



Contracting Authority: sequa

**AL-INVEST Verde. Component 1  
EU- Latin America Alliance  
for Sustainable Growth and Jobs**

**1<sup>st</sup> Call for Proposals for Innovative  
Partnership Projects  
Guidelines for grant applicants**

**Reference: AIV\_P922\_call1**

Deadline for submission of applications

**27/06/2022 at 12:00 pm (Brussels date and time)**



## Important NOTICE

**This is an open call for proposals (all documents have to be uploaded together at the same time).** In the first stage an admin check will be performed and for those who passed, only the outline (Part I) will be evaluated. In a second step for those who have passed Part I the capacity and eligibility will be checked on the basis of the supporting documents provided and the signed 'declaration by the lead applicant' (Part II). In a third step the full application (Part III) of those who successfully passed the 1<sup>st</sup> and 2<sup>nd</sup> step will be evaluated. In step 4 a provisional selection and the verification of supporting documents takes place.

**To apply to this call for proposals organisations must register via the website [www.alinvest-verde.eu](http://www.alinvest-verde.eu) at the call for proposal platform.**

**Preparation:** Several Information sessions will be held virtually. Attendance is advised but optional i.e. not mandatory. Please check regularly the website at [www.alinvest-verde.eu](http://www.alinvest-verde.eu) and register prior at the site that will be provided and linked to. No costs incurred by the applicants for attending this information session or preparing an application are reimbursable. Presentations will be shared on the AL-INVEST Verde website.

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## 1. EU- Latin America Alliance for Sustainable Growth and Jobs: AL-INVEST Verde. Component 1

### 1.1. Background

AL-INVEST has been the European Union's (EU) flagship programme for SME promotion and support in Latin America (LA) over the last two decades, leaving an impressive track record supporting tens of thousands of beneficiary SMEs, hundreds of millions of Euros of business generated and an increased internationalisation of Latin American companies. Further, AL-INVEST has helped partner countries develop better MSME policies and has facilitated bi-regional policy dialogue between the EU and Latin America.

The new AL-INVEST aims to promote economic growth alongside environmental sustainability. As countries look to reboot their economies following the impact of the COVID-19 pandemic, the green transition is more relevant than ever. An economy following circular economy concepts, using fewer resources and producing less waste and assuring sustainability in food production and related value chains, is more likely to be resilient. Driven by AL-INVEST Verde<sup>1</sup>, we aim to mobilise EU know-how and investment in support of green transition-related alliances with the private sector in LA.

AL-INVEST Verde Component 1 under which the current call for proposals is being published is implemented by a consortium led by sequa. Thus, sequa is the contracting authority. sequa is a non-profit development organisation active globally. In close cooperation with the German business community, sequa has been implementing international cooperation projects and programmes since 1991. The focus of sequa's work is the promotion of the private sector.

The consortium partners are: Guatemalan Association of Exporters (AGEXPORT), Brazilian Confederation of Trade and Business Associations (CACB), Chamber of Industry, Commerce, Services and Tourism of Santa Cruz (CAINCO), Lima Chamber of Commerce (CCL), Employers' Confederation of the Mexican Republic (Coparmex Jalisco) and EUROCHAMBRES

### 1.2. Objectives of the programme, priorities and potential actions for this Call for Proposals

The **global objective** is to promote sustainable growth and jobs creation by supporting the transition towards a low-carbon, resource-efficient and a more circular economy in LA. The **specific objective** is that SMEs in LA adopt less polluting and more resource efficient products, processes and services while more sustainable consumption patterns are adopted by countries. The idea is to **turn climate and environmental challenges into opportunities**.

This Call for Proposals aims at **supporting innovative partnership projects between Latin American and European institutions and organisations**, which will pursue the global and specific objectives stated above.

Specifically, the following priorities will be pursued for this first call for proposals:

1. Sustainable, deforestation-free agri-food systems and value chains
2. Transition towards low carbon, resource efficient and circular business models

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<sup>1</sup> COMMISSION IMPLEMENTING DECISION on the financing of the annual action programme for 2020 - part II - in favour of the Latin American region to be financed from the general budget of the Union, PH/2020/8065 adopted on the 12/11/2020 by Commissioner Jutta URPIAINEN by empowerment procedure C/2014/8444



### 1.2.1 Lot 1: Sustainable, deforestation-free agri-food systems and value chains

The EU aims to support the global transition to sustainable agri-food systems. As a major exporter of agricultural products, Latin America has an important role to play in the global dimension of the European Green Deal. This Call for proposals provides opportunities for **supporting the private sector in the main agri-food value chains to adapt to this new context early on**, enhancing their competitiveness in the process.

There are several key drivers and benefits or combination thereof favouring the adoption of environmentally sustainable standards across the food sector:

- First, value creation strategies: focusing on the development of environmentally sustainable products that respond to consumers' demands, who are willing to pay a premium price, establish long-term customer relationships and exhibit increasing brand loyalty;
- Second, innovative production models: aimed at reducing costs (use of biomass, etc.) or increasing productivity (by restoring degraded fields, adapting farming techniques, etc.);
- Third, external incentives: financial flows are increasingly directed towards investments into environmentally friendly production methods and technologies;
- Fourth, regulatory obligations, including international commitments, or import requirements;
- Fifth, creation of new business models that can drive new job opportunities.

Consumers' and regulators' preference for sustainable products may also contribute to levelling the playing field for many MSMEs in the agri-food value chains. Sustainable production provides them with a range of strong selling value propositions that can be leveraged to differentiate their products and compete with larger corporations, enhance their competitiveness, and enter these specialized niches.

This is precisely the dynamic this Call for Proposals aims at enhancing, in line with the EU's own strategic commitment to sustainability in all its policies, encapsulated in the **European Green Deal**<sup>2</sup>.

