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**EU Project n. CSO-LA/2020/415-010**

Reference: EuropeAid/160048/DH/ACT/Multi

“Raising public awareness of development issues and promoting development education in the European Union”

# Call for proposals

**A subgranting opportunity for Civil Society Organisations of Dolj County, Romania, to engage young citizens on sustainable development, migration and climate change**

**Deadline for submission: 25<sup>th</sup> November 2022**



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## 1. BACKGROUND

“**Mindchangers: Regions and youth for Planet and People**” (CSO-LA/2020/415-010) is a European project led by Regione Piemonte (Italy) within a consortium composed by the Consortium of Piedmont Ngos (COP), University of Craiova, Region Baden-Württemberg and SEZ (Germany), Fédération Wallonie-Bruxelles (Belgium), Region La Rioja and CONGDCAR (Spain), RESACOOOP (France).

It is financed by the European Commission within the call EuropeAid/160048/DH/ACT/Multi “*Raising public awareness of development issues and promoting development education in European Union (DEAR) - Lot 3: Focussed and strategic pan-European campaigns on targeted priorities bringing EU Development policy and EU answers to global challenges closer to citizens led by a Local Authority or Association of LAs, from all EU member states*”.

Mindchangers started in October 2020 and will end in September 2024.

The overall objective of Mindchangers is to **strengthen the engagement of EU young citizens and increase awareness of the general public towards 2030 Agenda and the European Consensus in 6 EU countries, through communication actions and capacity building of LAs and small and medium CSOs.**

The specific objectives are:

- 1) To foster youths as active agents of development and change, by mobilising them locally and at international level.
- 2) To innovate LAs and CSOs’ strategies to reach and engage youths, on the topics of sustainable development and international cooperation, specifically on the focus areas of Climate Change and Migration.

The core activity of the Action is subgranting, in order to fund projects realised by Civil Society Organisations (CSOs) and Local Authorities (LAs) aimed at youth engagement on SDGs and in particular on two focus areas: Climate Change and Migration.

In each of the 6 EU Regions involved (Piemonte-IT, Baden-Württemberg-DE, Fédération Wallonie-Bruxelles-BE, Auvergne-Rhône-Alpes-FR, La Rioja-ES, Dolj-RO) two Calls for Proposals will be launched, in order to finance two rounds of projects: in Dolj County, Romania, the second implementation period (Round 2) will take place from 1<sup>st</sup> November 2022 to 31<sup>st</sup> December 2023.

The total allocation of the two rounds of the Mindchangers subgranting in Romania is around EUR 108.000. The allocation for this Second Round is 39.000 Euro.

The aim is triggering a wide variety of activities in the 6 EU Regions that will engage youths, at local and international level. At the same time, the Action will develop a pan-European communication campaign and a strategy on how to shift from “awareness” to “active engagement” aimed at LAs and CSOs.

The subgranted projects will reach in Europe at least 300.000 youths (aged 15-35), of which 10.000 will be actively engaged.

At least 3 million EU citizens (at least 700.000 aged 15-35) will be informed about Mindchangers activities and more aware of personal role and impact in global issues.



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## 2. TARGET

The actions financed by the Mindchangers call for proposals must involve and engage EU young citizens between 15 and 35 years old as the main target group.

Actions must clearly identify and define specific target group(s).

The fact that the main target group will have to be youth, does not exclude that target groups can also include other groups such as for example parents, elders, educators, teachers. Please note actions cannot involve young citizens within formal education programmes.

Mindchangers refers to the definitions of “target group” and “final beneficiaries” that you can find in the EC Project Cycle Management Guidelines:

- **Target group(s):** The group/entity who will be directly positively affected by the project at the Project Purpose level. Individuals in the target group(s) are reached directly and/or involved in the activities. This must be monitored and demonstrated by the Applicants at the end of the Action.
- **Final beneficiaries:** Those who do not have a direct connection with the project activities but benefit from the project in the long term at the level of the society or sector at large.

