS

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1. THE SUPPORT TO PROVINCIAL GOVERNANCE PROGRAMME

1.1 PROJECT DESCRIPTION

This project, Support to Provincial Governance (“the project”) implemented through the Provincial Reconstruction Teams (PRTs) and their implementing partners and managed by the International Organization for Migration (IOM), is designed to provide support to the civilian activities of the PRTs, which are led or supported by EU Member States. As per PRT Executive Steering Committee meeting (ESC) policy note on PRT engagement in provincial reconstruction and development activities, these activities should be led by the civilian element of the PRT such as the Development Advisors (DEVADs).

The programme will seek to enhance governance on the sub national level, with the emphasis on political participation and state structures responsible for service delivery. It will help reach the desired end state, where local law enforcement structures and administration will be able to maintain law and order and deliver services, without outside assistance. This implies the existence of a reasonably competent local administration, capable of budgeting and budget implementation, with an effective oversight by constitutionally mandated, elected structures.

Despite fair progress in setting up the necessary institutions of a democratic state, relatively little has changed in the way that sub national administration is run. Firstly, Public Administration Reform (PAR) and police reform programmes have mostly concentrated on urban areas, especially Kabul, but their rollout to provinces has been lagging behind, and seldom supported by investment in the required infrastructure. Secondly, the instruments of choice for aid delivery in rural Afghanistan have mostly bypassed the sub national administrations altogether, instead opting for a direct relationship between the centre on the one hand and the communities and/or the service providers on the other. This has meant that the sub national administration has seen little investment in either infrastructure or human resources and, consequently, progress in terms of governance, it has largely retained the structure and capacity it has had under the successive governments in Afghanistan.

The line ministries, which under the current constitutional framework are responsible for almost all service delivery, have limited physical infrastructure, human resources or skills. As a result, they are largely unable to deliver services on the provincial level; on the district level where they are largely absent altogether. As the provincial administrations do not generally speaking have the skills or the capacity to participate in the budgetary process, let alone budget implementation, the needs on the sub national level have not been addressed. There is thus a clear demand for activities strengthening the provincial and district administrations, by a province-specific, holistic and comprehensive approach, where the bottlenecks to better governance are identified and removed.

The project will be managed by IOM, being responsible for administering the fund and the contracts with PRTs and their recommended partners. It will establish a funding facility (“Provincial Reconstruction Facility”, PRF), worth EUR 10 300 000 (including management fee), for the project. IOM will set up a management team consisting of a project manager (international) and support staff (local) as needed. An Advisory Group (AG) for the project will be formed to provide a discussion forum for policy issues related to the project. It will be chaired by EC and will include the most important stakeholders including ECHO. Relevant government bodies will be invited to AG to mitigate the risk of overlap. Additionally, a Working Group (WG) will be established, including EC, a representative of the EU Presidency, EU Special Representative’s office and the manager of the proposed project (IOM), who will preside in the WG as a non-voting member. This group will discuss the subprojects presented by PRTs themselves or organisations selected by them and, if the subproject fulfils the set criteria, approve them for funding. Decisions in WG will be taken by consensus.

1.2 OBJECTIVES OF THE PROGRAMME AND PRIORITY ISSUES

The **overall objective** of the Programme is to enhance political stability in Afghanistan. The **project purpose** is to enhance service delivery, political participation and security in selected provinces. The subprojects proposed should be in line with the programme objective and purpose.

Thematically, the projects to be funded from Provincial Reconstruction Facility (PRF) must adhere to the stated intention of the PRTs: to help the Government of Afghanistan extend its authority to the provinces; to facilitate the development of a secure environment in the Afghan regions; and to support security sector reform activities to facilitate the wider reconstruction efforts. The activities must be civilian in nature. As a general rule, the action must target a governance “bottleneck” as identified in the Provincial Needs Assessments (PNA) (Annex D), which could be related to, for instance, lack of political participation, lack of budgeting and planning, lack of implementation capacity within the administration, or lack of suitable premises or equipment to conduct the activities. A holistic approach, combining different approaches, will be favoured. The PRT Handbook section on PRT Provincial Assessment and Conflict Assessment Tools could be referred to, to assist with the PNA.

