



## CALL FOR PROPOSALS:

### BLOCKCHAIN USE CASES IN AGRICULTURE

#### Guidelines for Applicants

Deadline for receipt of proposals:

**Monday, 12 November 2018 @ 23.59 Netherlands Time**

## 1 ABOUT CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries.

It provides access to information and knowledge, facilitates policy dialogue and strengthens the capacity of agricultural and rural development institutions and communities.

CTA operates under the framework of the Cotonou Agreement and is funded by the EU.

## 2 GRANT OBJECTIVES AND PRIORITIES

### Background

Blockchain, a distributed digital ledger of transactions, a store of value and a smart global payment system in one, was launched in 2009. It changes the way we interact about value in the broadest sense: money, assets, identity, etc. It is a fundamental and disruptive technology at the same time. It has the ability to improve our worldwide financial system, to support more privacy, increase effectiveness and transparency in all sectors and to give people self-sovereign identities and more freedom of choice. According to a recent report published by the company *MarketsandMarkets*, the blockchain supply chain market size is expected to grow from USD 145.0 million in 2018 to USD 3,314.6 million by 2023. It is also estimated that blockchain can help stem food fraud which costs the global industry about USD 30-40 billion annually.

Blockchain can thus be leveraged upon to improve the efficiency, effectiveness, and transparency in/of agriculture in ACP countries, including in their business transactions with the world. However, applications are still in their infancy. Their effectiveness, beyond pilot experiences, is still to be illustrated in many cases.

In October 2017, CTA organised a [workshop on blockchain](#) opportunities for the agricultural sector. Participants recommended that much more must be done to educate value chain actors, entrepreneurs and policymakers on the understanding and advantages of the technology. Promoting proofs of concept and use cases was



also recommended. The launch of this call for proposals is a follow-up to recommendations of this workshop.

The call for proposals builds on various activities that CTA has been implementing in the area of agribusiness, value chain development, ICT for agriculture and entrepreneurship in agriculture.

### **Objective**

The objective of this call for proposals is to support the implementation of use cases on blockchain addressing the agri-food sector in Africa, the Caribbean and Pacific countries, in order to contribute to its transformation. Lessons learnt will be shared with relevant stakeholders for advocacy, adoption and scaling up purposes.

## **3 RULES AND GUIDELINES**

These guidelines set out the rules for the submission, selection and implementation of actions financed under this Call, in conformity with the provisions of CTA's Procurement and Contract Awarding Procedures (available on the Internet at the following address: <https://tinyurl.com/y9a4233k>)

### **1.1 ELIGIBILITY OF APPLICANTS: WHO MAY APPLY?**

Applicants must be:

- Private or civil society organisations, or international organisations from ACP, EU or OECD DAC countries, with the relevant expertise ; when the applicant is a non-ACP organisation, ACP organisations will be clearly involved in the management of the project and be (co-)beneficiaries;
- All members of the management of the project must be legally registered and operational in their country(ies) ;
- The lead implementer (N.B. CTA will sign the contract with this organisation) must demonstrate adequate project management capacity and experience at the regional or international level;
- The applicant, or the members of the consortium or group submitting the project must collectively demonstrate at least one year expertise in blockchain technology or blockchain protocols implementation; They must also collectively have proven capacity and expertise in the agricultural sector in ACP countries.

### **1.2 SUBCONTRACTING**

Contractors are subject to the procurement rules set out in the standard grant contract.

- Subcontracting of part of the activities is authorised.
- If the applicant intends to subcontract one or more parts of the services to be provided, he/she must indicate clearly in his/her submission the names of the subcontractors, their profile(s) as well as the nature and amount of services subcontracted; less than 30% of the services to be provided can be subcontracted.
- A subcontractor must not subcontract in turn.
- Subcontractors must meet the conditions of eligibility.



### 1.3 PARTNERSHIPS AND ELIGIBILITY OF PARTNERS

Applicants' partners may participate in designing and implementing the Action<sup>1</sup>. They must therefore satisfy the same eligibility criteria as the applicant and sign the Partnership statement (Annex E).

Roles, experiences and responsibilities of key partners will be specified. CTA will favour a project which involves different types of stakeholders (private sector and/or civil society and/or government). For example, a consortium submitting the project may be composed of an ICT for agriculture service provider and an agricultural organisation or another development organisation. Clear roles, with the budget the partner(s) shall manage (if relevant), will be specified. The project will be implemented under the responsibility of a single entity (the Leader) who will sign the contract with CTA.

