Iceland
Liechtenstein
Norway
Active
citizens fund

Fund operated by:

BODOSSAKI FOUNDATION

SOLIDARITY NOW

"Active Citizens Fund" in Greece
European Economic Area (EEA) Financial Mechanism
2014- 2021

GUIDELINES FOR APPLICANTS

Athens
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1. Overview of the Programme

The "Active Citizens Fund in Greece" Programme is part of the implementation of the EEA Financial Mechanism in Greece for the period 2014-2021 by which the donor states -Iceland, Liechtenstein and Norway- contribute to the reduction of economic and social disparities in the European Economic Area, and the strengthening of bilateral relations between Greece and the Donor States.
The overall objective of the Programme is the **strengthening of civil society and active citizenship and the empowerment of vulnerable groups.** This objective is based on the common values of respect of human dignity, freedom, democracy, equality, the rule of law and the respect for human rights including rights of persons belonging to minorities.

A total amount of €12,000,000 will be allocated to support the Programme.

The Fund Operator for the "Active Citizens Fund" in Greece is the Bodossaki Foundation in consortium with the Association "SolidarityNow".

In particular, the "Active Citizens Fund" Programme in Greece aims to achieve the following expected outcomes:

1. Increased citizen participation in civic activities
2. Strengthened civil society watchdog and advocacy role
3. Increased support for human rights
4. Vulnerable groups empowered
5. Enhanced capacity and sustainability of civil society

The above-mentioned outcomes will be addressed through **six (6) open calls:**

Open Calls	**Call Launch Date**	**Total Amounts**	**Size of project/ Amount of Grants in Euros**
1st Call: Vulnerable groups empowered (under outcome 4)	21/2/2019	€ 2.904.000	<u>Micro grants</u>: 1.000,00 - 5.000,00 <u>Medium grants</u>: 5.000,01 - 80.000,00 <u>Large grants</u>: 80.000,01 - 300.000,00
2nd Call: Strengthened civil society advocacy and watchdog role (under outcome 2)	21/2/2019	€ 1.970.000	<u>Micro grants</u>: 1.000,00 - 5.000,00 <u>Medium grants</u>: 5.000,01 - 80.000,00 <u>Large grants</u>:

			80.000,01 - 200.000,00
3rd Call: Increased citizen participation in civic activities (under outcome 1)	03/12/2019	€ 1.000.000	Micro grants: 1.000,00 - 5.000,00 Medium grants: 5.000,01 - 80.000,00 Large grants: 80.000,01 - 200.000,00
4th Call: Increased support for human rights under outcome 3	03/12/2019	€ 2.494.600	Micro grants: 1.000,00 - 5.000,00 Medium grants: 5.000,01 - 80.000,00 Large grants: 80.000,01 - 300.000,00
5th Call: Gender equality promoted and Gender-Based Violence combatted (under outcome 3)	To be announced in 2020	€1.005.400	Micro grants: 1.000,00 - 5.000,00 Medium grants: 5.000,01- 80.000,00 Large grants: 80.000,01 - 300.000,00
6th Call: Platforms and Networks among NGOs developed (under outcome 5)	To be announced in 2020	€ 500.000	Micro grants: 1.000,00 - 5.000,00 Medium grants: 5.000,01 - 80.000,00

At least 15% of the total grant amount shall be allocated to Capacity Building activities of the civil society organizations (NGOs).

Currently, NGOs are invited to submit applications only for the 3rd and 4th call, that relate to the expected outcomes 'Increased citizen participation in civic activities' and 'Increased support for human rights' respectively.

Each applicant, applying as a project promoter (lead applicant) or partner, can submit as project promoter or participate as partner in only **one** (1) application per call.

NGOs that are participating as **project promoters or partners** in at least three projects that have been selected for funding (through different calls), cannot receive additional funding, except through the bilateral fund and 6th call (Platforms and Networks among NGOs developed).

All project promoters will be invited to participate in capacity building activities organized by the Fund Operator during the implementation of the Programme. Kindly see section 4.

A Bilateral Fund is reserved for initiatives aiming to strengthen bilateral relations between NGOs established in Greece and entities in the Donor states. Please refer to the corresponding call and Guidelines, as published on the Programme website, for more information (https://www.activecitizensfund.gr/prosklisi/protovoylies-dimeron-scheseon/) .

2. Selection criteria

There are three (3) types of selection criteria which are distinguished between administrative criteria, eligibility criteria and evaluation criteria.

2.1 Administrative criteria

Administrative criteria are conditions for accepting the project application. Without compliance with the administrative criteria the application shall not be further assessed.

Administrative criteria include the following:

- The project application (incl. the annexes), the budget and the partnership agreement between the project promoter and the project partner (in case of a partnership) have been submitted in Greek by the deadline indicated on the relevant call
    - Please note that for applications submitted by post (only for micro projects), the date that appears on the Post Office stamp will be considered as the date of submission.
- The project application (incl. the annexes), and budget have been submitted only through the means specified as permissible in the respective call for applications.
    - The budget of the project should be completed according to the template available on the Programme website, using Microsoft Excel version 2013 or later.
- All requested supporting documents have been submitted by the deadline indicated on the relevant call, accompanying the application and budget (all supporting documents are listed in section 15).
- The project application and budget (incl. the annexes) is completed according to the corresponding templates, available on the Programme website https://www.activecitizensfund.gr/proskliseis/lista-proskliseon/.

2.2 Eligibility criteria

Eligibility criteria are conditions to assess whether the applicant/partner and the application are qualified for funding. The eligibility criteria shall be assessed only if the application has fulfilled the administrative criteria. Eligibility criteria include the following:

2.2.1 Eligibility of applicant

a. Eligible applicants are NGOs (CSOs) that are established in Greece and fall within the following definition:

“A non-profit voluntary organization established as a legal entity, having a non-commercial purpose, independent of local, regional and central government, public entities, political parties and commercial organizations. Religious institutions and political parties are not considered NGOs”. Eligible applicants shall abide by the principles of democratic values and human rights.

More specifically, eligible candidates must meet the following general conditions:

1) Are **non-profit** organizations that have not been created nor operate to generate personal profit. Although they may have paid staff and may engage in revenue-generating activities, they do not distribute profits to their members nor to their board. Where revenue-generating activities are undertaken, these should not represent the purpose of the NGO but should be solely a means to support its mission and values;
2) Have members who do not have any direct commercial interest in the outcome of the work of the organizations or of its commercial activities and should not pursue the commercial or professional interests of their members. This requirement therefore excludes trade and professional associations, where the aims and purposes of the association are to further the specific interests of its members only;
3) Are voluntary in nature, formed voluntarily by groups or individuals and usually involving an element of voluntary participation in the organization;
4) Act in the public arena and for the public good on concerns and issues related to the well-being of people, groups or society as a whole;
5) Have some degree of formal or institutional existence, unlike informal or ad hoc groups, involving formal statutes or other governing document(s) defining their mission, objectives and scope;
6) Have transparent structures and an elected chair / board, and are accountable to their members and donors;
7) Are independent of local, regional and national government and other public authorities,
8) Are independent of political parties and commercial organizations.

Political parties and religious organizations[1], social partners[2] or profit-distributing cooperatives are not considered NGOs and are not eligible.

Social enterprises[3] are not considered NGOs and are not eligible as project promoters.

Foundations[4] and faith-based organizations[5] are considered eligible NGOs as long as they fulfill the above requirements.

Organizations registered as Associations (Civil Code Art. 78-107), Civil non-profit companies (Civil Code Art. 741-748) and Foundations (Civil Code Art. 108-121 and Law 4182/2013 Art. 50-60), are considered NGOs and thus are eligible to apply, as long as they fulfill the above requirements.

The Hellenic Red Cross Society is considered eligible NGO as long as it fulfills the above requirements.

Organizations that have not recovered amounts due, following a final court decision in connection with the NGO Programme 2009-2014 in Greece, shall not be considered eligible applicants and/or partners.

b. The following limitations apply:

- For **large projects** (more than EUR 80.000,00): The eligible applicants must, at the deadline for submission of proposals, have completed two (2) years of operation since their legal establishment;
- For **medium projects** (between EUR 5.000,01 and up to EUR 80.000,00): The eligible applicants must, at the deadline for submission of proposals, have completed twelve (12) months of operation since their legal establishment;
- For **micro projects** (between EUR 1.000,00 and up to EUR 5.000,00): The eligible applicants must, at the deadline for submission of proposals, have completed six (6) months of operation since their legal establishment.

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[1] Religious institutions do not include faith-based organizations as described below (footnote 5), which are eligible.

[2] Social partners are defined as trades unions and employers' negotiating bodies, as defined by the EU.

[3] Social and Solidarity Economy Organizations (Law 4430/2013 and prior Law 4019/2011) are to promote social entrepreneurship, have a statutory commercial purpose, distribute profits to members, while members can be public entities.

[4] Foundations set up for public benefit are eligible, if independent from political party or central, regional or local government control.

[5] Funded activities of faith-based organizations must not directly or indirectly promote a religious doctrine, mission or proselytism related to the beliefs of a particular faith (beyond basic religious / cultural awareness raising).

- Each applicant, applying as a project promoter (lead applicant) or partner, can submit as project promoter or participate as partner in only one application per call.
- NGOs that are participating as project promoters or partners in at least three projects, that have been selected for funding (through different calls), cannot receive additional funding, except through the bilateral fund and the 6th call (Platforms and Networks among NGOs developed)

2.2.2. Eligibility of partner

Projects may be implemented in partnership with project partners. All project partners must share a common goal and actively contribute towards achieving the project objective(s), as defined in the proposal. The role and specific obligations undertaken by each partner, must be clearly defined and justified in the project proposal.

The following entities are eligible to be project partners:

- Any public or private entity, commercial or non-commercial, as well as non-governmental organizations established as a legal person either in the donor states (donor project partnership), beneficiary states[6] or a country outside the European Economic Area that has a common border with Greece[7]
- Any international organization or body or agency thereof
- Informal, ad hoc and self-help organizations (including grassroots organizations) that are not registered legal entities in the beneficiary state (informal groups). Such organizations must however meet the requirements that they are not for personal profit, act for public good, are voluntary and non-discriminatory in nature, independent of local, regional and national government and other public authorities, and are independent of political parties, religious institutions and commercial organizations. These informal groups shall be represented by one single person, who signs the project partnership agreement on behalf of the group. An informal group cannot not be a direct recipient of the project grant.[8] Costs related to an informal group's participation in a project as partners can be covered by the project grant (invoices should be issued by a supplier to the project promoter, paid by the project promoter and recorded in the project promoter accounting system).

