



CARE – Contribution to Access of Refugees and IDPs to Rights and
Employment Opportunities



PROJECT FUNDED BY THE EUROPEAN UNION

GUIDELINES FOR APPLICANTS - SERBIA

SUB - GRANTING PROGRAMME

CARE – Contribution to Access of Refugees and IDPs to Rights and

Employment Opportunities

BUDGET LINE 6.2. and 6.3

PROGRAMME COORDINATOR: Center for Regionalism

DONOR: European Union, DG NEAR

Deadline for submission of full application: December 15th, 2018 at 16:00 (CET)



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Name of the Action	CARE - Contribution to Access of Refugees and IDPs to Rights and Employment Opportunities
Donor	European Union, DG NEAR
Programme Coordinator	Center for Regionalism, on behalf of the Igman Initiative
Overall objective of the Action	Support the sustainability of and civic engagement in the Regional Housing Programme (RHP)
Specific objectives of the Action	1) Improve access to data and analysis on the sustainability of the Regional Housing Programme, 2) Enhance RHP beneficiaries' livelihoods, access to rights, and local integration
Target group	Civil society organization (CSOs) in Bosnia and Herzegovina, Croatia and Serbia
Indicative table	Deadline for submission of full applications: December 15 th , 2018 Results of the evaluation of full application: January 15 th 2019 Contract signature: January 20 th , 2019 Start of awarded projects: February 1 st , 2019 Awarded project duration: February 1 st 2019 – March 30 th , 2020 Presentation of project results to the European Commission: August 2020



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1. BACKGROUND

In November 2011, the four Ministers of Foreign Affairs of the Partner Countries signed a Joint Declaration together with a Framework Programme in which it was agreed that a RHP should be established. An international donors' conference took place in Sarajevo on April 24, 2012 where the international donors, including the European Commission, pledged the amount of EUR 261 million. After some years of implementation, the RHP is in full swing with a total of 3,000 housing solutions foreseen to be delivered to beneficiaries this year.

The Action will be fully coordinated with activities related to the Regional Housing Programme (RHP) implementation. The RHP (<http://regionalhousingprogramme.org/>) is only part of a wider regional process that encompasses the undoubtedly most important issue of housing care, but also all other problems refugees and displaced persons are faced with. The objective of the RHP, which consists of four Country Housing Projects (CHPs), is to make a substantial contribution to the satisfactory resolution of the protracted problem of the remaining refugees and displaced persons in the Partner Countries (PC) by providing long-lasting, sustainable housing solutions. One of the assumption and preconditions for the fulfillment of the RHP's objective of durable housing solutions is that PCs ensure the long-term sustainability of the housing solutions, through socio-economic integration of the end-beneficiaries into the local communities.

ON-GOING PROJECTS

	BOSNIA AND HERZEGOVINA	CROATIA	MONTENEGRO	SERBIA
Number of projects approved	6	9	8	8
Number of housing units concerned	3 139	412	681	7 129
Housing units delivered	820	328	250	2 392

As project deliverables become available, the attention is turning to ensuring sustainability of the programme, or, better put, that housing solutions provided are durable in the full sense of the word. This means that not only should beneficiaries have access to a sound housing connected to sewage, water and electricity, but they should also be able to generate some revenue, and, importantly have access to their citizen's rights, be this expressed as access to social services, education, health insurance, pension rights, or rights to citizenship.

This Action will work to support continued attention to the elements that build durable solutions for RHP beneficiaries. It will do so both by offering data collection services to RHP governments, and by giving the opportunity to CSOs active in the field to offer specific support that can enhance the livelihoods and rights of RHP beneficiaries, or help integration in wider terms.



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1.1. OBJECTIVES OF THE SUB-GRANTING PROGRAMME

Sub-granting programme is funded under the Action “CARE - Contribution to Access of Refugees and IDPs to Rights and Employment Opportunities” reference number IPA/2017/ 394-290, funded by the European Commission under Component 5 of the Multi-Country Civil Society Facility and Media Programme 2016-2017.