## 4 ELIGIBLE ACTIONS: ACTIONS FOR WHICH AN APPLICATION MAY BE MADE

### Duration of Actions

The duration of the Actions to be implemented will be 10 months maximum.

### Types of activity

Activities which will be financed under this Call for Proposals must be actions that leverage on the use of blockchain technology to support activities and businesses in the agri-food sector for the primary benefit of ACP countries.

We particularly encourage project proposals submitted by organisations already engaged in agri-food related transactions that the blockchain applications can support.

The proposals may address the priority issues specified below (applied to the agri-food sector in ACP countries) and further described in the next sections of these guidelines:

1. Micro financing – smart contracting;
2. Traceability and transparency of transactions;
3. Supply chain management

However, applications may be submitted around other issues of relevance to the agri-food sector and business with ACP countries.

Priority will be given to ongoing or previously designed agricultural blockchain initiatives that need financial support to be completed. Priority may also be given to projects demonstrating a governance and implementation structure involving multi-stakeholder collaboration (for example, a partnership between various organisations, between blockchain specialised institutions and agribusiness organisations, etc.). At least one knowledge sharing activity will be planned in the project (documentation, publication on lessons learned, workshop, online promotion, etc.).

### Geographical coverage

Proposals must address the agri-food sector in Africa, the Caribbean and Pacific (ACP) countries. They may involve agri-food related transactions or business

<sup>1</sup> "Action" stands for "project" or "activities" depending on the case in this Call's documents.



between ACP countries and non-ACP countries (for example EU countries); in that case the benefit for ACP countries should be important and clearly illustrated. Similarly, activities implemented by ACP stakeholders should be outlined.

#### Activities that are out of focus

Proposals that do not address the scope of the Call cannot be considered. Theoretical research proposals will not be accepted; unfortunately, CTA cannot support proposals submitted by individuals.

## **5 HOW TO APPLY AND PROCEDURES TO FOLLOW**

The language used for the Call for Proposals and for all documents must be either **French** or **English**.

### **1.4 WHERE AND HOW TO SEND APPLICATIONS**

The complete application must be sent electronically by email to the address [Grants@cta.int](mailto:Grants@cta.int) in PDF format.

The subject heading of the email must bear the title “**Blockchain use cases in Agriculture in Africa - Call for Proposals**”

Applications have to be sent to the email address above by **Monday 12 November 2018 @ 23:59 Netherlands time**.

### **1.5 FURTHER INFORMATION ON THE APPLICATION**

Applicants may send questions by email no later than 21 days before the deadline for receipt of applications to:

*Ken Lohento, Senior ICT4Ag Programme Coordinator, CTA: [lohento@cta.int](mailto:lohento@cta.int). Only inquiries (and NOT proposals) will be sent to that address.*

The following the title “**Blockchain opportunity for Agriculture**” will be indicated in the subject heading.

CTA has no obligation to provide further clarifications after this date.

Replies will be given no later than 11 days before the deadline for the receipt of applications.

### **1.6 CONTENT OF THE GRANT APPLICATION**

Applicants preparing a grant application must submit the following:

#### **A. Administrative information**

##### **A.1 The Grant Application Form (Annex A)**

Check and fill out Annex A of the Call documentation.



## **A.2 A Declaration Letter (Annex C)**

Duly signed, expressing the applicant's interest in participating in the Call, and confirming that the applicant (and its partners) is (are) not in any of these situations excluding him (them) from participating in calls for proposals, as specified in the model provided (Annex C).

If in doubt, CTA reserves the right to request the necessary documentary evidence to substantiate the situations mentioned above.

## **A.3 Document of legal establishment proving the nationality of the applicant**

- For legal persons: the registration document will be provided.

For grant contracts  $\geq$  € 50,000:

- For legal persons, an audited financial statement is expected; when this document is not available, the applicant will provide explanations justifying this lack. An audited financial statement may be required before the signature of the contract for winner(s) of the grant.
- The statutes/articles of association or equivalent documents is/are required.

## **B. Technical information**

Please use the Application form (Annex A) to provide the required information. The information must contain sections as specified below. In total, it should not exceed 20 pages, excluding annexes (font size 11). In the section below, by the word "Action", please understand "Project".