[6] Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia and Slovenia
[7] Albania, Republic f North Macedonia and Turkey.
[8] Expenditure related to the involvement of the informal group shall be borne by the project promoter.

- Each University department, even if it does not constitute a separate legal entity, is considered an independent partner for its participation in a project proposal.

Project partnerships shall be established through partnership agreements between the project promoter and each of the partners, using the template provided by the FO as annex in the application form. For more details see Section 8.

2.2.3 Eligibility of application

Eligible applications must meet the following requirements:

- The requested grant amount is within the permissible limits as defined in each call for proposals
- The proposed implementation period is within the permissible limits, as defined in each call for proposals.
- No more applications have been submitted by one project promoter or project partner than explicitly authorized in section 1.

2.3 Right to Appeal

Only complete applications will be considered for evaluation and selection purposes. The applicants will have five (5) working days to submit any missing documents following a relevant request by the Fund Operator.
Applicants whose applications are rejected for not complying with the **administrative and eligibility criteria** will be informed via email and have the right to appeal within five (5) working days. The right to appeal may be exercised only once. The appeal must be fully justified and submitted electronically via email to the email address of the Programme Officer responsible for the relevant call, no later than 18:00’ (EET), on the fifth (5th) - last day of the deadline. (Please refer to Section “Contact Information” of each Call for the email addresses of all Programme Officers). The appeal will be considered by the Appeal Committee of the FO and applicants will be informed within ten (10) working days. The decision on the appeal is irrevocable.

2.4 Evaluation criteria

Evaluation criteria are criteria used to assess the project applications that comply with the administrative and eligibility criteria. The evaluation criteria shall form the basis of the project scoring (see section 13).

Evaluation criteria include the following:

- Capacity of the applicant
- Relevance and Justification
- Quality of the proposed activities
- Capacity Building component
- Sustainability
- Financial justification

3. Expected outputs and indicative list of activities

3.1 Compliance with expected outputs/indicators

Each programme outcome has specific predefined objectives. **Projects must contribute the relevant programme outcome, correspond to the chosen output and measure the achievement of the predefined indicators (see below). If the applicant organizations chose to include additional indicators, these indicators should also correspond to the specific objective/project output chosen**.[9]

Project activities which do not contribute to any of the predefined outputs for the respective programme outcome are therefore not eligible. Note that this restriction applies to the Active Citizens Fund, as implemented across all beneficiary countries.

Each applicant NGO will be asked to specify **the project outputs and output indicators in the application form**. Since outputs are the most immediate results of project activities, they are usually within the greatest control of the implementing organization. On the contrary the outcomes are not under the direct control of a programme/project.

For each selected project output, applicants must select at least one of the corresponding predefined indicators. If they wish, applicants can also specify additional indicators for measuring the achievement of the output(s).

Note: Applicants are required to specify target values for each output indicator. Please consult annex 2.

Outcome 1: "Increased citizen participation in civic activities" / Call 3: Increased citizen participation in civic activities

Programme level indicator	Number of people engaged in civil society organization activities

[9] The outcomes represent the impact of the programme to the sector by demonstrating the longer-term societal effects. The outputs are the products, capital goods and services delivered by a programme to the direct target groups.

Outcome 1 Indicators	
Number of people participating in consultations with a public decision-making body	
Outputs	**Indicators**
NGO advocacy on enabling institutional environment for civic engagement strengthened	Number of NGO policy submissions submitted aimed at influencing the enabling environment for civic engagement
Civic and media literacy education provided and promoted	Number of people educated about civic rights and participation or media literacy
Civic engagement and volunteerism fostered	Number of NGO initiatives promoting civic participation
	Number of awareness raising campaigns promoting active citizenship carried out
	Number of volunteers working in supported NGOs

Outcome 2: "Strengthened civil society advocacy and watchdog role" / Call 2: Strengthened civil society advocacy and watchdog role

Programme level indicator	Number of people engaged in civil society organizations activities
Outcome 2 indicators	
Number of national policies and laws influenced by NGOs	
Number of NGOs using evidence/research to support their advocacy and policy work	
Outputs	**Indicators**
Transparency, accountability and good governance promoted	Number of advocacy campaigns carried out to promote transparency, accountability and good governance
Monitoring of public and private entities conducted	Number of NGOs engaged in monitoring public and private decision-making
	Number of tools created for monitoring public and private institutions by NGOs

Cooperation between the Media and NGOs for advocacy purposes strengthened	Number of advocacy initiatives/campaigns conducted in partnerships with the media
Research conducted to inform public policy decision –making and debate	Number of NGOs supported to conduct research to inform their advocacy work and public policy decision making and debate

Outcome 3: "Increased support for Human Rights" / Call 4: Increased support for Human Rights

Programme level indicator	Number of people engaged in civil society organization activities
Outcome 3 indicators	
Number of people engaged in civil society organizations' activities	
Share of people who disapprove of public statements that express negative views or hatred towards specific groups in society	
Share of people who know it is a crime to incite hatred based on race, ethnicity or gender	
Number of beneficiaries of services provided or improved	
Outputs	**Indicators**
Advocacy on human rights issues promoted	Number of advocacy campaigns carried out on Human Rights
Awareness on human rights issues increased	Number of awareness-raising activities on human rights issues carried out
	Number of people reached through awareness-raising activities on human rights
Implementation of human rights monitored	Number of NGOs registering and reporting human rights violations
Education on human rights provided	Number of people trained on human rights
Capacity of civil/public servants on Human Rights issues reinforced	Number of civil/public servants participating in capacity building initiatives on human rights

Partnerships between NGOs and the media on specific human rights issues forged	Number of partnerships forged between NGOs and media on human rights issues
Support and services provided to victims of human rights violations	Number of NGOs providing services to victims of human rights violations
	Number of human rights violations documented by NGOs

Outcome 3: "Increased support for Human Rights" / Call 5: Gender equality promoted and Gender-Based Violence combatted

Programme level indicator	Number of people engaged in civil society organization activities
Outcome 3 indicators /	
Number of people engaged in civil society organizations' activities	
Share of target group favourable to gender equality	
Annual number of cases of domestic and gender-based violence officially reported	
Outputs	**Indicators**
Advocacy on human rights issues promoted	Number of advocacy campaigns carried out on human rights
Awareness on human rights issues increased	Number of awareness-raising activities on human rights issues carried out
	Number of people reached through awareness-raising activities on human rights
Implementation of human rights monitored	Number of NGOs registering and reporting human rights violations
Education on human rights provided	Number of people trained on human rights
Capacity of civil/public servants on human rights issues reinforced	Number of civil/public servants participating in capacity building initiatives on human rights
Partnerships between NGOs and the media on specific human rights issues forged	Number of partnerships forged between NGOs and media on human rights issues

Support and services provided to victims of human rights violations	Number of NGOs providing services to victims of Human Rights violations
Support and services provided to victims of human rights violations	Number of human rights violations documented by NGOs

Outcome 4: 'Vulnerable groups empowered' / Call 1: Vulnerable groups empowered

Programme level indicator	Number of people engaged in civil society organization activities
Outcome indicators	
Number of beneficiaries of services provided or improved	
Number of vulnerable individuals reached by empowerment measures	
Outputs	**Indicators**
Economic participation of vulnerable groups supported	Number of vulnerable individuals trained in economic empowerment
Education and support provided to vulnerable groups	Number of vulnerable individuals participating in information and educational activities
	Number of vulnerable individuals receiving scholarships
New or improved methods developed to address the needs of vulnerable groups	Number of new or improved methods developed to address the needs of vulnerable groups
Members of vulnerable groups involved in advocating for their needs/the needs of their communities	Number of vulnerable individuals involved in advocating for their needs/the needs of their communities

The expression 'vulnerable groups' refers to women, immigrants, asylum seekers and refugees, and other disadvantaged groups (elderly, people with disabilities, drug users, unemployed, homeless, LGBT community etc). For this reason, these disenfranchised groups have tended not to participate in the political process, nor have they learned the advocacy or monitoring skills needed to represent or safeguard their own interests. Particular focus shall be given to projects involving and / or benefiting Roma and unaccompanied minors.

Outcome 5: 'Enhanced capacity and sustainability of civil society

Programme level indicator	Number of people engaged in civil society organization activities
Outcome Indicators	
Number of NGOs that regularly disseminate information on their activities to the public	
Number of NGOs with at least two funding sources neither of which exceeds 70% of their total budget	
Number of NGOs with effective management procedures	
Number of new joint initiatives conducted by NGOs in collaboration with other NGOs	
Outputs	**Indicators**
Capacity building provided to NGOs	Number of NGOs participating in capacity building initiatives funded by the programme
Organizational capacity and sustainability of NGOs supported	Number of NGOs implementing activities to develop their organizational capacity and sustainability
Platforms and networks among NGOs developed	Number of NGO platforms and networks supported

Note: Under outcome 5, the 6th call for proposals will relate specifically to the output 'Platforms and Networks among NGOs developed'. The other outputs will be addressed horizontally through the programme, through the capacity building programme implemented by the Fund Operator and through the Capacity Building Component of projects (see section 4 for details)

3.2 Indicative list of activities

A list of indicative types of activities, eligible under the outcome 4: **"Vulnerable groups empowered"** follows:

- Provision of training in economic empowerment of vulnerable individuals in order to promote their integration in labor market
- Support to vulnerable groups to promote access to information about their rights and other relevant issues
- Provision of educational activities, also involving role models, to promote inclusion
- Provision of scholarships in order to promote integration and equal educational opportunities

- Development of new or improved methods to address the needs of vulnerable groups
- Support for vulnerable individuals in order to be involved in advocating for their rights

All types of activities shall contribute to supporting and enabling vulnerable individuals to more actively participate in economic and social life and advocate for their rights.

Provision of welfare and basic services shall only be supported as part of actions addressing awareness-raising, advocacy, empowerment and reform initiatives.