One of the main rationales for the Programme has been the desire to see a wider adoption of best practices in the PRTs’ reconstruction activities. This implies a move from seeking a quick impact to better-defined and more sustainable reconstruction efforts. Best practices could be divided into three different thematic areas:

- Coordination. The actions proposed under this Programme should be properly coordinated. This means that they should be discussed widely with the local government and local leaders. Secondly, in order to avoid duplication, there must be deconfliction with other actors, such as UNAMA, other donors and NGOs, which may be planning similar efforts in the area.
- Ownership. The actions proposed should be desired by the local authorities and elected representatives, such as provincial councillors, as well as the population. Due regard should be given to who will benefit from the project. If the final beneficiaries are not balanced from an ethnical, religious and/or tribal point of view, there is a high risk of increasing tensions amongst the population.
- Sustainability. Finally, whatever the sought results may be, they should be sustainable. There is a high risk that, for instance, any infrastructure built will not be maintained, for the lack of funds or will; that equipment given to the target institution will become neglected; that trained public servants will seek employment elsewhere; and so on. This risk should be mitigated to the extent possible.

1.3 FINANCIAL ALLOCATION PROVIDED BY THE PROGRAMME

The overall indicative amount made available under this call for proposals is EUR 8 700 000.

Individual subprojects should be relatively small in size. In order to avoid a piecemeal approach and encourage the PRTs to engage in more strategic thinking, however, they should be clustered to form coherent wholes of between EUR 100 000 to 500 000, so as to simplify the procedures and lessen administrative workload both at the PRT and the project.

Co-funding of at least 20 percent from sources other than EC funding must be secured, except in exceptional circumstances, for which justification must be provided.

The projects will not receive funding unless they are justified on the basis of a PNA, which should be provided by the PRT or the implementing agency at the latest when the first project proposal for the province in question is put forward to the project. PNA can also have a sectorial focus. At a minimum, PNA must include an analysis of governance in the province in question, and the outline of projects the PRT intends to carry out in order to achieve progress in reaching the desired end-state: the establishment of rule of law, along with a reasonably well-functioning and accountable local government capable of service delivery. Funding may be sought for technical assistance in view of conducting a PNA.

2. RULES OF THIS CALL FOR PROPOSALS

2.1 ELIGIBILITY CRITERIA

There are three sets of eligibility criteria, relating to:

- organisations 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 non-governmental organisations¹, public sector operators², local authorities, international (inter-governmental) organisations **and**
- be directly responsible for the preparation and management of the action with their partners, not acting as an intermediary **and**
- have been accepted by the PRT(s) in the area(s) of responsibility of which the Action will take place.

PRTs can either seek funding themselves, in which case they should resort to an intermediary with a legal personality, such as the Ministry of Foreign Affairs or the Ministry of Defence of the Contributing Nation, or mandate a government agency, a governmental or a non-governmental organization to do so.

The PRT in the area of responsibility of which the Action takes place must **either be led by a Member State or have substantial assets from a Member State**. Regional Command – Capital (RC-C) which has a function similar to a PRT, is deemed eligible as well.

All subproject proposals will be formally presented to the programme by the PRTs and selected implementing partners and applications will have to be endorsed by the PRT civilian Development Advisors (DEVAD) and when absent by civilian Political Advisors (POLAD).

WG will approve projects for funding by consensus.

2.1.2 *Monitoring responsibilities*

The PRT is responsible for monitoring the progress of implementation of the approved projects, including advising IOM to release payments to implementing partners against verified work completed.

2.1.3 *Partnerships and eligibility of partners*

¹ National and international NGOs are subject to the Afghan Law on Non-Governmental Organizations.

² Including relevant Member State ministries such as Ministries of Foreign Affairs, represented by their Embassies in Kabul.

Subcontractors

The grantees have the possibility to award contracts to subcontractors. Subcontractors are neither partners nor associates, and are subject to the procurement rules set out in Annex E to the standard grant contract.