### 3. REQUIREMENTS AND PRIORITIES

Actions funded under the present Call for Proposals must:

- Contribute to the achievement of the SDGs and the pillars “People” and “Planet” of the European Consensus on Development through awareness raising and youth engagement.  
Actions should aim at individual and/or collective engagement of young people and at concrete changes in behaviour and practices as a way to contribute to the achievement of one or more SDGs.
- Strengthen and support the partnerships for development grounded on the local dimension, among CSOs, LAs and young citizens.  
Actions should promote diverse partnerships based on the collaboration between CSOs, LAs and young citizens and other relevant stakeholders, on the basis of SDG 17-Partnership for the Goals and the chapter “Fostering stronger, more inclusive multi-stakeholder partnerships” of the EU Consensus on Development.
- Include among the activities a combination of campaigns, awareness raising, communication, global learning activities implemented according to the principles of constructive communication  
Actions should go beyond the description of problems and indicate possible solutions, individual and collective contribution to the solutions, changes of behaviour. The approach should also address the global dimensions and the interconnectedness of the issues.  
Activities and outputs of the granted projects will comply with the visual identity of Mindchangers; also, they will be included in the Mindchangers pan-European campaign. For these reasons, a certain level of coordination with COP and the University of Craiova will be required.
- Focus on migration and/or climate change  
Actions will have to choose to focus on either one or both themes and they will reflect two key themes of the [European Consensus on Development](#) adopted by EU in 2017 as part of its response to the UN 2030 Agenda for Sustainable Development and its Sustainable Development Goals (2015).  
Within the themes People and Planet, the focus areas Migration and Climate change, including its environmental dimension, have been put forward. Migration and climate change are two important global transformational challenges, which concern EU citizens and, more broadly, people in general. Informing, educating and engaging EU citizens in an evidence based manner about the drivers behind these global challenges and about the EU contribution to address them is thus crucial to contributing to active citizenship, and, ultimately, to the promotion of EU fundamental values and to sustainable development.

#### **Cross cutting theme**

Proposals will have to implement a rights-based approach, encompassing all human rights (art. 16 del new consensus).

#### **Gender perspective**

The action should/must include a gender perspective. This means taking into account gender-based differences when looking at any social phenomenon, policy or process and think critically of the current ways of “doing things”. The action should plan and implement activities which are inclusive, allow equal participation, question the status quo and so on.

The gender perspective should be used in the planning, implementation and evaluation of an action.

*Priority will be given to actions that:*

1. Include cooperation with journalists/professional communicators/media/experienced communicators  
Actions implemented in cooperation with journalists/professional communicators/media/experienced communicators can help the message to get a much wider outreach. This cooperation could also generate reflections on frames and values.
2. Involvement of actors / partners from the partner countries<sup>1</sup>  
Priority will be given to applicants having activities and partners in partner countries or territories as defined in the OECD DAC list, involved in their proposed action in order to ensure the inclusion of Southern point of views on the targeted issues.  
Please note that specific project activities (e.g. transfer of good practices, international exchange, networking) may take place in partner countries, on the condition that they constitute a minor part of the Action and directly contribute to the objectives of the present Call for Proposals.

#### **4. FINANCIAL ALLOCATION**

The overall amount made available under this Call for Proposals is **EUR 39.000**

The EU contribution must fall between the following minimum and maximum amounts:

Minimum amount: **EUR 5.000**

Maximum amount: **EUR 13.000**

Any grant requested under this Call for Proposals **may not exceed the maximum percentage of 90%** of the total eligible costs of the Action.

The remaining 10% of the Action budget must be co-financed by the lead applicant and co-applicant(s) following the same eligibility criteria for the expenses. **The co-financed part of the budget cannot be funded by sources from the European Union Budget or the European Development Fund.**

The grant must not give rise to profits or revenues for neither the beneficiaries lead applicant and co-applicants, nor any affiliated entity (in the context of this call, profit is defined as a surplus of the receipts over the eligible costs approved when the request for payment of the balance is made).

Grants will be disbursed in three payments:

- 40% at project start, after the signature of the Contract
- 30% after the approval by COP of the Intermediary Narrative and Financial Report
- 30% after the end of the project, once the Final Narrative and Financial report will be approved by COP and the official External Auditor.

In any case, the total final amount of incurred, audited and validated expenses will consist of 10% of co-financing by the lead applicant and co-applicant(s).