A list of indicative types of activities, eligible under the outcome 2: **"Strengthened civil society watchdog/advocacy role"** follows:

- Advocacy campaigns to promote transparency, accountability and good governance
- Activities aiming to increase the watchdog role of NGOs, particularly in relation to transparency and accountability of state institutions
- Benchmarking and creating new tools and strategies for monitoring public and private institutions by NGOs
- Innovative projects with strong monitoring component towards public and private decision making
- Initiatives with the aim to influence national policies and laws
- Conduct research to inform NGOs advocacy work as well as public policy decision making and debate
- Advocacy initiatives/campaigns conducted in partnership with the media
- Investigative journalism projects to promote transparency and accountability
- Develop institutional mechanisms and channels to foster contact between citizens and public authorities
- Generate or improve systems to promote the importance of NGOs in decision making processes
- Produce reports / papers / legal documents on issues related to public policies on local, regional, national level or international level

A list of indicative types of activities eligible under the outcome 1: **"Increased citizen participation in civic activities"** follows:

- Development and dissemination of proposals for legal and/or institutional reforms that will promote citizen involvement in policy-making
- Educational activities on media literacy
- Educational activities on civic rights and civic participation
- Development of initiatives and/or tools (electronic and others) that enable citizen participation in public discussions and decision-making

- Awareness-raising campaigns that promote active citizenship, civic rights and responsibilities

A list of indicative types of activities eligible under the outcome 3: **“Increased support for Human rights”** follows:

For call 4: “Increase support for Human Rights”:
- Advocacy campaigns related to the promotion of human rights
- Watchdog initiatives for the defense of human rights
- Awareness-raising initiatives to promote respect and understanding around human rights
- Recording of human rights violations
- Educational activities around human rights issues
- Training activities for human rights issues (targeted to e.g.: civil servants, NGO field staff, the media)
- Partnerships between NGOs and media to raise awareness or tackle specific concerns around human rights and human rights violations
- Support to victims of human rights violations, aiming at empowering them and informing them about their rights

For the call 5: “Promote Gender Equality and combat Gender-Based Violence”:
- Advocacy campaigns related to the promotion of gender equality
- Watchdog initiatives for the defense of gender equality and combating of GBV
- Awareness-raising initiatives to promote gender equality and/or combat gender-based violence
- Recording of cases of gender-based violence
- Educational activities around gender equality
- Support to victims of gender-based violence, aiming at empowering them and informing them about their rights

All types of activities shall contribute to the promotion of respect and support for human rights.

Provision of welfare and basic services shall only be supported as part of actions addressing awareness-raising, advocacy, empowerment and reform initiatives.

A list of indicative types of activities eligible under the outcome **‘Enhanced capacity and sustainability of civil society’** follows:

For call 6: “Platforms and Networks among NGOs developed”:

- Administration and co-ordination activities

- Exchanging knowledge, best practices and information between participating NGOs
- Provision of joint support services to participating NGOs, such as legal and accounting services.
- Networking activities for participating NGOs
- Training and capacity building activities for participating NGOs

Through this call (6) only activities of NGO platforms and networks will be supported.

4. Capacity building

Capacity building is understood as the process of strengthening an organization in order to increase its effectiveness and social impact, and achieve its goals and sustainability over time. The programme will contribute to the capacity building of project promoter organizations in several ways including a) the Capacity Building Component of projects and b) the Capacity Building Programme for project promoters, including free training, consulting and mentoring activities organised by the Fund Operator.
This support to the capacity building of project promoters will contribute to programme outcome 5 'Enhanced capacity and sustainability of civil society'. Specifically, the Capacity Building component of projects will contribute to output 5.2 'Organizational capacity and sustainability of NGOs supported' and the Capacity Building Programme for project promoters will contribute to output 5.1 'Capacity building provided to NGOs'. See table in section 3.

a) Capacity Building Component of projects - up to 15% of total requested grant amount

All projects under the first four programme outcomes (**<u>except those funded through micro-grants</u>**) must allocate up to 15% of the total requested grant amount to implement capacity building activities aimed at increasing the organizational sustainability of the project promoter organization. This is called the Capacity Building Component of projects.

It is compulsory for all applicants applying for medium and large projects to include a Capacity Building Component of up to 15% of the requested grant amount in their applications. It is not possible to transfer the amount allocated to the Capacity Building Component of the project promoter to other project activities.
See table in section 7 for more details.

The maximum amount that can be allocated to the Capacity Building Component of projects will be automatically calculated in the relevant Budget Form, based on the project grant amount requested.

Indicatively, eligible activities for the **Capacity Building Component** of projects include the following:

- Activities to diversify the funding/ income of the organization. This could include the development of strategies for financial sustainability and the development and implementation of activities generate to new source of funding/ income for the organization, or activities to increase an existing minor source of funding/income
- Activities to develop or improve the business strategy/ strategic plan of the organization
- Activities to improve the internal management procedures of the organization, including the creation of manuals.
- Activities for the development and implementation of procedures for staff and volunteer recruitment, assessment and management.
- Activities for the development and implementation of a training strategy for the training/ professional development of staff and volunteers-Activities to improve the organization's communications with the public and other stakeholders.
- Development and/or implementation of communication strategies (e.g. creation/ improvement of online presence).

CBC Activities must be designed in a holistic, sustainable way so that they strengthen the organization and are able to be continued by the organization after the end of the project.

The CBC activities should address weakness(es) or area(s) for improvement that the project promoter has identified regarding its organizational capacity and sustainability. Before planning which activities to include in the Capacity Building Component, applicants are therefore strongly encouraged to complete the free online 'Capacity Mapping' self-assessment process, available at https://www.ngocapacitymap.gr/. This is an online multiple-choice questionnaire which indicates an organization's strengths and weaknesses regarding its organizational capacity and sustainability.

The planning of the CBC activities will be finalized in consultation with the Fund Operator, following project selection. The Fund Operator will also provide advice to project promoters on how the CBC activities can be combined and complemented with participation in the activities within the capacity Building Programme provided by the Fund Operator.

b) Capacity Building Programme organized by the Fund Operator for project promoters

The Capacity Building Programme will include a comprehensive 'menu' of capacity building training, mentoring and consulting activities, organised by the Fund Operator for project promoters. Each project promoter will be advised by the Fund

Operator to participate in the specific training, mentoring and consulting activities that correspond to the organization's specific needs and priorities, and in a way which complements the activities included within the Capacity Building Component of projects. These needs and priorities will in part be determined by the 'Capacity Mapping' process, which must be completed by all project promoters.

Training will be available on the following thematic areas:

- Good Governance & Transparency
- Leadership
- Strategic Planning
- NGO Management
- Financial Sustainability & Funding Diversification
- Human Resources & Volunteer Management
- Communications
- Project Management
- Advocacy skills
- Research Skills
- Network & Coalition Building

In addition, the following two training activities will be compulsory for all project promoters to attend:

- A one-day 'kick-off' workshop that will provide guidance on project implementation, including monitoring and reporting requirements, payments, visibility requirements etc., and
- a one-day workshop on how to measure and communicate project impact effectively.

Where necessary, travel and accommodation costs for project promoters to attend the training activities will be covered by the Fund Operator.
In addition, the Fund Operator will provide opportunities for one-to-one mentoring with experienced mentors from the private sector and large NGOs, and for one-to-one consultancy sessions with lawyers, accountants and other professionals.
The above training, mentoring and consulting activities will be organized by the Fund Operator in collaboration with Social Dynamo. Social Dynamo is a civil society capacity building hub, which is a joint initiative of the Bodossaki Foundation and the Municipality of Athens. Indicative information about Social Dynamo's training collaborators, mentors and consultants can be found at www.socialdynamo.gr.

5. Duration of Projects

The duration of projects must be as follows:

- The duration of the **micro projects** will be between 1 and up to 6 months.
- The duration of the **medium projects** will be between 6 and up to 24 months.

- The duration of the **large projects** will be between 12 and up to 36 months.

The duration of projects will be defined in the project contract. The projects can begin from the signing of the project contract or on a later date which will be agreed upon in the contract.

6. Location of Projects

1. The selected projects will be implemented throughout the Greek territory, at a local, regional or national level.
2. NGOs located in rural or/ and remote areas[10] are highly encouraged to apply.
3. NGOs are strongly encouraged to submit proposals regarding projects to be carried out in rural and remote areas.

7. Size of Projects / Project Grants and co-financing

The Programme can provide funding of **up to 90%** of the eligible costs of the project budget. The co-financing shall be provided by the project promoters in the form of cash or in-kind contribution in the form of voluntary work.

For the **large and medium projects**, the in-kind contribution may constitute up to 50% of the **co-financing.**

For the **micro projects,** the in-kind contribution in the form of voluntary work may constitute up to 100% of the co-financing.

For the calculation of the in-kind contribution, the cost for each hour of voluntary work shall be defined, on a case by case basis, depending on the character of work delivered. The unit prices shall be in accordance with a normally paid salary for such work and shall fall within the range between € 4.00 per hour (minimum gross hourly wage in Greece) and €7.50 per hour (average gross hourly wage in Greece), including the employer’s social contribution.

The amount of **€ 300.000,00** is the maximum grant amount for large projects funded under the Programme for the **1st call (Vulnerable groups empowered),** the **4th call (Increased support for human rights)** and the **5th call (Gender equality promoted and Gender-Based Violence combatted)**.
The amount of **€ 200.000,00** is the maximum grant amount for large projects funded under the Programme for the **2nd call (Strengthened civil society watchdog**

[10] All areas are considered rural and remote areas, except the following: all the municipalities of the prefecture of Attica (except the islands), all the municipalities of the prefecture of Thessaloniki, and the municipalities of Patras, Iraklion, Larissa, Volos, Ioannina, Chania and Chalkida.

and advocacy role) and the **3rd call (Increased citizen participation in civic activities)**.

The amount of **€ 80.000,00** is the maximum grant amount for medium projects funded under the Programme for **all calls** (1st, 2nd, 3rd, 4th, 5th & 6th).

The largest project size for the **6th call (Enhanced capacity and sustainability of civil society organizations and the sector**) is medium. No large projects will be funded through this call.

The amount of **€ 5.000,00** is the maximum grant amount for micro projects funded under the Programme for **all calls** (1st, 2nd, 3rd, 4th, 5th & 6th).

All large and medium projects must allocate **up to 15%** of the requested grant amount to implement capacity building activities aimed at increasing the organizational sustainability of the project promoter organization (Capacity Building Component - CBC). For applications that include a budget with Capacity Building Component of less than 15% of their budget, the maximum requested grant is therefore reduced accordingly.
For more details on the Capacity Building Component, please refer to section 4.

Examples of project grants with and without CBC activities:

Project size	**Min. grant amount**	**Max. grant (90% of the budget) for non CBC expenditures)**	**Max. grant (90% of the budget) with 5% CBC**	**Max. grant (90% of the budget) with 10% CBC**	**Max. grant (90% of the budget) with 15% CBC**
Medium (for all calls)	€5.000,01	€68.000,00	€71.579,00	€75.555,00	€80.000,00
Large (calls 1,4,5)	€80.000,01	€255.000,00	€268.421,00	€283.333,00	€300.000,00
Large (calls 2,3)	€80.000,01	€170.000,00	€178.947,00	€188.889,00	€200.000,00

8. Partnerships

A project partnership shall not be mistaken for sub-contracting. Project partners share a common economic or social goal through the implementation of the project and cooperate throughout the entirety of the project implementation, as explained above in section 2.2.2. Subcontracting, on the contrary, is aimed at one (or perhaps several) specific deliverables, e.g. services or equipment in order to realize a specific activity within the project.