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

2.1.4 Eligible actions: actions for which an application may be made

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

Duration

The planned duration of a subproject should not exceed 12 months. The absolute completion deadline of the subprojects is set at 31 November 2008.

Sectors or themes

The subprojects to be funded from PRF must adhere to the stated intention of the PRTs: to help the Government of Afghanistan extend its authority to the provinces; to facilitate the development of a secure environment in the Afghan regions; and to support security sector reform activities to facilitate the wider reconstruction efforts.

Thematically, they should target "governance".

The World Bank defines governance as

"the exercise of political authority and the use of institutional resources to manage society's problems and affairs."

The projects will not receive funding unless they are justified on the basis of a PNA, which should be provided by the PRT at the latest when the first project proposal for the province in question is put forward to the project. At a minimum, PNA must include an analysis of governance in the province in question, and the outline of subprojects that should be carried out in order to achieve progress in reaching the desired end-state: the establishment of rule of law, along with a reasonably well-functioning and accountable local government. These subprojects should be prioritised on the basis of their urgency. Funding may be sought for technical assistance in view of conducting a PNA.

The subproject activities must be civilian in nature. The action should target "bottlenecks" within institutions responsible for governance, as identified in PNA. These could be related to, for instance, lack of political participation, lack of budgeting and planning, lack of implementation capacity within the administration, or lack of suitable premises or equipment to conduct the activities. A holistic approach, combining different approaches, is recommended.

Types of action

Below is an indicative list of actions of which the subproject may consist.

Public Administration: Conduct Provincial Needs Assessment (PNA); establish priority actions and identify target groups for capacity building; refurbish and/or rebuild the prioritized Governor's offices, provincial councils, line ministry offices or other key institutions on provincial, district and municipal levels; equip above mentioned facilities; carry out selected training, coaching and mentoring of the selected target groups, especially in planning, budgeting and budget implementation; coordinate capacity building measures with other related activities by the local administration and other relevant actors and programmes; assist in awareness raising on political participation (e.g. training for provincial and/or district councils); community stabilization and reduce bottlenecks hampering local governance, in terms of political participation and service delivery.

Rule of Law: Establish priority actions in the judiciary and law enforcement sector and identify target groups for capacity building; refurbish and/or build Courthouses, Attorney General's offices, police stations and post and detention centres; equip the above mentioned facilities; carry out training, mentoring and coaching

measures with the selected target groups; coordinate capacity building measures with other related activities by the local administration and other relevant actors and programmes; reduce other weaknesses hampering the functioning of the judiciary, prosecutors and police.

Number of proposals and grants per applicant

A PRT may not submit more than two (2) proposals under this call for proposals at one time. Further proposals can be accepted once a proposal has been approved or a proposal has been withdrawn.

2.1.5 <i>Eligibility of costs: costs which may be taken into consideration for the grant</i>
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Eligible costs must be based on real costs, not lump sums (except indirect costs). It is therefore in the interest of the applicant to provide realistic and cost-effective budget.

Eligible direct costs are necessary for carrying out the action and must comply with the principles of sound financial management in particular value for money and cost-effectiveness. They must have actually occurred by the implementing partners during the implementation for the costs of goods/services/works used/provided/delivered during the implementation period of the action/projects. Please refer to Annex F for budgeting guidelines.

2.2 HOW TO APPLY, AND THE PROCEDURES TO FOLLOW

2.2.1 *Formulation of a project proposal*

Applications must be submitted using the application form (Annex A) annexed to these Guidelines. Applicants should keep strictly to the format of the application and fill in the paragraphs and the pages in order.

Applicants must apply in English.

Please complete the application form carefully and as clearly as possible so that it can be assessed properly. The applicant should be precise and provide enough detail to ensure the application is clear, particularly as to how the aims of the action will be achieved, the benefits that will flow from it and the way in which it is relevant to the programme's objectives.

Any error related to the points listed in the Checklist (Annex C of the grant application) or any major inconsistency in the application form (e.g. the amounts mentioned in the budget are inconsistent with those mentioned in the application form) may lead to the return of the proposal.

