



European Commission
Enterprise & Industry Directorate General

CALL FOR PROPOSALS

European Network of Mentors for Women Entrepreneurs 6/G/ENT/CIP/10/E/N01C21

GRANT PROGRAMME 2010

This call for proposals comprises a set of documents which form an integral part of this call:

Call for Proposals,
Guide for Submission
The Submission Set

The terms set out in the document entitled 'Call for Proposals' take precedence over those in other parts of these documents.

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PLEASE READ THE INSTRUCTIONS CAREFULLY AND USE THE QUESTIONNAIRE PROVIDED IN CHAPTER II OF THE GUIDE FOR SUBMISSION IN ORDER TO ENSURE THAT APPLICATIONS ARE COMPLETE WHEN SUBMITTED.

1. CONTEXT

The Commission plans to set up a **European Network of Mentors for Women Entrepreneurs**, hereafter called 'the Action'. This is intended to:

- boost female entrepreneurship
- recognise and support the distinctive nature of women's business start-ups
- ensure that newly-established women entrepreneurs can sustain their activity throughout the first, very challenging years of their businesses

As the European Network of Mentors will rely on voluntary relationships to be established between mentors and mentorees¹, this Action will also be a contribution to the 2011 European Year of Volunteering².

BACKGROUND

Recognising that:

- only 33 % of entrepreneurs are women³ (30 % in start-ups),
- most women still do not consider entrepreneurship as a relevant, realistic career option,
- women's potential to contribute to Europe's competitiveness is underutilised,

the Commission is committed to promoting female entrepreneurship and self-employment and, in line with the Small Business Act for Europe⁴, to creating a business environment that facilitates the creation and development of companies led by women.

The Action is to be launched following Commission Decision C(2009) 10196 of 21 December 2009, establishing the Entrepreneurship and Innovation work programme for 2010, pursuant to European Parliament and Council Decision No 1639/2006/EC establishing a Competitiveness and Innovation Programme — CIP (2007-2013)⁵.

In 2009, the Commission launched the European Network of Female Entrepreneurship Ambassadors⁶. This was recently extended to cover 22 European countries⁷. Its main objectives are to provide women of all ages with role models for entrepreneurship, and to highlight the role they can play in creating jobs and prosperity as well as promoting competitiveness.

A study⁸ carried out on behalf of the European Commission by the Middlesex University Business School (July 2000) recommended mentoring programmes. These, it said, would be '*beneficial for women entrepreneurs, particularly those wanting to develop their businesses. These programmes should use successful women entrepreneurs as mentors, where possible. In some cases, such initiatives should be run by organisations specialising in support for women entrepreneurs. However, there is a case for encouraging mainstream providers to recruit and train more female advisers and mentors.*'

¹ Also known as 'mentees', depending on the literature and the countries.

² <http://europa.eu/volunteering>.

³ Labour force survey, 2008.

⁴ http://ec.europa.eu/enterprise/policies/sme/small-business-act/index_en.htm.

⁵ <http://ec.europa.eu/cip/>.

⁶ http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/women/ambassadors/index_en.htm.

⁷ These are AL, BE, CY, DE, DK, EL, FR, HR, HU, IE, IS, IT, LU, MT, NO, PL, PT, RO, RS, SE, SK and UK.

⁸ http://ec.europa.eu/enterprise/policies/sme/files/craft/craft-studies/documents/completereport_en.pdf, page 74.

The OECD organised a Conference⁹ on women entrepreneurs in SMEs (November 2000). Mentoring was also identified among the final recommendations as being '*an effective means of providing women entrepreneurs with one-on-one training, skills and guidance*'.

Since then, national mentoring schemes for women entrepreneurs have been developed¹⁰ by a number of EU Member States (e.g. Finland, Germany, Luxembourg, Sweden and the UK) and regions (e.g. Catalonia or Tuscany).

It is worth pointing out that the United States and Canada started setting up mentoring programmes to support their women entrepreneurs in the creation and development of their own companies during the 1990s.

Equality is one of the five values on which the Union is founded.¹¹

In its Strategy¹² for equality between women and men (2010-2015), the Commission emphasises that economic independence is a prerequisite for enabling both women and men to exercise control over their lives and to make genuine choices.