In case of a project partnership, a partnership agreement among project promoter and each of its partners shall be submitted to the FO (in Greek or in English, if the partner is based outside of Greece) together with the application. A partnership agreement, based on a template provided by the FO, will be submitted with the application.

The partnership agreement shall contain the following:

1. provisions on the roles and responsibilities of the parties;
2. provisions on the financial arrangements between the parties including, but not limited to, the expenditure for which project partners can be reimbursed from the project budget;
3. currency exchange rules for such expenditure and reimbursement;
4. provisions on indirect costs and their maximum percentage;
5. requirements for the submission of proof of expenditure[11]
6. provisions on audits of the project;
7. a detailed budget; and
8. provisions on dispute resolution.

The eligibility of expenditures incurred by a project partner is subject to the same limitations as would apply if the expenditures were incurred by the project promoter.

The creation and implementation of the relationship between the project promoter and the project partner shall comply with the applicable national and European Union law on public procurement.

[11] Costs incurred by project promoters and project partners shall be supported by receipted invoices, or alternatively by accounting documents of equivalent probative value.
A report by an independent auditor, qualified to carry out statutory audits of accounting documents, certifying that the reported costs are incurred in accordance with the Programme, the national law and relevant national accounting practices shall be accepted as sufficient proof of expenditure incurred for project partners whose primary location is in one of the Donor States or project partners that are international organizations or bodies or agencies thereof.
Upon request by the FMO or the EFTA Board of Auditors, the Project Promoter or Project Partner shall grant access to the supporting documents.

9. Eligible Expenditures

9.1. General Principles

Eligible expenditures of projects are those actually incurred by the project promoter or the project partner, which meet the following criteria:

1) they are incurred between the first and final dates of eligibility of a project as specified in the project contract;
2) they relate to the subject of the project contract and they are indicated in the estimated overall budget of the project;
3) they are proportionate and necessary for the implementation of the project;
4) they must be used for the sole purpose of achieving the objective(s) of the project and its expected outcome(s), in a manner consistent with the principles of economy, efficiency and effectiveness;
5) they are identifiable and verifiable, in particular through being recorded in the accounting records of the project promoter and determined according to the applicable accounting standards and generally accepted accounting principles;
6) they comply with the requirements of applicable tax and social insurance legislation and are proved via documents – proof of expenditure.
7) In the body of proof of expenditure documents about supplies of goods and services, it is essential that their issuer indicates that the good or service relates to the Project funded by the Active Citizens Fund Programme in Greece and its Project Grant Contract.

Expenditures are considered to have been incurred when the cost has been invoiced and paid, and the subject matter delivered (in case of goods) or performed (in case of services and works). Exceptionally, costs in respect of which an invoice has been issued in the final month of eligibility are also deemed to be incurred within the dates of eligibility if the costs are paid within 30 days of the final date of eligibility. Overheads and depreciation of equipment are considered to have been incurred when they are recorded on the accounts of the project promoter and/or project partner.

The project promoter’s internal accounting and auditing procedures must permit direct reconciliation of the expenditures and revenue declared in respect of the project with the corresponding accounting statements and supporting documents.

9.2. Period of Eligibility

The eligible period for project expenses will be defined in the project contract. Only expenses incurred from the entry into force of the project contract to its end date will be eligible.

Expenses are eligible from the start date of the project. The start date could commence on the date of last signature or later, on a date which is defined in the project contract.

Costs incurred after the final date of eligibility as defined in the project contract (which in any case shall be no later than 30 April 2024) or before the signing of the contracts are not eligible.

9.3. Direct Expenditures

The eligible direct expenditures for a project are those expenditures which are identified by the project promoter and/or the project partner as directly linked to the implementation of the project, in accordance with their accounting principles and usual internal rules. In particular, the following direct expenditures may be eligible, provided that they also satisfy the criteria set out in paragraph 9.1 above:

1) the cost of personnel assigned to the project, comprising actual salaries plus social security charges and other statutory costs included in the remuneration, provided that this corresponds to the project promoter's and project partner's usual policy on remuneration. FO provides a table with recommended salary costs, for specific categories of employees which will be employed by the project promoters (see Annex 3).
2) travel and subsistence allowances for personnel and volunteers taking part in the project, provided that they are in line with the project promoter's and project partner's usual practices on travel costs and are within the limits set by the Fund Operator (see Annex 1);
3) cost of new or second-hand equipment provided that it is depreciated in accordance with generally accepted accounting principles applicable to the project promoter and generally accepted for items of the same kind. Only the portion of the depreciation corresponding to the duration of the project and the rate of actual use for the purposes of the project may be taken into account by the Fund Operator. In case the Fund Operator determines that the equipment is an integral and necessary component for achieving the outcomes of the project, the entire purchase price of that equipment may be eligible;[12]

[12] Where the entire purchase price of equipment is eligible in accordance with this paragraph, the project promoter shall: a) keep the equipment under its ownership for a period of at least five years following the completion of the project and continues to use the equipment for the benefit of the overall objectives of the project for the same period; b) keep the equipment properly insured against losses such as fire, theft or other normally insurable incidents both during project implementation and for at least five years following the completion of the project; and c) set aside appropriate resources for the maintenance of the equipment for at least five years following the completion of the project. The specific means for the implementation of this obligation shall be specified in the project contract.

4) costs of consumables and supplies, provided that they are identifiable and assigned to the project;
5) costs entailed by other contracts awarded by a project promoter for the purposes of carrying out the project, provided that the awarding complies with the applicable rules on public procurement; and
6) costs arising directly from requirements imposed by the project contract for each project (e.g. dissemination of information, specific evaluation of the action, audits, translations, reproduction), including the costs of any financial services (especially the cost of financial guarantees) as defined in the project contract;

Costs related to reconstruction, renovation, or refurbishment of a real estate shall not exceed 50% of the eligible direct cost of the project.

9.4. Indirect Expenditures

Indirect costs are all eligible costs that cannot be identified by the project promoter and/or the project partner as being directly attributed to the project, but which can be identified and justified by its accounting system as being incurred in direct relationship with the eligible direct expenditures attributed to the project. They may not include any eligible direct costs. Indirect costs of the project shall represent a fair apportionment of the overall overheads of the project promoter or the project partner. Project promoters and project partners may apply a flat rate of **up to 15% of direct eligible personnel costs** to cover these costs.
In case of project promoters or project partners that are international organisations, or bodies or agencies thereof, indirect costs may, in line with specific provisions, be identified in accordance with the relevant rules established by such organisations.

In such a case:
- The flat rate percentage should be indicated in the project budget and the project contract.
- The project promoter should be able to demonstrate that the percentage applied represents a fair apportionment of its overall overheads.
- The agreed percentage should be applied only to eligible staff costs reported as incurred in each financial report.
- Indirect costs do not need to be supported by proof of expenditures.

9.5. Excluded Costs

The following costs shall not be considered eligible:

1. interest on debt, debt service charges and late payment charges;

2. charges for financial transactions and other purely financial costs, except costs related to accounts and financial services imposed by the project contract required by the FMO or the Fund Operator;
3. costs related to purchase of land or real estate;
4. provisions for losses or potential future liabilities;
5. exchange losses;
6. recoverable VAT;
7. costs that are covered by other sources;
8. fines, penalties and costs of litigation, except where litigation is an integral and necessary component for achieving the outcomes of the project;
9. excessive or reckless expenditure.

10. Procurement

National and European Union law on public procurement shall be complied with at any level in the implementation of the Programme and projects.

1. National law and European Union law on public procurement must be complied with at each level of the project.
2. Notwithstanding provisions of national law that exempt NGOs from public procurement, any procurement procedures related to amounts above the European Union thresholds for procurement shall be undertaken in accordance with the applicable laws on procurement without regard for such an exemption.
3. In cases that contracts signed under the project framework are of an economic value lower than the lower national limits or lower limits of the European Union for procurement or is outside the scope of existing legislation on public procurement, the conclusion of these contracts (including procedures before the conclusion) and the terms and conditions of these contracts must comply with best economic practices, including accountability, to allow full and fair competition among potential providers (for example, through effective price comparison) and to ensure optimal use of resources from the grant of the EEA Financial Mechanism. For this purpose, and in the absence of stricter national laws, in cases of purchases related to an amount of EUR 5.000,01 euros or higher, but below the relevant thresholds of the European Union, the project promoter shall invite at least three suppliers/ service providers to submit offers. For purchases ranging from EUR 20.000,01 to EUR 60.000,00 a restricted request for tenders must be made. For supplies above EUR 60.000,01 a public competition (public request for tenders) must be conducted.
4. The highest ethical standards shall be observed during the procurement and execution of contracts. The project promoter should ensure the application of adequate and effective means to prevent illegal or corrupt practices. **No**

offer, gift, payment or benefit of any kind, which would, could, directly or indirectly, be construed as an illegal or corrupt practice, e.g. as an incentive or reward for the award or execution procurement contracts, shall be accepted.

5. The project promoter must ensure that records of award and execution of contracts are kept for at least three years from the end of the Programme and provided upon request to the Fund Operator.

11. Monitoring, Reporting and Payments

11.1. Monitoring and Reporting

The Fund Operator shall continuously monitor projects during their implementation.

The project promoters will submit to the FO reports on project progress and results at regular intervals during project implementation and at the end of the projects, using templates that the FO will provide.

Specifically, the project promoters will submit an interim report every four (4) months, and a final report. The reports include a progress report and a financial report. Project promoters will also submit, without delay, reports for any problem, failure or deviation in the project.

Interim financial reports will be accompanied by copies of documents - proof of expenditure, both in hard copies and electronic form (pdf files), and will also include:
(a) A statement of actual expenditure incurred during the reporting period, which (reporting period) precedes the date of payment, and
(b) A statement of proposed - expected expenditure for the reporting period immediately following the payment date.

Reporting and payment plan:

Reports	Reporting period	Submission deadline	Approval deadline by FO	Payment deadline by FO (*)
Interim Progress and Financial Report	01 January - 30 April	15 May	15 July	15 working days from the approval of the interim reports
	01 May - 31 August	15 September	15 November	15 working

				days from the approval of the interim reports
	01 September - 31 December	15 January	15 March	15 working days from the approval of the interim reports
Final	The entire project duration	1 month after the submission of the last interim report	2 months from the submission	2 weeks from the approval of the final reports

(*) In the special cases where Project Promoters will not fulfil their reporting obligations that arise from the project agreement, these deadlines will be adapted accordingly.

The project promoters may be required to provide additional information at any time during the implementation of the Programme.