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.

Assistance in project proposal formation can be sought through the IOM Program Manager as well as the PRT DEVADs, including those at the ISAF HQ.

2.2.2 *Where and how to send the applications*

Applications are sent by private courier service or by hand-delivery to the address below:

Address for hand delivery or by private courier service

Attention: Enira Krdzalic, Program Manager
IOM Mission in Afghanistan
House No 1093, Ansair Square
Behind UNICA Guest House
Shahr-i-Naw, Kabul

Applications can also be sent by e-mail (scanned pdf format) to the IOM Program Manager to ecprf@iom.int.

Applications (application form, including annexes together with budget) must be submitted in one original and two (2) copies unless sent electronically.

Applicants must verify that their application is complete using the checklist (Annex C of the grant application form). Incomplete applications will be returned.

2.2.3 *Deadline for receipt of applications*

There is no particular deadline for the submission of applications; which will be considered on a first-come, first-served basis, until PRF is exhausted.

2.2.4 *Further information*

Questions may be sent by e-mail to:

E-mail address: ecprf@iom.int

2.3 EVALUATION AND APPROVAL OF APPLICATIONS

Applications will be examined and evaluated by WG. All actions submitted by applicants will be assessed according to the following steps and criteria:

An evaluation of the quality of the proposals, including the proposed budget, and of the capacity of the applicant and his partners, will be carried out.

The evaluation allows the assessment of the quality of the proposals submitted. It enables the approval of proposals which the Programme can be confident will comply with its objectives and priorities and guarantee the visibility of the Community financing. 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.

Evaluation Grid

Section	Result *
1. Financial and operational capacity	
1.1 Do the applicant and partners have sufficient experience of project management ?	
1.2 Do the applicant and partners have sufficient technical expertise ? (notably knowledge of the issues to be addressed.)	
1.3 Do the applicant and partners have sufficient management capacity ? (including staff, equipment and ability to handle the budget for the action)?	
1.4 Does the applicant have secured the necessary 20 per cent funding from sources of finance other than EC ?	
2. Relevance	
2.1 How relevant is the proposal to the objectives and the purpose of the Programme?	
2.2 How relevant to the particular needs and constraints of the target province is the proposal?	
2.3 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?	
3. Methodology	
3.1 Are the activities proposed appropriate, practical, and consistent with the objectives and expected results?	
3.2 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 anticipate an evaluation ?)	
3.3 Is the stakeholders' level of involvement and participation in the action satisfactory? In particular, is the subproject in line with Provincial Development Plans (if any)?	
3.4 Is the action plan clear and feasible?	
3.5 Does the proposal contain objectively verifiable indicators ? for the outcome of the action?	
4. Sustainability	
4.1 Is the action likely to have a tangible impact on its target groups?	
4.2 Is the proposal likely to have multiplier effects ? (including scope for replication and extension of the outcome of the action and dissemination of information.)	
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? How will operations and maintenance be secured?</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>)?	
5. Budget and cost-effectiveness	
5.1 Is the ratio between the estimated costs and the expected results satisfactory?	
5.2 Is the proposed expenditure necessary for the implementation of the action?	

* Each result is deemed either satisfactory or unsatisfactory, or subject to clarification.

Following the above analysis, the proposal is either accepted or returned to the PRT/or the Applicant submitting the proposal for further refinement. WG may choose to postpone its decision in order to receive further information or clarifications from the PRT and/or the Applicant.

2.4 SUBMISSION OF SUPPORTING DOCUMENTS FOR SELECTED PROPOSALS

Applicants who have been approved will be informed in writing by the Programme. They will be requested to supply the following documents in order to allow the Programme to verify the eligibility of the subproject:

- proof of 20 per cent funding for the subproject from sources other than EC.
- if possible, an endorsement letter from the relevant authority.

2.5 NOTIFICATION OF THE DECISION

2.5.1 Content of the decision

Applicants will be informed in writing of the decision concerning their application.