A key element of the Green Deal is the preservation and restoration of ecosystems and biodiversity. Deforestation and forest degradation are occurring at an alarming rate, accelerating and aggravating climate change and the loss of biodiversity. The main driver of deforestation and forest degradation is the expansion of agricultural land. A growing world population is expected to increase the demand for agricultural land and put additional pressure on forests, while changing climate patterns will affect both food production and forest resilience, necessitating a shift to a sustainable production that is not leading to further deforestation and forest degradation.

The EU is among relevant global consumers of commodities associated with deforestation and forest degradation, but it lacks specific and effective rules to reduce its contribution to these phenomena. Consequently, in November 2021, the EU Commission proposed new rules to tackle deforestation and forest degradation<sup>3</sup> driven by consumption of certain commodities in the EU, currently being debated by the co-legislators. The preliminary selection of commodity value chains that are most relevant in terms of deforestation is proposed as follows: cattle, soya, palm oil, wood, cocoa, and coffee.

The regulation will only allow placing on the EU market, and exporting from it, products that are deforestation free and were produced in line with national laws. Thus, operators placing products covered by the deforestation regulation on the EU market or exporting from it will have to carry out due diligence, which includes strict traceability requirements throughout the whole value chain. This means that operators (and to certain extent traders) will have to be able to identify the exact origins of the commodities or products from the point of its production. They will have to assess their

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<sup>2</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1576150542719&uri=COM%3A2019%3A640%3AFIN>

<sup>3</sup> [https://ec.europa.eu/environment/publications/proposal-regulation-deforestation-free-products\\_en](https://ec.europa.eu/environment/publications/proposal-regulation-deforestation-free-products_en)



compliance and constructively engage with suppliers to advance and facilitate full compliance with deforestation-free supply chain requirements.

Moreover, product-specific due diligence legislation such as the deforestation regulation are complemented by the recently adopted proposal for an EU Corporate Sustainability Due Diligence Directive. It will set out a horizontal due diligence obligation for large companies operating on the EU market to foster their respect for human rights and the environment in their own operations and through their global supply chains. Specifically, this due diligence obligation means that companies will have to embed into their corporate policies risk management systems that allow them to identify, prevent and mitigate adverse human rights and environmental impacts of their operations and supply chains.

Another key component of the European Green Deal is the Farm to Fork Strategy<sup>4</sup>, for a fair, healthy and environmentally friendly food system<sup>5</sup>, which will require substantial changes in the way the food is produced, transformed and consumed in the EU. Adopted in May 2020, it proposes to increase organic farming, preserve biodiversity, protect the environment, tackle climate change and make sure that people get affordable, healthy and sustainable food.

Additionally, sustainability is one of the key objectives of EU trade policy, and the Commission is committed to including Trade and Sustainable Development (TSD) chapters in EU free trade agreements (FTA) as part of the EU's value-based trade agenda.

The EU-LA innovative partnership project proposals should present an integrated and comprehensive approach to reach the objectives of this Lot, including for example the following types of actions (non-exhaustive list):

Traceability solutions adapted to the MSMEs and small producers' organisations facilitating sustainable and deforestation-free trade flows in the main agri-food value chains; this can include:

- i. Practical and easy-to-apply guidelines, roadmaps and tools adapted for this purpose;
- ii. Development of systems for geolocation data of relevant products, supported where relevant by digital technologies;
- iii. Establishment and enforcement of existing animal registers as a basis for a comprehensive traceability system;
- iv. Monitoring systems for deforestation and forest degradation and actions to enhance linkages between monitoring systems and supply chain traceability systems.

Sustainable agricultural practices adapted to SMEs and small producers' organisations, e.g.:

- i. Development and application of sustainable agricultural practices allowing for intensification of production in existing areas rather than area expansion. This could include development of technology supported deforestation-free production systems with a focus on agroforestry (former pastures and other not-forested land), soil fertility, profit optimisation and product quality;
- ii. Agroforestry systems and sustainable and regenerative forest tree plantations (providing fuel for food processing and other wood products) not stemming from deforestation or forest degradation in landscapes combining agriculture and protection of natural forests;
- iii. Promotion, development and application of sustainable agricultural and existing agroforestry practices inspired by the Farm to Fork strategy - including organic farming; sustainable use of pesticides; protection of harvests from pests, diseases and forest fires outbreaks; improvement of animal welfare standards; reduction of carbon footprint, and promotion of bio economy;
- iv. Promotion of financial instruments that provide adequate incentives for sustainable agricultural and livestock practices in key value chains.

Dialogue, information sharing and research

- i. Promotion of multi-stakeholder initiatives aimed at integrating actions related to law enforcement, land-use planning, small growers' access to extension services, private sector sourcing commitments;

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<sup>4</sup> [https://ec.europa.eu/food/horizontal-topics/farm-fork-strategy\\_en](https://ec.europa.eu/food/horizontal-topics/farm-fork-strategy_en)

<sup>5</sup> COM (2020) 381 final of 20.05.2020



- ii. Mapping of value chain actors, and identification of opportunities, bottlenecks they face and potential solutions;
- iii. Promotion of exchanges between Latin American and European Business Associations on improvement of traceability in the supply chains prioritized under the deforestation legislation.

The projects should envisage development and actual application or replication mechanisms for effective outreach towards a large number of SMEs and/or small producers' organisations.

### **1.2.2 Lot 2: Transition towards low carbon, resource efficient and circular business models**

Sustainable Consumption and Production (SCP) was recognised as an integral part of the 2030 Agenda as a standalone Sustainable Development Goal (SDG 12). This aims to improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation.

The circular economy as economic model stresses the importance of maximizing the resource use and the lifecycle of products, integrating these concerns since the product design phase. This new concept of circularity is opposed to the linearity of our global economies, where resources are extracted to make single-use products or products that are disposed just after the use. The promotion of circular, greener economies has therefore the purpose of reducing pressure on natural resources and increasing the sustainability of value chains. Shifting to a circular economy means using less virgin material and more recycled inputs, reducing in this way a company's exposure to volatile raw material prices and increasing its resilience.