2. OBJECTIVE OF THE CALL

This call aims to set up **national networks of mentors for women entrepreneurs** in at least 15 countries. These networks are to be implemented by organisations active in business support and/or in the promotion of women entrepreneurs and their main role will be:

- to identify successful (male and female) entrepreneurs across Europe, who will act as mentors,
- to identify women entrepreneurs across Europe, who will engage as mentorees, and
- to establish a mentoring relationship between mentors and mentorees of the same country as well as from different countries.

See sections 5.1 and 5.2 of this document for details of countries and organisations eligible.

2.1. WHO CAN BE A MENTOR AND WHAT WILL HIS/HER ROLE BE?

- Mentors are men or women who:
 - have personal experience of owning and managing a small or medium-sized company successfully¹³ **for at least five years**,
 - are aware of specific challenges that women entrepreneurs face (e.g. in starting-up a business, accessing finance, networking, etc), and
 - are ready to share their knowledge and know-how with their mentorees and available to meet them regularly for a minimum of one year.
- Each mentor is expected to engage with at least **two mentorees** for the duration of the project.
- Mentors will act on a **voluntary basis**, that is to say, they will not receive any remuneration, and they will commit to refrain from direct involvement in the company led by their mentorees , for two years following the end of the mentoring scheme.

⁹ http://www.oecd.org/document/49/0,3343,en_2649_34197_1886449_1_1_1_1,00.html.

¹⁰ These references are not exhaustive.

¹¹ Articles 2 and 3 TEU, Article 8 TFEU.

¹² COM (2010) 491 final <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52010DC0491:EN:NOT>.

¹³ i.e. an SME, cf. definition at: http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index_en.htm.

2.2. WHO CAN BE A MENTOREE AND WHAT WILL SHE COMMIT HERSELF TO?

Mentorees are women **of all ages**, who:

- have either created an SME or taken over an existing one, and who have been in business for more than a year, but less than four,
- have at least one employee, and have developed their business significantly since starting it,
- are looking for external guidance and skills to help them face better and more efficiently the many challenges they encounter as women entrepreneurs.

2.3. WHO WILL SET UP AND RUN THE NATIONAL NETWORKS OF MENTORS FOR WOMEN ENTREPRENEURS AND WHAT WILL BE THEIR ROLE?

This call is for applicants from the following target organisations: any public or private entity, the core activity of which is in the field of business support and/or in the promotion of women entrepreneurs. (See point 5.2 for more on organisations eligible.)

Applicants must act in national consortia comprising at least two partner organisations (ie, a minimum of two organisations). They will:

- (a) identify, select and train mentors for women entrepreneurs, via a transparent procedure, so that they can:
 - carry out efficiently the functions described in point 2.1,
 - ensure the best possible coverage in each country, both geographically and by business sectors.
- (b) identify and select women entrepreneurs to be mentored (according to the criteria in point 2.2) via a transparent procedure;
- (c) form the best and most efficient 'mentor/mentoree' relationships, based on the respective experiences and expectations of participants. Meetings between mentor and mentoree are expected to take place on a monthly basis;
- (d) monitor and facilitate these relationships for the duration of the Action (see point 3);
- (e) evaluate and report on these relationships in a comprehensive and consistent manner;
- (f) ensure the visibility of the national networks of mentors as part of an EU-funded and supported initiative by:
 - dedicating specific web pages to the respective schemes, and
 - communicating widely to the media and all relevant stakeholders.

Regarding communication, each national consortium will be expected to produce a report in which it describes promotional activities carried out to ensure visibility. This report should include supporting documents such as press releases, web links, details of TV or radio programmes, press reviews, etc.

Regarding the number of mentors per country, applicants may select a formula according to their human resources, as well as their financial and organisational capacities, as set out in the matrix in section 4 of this call for proposals. Each option is linked to a ceiling on the co-funding available.

The aim is to offer a mentoring service available throughout each country if possible, and applicants are therefore required to apply grouped as partner organisations in a consortium to offer such coverage.

One consortium per country will be selected. This consortium will run the national network of mentors for women entrepreneurs via its partner organisation(s) for the purpose of this call. Specific consortia must conform to the possible configurations set out in the Guide for Submission (for further details see sections 5, 6 and 7).

As regards countries with a national network of Female Entrepreneurship Ambassadors, applicants should liaise with this Ambassadors' network when identifying and recruiting mentors. Applicants should also liaise with them when promoting the national network of mentors and when identifying and recruiting women entrepreneurs to become mentorees.