Exceptionally, with reference to expenditures incurred by project partners whose primary location is in one of the donor states or project partners that are international organizations or bodies or agencies thereof, the proof of expenditure may take a form of a report by an independent auditor, qualified to carry out statutory audits of accounting documents, certifying that the reported costs are incurred in accordance with the rules of the programme. The certification process can be governed by the International Standard on Related Services (ISRS) 4400 “Engagements to perform agreed-upon procedures regarding financial information” as published by the IFAC. The annually audited financial statement of an entity cannot replace the specific auditor's certificate confirming that the claimed costs are incurred in accordance with the rules of the programme, the relevant law and national accounting practices.; A template report shall be provided by the Fund Operator.

11.2. Payments

Payments of the project grant shall take the form of advance payments, interim payments and a final payment. The amount of advance payment to projects shall be set out in the project contract as a percentage of the total grant amount. The maximum level of each type of payment shall be linked to the grant size as follows:

Grant size	**Project implementation duration**	**Advance payment**	**Interim payments**	**Final payment**

A. Micro projects (between EUR 1.000,00 and EUR 5.000,00)	Between 1 - 6 months	Up to 50%	Are not foreseen-[13]	Remaining eligible amount up to 50%
B. Medium projects (between EUR 5.000,01 and EUR 80.000,00	Between 6 - 24 months	Up to 30%	Up to 60%	Remaining eligible amount at least 10%
C. Large projects (between EUR 80.000,01 and either EUR 200.000,00, or EUR 300.000,00)	Between 12 - 36 months	Up to 30%	Up to 60%	Remaining eligible amount at least 10%

- Advance payments are to be paid up to 15 working days after the last signature of the implementation contract of each project.
- Interim payments are to be paid up to 15 working days after the date of approval of the interim financial report.
- Final/balancing payments are to be paid up to 2 weeks after the date of approval of the final narrative report and the final financial report.

The approval of project interim and final reports shall be completed within two (2) months from the submission of all the required information / documentation.

In exceptional cases where projects have been assessed as posing a high irregular implementation risk[14], the FO may make a justified decision to change the payments scheme (reducing pre-financing or applying a scheme without pre-financing under which the FO reimburses project promoters only the amount of grant expenses verified by the FO).

Eligible expenditures incurred by project promoters are proved by receipted invoices or, alternatively, by accounting documents of equivalent probative value.

The disbursement of funds requires full compliance of project promoters and their partners with the eligibility of expenditures, procurement procedures, submission of appropriate documentation and reporting.

[13] In general, no interim payments are foreseen. However, in the case a project promoter faces liquidity problem, an interim payment may be foreseen.
[14] This shall be based on a risk assessment prepared and documented by the FO.

The FO has the right to suspend payments and request the reimbursement of allocated funds, in case where a relevant decision is made, either by the FO or the Financial Mechanism Office.

The FO shall ensure that payments to projects are made in a timely manner. Interim and final payments to the projects shall be based on approved project reports.

12. Communication Requirements of the Project Promoters

The project promoter shall provide information on the project to the widest possible audience at the appropriate national, regional and/or local level. The Project Promoter shall develop and implement the Communication Plan as described below. The project promoter shall report to the Fund Operator on information and communication obligations. All communications material developed by the Project Promoters during the projects' implementation phase are to be submitted to the FO for approval prior to their launch.

The project's Communication Plan should NOT be confused with the outreach and awareness activities that fall under the main activities of a project. The Communication Plan relates to how the project promoter will communicate the grant received under the Programme to the general public (through the media and /or social networks).

12.1 Preparation of the communication plan

Applicants shall include a communication plan (as Annex) in their project application, with the aim of creating awareness of the project, its objectives, any bilateral cooperation with entities in Iceland, Liechtenstein and/or Norway, the implementation, results and the impact of support of the Donor states to the project.

The communication plan shall include at least the following:

a. the aims and target groups, including stakeholders at national, regional and/or local level and the general public

b. the strategy and content of the information and communication measures, including activities, communication tools and timeframe, recognizing the added value and impact of the funding from the Donor states.

c. at least two information activities on progress, achievements and results of the project, such as a seminar or a conference with stakeholders, a press conference or press event, including a launch activity and/or a closing event for the project. For projects whose grant size is less than **EUR 50.000,00** one (1) information activity is sufficient and can be of smaller scale

d. measures for making information regarding the project available on the web, either through a dedicated website or through a dedicated webpage on the

organization's existing website with relevant links between the pages. The information of the project must be regularly updated in the Greek language.
e. All projects receiving a minimum of **EUR 150.000,00** grant through the programme shall be required to have a dedicated project website with information in Greek and English.
f. information on the website shall include information about the project, its progress, achievements and results, the cooperation with entities in Iceland, Liechtenstein and Norway, relevant photos, contact information and a clear reference to the programme and the EEA and Norway Grants
g. information on the personnel or bodies responsible for the implementation of the information and communication measures, including a contact person
h. an indication of how the information and communication measures are to be evaluated in terms of visibility and awareness of the project its objectives and impact, and the Donors.

12.2 Implementation of the communication plan

The project promoter shall implement the communication plan. Organizers of information events such as conferences, seminars, fairs and exhibitions in connection with the implementation of the project must make explicit and visible the support of the Donor states.
Project promoters of projects fulfilling at least one of the following two conditions must place a billboard at the site of each operation, during implementation, in line with the Programme's communications and visual identity requirements*:
a. Projects whose total grant amount to the project exceeds EUR 50.000,00
b. The operation consists in the financing of a physical object, infrastructure or of construction operations

No later than six (6) months after completion of the project, the promoters of projects meeting conditions (a) and (b) shall replace the billboard with a permanent commemorative plaque that is visible, of significant size and in line with the programme's communications and visual identity requirements*.
The project promoter ensures that those taking part in the project have been informed of the programme's funding.

*Detailed technical requirements on the use of logos, visual identity elements as well as billboards plaques, posters, publications, websites and audio-visual material and will be shared by the FO to project promoters.

13. Project Selection Process

13.1 Evaluation Procedure

Each project application that meets the administrative and eligibility criteria shall be scored by two impartial experts, appointed by the Fund Operator. At least one expert shall be independent of the Fund Operator.

The experts shall separately and independently score the project proposal according to the Selection Criteria published below. Each scorer will grade the proposals independently from each other. For the evaluation of project proposals, the average score of the two scorers will be taken into account. To further examine the application, a minimum average score of 60% of the total mark is required.

If the difference between the scores is greater than 30% of the higher score, the project application shall be scored by a third independent expert. This expert shall be commissioned by, and be independent of, the Fund Operator. In such cases the average score of the two closest scores shall be used for the ranking of the project applications.

In this case also, to further examine the application form, a minimum average score of 60% of the total mark is required.

13.2 Scoring Criteria

Evaluation criteria for large/medium projects	**Max Score**
1. Capacity of the applicant	**20**
1.1. Experience of the applicant and partner, if applicable, in the implementation of similar activities as the ones included in the project proposal	10
1.2 Administrative and financial capacity of the applicant and partner, if applicable, and expertise of the staff assigned to the project	10
2. Relevance and Justification	**20**
2.1. The need for the project is well justified	10
2.2. Relevance to the objectives of the Programme and its respective outcome(s) and outputs	10
3. Partnerships	**5**
3.1 Quality of proposed partnership(s) if applicable, or justification for not including partner(s)	5
4. Quality of the proposed activities	**25**
4.1. Impact of proposed activities	10
4.2. Coherence between activities, outputs, results and timetable	10

4.3. Risks are identified and mitigated	5
5. Capacity Building Component	**5**
5.1 Justification of activities planned within Capacity Building Component	5
6. Sustainability	**5**
6.1. Sustainability of the project and its results	5
7. Financial justification	**20**
7.1. Justification of budget and realistic forecast of costs with regard to proposed activities	10
7.2. Value for money	10
TOTAL SCORE	**100**

Evaluation criteria for micro projects	Max score
1. Capacity of the applicant to implement the project	**20**
2. Relevance and Justification	**20**
3. Quality of the proposed activities	**20**
4. Value for money	**20**
5. Potential of the applicant to build its capacity through the grant	**10**
6. Applicant is a small NGO, or is established in rural and/or remote area, or is founded by minority group	**10**
Total score	**100**

Special considerations for project ranking

Under equal circumstances (proposals with equal score) or because of any other considerations taken into account after majority voting, at the discretion of the members of the Selection Committee and the Executive Board of the Fund Operator, priority for funding can be given to projects that:

- will be implemented in partnership with a donor state entity (Iceland, Liechtenstein, and Norway);
- will be implemented in an underserved geographic area of the country / in favor of an underserved group;
- will be implemented with the participation of / in favor of Roma community representatives;
- will be implemented with the participation of / in favor of unaccompanied minors
- will be implemented with the participation of / foresee participation of youth (age 18-29);
- include an innovation element;

13.3 Final selection of projects

The Fund Operator shall provide the Selection Committee with a list of project applications ranked based on their score without making any changes to the ranking or the scoring awarded by the experts. Only the applications that have been awarded with a minimum score of 60 points will be ranked according to their score.

The Selection Committee shall review the ranked list of project applications. It may modify the ranking of the project applications in justified cases, based on transparent criteria. The Selection Committee shall prepare a recommendation to the Executive Board, which shall make the final decision on which applications will be funded.

The Fund Operator may modify the decision of the Selection Committee in justified cases. If such a change results in the rejection of a project proposal which would have otherwise received funding, the relevant applicant will be informed in writing of the change and receive the justification of the decision. The decision of the Fund Operator is final and may not be changed.

The final decision will be communicated to applicants within reasonable time, and information on approved projects will be published on the Programme website within four (4) months from the deadline of submission of project proposals.

14. Project Implementation Contracts

For each approved project, a project implementation contract shall be concluded between the Bodossaki Foundation and the project promoter setting out the terms and conditions of the grant, as well as the role and responsibilities of the parties.

The project contract shall contain, as a minimum, provisions on the following:

1. The description and the project budget
2. The duration of the project
3. The maximum amount of the project grant and the maximum rate of grant for the project and the co-financing rate
4. The obligations on project reporting
5. The eligibility and the supporting documents on expenditure
6. The method of calculation of indirect costs and its maximum amount
7. The first and final date of the eligible costs
8. Any modifications of the project
9. Approval of reports and payment of grant
10. Provisions that ensure that access for monitoring, audits and evaluations is provided without delay
11. Provisions to ensure obligations regarding publicity
12. Obligations regarding participation in the capacity building activities

13. The right of the Fund Operator to suspend payments and request reimbursement from the project promoter in case decision on such actions is taken by the Fund Operator or / and the FMO.
14. The right of the Fund Operator and the Office of the EEA Financial Mechanism for monitoring project implementation
15. The obligation of the promoter as regards record keeping of the project files
16. Resolution of disputes and jurisdiction
17. Provisions on equipment for which the entire purchase price is eligible
18. A reference to partnership agreement(s) or letter(s) of intent, if relevant
19. Provisions in case of termination of the project contract.
20. Waiver of responsibility

15. Supporting Documents and Application Process

Applicants must fill in the Application Form, including all relevant annexes, the budget form, as well as the partnership agreement(s), if relevant, available in the Programme website (https://www.activecitizensfund.gr/), in accordance with the requirements of the present document "Guidelines for Applicants".