The circular aspect of the economic approach allows action to be taken in all steps of the design, production, trade, consumption and disposal of goods, encouraging sustainable consumption, enhancing the lifecycle of products and preventing waste. Measures taken under this Lot are set to create sustainable growth, new green business opportunities, and jobs while at the same time empowering producers, consumers and public buyers to focus on the circularity of goods, extending products' lifespan, generating less waste, and making sustainable products the new norm.

The benefits of adopting a business model based on circular economy are manifold:

- Creation of new profit/business opportunities;
- Creation of new business models, such as rentals or leasing contracts;
- Creation of new jobs (such as labour intensive recycling activities);
- Competitiveness in the global market;
- Material cost saving, due to lower virgin-material requirements;
- Stronger company's reputation;
- Establishment of long-term customer relationships, and improved customer interaction and loyalty.

In line with the 2030 Agenda, in March 2020, the EU Commission adopted the Circular Economy Action Plan (CEAP)<sup>6</sup>, as part of its agenda for sustainable growth and the Green Deal. The CEAP is a comprehensive body of legislative and non-legislative actions, whose aim is to transition the European economy from a linear to a circular model. The objective under this lot is to promote a similar systemic change in the EU partner countries, creating global synergies and sharing the related know-how.

In the Latin American context, a momentum for resources efficient, circular economic models is already emerging. In February 2021, the Coalition for the Circular Economy for Latin America and Caribbean was proposed within the framework of the XXII meeting of the Forum of Ministers of the Environment of LAC. The Coalition's aim is to implement a circular economy approach through collaboration between governments, businesses, and society as a whole. The private sector, including companies, small and medium-sized enterprises (SMEs), business associations, chambers of commerce, among others, can become allies of the Coalition.

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<sup>6</sup> [https://ec.europa.eu/environment/strategy/circular-economy-action-plan\\_en](https://ec.europa.eu/environment/strategy/circular-economy-action-plan_en)



**Lot 2** aims to finance initiatives in partner countries supporting the transition, capacitation and adoption of sustainable practices favouring low carbon, resource efficient and more circular economies in Latin America. The innovative partnership projects could promote sustainable economic practices for MSMEs along the project cycle phase, such as, *inter alia* (non-exhaustive):

Design phase: use of eco-innovation and eco-design approaches supported by new technologies, research and design of products with lower environmental impact in the entire life cycle, including use and end-of-life stage (utilising concepts as Eco-design, Cradle to cradle, Design for Recycling, Design for the Poor, etc.); new sustainable business models in the emerging green economy (ex. sustainable tourism practices adding value to local sustainable production; uptake of new business models based on renting goods, etc)

Production phase: introduction of clean energy sources and resource efficiency practices (e.g. energy, water, etc.); reduction of CO<sub>2</sub> emissions; industrial waste prevention/ minimisation/ reduction and management; promotion of circular economy and 3R practices (reduce, reuse, recycle approach) and business models; promotion of responsible business practices to change corporate policies benefitting the environment; compliance to EU and ISO standards for products, industrial processes and services, introducing technical innovations for cleaner production, where possible with indigenous or locally produced technology; improved resource efficiency (materials, water, energy); embedding in environmental management systems (e.g. ISO 14001, EMAS, and others) and application of environmental accounting systems and reporting systems (ESG);

Logistics and distribution phase: lowering CO<sub>2</sub> emissions in the distribution of products and services to retailers and consumers; enhancing traceability of goods (other than products covered by Lot 1).

Consumption and end-of-life management: Adoption of schemes of Extended Producer Responsibility (EPR); increase consumers awareness (promotion of recycling practices, avoidance of waste and in particular plastic waste, information on traceability and carbon footprint of products); development of credible, robust and ambitious eco-labelling schemes and procedures of environmental excellence; marketing of environmentally friendly products; facilitation of MSMEs funding for SCP-related innovations.

### Cross-cutting issues

The proposals will need to put forward concrete types of actions to ensure an effective replication and outreach towards a large number of MSMEs and small producers' organisations in Latin America taking into account the country and sector-specificities.

Those innovative projects to be funded under the two Lots of the Grant Scheme using **digital technologies** as an enabler for achieving sustainable development will be given advantage in the evaluation process.

The applicant consortium should pay special attention to envisage in their proposals a clear strategy for supporting **female and young entrepreneurs** and creating decent employment, particularly for youth and women<sup>7</sup>.

The current sanitary situation context must be duly taken into account in the proposal.

The innovative project proposals are encouraged to define actions to **identify bankable and large-scale replicable projects** as well as actions aiming at **job creation** in the Latin America countries.

### 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;
- purchase of computers, hardware and equipment at large (including vehicles, machinery), financial support to enterprises, on-off conferences, support to political parties, actions including proselytising, actions which discriminate individuals or groups on grounds of their sexual orientation, religious beliefs or lack of them, or their ethnic origin.

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<sup>7</sup> Youth hereby refers to persons between 17 and 29 years of age



### 1.2.3 Expected outcome

Each innovative partnership project should be designed in a way that it contributes to the objectives and results of the programme. In specific, each proposal should propose its contribution to achieving the following overarching outcomes and envisage monitoring of these indicators:

1. Number of SMEs adopting sustainable economic practices
2. Number of SMEs that obtain firm-specific sustainability standards certification or develop sustainability-enhancing traceability systems for their products
3. Number of full-time equivalent green jobs (disaggregated by sex and age) sustained/created as a direct result of support
4. Number of SMEs reporting increased turnover as a direct result of support received

In specific for Lot 1 the following outcomes are of relevance:

- Improved and enhanced traceability systems
- Improved sustainable, organic and regenerative production practices
- Promotion of sustainable agricultural practices inspired by the farm to fork strategy

In specific for Lot 2 the following outcomes are of relevance:

- New services and innovation for resource efficiency practices (e.g. energy, water, etc.)
- Reduction of CO<sub>2</sub> emissions
- Waste prevention/ minimisation/ reduction and management
- Promotion of circular economy

### 1.3. Possible Financial Support

The overall indicative amount made available under this call for proposals is EUR 10,000,000.