Applicants should include in their proposal the method they plan to use for identifying and selecting mentors and a strategy to identify and recruit mentorees from diverse backgrounds (see Annex 5 for instructions on the structure of the proposal). When selecting the mentors, applicants shall ensure, if applicable, that the national member of the European Network to promote Women Entrepreneurs (WES) and other relevant stakeholders are consulted.

Mentors for women entrepreneurs will take part in conferences, workshops, discussion fora and other public events, so as to promote the national networks of mentors for women entrepreneurs in the countries taking part.

The national networks of mentors will form the European Network of Mentors for Women Entrepreneurs. The network will meet at European level and act as a platform of exchange of good practice. A kick-off event at EU level will be organised in autumn 2011. Mentors and lead partners of national consortia (as referred to in point 2.3) will be invited to attend and actively participate.

For detailed information on specific activities to be carried out , see Annex 5.

3. TIMETABLE

- | | |
|-----|--|
| (1) | Scheduled start-up date for the Action: November 2011 |
| (2) | Maximum duration of the Action: 24 months |
| (3) | Applications for projects scheduled to run for more than 24 months will not be accepted. |

However, if after the signing of an agreement and the start of the project, it becomes impossible for the beneficiary to complete the project within the scheduled period for reasons beyond their control, duly notified in advance and before the deadline specified in the agreement, an extension may be granted, for up to a maximum of **three** months. The maximum duration of the project would then be **27** months.

The intention is to inform applicants of the outcome of the award procedure no later than the month of **August 2011**.

The period of eligibility of costs will start on the day the contract is signed by the last of the parties. If a beneficiary can demonstrate the need to start the Action before the agreement is signed, expenditure may be authorised before the agreement is signed. Under no circumstances can the eligibility period start before the date of submission of the grant application.

4. EU FINANCING

The **maximum budget** allocated by the Commission Decision C(2009) 10196 of 21/12/2009 (Revision C (2010) 3477 of 4/06/2010) for this call for proposals is: **EUR 1 000 000**.

Indicative number of projects: national networks of mentors established in at least **15 countries**

Maximum EU co-financing rate of eligible costs: up to 60 % for all projects

EU co-financing ceiling per project:

according to the proposed number of mentorees, the following ceilings are applied:

Proposed number of mentorees	5-10	10-20	20+
Maximum EU co-financing ceiling per monitoring scheme	up to 35 000€	up to 50 000€	up to 75 000€

Proposals requiring EU co-financing that exceeds any of these ceilings will not be eligible. Please refer to section 5 of this document.

- Please note that a project within this Action may give rise to the award of only one grant from the European Union budget to any one beneficiary.
- EU financing can never cover 100 % of the costs of a project.
- The Commission reserves the right to award a grant of less than the amount requested by the applicant. In such a case, beneficiaries proposed for award will be proposed either to increase their co-financing, to propose other co-financing means or to decrease the total costs without altering the substance of the proposal. Grants will not be awarded for more than the amount requested.
- The publication (on the Internet site and/or in the Official Journal) does not guarantee the availability of funds for this Action.
- The Commission grant may not have the purpose or effect of producing a profit for the beneficiary. Profit is defined as a surplus of receipts over costs. The amount of the grant will be reduced by the amount of any surplus.

4.1. CO-FINANCING AND JOINT AND SEVERAL RESPONSIBILITY

The beneficiary must supply evidence of co-financing provided. This can be provided either by way of own resources, or in the form of financial transfers from third parties. For this call for proposals, the Commission does not accept co-financing in kind.

In cases where a multi-beneficiary agreement is possible or required, all partners must agree on appropriate arrangements among themselves for the proper performance of their project. In particular, they shall accept the joint and several responsibility for any amount due to the Commission by anyone of them as stipulated in article II.18 of the grant agreement. The final grant agreement shall be signed by each participating co-beneficiary unless a power of attorney is conferred to the appointed co-ordinator (Form A/4 of the submission set).

4.2. SUBCONTRACTING

Only a limited part of the project may be subcontracted, up to **15 %** of eligible costs.

Subcontracting does not limit the responsibilities of beneficiaries.

Please note that the beneficiary(ies) has(have) to have the necessary capacity to perform the project. Only tasks that are not core business can be sub-contracted to consultants.