### **B.1 Profile of the applicant and proposed team for the execution of the activities:**

This should cover the main areas of the applicant's professional competencies, their complementarities and suitability for the activities proposed; references to similar projects carried out in the recent past, resources available to provide the services provided, number of employees (permanent staff, other employees) in the last three years, succinct CVs of the members of the team as per provided CV template (Annex D), indicating at least their nationality, their education, field of expertise, professional experience and language skills; and a table or diagram of the tasks assigned to the members of the team and the total number of person-days that will be provided by each expert.

### **B.2 An overview of the proposed Action:**

#### **B.2.1 Description of the proposed Action**

Brief description of the historical background, context and primary focus of the proposed Action.



### **B.2.2 Location**

Brief description of the geographical coverage of the proposed Action (e.g., regions, countries, etc.).

### **B.2.3 Main beneficiaries, target groups**

List the target groups, estimating the number of direct and indirect beneficiaries.

### **B.2.4 Project Purpose and main objectives**

Explain the basic concept of the Action. What are the identified problems to be resolved by the Action? What is the purpose of the Action? How does it relate to the objectives defined in the guidelines for the Call for Proposals?

### **B.2.5 Specific activities foreseen**

Describe each component of the Action and give an estimate of the time required to achieve them. Also, describe the organisational structure and team proposed to implement the activities.

### **B.2.6 Expected results (outputs)**

Please specify the expected results, including the quantitative and qualitative indicators that could demonstrate the success of the results.

### **B.2.7 Multiplier effects**

Describe the possibilities for replicating and extending the results of the Action.

### **B.2.8 Monitoring and evaluation – Key performance indicators**

**Output indicators:** These are the specific physical deliverables of the project (e.g. online discussion group, number of study reports, number of publications distributed, number of people trained, etc.). Outputs should reflect the “Expected Results”.

**Outcome indicators:** These are the objectively verifiable indicators (OVIs) used as a measurement of the “project purpose” or the changes on direct beneficiaries of intervention. Indicate number and statistical references whenever possible. Outcome indicators should reflect the “project purpose”.

**Impact indicators:** These are the objectively verifiable indicators (OVIs) used as a measurement of the overall objective or the changes on indirect beneficiaries of intervention. The impact indicators should only state what will be measured. The impact should reflect the Overall Objective.

### **B.2.9 Sustainability**

- Institutional sustainability

Will structures allowing the activities to continue to be put in place after the end of this Action? Will there be local "ownership" of the activity outcomes? Please detail the activities.



- Sustainability of the action plan (if applicable)

What structural impact will the Action have? For example, will it lead to improved legislation, codes of conduct, methods, etc.?

- Sustainability of the impact on the direct beneficiary, partners and final beneficiaries
- Environmental sustainability (if applicable)

Will the assistance have positive/negative environmental impacts? Possible risks/opportunities and external circumstances/threats that may have a critical impact on the Action and its outcome.

#### **B.2.10 Follow-up/evaluation mechanisms**

Describe the mechanisms to be put in place for follow-up/evaluation of this Action.

#### **B.2.11 Responsibilities of the different parties involved in each activity**

Describe the duties and responsibilities of each party involved.

### **B.3 Timetable**

A proposed implementation schedule with indication of the main milestones. Please indicate the duration of the action and provide the timetable for implementation of the Action, including for all activities outlined above.

The proposed activities will need to be completed no later than 31 December 2019.

### **B.4 Partnership statement (Annex E)**

In case the applicant is acting with partner organisation(s), all key partners will sign the partnership statement (Annex E).

## **C. Financial information**

Please fill in Annex B (Budget) of the Guidelines for Applicants for the total duration of the project.

The budget will be prepared, with an indication of the funding requested from CTA and for what the CTA funds would be used. See also details provided in section 5, A.3 above.

The financial offer will be submitted in a table format, and the detailed budget of each key activity planned will be provided (sub-activities, number of people involved, unit cost, etc.). When monthly salaries or daily fees are planned, the daily rate or monthly rate for the specific staff or consultant involved will be specified. The total salaries of the project's staff (staff of any members of the consortium) and overheads will not exceed 40% of CTA financial resources. Consultants' fees may be included in direct costs but consultants must not be staff members of the consortium.