The overall objective of the sub-granting programme is to contribute to technical, socio-cultural and economic sustainability of the Regional Housing Programme by increasing the effectiveness of CSOs in undertaking the initiatives focused on RHP end-beneficiaries.

The sub-granting programme is coordinated by the Center for Regionalism (Serbia) and will be implemented in Bosnia and Herzegovina, Croatia, Montenegro and Serbia. The co-coordinating organizations and authorized representatives in other countries are Forum of Tuzla Citizens (FTC), Civic Committee for Human Rights (CCHR), Initiative for Regional Cooperation, respectively.

Specific objectives of the sub-granting programme are:

1. To support government’s sustainability monitoring through participatory collection of three areas of RHP sustainability data: a) Technical (housing-related), b) Socio-economic (livelihood-related), c) Socio-cultural (rights-related);
2. To contribute to the RHP sustainability in the areas of rights and livelihoods of the RHP end-beneficiaries.

1.2. PRIORITIES OF THE SUB-GRANTING PROGRAMME FOR SERBIA

Of 537,937 refugees, registered in Serbia in 1996, 350,000 received Serbian citizenship, making it one of the vastest integration processes in modern Europe. There are approximately 28,000 refugees living in Serbia today, with the decrease in the number resulting from their integration in the Republic of Serbia. The majority of refugees opted to stay and permanently settle in Serbia after acquiring citizenship, whereas a number of them returned and the rest decided to move to other countries. The settlement of the refugee problem is a long and a complex process. For all these years, the Republic of Serbia has been providing housing for the most vulnerable refugee families in a concerted manner, financed from budget and donor funds. However, the funds available were disproportionate to the needs. Serbia played an important role in promoting a regional initiative that resulted in the establishment of the Regional Housing Programme (RHP).



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The Government of the Republic of Serbia, together with its partners, remains strongly committed to the implementation of the RHP that will provide housing for 18,000 refugee families in Serbia. The RHP implementation is now in full swing. As of June 2018, RHP has already provided housing to 2,000 most vulnerable refugee families in Serbia. The RHP is currently one of the biggest construction sites in the Republic of Serbia and the region, since more than 30 sites have been opened across Serbia, and it is expected that new beneficiaries will move into their flats, whose construction is now in the final stages. Serbia, today, is implementing seven sub-projects within the framework of the RHP, for a total grant amount of EUR 140 million. Serbia is close to accommodating almost two thousand families under this Programme. The RHP management is aware that the provision of housing units alone cannot be a durable solution, hence the sustainability, i.e. infrastructure and the social and economic conditions for the sustainable return and integration of refugees, needs to be ensured. RHP Country Housing Project in Serbia consists of 8 Sub-Projects, with the extension of the Sub-Project SRB4, designed to provide durable housing solutions through delivery of apartments, pre-fabricated houses, village houses and construction material to the following two categories:

- CATEGORY I (2%) includes all 1991-1995 refugees, regardless of their status, who are residents of collective centres or other forms of collective accommodation, either formal or informal ones,
- CATEGORY II (98%) includes all 1991-1995 vulnerable refugees, accommodated privately and all former occupancy right holders without a durable solution in their country of origin or reception country.

The target group of this Call for Proposals are the beneficiaries of the Sub-projects SRB1, SRB2 and SRB4, recipient of the construction material, i.e. most vulnerable families who have health issues, conditions and diseases, with limited income from pension, social benefits, or daily wages, and cannot afford the installation of the construction material. The families have been selected by the Commissariat for Refugees and Migration of the Republic of Serbia, OSCE and UNHCR. The following priorities have been given for each LOT under the Sub-grating Programme for Serbia:

Elements of the sub-granting programme	Serbia
Target groups	LOT 1 Representative sample of the end beneficiaries of the RHP Country Housing Project for Serbia, as determined on the basis of the methodology developed by the Commissariat for Refugees and Migration, OSCE and UNHCR. LOT 2 End beneficiaries of the RHP Sub-Projects SRB1, SRB2, SRB4 who received construction material, i.e. most vulnerable families, as selected by the Commissariat for Refugees and Migration, OSCE and UNHCR, residing in Apatin, Vršac, Pančevo, Šid, Odžaci, Kikinda, Čoka, Sombor, Stara Pazova, Ruma, Bačka Topola.