Lot 1: EUR 6,000,000

Lot 2: EUR 4,000,000

The contracting authority reserves the right not to award all available funds.

Any **grant requested** under this call for proposals must fall between the following minimum and maximum amounts:

- minimum amount: **EUR 250,000**
- maximum amount: **EUR 300,000**

Any grant requested under this call for proposals must apply for the following percentages of total eligible costs of the action:

Minimum 20% and Maximum **80%**

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 general budget of the European Union or the European Development Fund.

### 1.4. Duration

Each innovative project should have a duration between **20 and 30 months**.



## 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 attached sequa award guide to applicants published on the following address [www.alinvest-verde.eu](http://www.alinvest-verde.eu), which is applicable to the present call.

### 2.1. Eligibility criteria

There are three sets of eligibility criteria, relating to:

(1) the actors:

- The '**lead applicant**', i.e. the entity submitting the application form,
- its co-applicant(s),

(2) the actions:

- Actions for which a grant may be awarded

(3) the costs:

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

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

Each innovative project proposal should be submitted under the form of a partnership which has to include, as a minimum participation requirement, one legal entity from the European Union (or representing European private sector in LA such as bilateral chambers) and one legal entity from a Latin American country/sub-region where the action is to be implemented. This partnership does not imply a legal link between both/all entities.

Thus, if for example the lead applicant is from EU, the applicant **must act with a minimum of one co-applicant** from the other region, i.e. at least one co-applicant must be from the following Latin American countries: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela<sup>8</sup> **and vice versa**.

#### Lead applicant

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

- be a legal person **and**
- be non-profit-making **and**
- be established<sup>9</sup> in a Member State of the European Union or in one of the following eligible countries in Latin America: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela. UK entities are no longer eligible to any EU funded projects.

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<sup>8</sup> In accordance with Articles 2 and 16 of Regulation (EU) No 233/2014, because of the nature of the "EU- Latin America Alliance for Sustainable Growth and Jobs", under which this call for proposals is launched, as well the importance to ensure a complete regional coverage, the eligibility of the action extends exceptionally to Chile and Uruguay, as their participation subject to the differentiated approach is key to preserve the regional scope of the programme necessary to achieve its objectives.

<sup>9</sup> To be determined on the basis of the organisation's statutes, which should demonstrate that it has been established by an instrument governed by the national law of the country concerned and that its head office is located in an eligible country. In this respect, any legal entity whose statutes have been established in another country cannot be considered an eligible local organisation, even if the statutes are registered locally or a 'Memorandum of Understanding' has been concluded.



This obligation does not apply to international organisations  
and

- be a specific type of organisation:
  - (i) Business intermediaries representing the private sector, e.g. small and medium-sized enterprises<sup>10</sup>. These include, inter alia, chambers of commerce, bi- or multilateral chambers, sector-specific trade, industrial and professional associations, cooperatives, as well as sector-based agencies working with SMEs, or
  - (ii) Research centres, think tanks and other organisations focussing on innovation, digitalisation or transition to green economy

and

- be directly responsible for the preparation and management of the action with the co-applicant(s), not acting as an intermediary.

(2) Potential applicants may not participate in calls for proposals or be awarded grants if they are in any of the situations listed in Section 5 of the sequa award guide;

Lead applicants, co-applicants, and, in case of legal entities, persons who have powers of representation, decision-making or control over the lead applicant, the co-applicants are informed that, should they be in one of the situations of early detection or exclusion according to Section 5 of the sequa award guide, 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 and communicated to the persons and entities concerned in relation to the award or the execution of a grant contract. In this respect, provisionally selected lead applicants and co-applicants are obliged to declare that they are not in one of the exclusion situations through a **signed declaration on honour** (Annexed to the Application form).

In the application form Part II ('declaration(s) by the lead applicant'), the lead applicant must declare that the lead applicant himself and the co-applicant(s) are not in any of these situations.

**The lead applicant must act with co-applicant(s) as specified above.**

If awarded the grant contract, the lead applicant will become the beneficiary identified as the coordinator in the grant contract /special conditions). The coordinator is the main interlocutor of the contracting authority. It represents and acts on behalf of any other co-applicant and coordinates the design and implementation of the action.

### Co-applicants

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

**Co-applicants must satisfy the eligibility criteria applicable to the lead applicant.**

**In addition, co-applicants are allowed to**

- be a specific type of organisation such as :
  - (i) Business intermediaries representing the private sector, e.g. small and medium-sized enterprises. These include, inter alia, chambers of commerce, bi- or multilateral chambers, sector-specific trade, industrial and professional associations, cooperatives, regulatory bodies and agencies promoting trade, investment and commercial activities as well as sector-based agencies working with SMEs, or
  - (ii) Public agencies (typically, boards of investment, trade promotion agencies etc.) at local, national or regional level, or

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<sup>10</sup> [https://ec.europa.eu/growth/smes/sme-definition\\_en](https://ec.europa.eu/growth/smes/sme-definition_en)



- (iii) Research centres, think tanks and other organisations focussing on innovation, digitalisation or transition to green economy

**Co-applicants must sign the mandate in the application form Part II.**

If awarded the grant contract, the co-applicants will become beneficiaries in the action (together with the coordinator or lead applicant)

- (3) Applicants included in the lists of EU restrictive measures at the moment of the award decision cannot be awarded the contract<sup>11</sup>.