### **1.7 NUMBER OF APPLICATIONS AND GRANTS PER APPLICANT**

An applicant may not submit more than one application under this Call for Proposals. The institution managing the blockchain platform should be a key partner (implementing several activities) only in one project proposal. Other applicants/partners may not at the same time be involved in another project proposal. The maximum amount that can be allocated to any **contract** is Euro 60,000. Any key partner can be a member of only one consortium.

A maximum of six grants will be awarded. **However, depending on the quality of proposals received and the availability of budget, CTA may decide to award additional grants.**

### **1.8 FINANCIAL ALLOCATION PROVIDED BY CTA**

The overall indicative amount made available under this Grant / Call for Proposals (for all projects selected) is a maximum of **Euro 300,000**. CTA reserves the right not to award all available funds.

CTA expects the proposed budget to be cost-effective and to provide good value for money.

An overview of the co-funding contributed by the applicant and/or third parties (in kind and/or in funding) will be provided.

### **1.9 ELIGIBILITY OF COSTS: COSTS WHICH MAY BE TAKEN INTO CONSIDERATION FOR THE GRANT**

The budget is both a cost estimate and a ceiling for eligible costs. Arithmetical errors, inaccuracies or unrealistic costs and other ineligible costs will be checked before the grant contract is signed. The checks may give rise to requests for clarification and may lead CTA to impose modifications or reductions to address such mistakes or inaccuracies. The amount of the grant and the percentage of the co-financing as a result of these corrections may not be increased.

It is therefore in the applicant's interest to provide a realistic and cost-effective budget.

#### Direct eligible costs

Eligible costs are costs actually incurred by the grant beneficiary that meet all the following criteria:

- Have actually been incurred during the implementation period of the Action;
- Must be indicated in the overall budget estimate for the Action;
- Must be necessary for the implementation of the Action, which is the subject of the grant;
- Are identifiable and verifiable by CTA or an external auditor;
- Must be reasonable, justified and comply with the requirements of sound financial management, particularly in terms of cost savings and effectiveness.





### 1.10 CO-FINANCING AND IN-KIND CONTRIBUTIONS

CTA requires co-funding for its competitive grants. A high co-funding is encouraged.

The grant beneficiary may co-finance the project in the following ways:

1. A financial contribution to the cost of the Action;
2. An indirect financial contribution, mainly through the provision of staff time towards the project or resources paid by the grant beneficiary. This contribution may be valued and verified by an auditor of the grant beneficiary (e.g., salary paid to staff); these have to be quantified and verifiable.

As required by CTA's grant agreement with the European Union and to establish the eligibility of costs, partners should determine the daily rate of the salary cost for each person assigned to the project activities, as follows:

- The sum of the annual gross salary, social security payments and other costs that are components of the salary costs in a strict sense, is divided by the number of productive days in the year. It should be stressed that overhead costs are not taken into account.
- The number of productive days in the year is calculated as the total of days in the year minus weekends, annual leave, statutory holidays, sickness days and other leave days.

Applicants who wish to include payments to their staff as part of their contribution are requested to provide information in the following format:

**Table 1: Estimated number of staff days to be contributed to the project**  
*The activity number should correspond to the numbering in the budget*

Activity	Salary cost, daily rate				
	Staff 1 Euro...	Staff 2 Euro...	Staff 3 Euro...	Staff 4 Euro ...	Staff X Euro ...

3. An "in-kind" contribution, for example by the provision of an office, vehicles or other means that can be verified and certified by an auditor (e.g., allocating a cost to the part of the offices used to implement the Action, the cost allocated to the vehicle based on the log book/vehicle registration, etc.).

### 1.11 INELIGIBLE COSTS

The following costs are not eligible:

- Debts and provisions for losses or liabilities;
- Interest owed;
- Costs already financed in another context;
- Purchases of land or buildings;



- Taxes, including VAT, unless the beneficiary (or the beneficiary's partners) cannot reclaim them by reason of their status or the prevailing system of taxation.

#### **1.12 TERMS OF PAYMENT - THE GRANT IS TO BE PAID ACCORDING TO THE FOLLOWING SCHEDULE:**

The grant will be paid in two instalments; this will be further discussed with the winner during the contract signature phase. The last payment will be made at the end of the project, upon approval by CTA of all deliverables and supporting documents.

It should be noted that CTA is exempted from value added tax, in accordance with Article 15, paragraph 19 of Directive 77/388/EEC and by virtue of the Headquarters Agreement, concluded on 7 August 1984 by and between the Kingdom of the Netherlands and CTA.