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Activities	LOT 1 - Conduct interviews and fill questionnaires developed by SCRM/UNHCR/OSCE LOT 2 - Provide installation of the construction material in the municipalities of Apatin, Vršac, Pančevo, Šid, Odžaci, Kikinda, Čoka, Sombor, Stara Pazova, Ruma, Bačka Topola, to the families selected by the Commissariat for Refugees and Migration; - Provision, delivery, monitoring and completion of the following work: masonry; plate construction (fert beams, concreting); plastering, plating and painting; roofing with insulation; ceramic works; laying of cement screed and laminate; installation of joinery; installation of sanitary facilities; facade construction.
Objectives	LOT 1 - To support government's sustainability monitoring through participatory collection of RHP sustainability data on socio-economic status of RHP beneficiaries in cooperation with the Commissariat for Refugees and Migration; - LOT 2 - To contribute to the RHP sustainability in the areas of livelihoods of the RHP end-beneficiaries, through assistance with installation of the construction material to most vulnerable families selected within sub-projects SRB1, SRB2 and SRB4
LOT 1	16,000 €
LOT 2	104,000 €
TOTAL	120,000 €

The different types of activities eligible for financial support, on the basis of a fixed list have been defined for both LOTs.

LOT 1

Types of activities which may be financed under this component are the following:

- Field visits and interviews with 800 selected RHP beneficiary families based on the list provided by the Commissariat for Refugees;
- Filling questionnaires developed by SCRM/UNHCR/OSCE.

LOT 2

Types of activities which may be financed under this lot are the following:

Providing specific forms of assistance and support to the beneficiaries of the SRB1, SRB2, and SRB4 Sub-project for attaining technical and socio-economic sustainability of RHP Sub-projects in targeted municipalities for sustainability purposes, e.g.:

- Direct assistance to RHP beneficiaries with the installation of the construction material in the municipalities of Apatin, Vršac, Pančevo, Šid, Odžaci, Kikinda, Čoka, Sombor, Stara Pazova, Ruma, Bačka Topola, to the families selected by the Commissariat for Refugees and Migration;
- Procurement, delivery, monitoring and completion of the following work, based on the list provided by the Commissariat for Refugees and Migration: masonry; plate construction (fert beams, concreting); plastering, plating and painting; roofing with insulation; ceramic works;



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laying of cement screed and laminate; installation of joinery; installation of sanitary facilities; facade construction;

1.3. FINANCIAL ALLOCATION PROVIDED FOR EACH LOT

The overall indicative amount made available under this Call for Proposal for Serbia is € 120,000

Indicative allocation of funds by lot

LOT 1 - Improvement access to data and analysis on the sustainability of the Regional Housing Programme - € 16,000

LOT 2 - Enhancement RHP beneficiaries' livelihoods and local integration - € 104,000

Any grant requested under LOT 1 must fall between the following minimum and maximum amount:

- Minimum amount: EUR 8,000
- Maximum amount: EUR 16,000

Any grant requested under LOT 2 must fall between the following minimum and maximum amount:

- Minimum amount: EUR 10,000
- Maximum amount: EUR 40,000

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

Minimum percentage: 75% of the total eligible cost of the Project

Maximum percentage: 90% of the total eligible cost of the Project

2. RULES OF SUB-GRANTING PROGRAMME

These guidelines set out the rules for the submission, selection and implementation of the actions financed under this call, in conformity with the Practical Guide, which applicable to the present call (available at <http://ec.europa.eu/europeaid/prag/document.do?nodeNumber=6.5>)

2.1. Eligibility of applicants

In order to be eligible for sub-grant the applicant must

- be a legal person and,
- be non- profit making and,
- be civil society organizations and,
- be registered in Serbia,



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- be directly responsible for the preparation and management of the action, not acting as an intermediary and,
- be experienced and able to demonstrate their capacity to manage larger scale activities corresponding to the size and type of the project for which a grant is being requested.