The following entities are not applicants and do not have to sign the 'mandate for co-applicant(s)':

**Contractors**

The beneficiaries are permitted to award contracts. Contractors have to be selected competitively and are subject to the procurement rules set out in Annex IV to the standard grant contract.

**2.1.2 Eligible actions: actions for which an application may be made****Definition**

An action is composed of a set of activities.

**Duration**

The planned duration of an action may not be less than 20 months nor exceed 30 months.

**Location**

Actions must take place in one or more of the following country(ies):

Latin American countries (as specified in 2.1.1). and Member States of the EU. The main part of actions must take place in one or more of the eligible Latin American countries. If an action takes place in more than one country, then one main country must be specified where the major part of activities will take place and hence this country will count when it comes to the calculation of the maximum amount of projects to be attributed in one country.

**Types of activity and sectors or themes**

Please see chapter 1.2 and 1.3

**Important consideration**

The partnerships selected within the present call will be invited by the contracting authority to attend training sessions, networking and benchmarking activities at the level of the overall AL-INVEST Verde Programme (i.e. training sessions on the grant contract financial procedures and on project performance indicators, AL-INVEST Verde stakeholders' annual meetings, workshops for exchange of experiences and best practices etc.). The above activities will be organised by the Management Team of the contracting authority. Attendance instructions and information will be given in due time. The applicant is therefore requested to allocate in its budget proposal an amount of EUR 20,000 (under the budget line 6.1) for the participation to the above activities. Some of the activities will be addressed to the partnership coordinators only while others will target the entire partnership and its representatives.

<sup>11</sup> The updated lists of sanctions are available at [www.sanctionsmap.eu](http://www.sanctionsmap.eu). Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails

**Financial support to third parties**

Applicants shall 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 sequa and the EU financing (see the Communication and Visibility Manual for AL-INVEST Verde actions specified and annexed to the grant contract).

**Number of applications and grants per applicants**

- The lead applicant may not submit more than one application under this call for proposals as lead applicant.
- The lead applicant may be a co-applicant in more than one application under this call for proposals at the same time.
- A co-applicant may be the co-applicant in more than one application under this call for proposals.
- A co-applicant may be awarded more than one grant as co-applicant under this call for proposals.
- In order to facilitate geographical distribution, it is envisaged to approve a maximum of 3 projects per country<sup>12</sup> per lot.

The overarching contract between EU and sequa stipulates that the financial support to third parties shall not exceed 300.000 EUR per party (for both lots). Thus, the lead and the co-applicants are requested to provide a tentative budget division on Sheet 4 of the Budget (Annex B).

**2.1.3 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 the following form:

- actual costs incurred by the beneficiaries;
- no simplified cost options except for per diems (unit costs). The unit cost should be checked ex-ante (before the signature of the contract). Afterwards, the unit cost cannot be put into question. It is in the applicants' interest to **provide a realistic and cost-effective budget**.

**Eligible direct costs**

To be eligible under this 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).

Salary costs of the personnel of national administrations may be eligible to the extent that they relate to the cost of activities which the relevant public authority would not carry out if the action was not undertaken.

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<sup>12</sup> Country means where the major part of actions will take place



Duties, taxes and charges, including VAT, paid and not recoverable by the beneficiaries (see article 14.1 i) of the General Conditions – Annex II). In order to be eligible, the beneficiary (the lead applicant, each co-applicant) will provide a certificate from its tax administration stating that they are not recoverable.

Except for per diems according to the relevant EU list<sup>13</sup>, so called “simplified cost options” or lump sums are not permitted.

### **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 3%** 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 lead applicant may be asked to justify the percentage requested before the grant contract is signed. However, once the flat rate has been fixed in the special conditions of the grant contract, no supporting documents need to be provided.

If any of the applicants 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 and volunteers’ work**

Contributions in kind and volunteers’ work are not accepted as eligible costs.

### **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 European Union (including through EDF) grant;
- purchases of land or buildings, except where necessary for the direct implementation of the action, in which case ownership must be transferred in accordance with Article 7.5 of the general conditions of the standard grant contract, at the latest at the end of the action;
- currency exchange losses;
- credit to third parties.

### **Ethics clauses and Code of Conduct**

#### **a) Absence of conflict of interest**

The applicant must not be affected by any conflict of interest and must have no equivalent relation in that respect with other applicants or parties involved in the actions. Any attempt by an applicant to obtain confidential information, enter into unlawful agreements with competitors or influence the evaluation committee or the contracting authority during the process of examining, clarifying, evaluating and comparing applications will lead to the rejection of its application and may result in administrative penalties according to the Financial Regulation in force.

#### **b) Respect for human rights as well as environmental legislation and core labour standards**

The applicant and its staff must comply with human rights. In particular and in accordance with the applicable act, applicants who have been awarded contracts must comply with the environmental legislation including multilateral environmental agreements, and with the core labour standards as applicable and as defined in the relevant International Labour Organisation conventions (such as the conventions on freedom of association and collective bargaining; elimination of forced and compulsory labour; abolition of child labour).

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<sup>13</sup> [https://ec.europa.eu/international-partnerships/documents-library\\_en?keyword=per%20diem%20rates](https://ec.europa.eu/international-partnerships/documents-library_en?keyword=per%20diem%20rates)

**Zero tolerance for children and labour exploitation, sexual exploitation, abuse and harassment:**

The European Commission applies a policy of 'zero tolerance' in relation to all wrongful conduct, which has an impact on the professional credibility of the applicant.

The applicant and co-applicants shall have in place policies and practices to prevent any type of children labour exploitation, physical abuse or punishment, or threats of physical abuse, sexual abuse or exploitation, harassment and verbal abuse, as well as other forms of intimidation.