## **6 Indicative Timetable**

	<b>Date</b>	<b>Time*</b>
<b>Deadline for request for any clarifications from CTA</b>	20 October 2018	6:00 PM Netherlands time
<b>Last date on which clarifications are issued by CTA</b>	31 October 2018	6:00 PM Netherlands time
<b>Deadline for receipt of application forms</b>	12 November 2018	23:53 PM Netherlands time
<b>Exchange with shortlisted candidates</b>	By 24 December 2018	
<b>Notification of grant award</b>	By 15 January 2019	-
<b>Contract signature</b>	By 28 February 2019	6:00 PM Netherlands time

## **7 EVALUATION AND SELECTION OF APPLICATIONS**

Grant applications will be opened by an evaluation committee appointed by CTA. After verification of their administrative compliance, including verification of eligibility and the inclusion of all the documents requested in the application form, applications are assessed using the evaluation grid shown below.

After the administrative and technical evaluations described below, **shortlisted proposals will be selected (a maximum of 10 applicants/project proposals)**. A telephone/skype call will then be organised with shortlisted candidates. The winners will be announced after this entire process is completed. The full process is explained below.



### 1.13 EVALUATION CRITERIA

#### 1.13.1 Administrative verification

The administrative verification includes:

- Verification of the application's eligibility.
- Verification of compliance with the administrative requirements, in particular:
  - The proposal receipt date;
  - The authorised language(s) for submitting the proposal;
  - The receipt of the proposal with all the elements required by the terms of reference (e.g. methodology, list and CVs of experts, implementation schedule).
- More generally, verification that all the documents and information required of the applicant and, where applicable, partners, are available and valid.

Proposals which do not meet these sets of criteria are rejected immediately. The others will be evaluated.

#### 1.13.2 Preselection Technical Evaluation grid

The evaluation of each technical proposal is carried out in accordance with the following overall weighting and awarding criteria:

Financial and operational capacity	20%
Collective experience of the project team	15%
Technical solution	20%
Methodology	25%
Budget and cost effectiveness	20%
<b>Total</b>	<b>100%</b>

These weightings will not be changed.

#### 1.13.3 Final Technical evaluation grid (evaluation after the exchange with shortlisted candidates)

A maximum of ten (10) proposals will be shortlisted and CTA will organise an exchange session with shortlisted candidates. The criteria for selection at this stage will be the same as above:

Financial and operational capacity	20%
Collective experience of the Project team	15%
Technical solution	20%
Methodology	25%
Budget and cost effectiveness	20%
<b>Total</b>	<b>100%</b>

The exchange will be held around these elements (financial and operational capacity, collective experience of the project team, technical solution, methodology, budget and cost effectiveness).



#### **1.13.4 Proposal award**

##### **a) Administrative and pre-selection technical evaluation**

Proposals will be reviewed and selected by an evaluation committee (see above).

The evaluation committee ranks the proposals according to the overall evaluation scores given above. Proposals with the highest scores (a maximum of 10) will be shortlisted. Please note that:

- The committee may decide to eliminate proposals below a certain threshold score, as specified in the Call for Proposals (i.e. total score less than 70 points), even if this leads to the budget not being fully used;
- In the event that two proposals have the same purpose duplicating each other, the one with the lower score may be eliminated if the maximum number to be selected is reached;
- If relevant, the committee may establish sub-lists by region or sector, avoiding that grant awards are unduly concentrated;

CTA may decide to inform unsuccessful applicants early on as their elimination has been definitive, i.e. for administrative non-compliance or because they did not reach the technical threshold score.

Applicants passing the threshold score but eliminated for lack of budget or for any of the reasons indicated above may be put on a “reserve list” and informed accordingly. Their grant may be awarded if others fail to sign the contract or if additional funds become available.

##### **b) Final selection**

The winners will be the best proposals (a maximum of six) with the highest score, after the pre-selection and the exchange session mentioned above.

Within the limits of the available budget and keeping in mind CTA’s objective to have a well-balanced portfolio of activities, grants will be given to the best-scoring proposal(s). Available funds will be allocated starting with the highest-scoring project. Should, for a given applicant, the available budget be less than 100 per cent but more than 80 per cent of the financial support requested by the applicant, CTA will contact the applicant to verify whether it is possible to execute the project with the funds available.