Applicants will be excluded from participation in the call or from the allocation of grants if, at the time of submission of project proposals, they are in one of the below situations:

- they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- they have been guilty of grave professional misconduct proven by any means which the Contracting Authority can justify;
- they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the economy in which they are established or with those of the economy of the Contracting Authority or those of the economy where the contract is to be performed;
- they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization or any other illegal activity;
- they are subject to a conflict of interest;
- they are guilty of providing false information to an authorized contractual party, which are required as a precondition for participation in the call for submission of project proposals or if they fail to submit the required information;
- they tried to obtain confidential information, exert influence over the Evaluation Committee or authorized contractual party during project proposals evaluation process.

2.1. Other organizations and/or institutions involved in the project

Collaborators

Other organizations and/or institutions may be involved in the project. Such organizations – collaborators have an actual role in the implementation of activities but cannot receive any part of the grant.

2.2. Number of full applications per applicant

An applicant may:

- Submit more than one application under this Call for Proposals, for each LOT one at the same time.

An applicant may at the same time be collaborator - in another application. Collaborators may take part in more than one application.



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2.3. Eligibility of activities

2.3.1. Location of implementation of activities

Project activities must be implemented in the municipalities listed in the Call for Proposals, on the territory of the Republic of Serbia where the applicants are based and active.

2.3.2. Duration

The project that will be entitled with financial support are not supposed to have a duration less than 6 months or more than 12 months.

2.3.3. Ineligible activities

The following types of activities are not eligible for financial support:

- Activities concerned only or mainly with individual sponsorships for participation in workshops, seminars, conferences, congresses;
- Activities concerned only or mainly with individual scholarships for studies or training courses;
- Activities supporting political parties;
- Core funding of the applicant or (where relevant) its partners;
- Activities aiming predominantly at charitable donations and profit-making activities;
- Activities which already funded by other programmes and undertaken before the date of contract signature.

2.4. Eligible cost

Only 'eligible costs' will be covered by sub-grants. The reimbursement of eligible costs will be based on the actual costs incurred by the sub-grant Beneficiary. The amounts or rates have to be based on estimates using objective data such as statistical data or any other objective means or with reference to certified or auditable historical data of the applicants of the sub-granting programme. The methods used to determine the amounts in the budget must ensure that the costs correspond fairly to the actual costs incurred by the sub-grant beneficiary, are in line with their accounting practices, no profit is made and the costs are not already covered by other sources of funding (no double funding). Recommendations to award a sub-grant will be subject to the condition that the checks preceding the signing of the contract did not reveal problems requiring changes to the budget (such as arithmetical errors, inaccuracies, unrealistic costs and ineligible costs). The checks may give rise to requests for clarification and may lead the II to impose modifications or reductions to address such mistakes or inaccuracies. It will be not possible to increase the sub-grant as a result of these corrections. To be eligible under the call for proposals, costs must comply with the provisions of Article 14 of the General Conditions to the Standard Grant Contract.



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Applicants are requested to submit their budget plan related to the story: salaries and honorary fees for research and production of the stories, fees for pay-databases and registries, travel cost, research and interview related translation expenses or other justifiable direct expenses, office supplies, communication and visibility costs, publications, design, i.e. administrative costs (max. 30% of Total eligible cost of the Project). The amount allocated to direct cost of activities should not be lower than 70% of the Total eligible cost of the Project.

2.5. Ineligible cost

The following costs are not eligible:

- a) customs and import duties, or any other charges;
- b) purchases of land or buildings;
- c) fines, financial penalties and expenses of litigation;
- d) contribution in kind;
- e) second hand equipment;
- f) debts and debt service charges (interest);
- g) provisions for losses or potential future liabilities;
- h) costs declared by the beneficiary(ies) and financed by another project or work programme;
- i) currency exchange losses;
- j) please note that VAT/taxes, duties and charges are not eligible.

Financial support to third parties

Applicants may not propose financial support to third parties

Visibility

The applicants must take all necessary steps to publicize the fact that the European Union 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 the specific or general audiences of the results for the action and the EU support for the action in the country or region concerned, as well as the results and the impact of this support.