Please refer to the **guide** (page 28) for further details on subcontracting.

4.3. PAYMENT ARRANGEMENTS

The draft grant agreement annexed to this call for proposals specifies payment arrangements in article I.5 for multiple beneficiary agreements. The agreement is attached for information only, and should not be submitted with the proposal.

Your attention is in particular drawn to part B of the General Conditions, article II.14, where the eligibility of costs is described. These costs are also further explained in chapter VI of the Guide for Submission.

5. ELIGIBILITY

APPLICATIONS MUST COMPLY WITH ALL THE ELIGIBILITY CRITERIA SET OUT IN THIS SECTION.

5.1. GEOGRAPHICAL ELIGIBILITY

Applications from legal entities established in one of the following countries are eligible:

1. EU Member States
2. EEA countries: Liechtenstein and Norway
3. candidate countries: Croatia, the Former Yugoslav Republic of Macedonia, Iceland, Montenegro and Turkey
4. Albania, Israel and Serbia (Competitiveness and Innovation Programme participants)

5.2. LEGAL STATUS ELIGIBILITY

'Partner' is to be understood as any potential co-signatory of a future grant agreement subject to this call, and as proposed by the application coordinator.

1. Applicants must act in a national consortium comprising at least two partner organisations established in the same country.
2. Partners of the lead organisation must satisfy the same eligibility criteria as those for applicants; the applicant will be the coordinator.
3. Applications must be submitted by a legal person. Applicants must correspond to the definition of the following target organisations: any public or private entity, the core activity of which is in the field of business support and/or in the promotion of women entrepreneurs. This may include:

- public authorities responsible for or active in the fields of economic affairs, enterprise, business support or related issues,
 - chambers of commerce and industry, chambers of handicrafts or similar bodies,
 - business support organisations, start-up centres and incubators,
 - business associations and business support networks,
 - women entrepreneurs' associations,
 - public and private entities offering business support services.
4. Corporate bodies must be properly constituted and registered under the law. If a body or organisation is not constituted under the law, a physical person must be designated to provide legal responsibility.

5.3. EXCLUSION CRITERIA

By using the “Exclusion Criteria Form” (Form D attached to the “Submission Set) applicants shall declare on their honour that they are not in one of the situations referred to in Articles 93 and 94 of the Financial Regulation.

Please note that, according to articles 96 and 114 of the Financial Regulation applicable to the general budget of the European Communities and according to article 134b of the Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002¹⁴ laying down detailed rules for the implementation of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities¹⁵, the Commission may impose administrative and financial penalties on applicants who are excluded in relation to points a) to h) of the form in question.

5.4. ELIGIBLE PROPOSALS

Applications must comply with the following conditions to be eligible for a grant:

1. Applications must be signed, dated and complete, using the standard submission set. All forms must be submitted in their original form with original signatures;
2. Applications must meet the deadline, in conformity with the specifications for the submission of proposals (see point 8 below) ;
3. Only projects that are strictly non-profit-making and/or the immediate objective of which is non-commercial shall be eligible;
4. Applications must respect the maximum EU contribution as laid out in section 4;
5. Applications must respect the maximum duration of the Action (see section 4);
6. Applications must be in line with the scheduled start date and respect the maximum duration of the Action (see section 4).
7. Applications may not include contributions in kind as part of their co-financing.

In this context, any project that is directly or indirectly contrary to EU policy or against public health, human rights, citizen's security or freedom of expression will be rejected.

¹⁴ As amended by Commission Regulation 1261/2005 of 20 July 2005, Commission Regulation 1248/2006 of 7 August 2006 and Commission Regulation 478/2007 of 23 April 2007.

¹⁵ As amended by Council Regulation 1995/2006 of 13 December 2006.

6. SELECTION

The section below sets out the basis for the evaluation of applicants' capacities in relation to the Action. Please refer also to chapter IV of the Guide for Submission for further details.

6.1. APPLICANTS' FINANCIAL CAPACITY TO COMPLETE THE PROPOSED ACTION

Applicants must show they have stable and sufficient sources of funding to ensure the continuity of their organisation throughout the project and, if necessary, to play a part in financing it.