All the following Supporting Documents and the Annexes of the application form (including the Document List) must be included in the Application, in order for it to be eligible for further evaluation. In case where one or more documents are missing, the applicant must submit a signed declaration, mentioning any missing documents and the justification for not submitting them. The Fund Operator shall decide whether the justification is adequate.
The applicants will have a deadline of five (5) working days to submit any documents that have not been submitted, upon the suggestion of the Fund Operator.

Supporting Documents:

1. Statutes of the Organization- and all its validly published amendments.
2. Valid tax statement.
3. Valid insurance statement.
4. Partnership agreement in case of partnerships (according to the template provided on the Programme's website).
5. Financial data:
    1) Balance sheets of the last two years (unless the organization was established more recently) In case the organization is audited by Chartered Accountants, the last reference.
    2) Budgets of years 2019 and 2020 (unless the organization was established more recently).
    3) Accounts of years 2018 and 2019 (unless the organization was established more recently).

In case of failure to submit the above financial data (numbered 5.1, 5.2 and 5.3), corresponding income and expenditure statements will be submitted.

Notes:

1) In case of partnership of the project promoter with one or more project partners:

1. The above supporting documents **numbered 1, 5.1, 5.2 and 5.3** must be attached for each partner (if applicable).
2. For partners based outside Greece, documents **numbered 1, 5.1, 5.2 and 5.3** must be submitted in English. In case of failure to submit documents 5.1, 5.2 and 5.3 an external financial audit report shall be submitted in English.
3. A Partnership Agreement between the project promoter and each partner will be signed in Greek or in English, in case the partner is based outside of Greece, and will be submitted by the applicant, together with the project proposal.
4. Informal groups (as partners) must attach a declaration of formation.

2) During the final evaluation stage of an approved project application and before signing the project grant contract, the Fund Operator may request additional supporting documents, such as:

1. Certificate of Court / G.E.MI. (General Commercial Registry) for recording/setting modifications.
2. Tax (a) registry entity and (b) representation information (TaxisNet).
3. Minutes for the election of the board of directors, legal representatives and other statutory bodies (e.g. General Assembly, Supervisory Board).
4. Tax declarations of the last two years (unless the organization has been established for less than two years). This is not necessary for organizations applying for micro grants.
5. E3 forms of the last two years (unless the organization has been established for less than two years). This is not necessary for organizations applying for micro grants.

Project Promoters will have five (5) working days to submit additional supporting documents at the request of the Fund Operator.

Candidates shall **submit their applications in the following way**:

The applications for **medium and large projects** shall be submitted electronically via the website of the Programme using the online platform (https://www.activecitizensfund.gr/proskliseis/lista-proskliseon/).

The applications for **micro projects** may be submitted either electronically via the website of the Programme using the online platform (https://www.activecitizensfund.gr/proskliseis/lista-proskliseon/) or by post (date as per postmark) in the following address:

Bodossaki Foundation
14 Mourouzi, 10674, Athens, Greece

Statement on the envelope: Programme "Active Citizens Fund" for the 3rd call: "**Increased citizen participation in civic activities**"

Or

Statement on the envelope: Programme "Active Citizens Fund" for the 4th call: "**Increased support for human rights**"

16. Contact Information

Questions may be sent to the FO no later than ten (10) working days before the deadline for the submission of project proposals. The FO has no obligation to provide clarifications to questions received after this date.
The questions must be sent via email to the addresses indicated in Section "Contact Information" of each open call.

No individual replies will be given to questions. Questions and answers will be published on the website of the Programme. It is therefore advisable to consult the website regularly.

17. Complaint Mechanism

In accordance with the terms and conditions for the "Active Citizens Fund", the Fund Operator has established a Complaints Committee to review complaints regarding the programme. All complaints are first assessed by the Fund Operator. A complainant who is not satisfied with the conclusion made by the Fund Operator has the right to take the case to the Complaints Committee, which includes one member who is external to the Fund Operator and its Board and does not include programme staff responsible for assessing project applications.
The complaints must be fully justified and submitted electronically to the following email: complaints@activecitizensfund.gr.

Annex 1
Rates for travel and accommodation expenses and daily subsistence allowance

This document sets the rates (upper limits) for the eligible expenditures for travel, accommodation expenses and daily subsistence allowance of the staff and volunteers involved in the project.

The Fund Operator maintains the right to unilaterally change the rates for these expenses.

Travel expenses include the transportation cost from/to the destination, i.e. air tickets (economy class) or the cost for the tickets of another means of transport (economy class), one piece of luggage, and the cost of transport from/to the airport or the station.

1) Accommodation expenses include the accommodation cost for staying at a hotel.

2) The daily subsistence allowance includes the cost of meals and local transport.

3) Travel and accommodation expenses and the daily subsistence allowance that cover travelling within the prefecture or county or similar administrative division, where the project is implemented, are not eligible expenses.

4) The necessary proof documents for travel expenses include invoices and receipts for the issuance of tickets, ticket stubs, boarding passes, the minutes from meetings and other supporting documents that prove the aim of the trip.

5) The necessary proof documents for accommodation expenses and daily subsistence allowance include invoices and receipts issued for accommodation (by hotels), meals (by restaurants) and local transportation means (ticket stubs).

6) The travel and accommodation expenses cannot exceed the following rates per person and type of expenditure.

a) The following rates have been set for expenses within Greece:

Rates for expenses within Greece

	Type of expenditure	Amount €
1.	Travel expenses, including transportation from/to the destination, i.e. air tickets (economy class) or the tickets of another means of transport (economy class), one piece of luggage, transport from/to the airport or the station and travel insurance.	No Limit
2.	Daily cost of hotel accommodation	90,00
3.	Daily cost for meals	40,00
4.	Car expenses, i.e. compensation per km	0,25
5.	Daily cost of local transport	20,00
6.	Cost of tolls	no limit

b) The following rates have been set for expenses outside of Greece:

Rates for expenses outside of Greece		
	Type of expenditure	**Amount €**
1.	Travel expenses, including transportation from/to the destination, i.e. air tickets (economy class) or the tickets of another means of transport (economy class), one piece of luggage, and transport from/to the airport or the station.	No Limit
2.	Total daily cost of (a) hotel accommodation, (b) meals, (c) car expenses, (d) local transport and (e) tolls	According to the rates for each country in the following table

Maximum daily expenses for travel outside of Greece[15]

EU Member States	€
Austria	225
Belgium	232
Bulgaria	227
Croatia	180
Czech Republic	230
Cyprus	238
Denmark	270
Estonia	181
Finland	244
France	245

[15] https://ec.europa.eu/europeaid/node/116255
https://ec.europa.eu/europeaid/sites/devco/files/perdiems-2017-03-17en.pdf

Germany	208
Hungary	222
Ireland	254
Italy	230
Latvia	211
Lithuania	183
Luxembourg	237
Malta	205
Netherlands	263
Poland	217
Portugal	204
Romania	222
Slovak Republic	205
Slovenia	180
Spain	212
Sweden	257
United Kingdom	276

EEA/EFTA Counties	**€**
Iceland	349
Norway	275
Liechtenstein	225

The rates of foreign currencies to euro are determined in accordance with the Foreign Exchange Reference Rates on the day the expense was incurred, as provided by the Bank of Greece (see https://www.bankofgreece.gr/Pages/el/Markets/Isotimies/deltia.aspx?Filter_By=15)

For Icelandic krona (ISK), the Foreign Exchange Reference Rates are those provided by the Central Bank of Iceland (http://www.cb.is/).

Annex 2
Advice for writing a strong application

All the information provided throughout the Guidelines for Applicants is relevant for completing the application form. Some additional advice for preparing a strong application is provided in this Annex.

i) General advice

1. Get informed: First of all, read all the information provided in Guidelines for Applicants and all the documents related to the application. Check the programme website for any forthcoming information events, workshops and online videos. Check the FAQs page of the programme website and if you still have any questions, send them by email to the specified contact person.
2. Plan well: Allow sufficient time to plan the project well, before you start writing the application, so that that the application is coherent – for example there must be coherence between the described needs, project activities, outcomes and budget.
3. Justify the need: It is important for the application to demonstrate and justify that there is a genuine need for the project. Gather any facts and figures that show why the project is needed so that you can support this justification with evidence.
4. Be realistic: The size and scope of the proposed project should be realistic for your organization to implement, based on the organization's expertise, capacity and previous experience.
5. Think sustainably: Design the project in a way that ensures that the activities results that can continue to have a long-term impact, even after the project itself has ended.
6. Be open to collaborations: You should be aware of other initiatives active in the thematic field of your project, and consider collaborating with other CSOs or other bodies in order to strengthen the impact of your project.
7. Ensure value: The project budget must represent good value for money and be realistic.
8. Keep it clear: Make sure that the language used in the application form is clear. Avoid using complicated acronyms and technical language that might not be understood by a third person.
9. Assess yourself: Consider how you would assess your application, based on the selection criteria specified in the Guidelines for Applicants.
10. Check it through: Before submission, give the draft application to a third person to read, to check that it is clear, coherent and that no information is missing.
11. Check the font: The application must be completed using Calibri, size 11 and spacing 1,5.

ii) Additional advice on how to complete different sections of the application form
In this section, some additional advice is given regarding how to complete some of the sections of the application form which applicants may find more difficult.

Sections 1.1 and 1.2: Project Summary

The project summary is required in both Greek (Section 1.1) and English (Section 1.2). Among other things the project summary will be used to announce the project, in case it is approved for funding. Although the summary appears at the beginning of the application form, it is recommended that you write it last, after you have completed the rest of the application, so that you are sure about all the details of the project.

It must be short and clear and contain all the requested information.