Applicants must comply with the objectives and priorities and guarantee the visibility of the EU financing (see the Communication and Visibility Manual for EU external actions specified and published by the European Commission at <https://ec.europa.eu/europeaid/work/visibility/en>).

3. HOW TO APPLY AND THE PROCEDURES TO FOLLOW

3.1. Submission of full application

The deadline for the submission of full application is December 15th 2018

At this phase the applicants are asked to submit the following documents:

- Annex A: Full Application Form
- Annex 1: Logical Framework



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- Annex 2: Budget of the Project
- Declaration by the Applicant
- Certification of the registration
- Financial statement for the past two years

Logical Framework, Budget Form, Declaration by the Applicant along with the Guidelines can be found on the Igman Initiative website at <http://www.igman-initiative.org/>. No additional annexes should be sent. Questions may be sent by e-mail not later than 21 days before the deadline for the submission of full application to the address grants@igman-initiative.org. The Programme Coordinator has no obligation to provide clarification to questions received after this date. Replies will be given no later than 11 days before the deadline for the full application. To ensure equal treatment of applicants, the Programme Coordinator cannot give a prior opinion on the eligibility of applicants, a project or specific activities. In addition, all question and answers as well as other important notice to applicants during the course of the evaluation procedure will be published on the Igman Initiative website <http://www.igman-initiative.org/>. Announcement about a webinar, which will be organized to provide all applicants with additional information and clarification on terms and conditions of the call for proposal, will be published on the website of the Igman Initiative, by October 30th.

Full applications should be submitted by e-mail only at: grants@igman-initiative.org with the subject line indicating the name of the applicant, the name of the project, and the country of the organization.

****Indicative timetable***

	DATE	TIME*
Publication of the Call for Proposals	15/10/2018	
Deadline for requesting any clarifications from the Programme Coordinator	23/11/2018	14:00 (CET)
Last date on which clarifications are issued by the Programme Coordinator	04/12/2018	14:00 (CET)
Deadline for submission of full application forms	15/12/2018	16:00 (CET)
Information to applicants on the evaluation of full application forms and notification on award and request for administrative documents	15/01/2019	
Contract signature	20/01/2019	



In case the application is evaluated positively, prior to the signing of the contract, the applicant will be requested to provide the following administrative documents:

1. Completed Administrative Identification Form, PDF (LIF);
2. Completed Financial Identification Form, PDF (FIF);
3. A copy of organization's statute / articles of incorporation.

3.2 Evaluation of full application

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

- have stable and sufficient sources of finance to maintain their activity throughout the proposed work programme and, where appropriate, to participate in its funding;
- have the management capacity, professional competencies and qualifications required to successfully complete the proposed work programme.

The award criteria help to evaluate the quality of the applications in relation to the objectives and priorities, and to award grants to projects which maximize the overall effectiveness of the call for proposals. They help to select applications which the Programme Coordinator can be confident will comply with its objectives and priorities. They cover the relevance of the work programme, its consistency with the objectives of the call for proposals, quality, expected impact, sustainability and cost-effectiveness.

Evaluation grid for the concept note

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



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2.2 Is the Action feasible and consistent in relation to the objectives and expected results?	5x2	
Maximum total score	50	

Only the applications whose concept notes have been given a score of a minimum of 30 points will be considered for further evaluation.

Full application will be examined and evaluated by the Programme Coordinator with assistance from the independent Evaluation Committee. If the examination of the full applications reveals that the proposed project does not meet the eligibility criteria as stated in these Guidelines, the full applications will be rejected on this sole basis. If the deadline has not been met, the application will automatically be rejected.