The obligation to provide supporting documents serving as proof of financial capacity does not apply to applications for grants with a maximum EU contribution of less than 25 000€ (this threshold refers to the total of grants received by a single beneficiary during one financial year). However, the applicants in question shall submit a declaration on their honour for the purpose of proving their financial and technical capacity.

6.2. APPLICANTS' OPERATIONAL CAPACITY TO COMPLETE THE PROPOSED ACTION

Applicants must show they have the **operational (technical and management) capacity** to complete the operation to be supported and must **demonstrate their capacity to manage scale activity** corresponding to the size of the project for which the grant is requested. In particular, the **team responsible** for the project/operation must have **adequate professional qualifications and experience**.

7. AWARD

An evaluation of the quality of proposals, including the proposed budget, will be carried out in accordance with the evaluation criteria set out in Annex 3 of this call for proposals.

The Commission intends to involve at least 15 countries in this Action. Therefore, if several proposals are received from the same country, the Commission will award **only one grant per country**, for the highest-scoring proposal.

Once the objective of having one proposal awarded per country is met, the Commission might decide to award more proposals, in order of merit, for the highest scoring proposals, up to the maximum budget allocated.

In case two or more proposals obtain the same overall score, the ranking will be decided by the highest scoring for criterion 1 and successively for criteria 4, 2, 5 and 3 until proposals are untied.

Beneficiaries of an award authorise the Commission to publish the following information in any form or medium, including via the internet:

- beneficiary's name and address,
- subject and purpose of the grant,
- amount granted and the percentage of the action's total cost covered by EU co-funding.

The Commission reserves the right to constitute a reserve list of non awarded proposals that obtained a final score superior to the thresholds mentioned in Annex 3. Applicants entered on the reserve list shall be deemed to have been rejected until the Commission notifies that a grant will finally be awarded or that their proposal is definitively rejected.

Proposals on the reserve list will be considered definitively rejected if they receive no information before the 31 March 2012. Proposals on the reserve list may be awarded if a proposal that has been proposed for award fails to accept the award or if the Commission decides to make available additional funding.

The complete selection and evaluation procedure is described in chapter IV of the Guide for Submission in Annex 2.

8. SUBMISSION OF PROPOSALS

Please note that electronic submissions are not allowed for this call.

Please consult chapter I of the Guide for Submission for the modalities of preparing the proposal.

For instructions and templates on how to prepare the description of your project, see Annex 5. The information there supersedes the information given in chapter 5 of the Guide for Submission.

Furthermore, and superseding the information given in chapter I.2(iv) of the Guide for Submissions, one original and **three** copies of the proposal must be placed inside an envelope, which is then placed inside a second envelope. The shipment must also contain one CD-rom or DVD with the electronic version of the proposal and all supporting documents.

The deadline for submission of proposals is:

20/04/2011

Applicants shall observe precisely the below indications in order that proposals can reach their exact destination in due time.

Proposals may be sent either:

- a) by registered mail** (date of postmark serving as proof of postage in time to meet the deadline), to the following address:

European Commission
Enterprise and Industry Directorate-General
Call for proposals No: 6/G/ENT/CIP/10/E/N01C21
Directorate SMEs and Entrepreneurship — Unit E.1 Entrepreneurship
BREY 6/284
B-1049 Brussels, Belgium

- b) by courier services** (date of deposit slip serving as proof of sending in time to meet the deadline), to the address below,
- c) or delivered by hand**, in person or by an authorised representative (date of acknowledgement of receipt by the Commission serving as evidence of timely delivery) to the following address:

European Commission
Enterprise and Industry Directorate-General
Call for proposals No: 6/G/ENT/CIP/10/E/N01C21
Directorate SMEs and Entrepreneurship — Unit E.1 Entrepreneurship
BREY 6/284
Service central de réception du courrier
Avenue du Bourget, 1-3
B-1140 Bruxelles, Belgique

How to reach avenue du Bourget 1-3:
http://ec.europa.eu/enterprise/calls/hand_delivery.html

In case of hand-delivery, a receipt must be obtained as proof of submission, signed and dated by the official in the Commission's central mail department who took delivery. This department is open from 08.00 to 17.00 from Monday to Thursday and from 08.00 to 16.00 on Friday; it is closed on Saturdays, Sundays and on Commission holidays.

Please note that for security reasons, hand deliveries (including courier services) are not accepted in other Commission buildings.