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<sup>1</sup> Eligible partner country or territory as defined in the OECD DAC list: <http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/DAC-List-ODA-Recipients-for-reporting-2021-flows.pdf>

## 5. ELIGIBILITY CRITERIA

Actions can include the following actors:

- **Lead applicant:** the lead applicant has to meet the eligibility criteria referred to in section 5.1. If awarded the grant contract, the lead applicant will become the main interlocutor of the Consortium of Piedmont Ngos (COP). It represents and acts on behalf of the other co-applicant(s) (if any) and coordinates the design and implementation of the Action. Lead applicants must sign the “Declaration by the third party” in Annex of the grant application form.
- **Co-applicant(s):** the co-applicant has to meet the eligibility criteria referred to in section 5.1. It participates in designing and implementing the Action, and the costs it incurs are eligible in the same way as those incurred by the lead applicant. Co-applicants must sign the “Declaration by the third party” in Annex of the grant application form.
- **Associate(s):** any other organisations/institutions involved in the action. Such associates play a real role in the action but may not receive funding from the grant. Associates do not have to meet the eligibility criteria referred to in section 5.1, they must be clearly mentioned in the grant application form, they have to formally declare their participation (e.g. with a letter of interest) but they do not have to sign the “Declaration by the third party”
- **Contractors:** lead applicant and co-applicant(s) are permitted to award contracts. Associates cannot be also contractors in the project. Contractors are subject to the procurement rules set out in the Practical guide on contract procedures for European Union external action (PRAG 2016) and they must not be indicated in the grant application form, but selected once the grant contract is awarded.

### 5.1 Eligibility criteria for lead applicant and co-applicant(s)

Lead applicants and co-applicants must be Civil Society Organisation (CSO) and they must:

- be officially existing as a legal person **and**
- be non-profit-making **and**
- be established or based (headquarters or decentralised office) in the Dolj County, Romania **and**
- have existed since at least 2 years **and**
- be small or medium-sized organisations (less than EUR 2 million yearly turn over in the last two years) **and**
- have at least 30 members/supporters/volunteers in the region to ensure popular anchorage **and**
- be working on sectors related to international cooperation and/or global citizenship education, to be demonstrated by their statutes **and**
- demonstrate to have carried out activities in the field of development awareness raising/campaigning/communication/global learning for at least the last 2 years **and**
- not have had EU DEAR funding as lead applicant, co-applicant, sub-contractor or third party (having used subgranting) in the frame of the current DEAR call (EuropeAid/160048/DH/ACT/Multi).

Involvement of Local Authorities in the proposed projects should be fostered somehow and it is highly recommended.

Lead applicants and co-applicants may only be eligible to receive **one financial support to third party** within the framework of this call for proposal. Consequently:

- a CSO may not submit more than one application as a lead applicant or co-applicant under this call for proposals;
- a CSO that has applied as a lead applicant or co-applicant in one application may be an associate in other applications at the same time;
- lead applicants and co-applicants granted within the First Round of the call cannot apply in this Second Round as a lead applicant or co-applicant but they may be an associate in other applications.

## **5.2 Eligibility criteria for the Actions and the Activities to be funded**

Please notice that a grant implies **both** funding of activities **and** the obligation to participate in learning and exchange activities with other grant holders.

### **Eligible activities**

Applicants are invited to present all the activities they consider necessary in order to achieve the objectives of this Call for Proposals in relation to existing national and/or local demands, and to obtain tangible results in the context where the selected projects will be implemented. Activities must be implemented in the Dolj County, Romania. Specific project activities may take place in partner countries, on the condition that they constitute a minor part of the Action and directly contribute to the objectives of the present Call for Proposal.

Actions must include activities that fall under one or more of the following types: campaigns, awareness raising, communication, outreach activities, global learning.

Events such as street actions, debates, exhibitions, workshops, trainings, seminars are possible, organised by the third parties themselves.

In order to ensure the best outreach, applicants must provide a communication strategy for the action. The production of communication outputs (reportages, websites, videos, apps, podcasts, games, and other promo materials), will have to be planned and implemented according to the Mindchangers Campaign's Toolkit.

The following types of Actions (meaning the Projects submitted under this Call for Proposals) **are ineligible**:

- Actions concerned only or mainly with individual sponsorships for participation in workshops, seminars, conferences and congresses;
- one-off conferences: conferences can only be funded if they form part of a wider range of activities to be implemented in the life-time of the Action. For these purposes, preparatory activities for a conference and the publication of the proceedings of the conference do not, in themselves, constitute such "wider activities";
- Actions concerned only or mainly with individual scholarships for studies or training courses;
- Actions intended to raise funds or promote the visibility of the applicant or its partner(s);
- Actions consisting mainly of research or of study;
- Actions which consist exclusively or primarily in capital expenditure, such as infrastructure, land, equipment;

- Actions which discriminate against individuals or groups of people on grounds of their gender, sexual orientation, religious beliefs or lack of them, or their ethnic origin;
- Actions supporting directly political parties;
- Actions which include proselytising activities.