Evaluation grid for the full application

Section	Maximum score	Average score
1. Financial and operational capacity	15	
1.1 Are Applicant sufficiently experienced in project management ?	5	
1.2 Do Applicant have sufficient professional capacities (specific knowledge in the relevant field)?	5	
1.3. Do Applicant have sufficient management capacities (including staff, equipment and capacities for financial management)?	5	
2. Relevance	25	
2.1. How relevant is the project compared to the overall and specific objective and one or more priorities defined in the public call? Note: score 5 (very good) can be assigned only if the project is addressing at least one of the priorities .	5	
2.2 Are stakeholders clearly defined and strategically selected (agents, end beneficiaries, target groups)?	5	
2.3 Are the needs of the target group and end beneficiaries clearly defined and does the project address them in the right way?	5	
2.4 Does the project incorporate added value , such as innovative approach and best practice models?	5	
2.5 Does the project proposal advocate for rights-based approach and does it influence vulnerable groups? (Promotion of gender equality and women's empowerment, environmental protection, international cooperation, youth, etc.).	5	



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3. Methodology	20	
3.1 Does the plan of activities and proposed activities logically and practically correspond to the goals and expected results?	5	
3.2 How consistent is the overall project design? (especially, does it reflect the analysis of identified problems, possible external factors)	5	
3.3 Is the level of involvement of collaborators in project implementation satisfactory?	5	
3.4 Are objectively measurable indicators included in the project?	5	
4. Sustainability	25	
4.1 Will the proposed activities have concrete influence on target groups?	5	
4.2 Will the project have multiple effects ? (including possibility for application on other target groups or implementation at a different location and/or extending the effects of the activities as well as exchange of information on the experience gained through the implementation of the project)	5	
4.3 Are the expected results of suggested activities institutionally sustainable ? (Will the structures that enable project activities exist after the completion of the project? Will there be a local ownership over the project results?)	5	
4.4 Are the expected results sustainable ? (If applicable, name the <i>structural impact of implemented activities – improvements of legal frameworks, methods, code of conduct, etc.</i>)	5	
4.5 Is it likely that the expected long-term results/outcomes will influence local economic conditions and/or quality of life in target areas?	5	
5. Budget and cost efficiency	15	
5.1 Is the ratio between the estimated costs and expected results satisfactory?	5	
5.2 Are the suggested costs necessary for project implementation?	5	
5.3 Budget - is the budget clear and does it include a narrative part? (including explanations for technical equipment) - meets the principle that administrative and personnel costs cannot be above 20% of the total budget? - is the budget gender-sensitive? - have CVs and job descriptions been enclosed where applicable?	5	
Maximum total score	100	

Note on Section 1. Financial and operational capacity of the Applicant



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In case the total score in Section 1 is lower than 10 points, the project will be excluded from the further evaluation process, as the organisation does not have the minimum capacities to ensure quality implementation of the proposed project.

Note on Section 2. Relevance

In case the total score in Section 2 is lower than 18 points, the project will be excluded from further consideration as the score implies that, although the applicant meets financial and operational capacities, the project's concept is not relevant or in line with the defined priorities of the call for proposals; the project does not address the needs of the region.

Note on Section 4. Sustainability

In case the total score in Section 4 is lower than 20 points, the project will be excluded from further consideration as the score implies that the activities will not benefit the objectives of the project in a long run.

3.3. Notification of the decision

The applicants will be notified on the full application evaluation outcomes according to the timetable provided in this Guidelines. Unsuccessful applicants will be notified. The results will be announced on the Igman Initiative website.

A decision to reject a full application or deny funds will be made if:

- The applicant does not meet the conditions of the call for proposals;
- Project activities are unacceptable (e.g. proposed activities go beyond the scope of the call for proposals, the project's stipulated duration exceeds the maximum allowed time period, the requested amount of funds exceeds the maximum allowed amount or is lower than the minimum, etc.);
- The project proposal was not sufficiently relevant; financial and operational capacities of the applicant are not sufficient, or the projects selected for funding have been superior in these areas;
- The quality of the project proposal was technically and financially lower in comparison to the projects selected for funding.

3.4. Award of grants, contract signature and start of awarded projects

After a decision has been made on grant approval, the applicants whose project has been approved will be offered a contract for project implementation. Before signing the contract and if needed, the Programme Coordinator is entitled to request certain modifications from the organization to the project, in order to align it with the rules and procedures of project implementation.