#### **1.13.5 Notification of CTA’s decision**

Applicants whose proposals are accepted will be notified in writing no later than 45 days after the decision of the Evaluation Committee on the final selection.

Pursuant to his/her submission, the successful applicant(s) may be required, at CTA’s request, to provide documents to substantiate the proposal, notably documents relating to the legal status of the applicant; additional technical information; and references of similar activities executed.

If the successful applicant(s) does not provide such proof within 15 days, the awarding will be null and void, and CTA may then award a contract to another applicant or cancel the Call for Proposals procedure.



The contract awarding notice will be published on the CTA website ([www.cta.int](http://www.cta.int)).

Applicants may ask for more detailed reasons why their application was rejected. A summary of the evaluation process may be made available to applicants at their request. However, the confidential information contained in the evaluation report shall not be released.

Those who believe that they have been harmed in their interests and fair competition has not been respected due to an error or irregularity may write CTA with a request to investigate their complaint. This request must be received within 30 days from the day the applicant in question was notified of the outcome.

### **1.13.6 Signing of the contract**

Following the decision to award a grant, the Beneficiary will be offered a contract. By signing the application form, the applicant declares that it accepts, in case it is awarded a grant, the contractual conditions as laid down in the standard grant contract.

The successful applicant must sign, date and return the contract to CTA within 14 days of receipt thereof.

If the successful applicant does not comply with this obligation, the decision to award the contract may be reversed. In such a case, CTA may award the contract to another applicant.

### **1.13.7 Conditions applicable to implementation of the Action following CTA's decision to award a grant**

#### Sub-contracts

Where implementation of a grant-funded Action requires the Beneficiary to award sub-contracts above 10,000 Euros, it must award the contract to the tenderer offering the best value for money, that is to say, the best price-quality ratio, in compliance with the principles of transparency and equal treatment for potential contractors, care being taken to avoid any conflict of interests. To this end, the Beneficiary must follow the procedures set out in the contract to be signed.

## **8 CONFIDENTIALITY**

The evaluation procedure is confidential. The decisions of the evaluation committee are collegial and its deliberations are conducted behind closed doors. The members of the evaluation committee are bound by the obligation of confidentiality. The evaluation reports and written minutes in particular are intended mostly for internal use and any confidential information contained therein will not be communicated to the applicants or to any other party.

## **9 COPYRIGHT AND OTHER INTELLECTUAL PROPERTY RIGHTS**

With the exception of CTA's rights further specified below, the Beneficiary retains all copyright, rights in the nature of copyright and all other intellectual property rights throughout the world (present and future, and including without limitation all renewals, extensions, revivals and restorations thereof and accrued rights of action in respect thereof) on the results of the activities co-financed by CTA. However, CTA



will (without limitation) be entitled to produce, publish, adapt, promote any books, paper(s) and other materials or any translation, adaptation or abridgement of the books, paper(s) or other materials in any form and in any language written or facilitated under the project.

CTA will use reasonable endeavours to ensure that the author(s) is(are) identified as the author of the paper(s) whenever the books, paper(s) and other materials is(are) published in its(their) entirety by CTA. Subject to this, the author(s) irrevocably and unconditionally waive(s) the moral rights he / she / they may have in any territory of the world.

## **10 WARRANTIES**

By providing the submitted information, the applicant guarantees that he/she has the right to provide the information submitted.

## **11 CANCELLATION OF THE CALL FOR PROPOSALS PROCEDURE**

If a Call for Proposals is cancelled, the applicants will be informed accordingly. CTA will under no circumstances be held liable for damages, irrespective of their nature, including, without restriction, damages for loss of earnings, irrespective of their connection with the cancellation of an invitation to call for proposals procedure.

Furthermore, the launch of a Call for Proposals in no way requires CTA or any of the other organizations involved to implement the activity, programme or project announced or to contract the services.

## **12 LIST OF ANNEXES**

### **DOCUMENTS TO BE COMPLETED:**

ANNEX A: GRANT APPLICATION FORM

ANNEX B: BUDGET (EXCEL FORMAT)

ANNEX C: DECLARATION LETTER

ANNEX D: SUMMARY CV TEMPLATE

ANNEX E: PARTNERSHIP STATEMENT

### **DOCUMENTS TO BE CONSULTED:**

GENERAL CONDITIONS OF CTA'S CONTRACT