An example is provided below:

1.1 Summary of the project in Greek *(up to 2000 characters incl. spaces[16])* *Why is the project needed? (what challenges will the project address)* *What is the objective of the project?* *What are the activities to address the challenges identified?* *Who is expected to benefit? (specify the target groups)* *What is the role of the project promoter and partners (if applicable)?*	The project will address the high levels of gender inequality in Greece and in particular the lack of awareness among young people regarding gender equality issues. This problem will be addressed by providing human rights education focused on gender rights and equality issues to youth workers, through a 5-day training workshop using informal education methodologies. The training will be provided to 20 youth workers from 5 different cities (Athens, Thessaloniki, Alexandroupoli, Patra, Heraklio) by 2 qualified trainers. After the workshop, these youth leaders will be responsible for training other youths in their respective cities, with the support of a training kit and the assistance of a follow-up tutor. Additional awareness-raising activities will also be implemented, including an exhibition and debates. By the end of the project, 400 young people will have knowledge on gender rights and 1000 citizens will have a greater awareness of gender-equality issues. The project will be implemented with [Applicant organization name] in partnership with [Partner organization name].

Section 2: Information about the Applicant

The information provided in this section (in combination with the CVs of the project team) will be used to assess the application for the following selection criteria:

For medium and large projects:

Evaluation criteria for medium/large projects	Max Score
1.1 Experience of the applicant and partner, if applicable, in the implementation of similar activities as the ones included in the project proposal	10
1.2 Administrative capacity of the applicant and partner, if	10

[16] Characters meaning letters, numbers, symbols, punctuation marks and gaps between them.

applicable, and expertise of the staff assigned to the project	

For micro projects:

Evaluation criteria for micro projects	Max Score
1 Capacity of the applicant to implement the project	20

For this reason, it is important that the responses to the various questions in section 2 provide information that shows that the applicant organization has the necessary experience, expertise and capacity to implement the proposed project.

Section 2.1 Brief description of the aims of the applicant organization
In this section you should provide a short description of the main aims of the organization. See the example below:

2. 1 Brief description of the aims of the applicant organization *(up to 1500 characters incl. spaces)*	[Organization name] is an independent non-governmental organization for the protection of human rights. Its aims are to promote respect for the human rights of every individual, to stimulate legislative reform to bring Greek legislation in line with international human rights standards, to trigger public debate on human rights issues, to carry out advocacy for the protection of human rights, and to popularise and make widely available human rights instruments.

Section 2. 2 Geographical scope of activities
Here you should indicate whether the organization's activities are conducted on a local, regional, national or international level.

Section 2.3 Thematic field of activities
Here you should indicate the main thematic field of the organization's activities, for example human rights, environmental protection etc.

Section 2.4 List the main sources of funding for the last two years
Here you should list the main sources of funding that the organization has received during the last two years. See the example below:

2.3.5 List the major sources of funding for the last two years (e.g. EU/ foundations/ individual donations/ state funding/ corporations/ membership fees/other)
Please add rows if necessary

Year	Source of funding	Amount
2017	Foundations	5,000
2017	Individual donations	3,000
2017	Corporations (corporation name)	2500
2018	Foundations (Foundation name)	20,000
2018	Corporations (corporation name)	2,500

Section 2.5 Experience in implementing projects
Here you should describe your main projects and activities during the last two years. You can add rows if necessary. See the example below:

2.3.8 Experience in implementing projects *Please describe your main projects and activities in the last 2 years in the table below. Add rows if necessary.*						
Project title	Main activities	Source of funding	Budget (in euros)	Budget amount managed by the organization (if different than budget)	Period of implementation from (Month/Year) to (Month/Year)	Other partners (if any)
Human rights for all	Implementing a nationwide human awareness raising campaign	Open Society Foundations	**50,000**	**10,000**	**09-2017**	**09-2018**

Section 2.6 Briefly explain how the applicant's previous experience has built the applicant's capacity to implement the proposed project
Here you should explain how applicant's previous experience from implementing projects, including those listed in section 2.7.8, has given the applicant the necessary experience and expertise to successfully implement the proposed project. For example, you could refer to the relevant technical skills, thematic expertise, knowledge of specific methodologies, and understanding of the needs of relevant target groups that you have gained.

Section 3: Partner Organization(s)
Section 3 should only be completed if the project will be implemented in partnership with another organization. See section 8 of the Guidelines for Applicants for more information about partnerships. If there is more than one partner, Section 3 should be duplicated for every additional partner.
Where applicable, the information provided in this section (in combination with the information provided in section 2, and the CVs of the project team) will be used to assess the application for the following selection criteria:

Evaluation criteria for medium/large projects	**Max Score**
1.1 Experience of the applicant and partner, if applicable, in the implementation of similar activities as the ones included in the project proposal	10
1.2 Administrative capacity of the applicant and partner, if applicable, and expertise of the staff assigned to the project	10

Evaluation criteria for micro projects	Max Score
1 Capacity of the applicant to implement the project	20

For this reason, it is important that the responses to the various questions in Section 3 provide information that shows that the partner(s) has the necessary experience, expertise and capacity to implement the proposed project.

Section 4: Project Description

Section 4.1: What needs does the project aim to resolve or address?
The information provided in this section will contribute to the assessment of the application for the following selection criteria:

Evaluation criteria for medium/large projects	Max score
1.1 The need for the project is well justified	10

Evaluation criteria for micro projects	Max score
1. Relevance and Justification	20

In this section, you should justify why the project is needed. Explain what issue or challenge it will address. You should offer any available evidence that helps to justifies the need for the project. Mention if you have conducted any needs assessment or consultation with target groups. Mention any studies, statistics or other references that demonstrate the need for the project. This information could come from research or previous work conducted by your organization or it could come from other bodies, including other CSOs or authorities, the EU etc.

Section 4.2: Which other entities are active in the thematic area of the project? In what ways?
The information provided in this section will contribute to the assessment of the application for the following selection criteria:

Evaluation criteria for medium/large projects	Max score
1.2 The need for the project is well justified	10

Evaluation criteria for micro projects	Max score
1. Relevance and Justification	20

In this section you should briefly explain which other entities (including other CSOs, authorities, private sector) are active in the thematic area of the project, and in what ways. Explain how the proposed projects complements – and avoids duplication - with any other existing activities in this area.
It is recognized that there may be several different initiatives active in the same thematic area and that all may be useful, for example because of very high needs or demand for the particular activities. In such a case, it is expected that the applicant shows an awareness of the other initiatives and of how the proposed project is still needed or useful.
Note that, as part of the evaluation process, evaluators may also independently research whether there are any other similar initiatives to the proposed project.

Section 4.3: Which are the target groups of the proposed project?
In this section you need to describe the target groups of the project, meaning who will benefit directly from the proposed activities.

Section 4. 4 What is the objective and expected impact of the project and how is it relevant to the objectives of the Programme and to its respective outcome?

The information provided in this section will be used to assess the application for the following selection criteria:

Evaluation criteria for medium/large projects	Max score
2.2 Relevance to the objectives of the Programme and its respective outcome(s) and outputs	10

Evaluation criteria for micro projects	Max score
2 Relevance and Justification	**20**

In this section you should explain what the objective(s) of the project is and explain how this is relevant to the Programme's overall objective 'strengthening of civil society and active citizenship and the empowerment of vulnerable groups'. Also explain how the project is relevant to the Programme Outcome for the call for proposals to which the application will be submitted. For example, if the application will be submitted to the call for proposals for Outcome 1: "Increased citizen participation in civic activities", you should explain how the project is relevant to this outcome.

Section 4.5: Project activities
The information provided in this section will contribute to the assessment of the application for the following selection criteria:

Evaluation criteria for medium/large projects	Max score

3.1 Impact of proposed activities	10
3.2 Coherence between activities, outputs, results and timetable	10

Evaluation criteria for micro projects	**Max score**
3 Quality of the proposed activities	**20**

Note that a list of indicative activities for each call for proposals is provided in Section 3.2 of the Guidelines.
Give each activity a number and a title, and for each activity separately describe briefly what the activity includes and how it will be implemented, where it will be implemented and how many times, and who will implement it. The description should answer the following questions: What is the activity? How will it be conducted? Where will it be conducted? Who will implement it?
It is not necessary to include small project management tasks such as coordination meetings etc.
Note that all of the activities included in this section should also be included in the timeline (Annex 3 of the application form) and the cost of implementing them should be taken into account in the project budget.

4.5 Project Activities Describe the project activities. *Give each activity a title and for each activity separately describe briefly what the activity includes, how it will be implemented, where and how many times and who will implement it* *Please refer to the list of indicative activities in the Guidelines for Applicants* *Please add rows if necessary* *(Up to 1000 characters incl. spaces for each activity)*			
No	**Title of activity**	**Description of activity**	**Target group**
1	Development of training curriculum for youth workers	[Org. name] will be responsible for developing a 5-day (30 hour) training curriculum for youth workers, on human rights education focused on gender rights and equality issues, with the aim of building their skills to promote an awareness of gender equality among the young people they work with. The curriculum will include sessions on current gender equality issues in Greece (including pay gap, lack of gender balance in politics, domestic violence), women's rights, LBGTQI rights as well as sessions on project management. The curriculum will use informal, interactive training methodologies including group work, creative workshops, and roleplay simulations	Youth workers, young people
2		A 5-day (30 hour) training workshop for youth	20 youth

	Training workshop for youth workers	workers, on human rights education focused on gender rights and equality issues, will be held in Athens. 20 youth workers who are already active in youth groups in their respective cities will attend the training (their travel, accommodation and catering costs will be fully covered). The workshop will be taught by XXXX who have great experience in conducting training relating to gender issues, using the methodology developed in Activity 1. By the end of the workshop, participants will be equipped conduct training/awareness raising activities for the young people they work with in their respective cities.	workers (10 from Athens, 4 from Thessaloniki, 2 from Alexandroupoli, 2 from Patra and 2 from Herakion), young people
3	Training workshops for young people	Etc …	

Section 4.6 Outputs and Output Indicators
The information provided in this section will contribute to the assessment of the application for the following selection criteria:

Evaluation criteria for medium/large projects	**Max score**
4.1 Impact of proposed activities	10
4.2 Coherence between activities, outputs, results and timetable	10

Evaluation criteria for micro projects	**Max score**
3 Quality of the proposed activities	**20**

In this section, you must specify the **outputs** and **output indicators** for your project activities. As also explained in Section 3.1 of the Guidelines for Applicants, outputs and output indicators are an important feature of the Active Citizens Fund in all the countries in which it is implemented, being integral to the 'Results-Based Management' (RBM) approach that the programme follows. Results-based management is a management strategy for ensuring that projects contribute to the achievement of desired results. This approach is based on a "results chain" (figure below), which includes an anticipated causal relationship between activities, outputs (i.e. what the activities will deliver) and outcomes (i.e what will change as a result of the outputs being delivered):

RBM at project level is based on project outputs. The **project outputs** are the deliverables (products, goods and services) which result from a project, i.e. the tangible results. <u>These are guaranteed by the project promoter.</u> The project promoter defines the outputs of the project in the project proposal. The project proposal will normally include several outputs.