9. CONTACTS

Contacts between the contracting authority and potential applicants can only take place in certain circumstances and under the following conditions:

- Before the final date for submission of proposals, at the request of the applicant, the Commission may provide additional information solely for the purpose of clarifying the nature of the call.

Any requests for additional information must be made **in writing only** to the coordinates stated below.

The Commission may, on its own initiative, inform interested parties of any error, inaccuracy, omission or other clerical error in the text of the call for proposals.

Any additional information including that referred to above will be published on the internet in concordance with the various call for proposals' documents.

- After the deadline for submission of proposals:
- If clarification is requested or if obvious clerical errors in the proposal need to be corrected, the Commission may contact the applicant provided the terms of the proposal are not modified as a result.
- The authorising officer may find that proposals which have been listed for an award need limited adaptations. In such cases, applicants will receive a formal letter setting out the requested modifications. Any modifications must stay within the limits of the request. This phase will not lead to a re-evaluation of proposals, but a proposal might be rejected if the applicant declines to follow up the request in an appropriate manner.

Contact details:

European Commission
Enterprise and Industry Directorate-General
Directorate SMEs and Entrepreneurship — Unit E.1 Entrepreneurship
E-mail address: entr.entrepreneurship@ec.europa.eu
Office address: BREY 6/284, B-1049 Brussels, Belgium

10. ANNEX 1 SUBMISSION SET

The Submission Set can be downloaded from the following page:
<http://ec.europa.eu/enterprise/contracts-grants/calls-for-proposals/>

11. ANNEX 2 GUIDE FOR SUBMISSION

The Guide for Submission can be downloaded from the following page:
<http://ec.europa.eu/enterprise/contracts-grants/calls-for-proposals/>

12. ANNEX 3 EVALUATION CRITERIA

13. ANNEX 4 DRAFT GRANT AGREEMENT

14. ANNEX 5 TEMPLATES /INSTRUCTIONS FOR THE PROPOSAL STRUCTURE

Annex 3 Evaluation Criteria

When assessing the below evaluation criteria, the evaluation committee generally pays attention to the elements indicated below each criterion. Please note that these elements, which are indicative and non-exhaustive, are given on the basis of transparency and in order to help applicants to improve their applications.

EVALUATION CRITERIA AND KEY ELEMENTS LIKELY TO BE ASSESSED BY THE EVALUATION COMMITTEE	MAX. SCORE
1. Relevance	25
<i>Reflects the extent to which the proposal fulfils the objectives of the call and the way in which it includes the expected activities.</i>	
<i>How clearly defined and strategically chosen are the target groups (mentors and mentorees) as well as the established national consortium?</i>	
<i>How relevant is the proposal to the needs and constraints of the proposed target groups?</i>	
2. Visibility	20
<i>Reflects the expected visibility of the project and activities targeting the media and relevant stakeholders at national level.</i>	
<i>Reflects the way in which these activities will be publicised as part of an EU co-funded Action.</i>	
3. Impact	15
<i>Reflects the expected impact of the proposed activities on target groups, both in the short and long term (exit strategy).</i>	
<i>Reflects the extent to which the proposed national network of mentors will cover the country represented in the consortium geographically.</i>	
<i>To what extent does the proposal contain objectively verifiable indicators for project outcomes?</i>	
<i>To what extent does the proposal contain potential multiplier effects (Including possibilities for replication and extension of project outcomes, dissemination of information)?</i>	
<i>Reflects the expected sustainability of the national network of mentors and provides a European dimension to the project.</i>	
4. Quality	20
<i>Reflects on how well the proposed activities have been designed, if/how they are built on possible existing good practice in the field and how they will be carried out as integrated packages. The quality of the methodology to recruit mentors and mentorees, the overall management of the project (including its final evaluation) will be assessed under this criterion.</i>	
<i>How coherent, appropriate and practical are the activities proposed?</i>	
<i>Has the project been well thought out and prepared?</i>	
<i>How clear and feasible is the plan of action?</i>	
5. Budget and Cost-effectiveness	15
<i>Reflects the adequacy of the proposed budget and the cost-efficiency of the project. To what extent is the budget clear and detailed?</i>	
Maximum total score	100

If a proposal is given a total score lower than **60** points, or if the score is under **50 %** for any of the above five criteria, the proposal will not be evaluated further.