### **5.3 Eligibility criteria for the costs**

Eligible costs are actual costs incurred by the beneficiary which meet all of the following criteria:

- They are incurred **between the starting date and the ending date of the action.**
- They are indicated in the estimated overall budget of the submitted proposal.
- They are necessary for the implementation of the project which is the subject of the grant.
- They are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost accounting practices of the beneficiary.
- They comply with the requirements of applicable tax and social legislation.
- They are real costs, reasonable, justified, and comply with the principle of sound financial management, in particular regarding economy and efficiency.
- They comply with the principles of sustainability and efficiency.
- They are not covered through EU grants in the form of contribution to unit costs, lump sums or flat-rate financing.

#### Eligible direct costs

Direct costs must comply with the provisions of Article 14 of the General Conditions to the EU Standard Grant Contract:

- costs of staff assigned to the Action, corresponding to actual gross salaries including social security charges and other remuneration-related costs;
- travel and subsistence costs for staff and other persons taking part in the Action (e.g. visa, insurance, travel, lodging, meals, etc.).
- purchase costs for equipment (new or used) and supplies specifically dedicated to the purposes of the Action, provided that ownership is transferred at the end of the Action when required in Article 7.5 of the General Conditions to the EU Standard Grant Contract;
- rental costs for equipment (new or used) and supplies specifically dedicated to the purposes of the Action;
- costs of consumables dedicated to the purposes of the Action;
- costs of services contracts awarded for the purposes of the Action (e.g. communication experts, translations, etc)
- duties, taxes and charges, including Value Added Tax (VAT), paid and not recoverable by the Applicants and Co-Applicants



### Eligible indirect costs

The indirect costs incurred in carrying out the action may be eligible for flat-rate funding, but the total must not exceed 7 % of the estimated total eligible direct costs. Indirect costs are eligible provided that they do not include costs assigned to another budget heading in the standard grant contract.

### Contributions in kind

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

### Ineligible costs

The following costs are not eligible:

- debts and debt service charges (interest);
- provisions for losses or potential future liabilities;
- costs declared by the beneficiary(ies) and financed by another action or work programme receiving a European Union (including through EDF) grant;
- purchases of land or buildings, except where necessary for the direct implementation of the action, in which case ownership must be transferred, in accordance with Article 7.5 of the General Conditions of the standard grant contract, at the latest at the end of the action;
- purchases of vehicles, unless the applicant can demonstrate that the purchase is necessary for the purpose of the action implementation;
- currency exchange losses;
- office rent, unless the applicant can demonstrate that additional and specific office rental is necessary for the purpose of the action implementation;
- taxes, including VAT, unless the beneficiary or co-beneficiaries can demonstrate they cannot reclaim them;
- credit to third parties;
- salary costs of the personnel of national administrations at the national level (e.g. national ministries)

## 6. LEARNING AND EXCHANGE CYCLE

Applicants who receive a grant will be part of a learning and exchange cycle, composed by:

- **One on line start-up seminar**

Participants will share objectives and activities of their projects; synergies between projects will be supported in order to avoid overlapping activities and events. Financial and administrative procedures will be discussed more in detail. The Mindchangers Campaign communication toolbox will be shared with the grantees, explaining how to use the visual identity and the products of the campaign.

- **Capacity building on line meetings**

Capacity building will focus on the role of CSOs and LAs in foster youth engagement, skills for youth workers, different types of youth engagement, obstacles to youth engagement and ways to overcome them. The Mindchangers research and Practical guide will be also part of the capacity building. Other topics might be included in the capacity building if specific gaps are assessed. Capacity building will also be open to not-granted CSOs and LAs interested in engaging young citizens on climate change, migration, sustainable development.

- **One Mindchangers regional event in Craiova**

The Mindchangers regional event will be connected to well-established and widely-known events, in order to guarantee high impact in terms of visibility and to reach a wider audience. During the regional event, the project, the campaign and the outcomes will be presented, as well as topics and focuses related to sustainable development, youth engagement, SDGs, climate change and migration issues.