The Active Citizens Fund has certain predefined outputs that project activities must achieve. For this reason, each project must deliver one or more of the predefined outputs for the relevant programme outcome (see also section 3.1 of the guidelines). Project activities which do not contribute to any of the predefined outputs for the respective programme outcome are therefore not eligible.

The programme also require that the achievement of all outputs is measured by **output indicators.** Indicators are a means to measure achievement, or to help assess a development. Indicators at project level are used as a tool to verify whether or not the project is achieving its outputs. Specifying indicators helps forming the basis of the project's monitoring and reporting system. They must be specific, observable and come from reliable data. Indicators can be quantitative or qualitative, or both. The programme has predefined output indicators for all outputs which projects must use, however applicants can optionally choose to use additional output indicators for their projects.

Once the output indicators have been chosen, **target values** have to be established. The target values are important for assessing the potential impact of a project, because they specify the extent to which each output will be achieved. **The project promoter guarantees the achievement of the specified target values.** For example, if the selected output indictor is 'Number of people reached through awareness-raising activities on human rights', the target value could be set at '1000'. In this case that the applicant would be committed to ensuring that 1000 people would be reached through the awareness-raising activities on human rights implemented within the project, if funded.

Note that the baseline value for each indicator is automatically set at zero (0). This way, the only the outputs delivered during the implementation period are measured and reported on.

The predefined outputs and output indicators for all of the programme outcomes are listed in Section 3.1 of the Guidelines for Applicants.

For every chosen project output **at least one** of the predefined output indicators must be selected from the table in section 4.6 of the application form (note that you can optionally also include additional indicators for each output in this table).

The table in section 4.6 in the application form includes all the predefined outputs and output indicators for the programme outcome for the specific call for proposals (i.e. this section of the application form is specific to the particular call for proposals). Firstly, from the first column in this table, applicants should select all the outputs that are relevant to the activities within their project (remembering all project activities must contribute to at least one predefined output, and that each project must deliver at least one or more of the predefined outputs).
Secondly, for every selected output, applicants should select at least one of the predefined output indicators from the second column in the table. If they wish, in this column of the table, applicants can also optionally include additional indicators for each output.
Thirdly, for all of the selected indicators, in the third column of the table applicants must indicate the target value to be achieved through the project activities.
For the outputs and indicators that are not relevant to the project, the target value should be left blank.
An example is provided below, based on the example project activities given above. Note that the outputs and indicators are those for outcome 3 'Increased support for human rights'. For clarity, the selected outputs, indicators and target values are shown in **bold**:

4.6 Outputs and Indicators

Each project must deliver one or more of the following predefined outputs, and for every chosen project output **at least one** of the predefined output indicators must be selected from the list (note that you can optionally also include additional indicators for each output).
For all of the selected indicators, you must indicate a target value to be achieved through the project in the relevant column (note that the baseline value for each indicator is automatically set at 0 - see Guidelines for Applicants for more information)
In case the outputs and indicators that are not relevant to your project, leave the target value blank.

Outputs	**Indicators**	**Target value**
Advocacy on Human Rights issues promoted	*Predefined indicator*: Number of advocacy campaigns carried out on Human Rights	
Awareness on human rights issues increased	***Predefined indicator:*** **Number of awareness-raising activities on human rights issues carried out**	**5**
	Additional indicator (optional):	
	Additional indicator (optional):	
Awareness on human rights issues increased	***Predefined indicator*:** **Number of people reached**	**1000**

	through awareness-raising activities on human rights	
	Additional indicator (optional):	
	Additional indicator (optional):	
Implementation of human rights monitored	*Predefined indicator* Number of NGOs registering and reporting human rights violations	
	Additional indicator (optional):	
Education on human rights provided	***Predefined indicator*** **Number of people trained on human rights**	**420**
	Additional indicator (optional): **Proportion of training participants who demonstrate an increased understanding of human rights issues in a survey following training**	**90%**
	Additional indicator (optional):	

Section 4.7 Partnerships
In the case that the project will be implemented with partners, in this section you should explain what is the contribution of the partner/s to the implementation of the project (technical and professional). You should also explain how the partnership will facilitate the achievement of the objectives of the project.
In case the project will be implemented without partner(s), this should be justified in this section, i.e. you should explain why it is preferable for the project to be implemented without partners.
For medium and large projects, the information provided in this section will be used to assess the application for the following selection criteria:

Evaluation criteria for medium/large projects	**Max score**
3.1 Quality of proposed partnership(s) if applicable, or justification for not including partner(s)	5

For micro projects, the information provided in this section will contribute to the assessment of the application for the following selection criteria:

Evaluation criteria for micro projects	**Max score**
1. Capacity of the applicant (and partner(s) if applicable) to implement	**20**

the project	

Section 5 Risk Assessment
For medium and large projects **only**, the information provided in this section will be used to assess the application for the following selection criteria:

Evaluation criteria for medium/large projects	**Max score**
4.3 Risks are identified and mitigated	5

In this section you should describe the potential risks in the implementation of the project and the actions that you plan to undertake to mitigate them. A risk is an event or circumstance that may negatively affect the achievement of expected results. It can be either external (outside of the project team and its organization) and/ or internal (concerning the organization and the management of the project itself).
For example, one risk for implementing training workshops for young people on human rights issues is that not enough young people will be interested in attending the workshops. This risk could be mitigated by using a fun interactive methodology, including social/ networking activities as part of the workshop, and by advertising the workshops through existing youth groups that have contacts with a large number of young people.

Section 6: Capacity Building Component
For medium and large projects **only**, the information provided in this section will be used to assess the application for the following selection criteria:

Evaluation criteria for medium/large projects	**Max score**
5.1 Justification of activities planned within Capacity Building Component	5

As explained in section 4 of the Guidelines, all projects under the first four programme outcomes (**<u>except those funded through micro-grants</u>**) must allocate up to 15% of the total requested grant amount to implementing capacity building activities aimed at increasing the organizational sustainability of the project promoter organization. This is called the Capacity Building Component of projects.

Section 6.2 Describe the capacity building needs of your organization
In this section you should describe the capacity building needs of your organization – i.e. any current weaknesses or limitations that your organization has which it aims to address through the Capacity Building Component.
Before completing this section, applicants are therefore strongly encouraged to complete the free online 'Capacity Mapping' self-assessment process, available at

https://www.ngocapacitymap.gr/. This is an online multiple-choice questionnaire which indicates an organization's strengths and weaknesses regarding its organizational capacity and sustainability.
For example, an organization's capacity building needs could include:

- needs related to developing or revise a business plan or strategy,
- needs related to developing procedures for consulting with target groups,
- needs related to improving the organization's transparency, accountability and external communications,
- needs related to improving internal management procedures
- needs related to improving the organization's approach to human resource management and/or volunteer management
- needs for staff or volunteer training
- needs to improve the financial sustainability of the organization

Section 6.3: Describe the activities that would be conducted to build the organizational capacity of the applicant organization

In this section you should describe the capacity building activities to be implemented within the Capacity Building Component. Give each activity a title and for each activity separately describe briefly what the activity includes, how it will be implemented and where and how many times.
Please see section 4 of the Guidelines for Applicants for indicative activities that can be implemented through the Capacity Building Component.
Note that activities within the Capacity Building Component must be designed in a holistic, sustainable way so that they strengthen the organization and are able to be continued by the organization after the end of the project.
Example 1a: Within the Capacity Building Component, organization X wants to establish an e-shop to generate a new source of income for the organization. The organization wants to subcontract the set up and management of the e-shop to an external contractor. There is no plan to train the organization's staff or volunteers in how to manage the e-shop and no plan for how the e-shop would continue running after the end of the project period. This **would not be eligible** since the activity is not designed in a sustainable way to be able to be continued by the organization after the end of the project.

Example 1b: Within the Capacity Building Component, organization Y wants to establish an e-shop to generate a new source of income for the organization. The organization wants to subcontract the set up and management of the e-shop to an external contractor. The subcontractor is required to provide training to a team of 3 staff and volunteers on how to operate the e-shop so that at the end of the project period the e-shop can continue functioning. This **would be eligible** since the activity is designed in such a way to be able to be continued by the organization after the end of the project.

Example 2a: Within the Capacity Building Component, organization x wants to hire a fundraiser. There is no plan to train the organization's other staff or volunteers in fundraising techniques and no plan for how the position would be maintained after the end of the project. This **would not be eligible** since the activity is not designed in a sustainable way so as to be able to be continued by the organization after the end of the project.

Example 2b: Within the Capacity Building Component, organization y wants to develop and implement a plan for improving the organization's financial sustainability. This includes implementing several new fundraising events, hiring a fundraiser who will also train the organization's other staff or volunteers in fundraising techniques, and the development of plan for how the organization will continue fundraising after the end of the project. This **would be eligible** since the activity is designed in a sustainable way so as to be able to be continued by the organization after the end of the project.
Note also that the planning of the activities within the Capacity Building Component will be finalized in consultation with the Fund Operator, following project selection.

Section 7: Sustainability of the project/ results
For medium and large projects only, the information provided in this section will be used to assess the application for the following selection criteria:

Evaluation criteria for medium/large projects	**Max score**
6.1 Sustainability of the project and project results	5

For example, in this section you could refer to the following:

- How the benefits or results of your project will continue after the end of the project. For example, you should mention if the project will result in long term changes, including changes related to attitudes, behavior, knowledge policies, laws, or other types of changes
- If the project is likely to be able to have an element of financial sustainability, for example, if the activities could be continued in future with money from a different funder or from income through sales or contracts
- If the activities can be continued in the long term through volunteer support
- How any resources developed through the project can continue to be used after the project ends

Annex 3

Suggested Maximum Salary Costs

Categories	Description	Annual Cost	Monthly cost * (Full time)	Monthly cost * (Part time)
A	Personnel with extended coordination responsibilities, decisive role and responsibility at the Project. Graduates of Higher education with previous experience. i.e Project managers, Coordinator, Consultant, Specialist	€ 44.000	€ 3.666	€ 1.833
B	Personnel with secondary responsibilities and autonomy in a section of the Project. Graduates of Higher education. i.e Department Coordinator, Administrative employee, Financial officer, Lawyer, Psychologist, Trainer	€ 35.000	€ 2.917	€ 1.458
C	Personnel responsible for the implementation of operational tasks. Works under the supervision of a supervisor. Graduates of secondary education. i.e Secretaries	€ 23.000	€ 1.917	€ 958
D	Personnel in charge of the implementation of certain operational tasks. Graduates of elementary education. i.e Drivers, techniciasns, cleaners.	€ 19.500	€ 1.625	€ 813

* The amounts include holiday and vacation allowances (total cost).