A decision to reject an application or not to award a grant will be based on the following grounds:

- the application was incomplete or otherwise non-compliant with the stated administrative conditions;
- the applicant was not eligible;
- the action was ineligible (e.g. the action proposed is not covered by the programme, the proposal exceeds the maximum duration allowed, the requested contribution is higher than the maximum allowed, etc);
- the proposal was not relevant enough and/or the applicant's financial and operational capacity was not sufficient;
- one or more of the requested supporting documents were not provided before the set deadline.

The Applicant will be informed of the reasons for WG's decision to return the subproject proposal. The decision to return an application is not final. The Applicant may always apply again, after refining the subproject proposal, if there are funds remaining in the PRF.

The date on which the WG plans to announce the first round of grants awarded is April 2007 — this date is indicative only.

2.6 CONDITIONS APPLICABLE TO IMPLEMENTATION OF THE ACTION FOLLOWING THE PROGRAMME'S DECISION TO AWARD A GRANT

Following the decision to award a grant, the grantee will be offered a contract based on the Programme's standard contract.

The date planned for the start of actions, following the signing of the contract by the parties, is May 2007 — this date is indicative only. The actions should all be finished before 31 November 2008.

The contract will, in particular, establish the following rights and obligations:

Final amount of the grant

The **maximum amount** of the grant will be stipulated in the contract. As explained in point 2.1.5, this amount is based on the budget, which is itself an estimate. As a result it will be final once the action has ended and the final accounts have been presented to the Contracting Authority.

Failure to meet the objectives

If the Grantee fails to implement the project as undertaken and agreed in the contract, the Contracting Authority reserves the right to interrupt payments, and/or to terminate the contract. The Contracting Authority's contribution may be reduced, and/or the Contracting Authority may demand full or partial repayment of the sums already paid, if the beneficiary does not fulfil the terms of the contract. The Contracting Authority's decision will be full and final.

Amendments to the contract and variations within the budget

Any amendment to the contract must be set out in a written addendum to the original contract. However, some amendments (addresses, bank account, etc.) may simply be notified to the contracting authority.

Variations within the budget

Budget items may vary from the original figures provided that the following conditions are met:

- (1) they do not affect the basic purpose of the action; and
- (2) the financial impact is limited to a transfer within a single budget heading or to a transfer between budget headings involving a variation of less than 15% of the original amount of each relevant budget heading.

In such instances, the Grantee may make alterations to the budget, and inform the contracting authority.

This method may not be used to amend the heading for overhead costs.

In all other cases, a written request must be made in advance to the contracting authority and an addendum is required.

Reports

Reports must be drafted in the language provided for in the contract. Technical and financial reports are to be supplied together with payment requests (other than the first instalment of pre-financing). A work plan and budget for the next period of implementation must accompany reports submitted for further payments of pre-financing.

Each Interim report must provide a full account of all aspects of the project implementation for the period covered. The report is laid out in such a way as to allow comparison between on the one hand the objective(s), the means proposed, the results expected and the budget details for the Action and on the other hand the means employed, the costs incurred and the results obtained (using the indicators of achievement provided for in the Application Form/Description of the Action). The report includes a statement of the Grantee's, and as the case may be each partner's, outlay for the period covered and a work plan the next phase of the Action's implementation. The sample template of Interim report will be provided to the Grantee at the time of signing the Grant contract.

The Final report in addition has to contain a detailed description of the conditions in which the project was carried out, information on the steps taken to ensure the visibility of EU financing, information with which to evaluate the project's impact, the proof of the transfers of ownership and a final statement of all the eligible costs of the Action, plus a full summary statement of the project incomes and expenditures and payments received.

Additional information

The Contracting Authority may request additional information at any time, providing the reasons for the request.

Payments

Prior to any release of funds, IOM Programme Manager will give final approval for funding. In order to ensure proper control of disbursed funds, milestones will be identified and set for each project and a corresponding monitoring/reporting structure will be defined. Based on the implementation of these milestones and the reporting of these to IOM and verification by PTRs, a payment will be released. In the case of poor or non-existing reporting, payment may be withheld from the Grantee until further progress has been made. In serious cases or due to repeated occurrences the contract may be terminated by Contracting Authority. The settlement of the performed work will be carried out according to the terms and conditions of the contract signed with Grantee.