Participation in the start-up seminar and the capacity building meetings will be mandatory for granted applicants, with at least one participant per applicant and each co-applicants.

At the end of the implementation period, an international **Mindchangers Youth Meeting** will be organised, to bring together youths of the 6 EU Regions who were involved in the granted projects. During the meetings they will share their experiences of engagement on sustainable development, migration and climate change and produce suggestions and recommendations for policy-makers at the regional and national levels. Mindchangers Youth Meeting for round 2 will be organised in Stuttgart (Germany).

The participation in the above-mentioned meetings and events is free of charge.

## 7. ASSESSMENT CRITERIA

*Actions will be assessed due to the following 5 criteria:*

### **1. Relevance of the action**

To what extent:

- 1.1. The action contributes to awareness raising in relation to the SDGs and the pillars “People” and “Planet” of the European Consensus on Development
- 1.2. The action focuses on the issues of Migration and / or Climate Change, making visible the problems and solutions related to migration or climate change, and includes a transversal gender perspective
- 1.3. How the action reaches and increases the engagement of the target group(s) to change behaviours and attitudes to contribute the achievement of SDGs and to contribute to have an impact on the community
- 1.4. The target group(s) is clearly defined, strategically chosen and estimated accordingly to the activities and the budget
- 1.5. The action strengthens the collaboration among CSOs, LAs and young citizens

**Weight: 25%**

### **2. Approach**

To what extent:

- 2.1. The action relies on youth’s contribution in one or more phases the process
- 2.2. The action raises awareness and promotes engagement through constructive messages, considering the global dimensions and the interconnectedness of the issues as well as concrete and innovative (original, out-of-the-box, daring) ways of engagement at the individual or collective/community level
- 2.3. The action promotes an international/multicultural vision of the SDGs based on intersection views and experiences through the involvement of actor(s) / partner(s) from partner countries (as defined in the OECD-DAC list)
- 2.4. The action is likely to have multiplier effects, including structures for long-term youth engagement, scope for replication, extension and information sharing (Durability)
- 2.5. The action is coherent with the 3 dimensions of sustainability (environmental, social, economic) / Focus The activities are ecologically sound (CO2-impact of the measures is reasonable and justifiable) (Sustainability)

**Weight: 25%**

### **3. Methodology**

To what extent:

- 3.1. The action is feasible and consistent in relation to the objectives and expected results
- 3.2. The proposal contains objectively verifiable indicators for the outputs and the outcome of the action and contains any evaluation planned and sources of verification
- 3.3. The action includes communication and global learning activities according to the principles of constructive communication and ensures that a relevant target group is reached

- 3.4. The communication strategy chosen is relevant in order to reach the chosen target group(s), have an attractive innovative character and can contribute to the Mindchangers Campaign and the project objectives
- 3.5 The action relies on collaboration experienced communicators (journalist, media, others....)

**Weight: 20%**

#### **4. Capacity**

- 4.1. The partnership displays relevant and complementary experience, expertise and capacity to implement the action
- 4.2. Previous experiences and expertise on communication and/or global learning activities of the lead applicant
- 4.3. Capacity of project management and coordination of the lead applicant
- 4.4. To what extent the applicants have relevant capacity to implement the action and reach the expected impact
- 4.5. To what extent the roles in the partnership are clear and each organization adds value to the action

**Weight: 15%**

#### **5. Budget**

To what extent

- 5.1. The budget is clear, the expenses are correctly planned and sufficiently described, the co-financing subjects are specified
- 5.2. The action's budget is balanced in relation to the planned objectives and the activities are appropriately and clearly reflected in the budget

**Weight: 15%**

If the total score is lower than 60 points, the application will be rejected.

If the score of one of the subsections is lower than the 50% of the total points, the application will also be rejected.

## 8. APPLICATION PROCESS

In order to apply for a grant go to [www.ongpiemonte.it](http://www.ongpiemonte.it) where you will find all relevant documents as well as get access to the application modules.