**c) Anti-corruption and anti-bribery**

The applicant shall comply with all applicable laws and regulations and codes relating to anti-bribery and anti-corruption. The European Commission reserves the right to suspend or cancel project financing if corrupt practices of any kind are discovered at any stage of the award process or during the execution of a contract and if the contracting authority fails to take all appropriate measures to remedy the situation. For the purposes of this provision, 'corrupt practices' are the offer of a bribe, gift, gratuity or commission to any person as an inducement or reward for performing or refraining from any act relating to the award of a contract or execution of a contract already concluded with the contracting authority.

**d) Unusual commercial expenses**

Applications will be rejected or contracts terminated if it emerges that the award or execution of a contract has given rise to unusual commercial expenses. Such unusual commercial expenses are commissions not mentioned in the main contract or not stemming from a properly concluded contract referring to the main contract, commissions not paid in return for any actual and legitimate service, commissions remitted to a tax haven, commissions paid to a payee who is not clearly identified or commissions paid to a company which has every appearance of being a front company.

Grant beneficiaries found to have paid unusual commercial expenses on projects funded by the European Union are liable, depending on the seriousness of the facts observed, to have their contracts terminated or to be permanently excluded from receiving EU/EDF funds.

**e) Breach of obligations, irregularities or fraud**

The contracting authority reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial breach of obligations, irregularities or fraud. If substantial breach of obligations, irregularities or fraud are discovered after the award of the contract, the contracting authority may refrain from concluding the contract.

## 2.2. How to apply and the procedures to follow

To apply for this open call for proposals the lead applicants need to:

- I. Provide an outline of the concept (Part I)
- II. Provide information about the organisations involved (lead applicant, co-applicant) in the action in the second part of the application form (Part II)
- III. Draft a full application in Part III including the budget with 4 sheets

All parts have to be uploaded at the same time before the **deadline on 27.06.2022 at 12hrs pm (noon)** Brussels time.

Registration via the programme's website at [www.alinvest-verde.eu](http://www.alinvest-verde.eu) and upload of documents to the call for proposals platform is obligatory.

**In case of technical questions please consult the manual SEQUA.ALIV-Manual.pdf**



**The lead applicant is strongly advised not to wait until the last day to submit** its proposal, since heavy Internet traffic or a fault with the Internet connection (including electricity failure, etc.) could lead to difficulties in submission. The contracting authority cannot be held responsible for any delay due to such afore-mentioned difficulties.

### **2.2.1 Concept Outline (Part I)**

Applications must be submitted in accordance with the outline of the application respecting font and page restrictions (see Annex *Application Form*).

Applicants must apply in Spanish or English.

Please note that:

1. The elements outlined in the concept may not be modified in the full application. Provide information to the respective chapter headlines.
2. Own contributions by the applicants can be replaced by other donors' contributions at any time.
3. In the first stage only the concept outline will be evaluated. It is therefore of utmost importance that this document contains ALL relevant information concerning the action. No additional annexes should be sent.
4. For Part I no attachments, annexes or supporting documents are requested.
5. Any error or major discrepancy related to the concept note instructions may lead to the rejection of the concept outline.
6. Clarifications will only be requested by the contracting authority when information provided is not sufficient to conduct an objective assessment.
7. Only electronically uploaded and timely concept outlines will be evaluated. Hand-written concept outlines will not be accepted.
8. Only applications where the concept outline has satisfied the minimum criteria will be evaluated further.

### **2.2.2 Applicant's eligibility (Part II)**

Applicants need to prove that they possess the necessary professional, technical and financial capacity to implement the suggested action. Thus, in Part II all applicants shall demonstrate their staff capacities, their technical experience and fields of specialisation as well as their sound financial status. Therefore, supporting documents like proof of registration, VAT number or equivalent, articles of association, audit reports, balance sheets accordingly for each applicant and co-applicant need to be attached.

Please note that:

1. Declarations and mandates must be signed
2. Applicants must apply in English or Spanish. All key documents will be provided in English, Spanish and Portuguese. In case of discrepancies the English version shall prevail. Supporting documents can be in any of the EU languages if a summary in English, Spanish or Portuguese is provided.
3. The Legal Entity Sheet and the Declaration of Honour need to be uploaded.
4. Clarifications will only be requested by the contracting authority when information provided is not sufficient to conduct an objective assessment.



5. Only electronically uploaded and timely concept outlines will be evaluated. Hand-written information will not be accepted.
6. Only applications where the Part II has satisfied the minimum criteria will be evaluated further.

### **2.2.3 Full Application Part III**

Applications must be submitted in accordance with the outline of the application respecting font and page restrictions.

Applicants must apply in English or Spanish.

Please note the following:

1. The elements outlined in the concept may not be modified in the full application.
2. Provide information to all the respective chapter headlines. Please complete the full application form carefully and as clearly as possible so that it can be assessed properly.
3. Own contributions by the applicants can be replaced by other donors' contributions or other sources than EU at any time.
4. In the third stage the full application will be evaluated. It is therefore of utmost importance that this document contains ALL relevant information concerning the action.
5. For Part III the only annex is the budget with 4 sheets in excel format. No other attachments, annexes or supporting documents are requested.
6. Any error or major discrepancy related to the application instructions may lead to the rejection of the entire application.
7. Clarifications will only be requested when information provided is not sufficient to conduct an objective assessment.
8. Only electronically uploaded and timely applications will be evaluated. Hand-written applications will not be accepted.

### **2.2.4 Information sessions and questions**

Several Information sessions will be held virtually and in presence. Attendance is advised but optional i.e. not mandatory. Please regularly check the website at [www.alinvest-verde.eu](http://www.alinvest-verde.eu) and please register prior at the B2Match platform that will be indicated on the website.

**Questions** may be sent by e-mail and in the format provided no later than 21 days before the deadline for the submission of applications to the addresses listed below, indicating clearly the reference of the call for proposals:

E-mail address: [call-for-proposals1@alinvest-verde.eu](mailto:call-for-proposals1@alinvest-verde.eu)

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 the applications.