The first advance payment will be adapted to the forecast budget for up to 12 months of the operation (not exceeding 20% of the total grant). The Grantee should provide the Contracting Authority with irrevocable Bank Guarantee³ in the amount equivalent to twenty (20%) percent of the total Grant amount which shall serve as a guaranty for the Grantee's diligent performance and compliance with the terms and condition of the Grant agreement. The advance payment Bank Guarantee will be returned upon project completion. The payments disbursement schedule is as follows:

- 1) 20% advance payment against an irrevocable bank guarantee issued from a local bank preferably from Standard Chartered Bank.
- 2) 20% when agree upon milestones have been achieved representing 20% of the total contract value.
- 3) 40% when agree upon milestones have been achieved representing 40% of the total contract value.
- 4) 40% when agree upon milestones have been achieved representing 100% of the total contract value. The net payment will be 20% after deduction of the advance payment amount of 20%.

Guarantees/Bonds

As mentioned earlier, Grantee will provide an irrevocable bank guarantee against the advance payment, in case of extension of the completion date; Grantee will be responsible for the extension of the guarantee until the new completion date.

Before release of the final payment, Grantee will exchange the advance payment guarantee with a Performance Bond/Guarantee representing 5% of the total contract amount against their performance of the work and financial reports, valid for 6 months from the final completion date. The Bond/Guarantee will be irrevocable and without any condition. Contracting Authority reserves the right of claiming up to the total value of the Performance Bond/Guarantee if a defect in their deliverables or in the financial date is clarified.

The decision on the alternate payment method will rest on the discretion of the Contracting Authority.

Payments will be made to Grantee-specific bank account or sub-account which identifies the funds paid by the Contracting Authority.

The final balance will be paid upon submission by the Grantee and approval by the Contracting Authority of the final report.

³ PRTs, EU Member State ministries and agencies, and local authorities are exempted of making the bank guarantee.

Unspent balances must be repaid to PRF on completion of the grant.

Accounts of the Action

The Grantee must keep accurate and regular records and dedicated, transparent accounts of the implementation of the action. It must keep these records for five years after payment of the balance.

The accounting regulations and rules of the Grantee shall apply for co-financing donor Actions. This is based on the understanding that these regulations and rules conform to generally expected accounting principles and international accounting standards.

Audit

Financial transaction should and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of the Contracting Authority. The auditing will certify that the submitted accounts (income and expenditure) are accurate, reliable and justified by adequate supporting documents, and will identify the eligible expenditure incurred in accordance with the Contract.

If required, a copy of the audited financial statements shall be submitted to the Contracting Authority within three months after the completion of the project.

Publicity

Appropriate visibility and credit must be given to the grant made by the European Community, for example, in reports and publications stemming from the action or during public events associated with the action, etc.

Implementation contracts

Where implementation of the action requires the Grantee to award procurement contracts, it must award the contract to the tenderer 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 conflict of interests. To this end, the Grantee must follow the procedures set out in procurement guidelines (Annex E).

3. LIST OF ANNEXES

DOCUMENTS TO FILL IN

ANNEX A: GRANT APPLICATION FORM (WORD FORMAT)

ANNEX B: BUDGET (EXCEL FORMAT)

ANNEX C: CHECK LIST

ANNEX D: PROVINCIAL NEEDS ASSESSMENT

DOCUMENTS FOR INFORMATION

ANNEX E: PROCUREMENT RULES

ANNEX 1: VENDOR/CONTRACTOR INFORMATION SHEET

ANNEX 2: REQUEST FOR QUOTATION

ANNEX 3: PURCHASE REQUEST FORM

ANNEX 4: BID ANALYSIS SUMMARY SHEET

ANNEX 5: PURCHASE ORDER

ANNEX 6: PURCHASE ORDER – TERMS AND CONDITIONS

ANNEX F: BUDGETING GUIDELINES