### Timetable and deadlines

|  | <b>First Round</b>   |
|--|--|
| <b>Publication of the Call</b>   | 1 <sup>st</sup> October 2022   |
| <b>Information meeting (launch seminars for potential applicants)</b>                      | October-November 2022  |
| <b>Deadline for submission of the proposals</b>  | <b>25<sup>th</sup> November 2022</b>                                 |
| <b>Notification of award</b>   | December 2022  |
| <b>Contract signature</b>  | December 2022  |
| <b>Transfer to the Applicants of the First Payment 40% of the EU contribution assigned</b> | January 2023   |
| <b>Project Implementation</b>  | <b>1<sup>st</sup> January 2023<br/>31<sup>st</sup> December 2023</b> |
| <b>Deadline for submission of the Intermediary Narrative and Financial Reports</b>         | <b>30<sup>th</sup> April 2023</b>                                    |
| <b>Transfer to the Applicants of the Intermediary Payment (30% of the EU contribution)</b> | June-July 2023   |
| <b>Deadline for submission of the Final Narrative and Financial Reports to be audited</b>  | 16 <sup>th</sup> February 2024                                       |
| <b>Audits on the Financial Reports</b>   | March/April 2024   |
| <b>Transfer to the Applicants of the Final Payment (30% of the EU contribution)</b>        | May/June 2024  |

List of documents to be submitted **IN ENGLISH** at [cop@ongpiemonte.it](mailto:cop@ongpiemonte.it) by the candidates before the deadline:

1. **Application Form signed by the Legal Representative of the lead applicant** (scanned PDF version)
2. **Budget forms** (4 sheets printed, signed by the Legal Representative of the lead applicant and scanned in a PDF version)
3. **The official statutes of the lead applicant and its co-applicants.** NB. A translation into English of the relevant parts of the Statute proving the lead applicant's and, where applicable, co-applicants' are officially existing as a legal person, be non-profit-making, be established or based (headquarters or decentralised office) in the Dolj County, Romania and be working on sectors related to international cooperation and/or global citizenship education, must be attached for the purpose of analysing the application,
4. **The approved Balance Sheets of the last 2 years, of the Applicant and its Co-Applicants**
5. **Brief Curriculum Vitae of the Applicant and its Co-Applicants** demonstrating to have carried out activities in the field of international cooperation, global citizenship education, awareness raising about SDGs, campaigning and communication for at least the last 2 years

Please notice that the proposals must be submitted filling in the Application Form with all the required information and attachments. The attached documents shall contain ALL relevant information concerning the action and no additional annexes should be sent.

Any error and major inconsistency related to the application instruction and the documents required may lead to the rejection of the application. Incomplete applications may be rejected.

Upon submission of the full application by e-mail, the lead applicants will receive a confirmation of receipt by COP. Lead applicants are strongly advised not to wait until the last day to submit their full applications, since heavy Internet traffic or a fault with the Internet connection could lead to difficulties in submission. **COP cannot be held responsible for any delay due to such afore-mentioned difficulties. Any application submitted after the deadline will be rejected.**

## **9. ASSESSMENT PROCESS**

Each application will be assessed by an Evaluation Commission composed by 3-5 members selected on their professional qualities and experiences. The Evaluation Commission will assess the applications based on the assessment criteria.

The final decision for each application is made by the Consortium of Piedmont Ngos (COP) and it will be based on the recommendation from an evaluation grid of the Evaluation Commission.

The evaluation grid is divided into sections and subsections.

The assessment is done through a scoring system on an evaluation grid divided into sections (criteria) and subsections (subcriteria), listed in the previous paragraph "Assessment Criteria".

Each sub-criteria will be given a score between 1 and 5 as follows: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

Each criteria has a specified weight in the overall assessment (see "Assessment Criteria")

After the evaluation, applications will be ranked according to their score. The highest scoring applications will be provisionally selected until the available budget for this call for proposals is reached.

In addition, a reserve list will be drawn up following the same criteria. This list will be used if more funds become available during the validity period of the reserve list.

Applicants will receive their approval or rejection notice when the assessment process has been completed, including the whole evaluation grid with scores and justifications for the decision to ensure transparency and learning.

Notice that there isn't any complaint mechanism and assessment decisions cannot be altered.



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## 10. CONTACTS

### **Consorzio delle Ong Piemontesi**

Via Borgosesia 30, 10145 Torino, Italy

E-Mail: [cop@ongpiemonte.it](mailto:cop@ongpiemonte.it)

Website: [www.ongpiemonte.it](http://www.ongpiemonte.it)