To ensure equal treatment of applicants, the contracting authority cannot give a prior opinion on the eligibility of lead applicants, co-applicants, or an action.

No individual replies will be given to questions. All **questions and answers** as well as other important notices to applicants during the course of the evaluation procedure, will be published on the call for proposal platform as the need arises. An automated Email will be sent to the registered addresses. It is advisable to regularly consult the SPAM folder and from time to time the abovementioned website in order to be informed of the questions and answers published.



## 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 applications 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 Section 2.1, the application will be rejected on this sole basis.

### 2.3.1 STEP 1 Opening, administrative check and concept outline evaluation

During the opening and administrative check the following will be assessed:

- If the deadline has been met. Otherwise, the application will be automatically rejected.
- If the concept satisfies all instructions of the application form. This includes also an assessment of the eligibility of the action. 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 outlines that pass this check will be evaluated on the relevance and design of the proposed action. The concepts can receive an overall score out of 20 using the breakdown in the evaluation grid below.

The evaluation criteria are divided into headings and subheadings. Each subheading will be given a score between 0 and 2.

#### Evaluation Grid Part I

Section	Maximum Score
1. Relevance of the action	10
1.1. How relevant is the proposal to the objectives, envisaged outcomes and priorities of the call for proposals and to the specific themes/sectors/areas or any other specific requirement stated in the guidelines for applicants? Are the expected results of the action aligned with the priorities and outcomes defined in the guidelines for applicants?	2*2
1.2. How relevant is the proposal to the problems identified in the target country(ies), region(s) and/or relevant sectors?	2
1.3. How clearly defined and strategically chosen are those involved (final beneficiaries, target groups)?	2
1.4. Does the proposal contain particular added-value elements (e.g. innovation, best practices, digitisation)?	2
2. Design of the action	10
2.1. How coherent is the overall design of the action? Does the proposal indicate the expected results to be achieved by the action? Does the intervention logic explain the rationale to achieve the expected results?	2*2
2.2. Does the design reflect a robust analysis of the problems involved, and the capacities of the relevant stakeholders?	2
2.3. Does the design foresee mechanisms to ensure sustainability?	2
2.4. To which extent does the proposal integrate relevant cross-cutting elements such as women and youth, job creation and MSME outreach as well as development of replicable and bankable projects.	2
<b>Maximum total score</b>	<b>20</b>



Once all concept outlines 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 12** will be considered for pre-selection.

Secondly, the number of applications will be reduced, taking account of the ranking, to the number of concept outlines whose total aggregate amount of requested contributions is equal to 200% the available budget for each lot of this call for proposals.

### 2.3.2 STEP 2 Evaluation of the applicant's eligibility and capacity

Firstly, the following will be assessed:

- If the declaration and mandate(s) have been signed accordingly.
- If the required supporting documents are attached and in the language permitted; i.e.
  - The statutes or articles of association of the lead applicant and of each co-applicant
  - The lead applicant must provide an audit report produced by an approved external auditor where it is available, and always in cases where a statutory audit is required by EU or national law. That report shall certify the accounts for the last 3 financial years available
  - A copy of the lead applicant's accounts of the last three years (the profit and loss account and the balance sheet)
- If the applicants satisfy all the criteria specified in section 2.1 of the guidelines for applicants. 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 selection criteria** help to evaluate the applicant's and co-applicants' operational capacity, technical and the lead applicant's financial capacity and are used to verify 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 (this only applies to lead applicants);
- have the management capacity, professional competencies and qualifications required to successfully complete the proposed action.

For the purpose of the evaluation of the financial capacity, lead applicants must ensure that the relevant information and documents (i.e. accounts of the latest financial year and external audit report, where applicable) have been attached.

If the total score for Part II (financial, technical and operational capacity) is less than 12 points, the application will be rejected. If the score for at least one of the subsections under Part II is 1, the application will also be rejected. The applications that pass this check will be further evaluated.

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.

#### Evaluation Grid Part II

Section	Maximum Score
1. Financial, technical and operational capacity	20
1.1. Do the applicants have sufficient in-house experience of project management?	5
1.2. Do the applicants have sufficient technical in-house expertise (especially knowledge of the issues to be addressed)?	5
1.3. Do the applicants have sufficient management in-house capacity (including staff, infrastructure and ability to handle the budget for the action)?	5
1.4. Does the lead applicant have stable and sufficient sources of finance?	5



### 2.3.3 STEP 3 Evaluation of the full application

Firstly, the following will be assessed:

- If the full application satisfies all the criteria specified in the guidelines. This includes also an assessment of the eligibility of the action. 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 full applications that pass this check will be further evaluated on their quality, including the proposed budget (see the template for the budget). They will be evaluated using the evaluation criteria in the evaluation grid below.

**The award criteria** help to evaluate the quality of the applications in relation to the objectives and priorities set forth in the guidelines, 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 Part III / entire application

Section	Maximum Score
1. Relevance and general outline of the action (here the <b>result of the evaluation of the concept outline Part I</b> will be used)	20
2. Design of the action	20
2.1. How convincing is the design of the action? Is the relationship between results and outcome logical? Is the design of the action likely to achieve the planned indicators?	5
2.2 Are the activities proposed appropriate, practical, and consistent with the envisaged outputs and expected outcome(s) described in 1.2.3?	5
2.3 Does the proposal/Logical Framework include credible baseline, targets and sources of verification/data? If not, is a baseline study foreseen (and is the study budgeted appropriately in the proposal)?	5
2.4 Does the design reflect a robust analysis of the problems involved, and the capacities of the relevant stakeholders?	5
3. Implementation approach	15
3.1. Is the action plan for implementing the action clear and feasible? Is the timeline realistic?	5
3.2. Does the proposal include an effective and efficient monitoring system? Is there an evaluation planned (previous, during or/and at the end of the implementation)?	5
3.3. Is the co-applicant(s)'s and other stakeholders level of involvement and participation in the action satisfactory?	5
4. Sustainability of the action	10
4.1. Is the action likely to have a tangible impact on its target groups?	5
4.2. Are the expected results of the proposed action sustainable?	5



Section	Maximum Score
- Financially (e.g. financing of follow-up activities, sources of revenue for covering all future operating and maintenance costs) - Institutionally (will structures allow the results of the action to be sustained at the end of the action? Will there be local 'ownership' of the results of the action? Scope for replication?) - Environmentally (will the action have a negative/positive environmental impact?)	
5. Budget and cost-effectiveness of the action	15
5.1. Are the activities appropriately reflected in the budget?	5
5.2. Is the ratio between the estimated costs and the expected outcomes and results (e.g. number of reached SMEs) satisfactory?	5*2
6. Financial, technical and operational capacity (here the result form the <b>evalaution of Part II</b> will be used)	20
Maximum total score	<b>100</b>

### Provisional selection

After the evaluation, a table will be drawn up for each lot listing the applications ranked according to their score. The highest scoring applications will be provisionally selected until the available budget for this call for proposals is reached. In addition, a reserve list will be drawn up following the same criteria. This list will be used if more funds become available during the validity period of the reserve list.

The evaluation committee will finalise the evaluation and establish **per lot a list of provisionally selected proposals pending eligibility check**. These proposals are ranked according to the total scores obtained by each application taking into consideration that a **maximum of three projects per country per lot** may be awarded under this call for proposals. A reserve list will be also drawn up following the same approach.

### 2.3.4 STEP 4 Verification of eligibility of the applicants

The eligibility verification will be performed on the basis of the supporting documents requested by the contracting authority. It will by default only be performed for the applications that have been provisionally selected according to their score and within the available budget for this call for proposals.

- The declaration by the lead applicant will be cross-checked with the supporting documents provided by the lead applicant. Any missing supporting document or any incoherence between the declaration by the lead applicant and the supporting documents may lead to the rejection of the application on that sole basis.
- The eligibility of applicants will be verified and re-checked.
- The supporting documents of Part II will be cross-checked, additional documents requested if deemed necessary.

Any rejected application will be replaced by the next best placed application on the reserve list that falls within the available budget for this call for proposals.



## 2.4. Submission of supporting documents for provisionally selected applications

A lead applicant whose application 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 lead applicant and the one of the co-applicant(s):

The following documents must be provided:

1. Legal entity sheet (see Annex D of these guidelines) duly completed and signed by each of the applicants (i.e. by the lead applicant and by each co-applicant), accompanied by the justifying documents requested there.
2. A financial identification form of the lead applicant (not from co-applicant(s)) conforming to the model attached as Annex V of these guidelines, certified by the bank to which the payments will be made. This bank should be located in the country where the lead applicant is established. If the lead applicant has already submitted a financial identification form in the past for a contract where sequa 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.
3. The lead applicant as well as all co-applicants shall fill in and sign the declaration on honour certifying that they are not in one of the exclusion situations (see Annex H).
4. A self-evaluation regarding the internal Policy and Procedures against Sexual Exploitation, Abuse and Harassment (SEA-H) of lead applicant and co-applicant (see Annex L).

The requested supporting documents must be supplied as scanned versions (i.e. showing legible stamps, signatures and dates) of the said originals.

Where such documents are not in one of the official languages of the European Union or in the language of the countries where the action is implemented, a translation into English or Spanish of the relevant parts of these documents proving the lead applicant's and, where applicable, co-applicants' eligibility, must be attached for the purpose of analysing the application.

Where these documents are in an official language of the European Union other than the language(s) of the call for proposals, it is **strongly** recommended, in order to facilitate the evaluation, to provide a translation of the relevant parts of the documents, proving the lead applicant's and co-applicants' eligibility, into English.

If the abovementioned supporting documents are not provided before the deadline indicated in the request for supporting documents sent to the lead 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.

## 2.5. Notification of the Contracting Authority's decision

The lead applicants will be informed in writing of the contracting authority's decision concerning their application and, if rejected, the reasons for the negative decision. A respective notification will be sent by e-mail to the applicant and may be downloaded in the applicant's account on the call for proposal platform.

An applicant believing that it has been harmed by an error or irregularity during the award process may lodge a complaint.



## 2.6. Indicative timetable

	DATE
1. Information meeting (if any)	See list under 2.2.4.
2. Deadline for requesting any clarifications from the contracting authority	03.06.2022
3. Last date on which clarifications are issued by the contracting authority	15.06.2022
4. Deadline for submission of entire application	27.06.2022, 12 hrs noon (CET)
5. Information to lead applicants on the evaluation of the full applications (tentative)	Beginning of September
6. Notification of award (tentative)	Mid September
7. Contract signature (tentative)	October 2022

All times are in the time zone of the country of the contracting authority.

This indicative timetable refers to provisional dates and may be updated by the contracting authority during the procedure.

### LIST OF ANNEXES

#### Documents for Application

- Annex A Grant application form (Word format)
- Annex B Budget (Excel format)
- Annex H Declaration of Honour
- Annex D Legal Entity Sheet
- Grant Award Guide for Information

#### Documents for Implementation

- Grant Contract Template - Special Conditions
- General Conditions
- Financial Identification Form (Annex V)
- Communication and Visibility Guide (Annex X)
- Financial Management Guide (Annex M)
- Tax Regime (Annex J)
- Procurement Principles (Annex IV)
- List of Inventory (Annex IXa)
- Transfer of Ownership (Annex IXb)
- Payment Request (Annex Va)
- Templates final technical report (Annex Via)
- Templates Financial Report, Moneytracker and Salary Statement (Annex VI)
- ToRs Expenditure Verification and Audit (Annex VII)
- Financial Guarantee Pre-Financing (Annex VIII)
- SEA-H Self assessment (Annex L)