Contracting Authority:

**United Nations Office for Project Services - UNOPS**

Programme:

The European Union Support to Social Housing and Active Inclusion Programme - EU SHAI

**Open Call for Proposals for Small Scale Infrastructure Projects**

**Grant Application Form**

Publication Reference: **CFP SHAI 01-2022**

Deadline for submission of applications: 28 February 2022

| Title of the action: |  |
| --- | --- |
| Type of proposed activities |  |
| Location of the action: | *<specify country, region(s), area(s) or town(s) that will benefit from the Action>* |
| Name of the applicant |  |
| Nationality of the applicant |  |

| Dossier No |  |
| --- | --- |
| (for official use only) | |

| Legal status | |  | | | |
| --- | --- | --- | --- | --- | --- |
| **Total eligible cost of the action (T)** | | | **Amount requested from the Contracting Authority (R)** | **% of total eligible cost of action (R/Tx100)** | |
| [USD] | | | [USD] | % | |
| Total duration of the action: | | *<months>* | | | |

| Contact details for the purpose of this action: | |
| --- | --- |
| **Postal address:** |  |
| **Telephone number:** Country code + city code + number |  |
| **Fax number:** Country code + city code + number |  |
| **Legal representative:** |  |
| **Contact person for this action:** |  |
| **Contact person’s email address:** |  |
| **Website of the Applicant** |  |

**Any change in the addresses, phone numbers, fax numbers and in particular e-mail, must be notified in writing to the Contracting Authority. The Contracting Authority will not be held responsible in case it cannot contact an applicant.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

***Data Protection***

*UNOPS shall ensure an appropriate protection of received data subject provided by the Applicant in accordance with the applicable UNOPS Key Privacy Principles (ref. UNOPS Executive Office Directive Ref. EOD.ED.2019.01). Data subject shall therefore be managed carefully by UNOPS and in a coherent manner across the organisation, particularly ensuring respect for human rights and fundamental freedoms of individuals, in particular the right to privacy.*

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# FULL APPLICATION FORM

## I THE ACTION

**To be submitted by all applicants***For economical and ecological reasons, we strongly recommend that you submit your files on paper-based materials (no plastic folder or divider). We also suggest you use double-sided print-outs as much as possible, in case when hard copy Application is required.*

*It is strongly recommended to fill out the Application Form in Arial or Open Sans script Font size 10.*

| **Reference of the Call for Proposals** | CFP SHAI 01-2022 |
| --- | --- |
| **Title of the Call for Proposals** | Open Call for Proposals for Small Scale Infrastructure Projects |
| **Name of the applicant** |  |
| **Title of the action** |  |
| **Location of the action**  **-***specify country(ies) region(s) that will benefit from the action* |  |

### 1.0. DESCRIPTION

#### Title

#### Cost of the action and amount requested from the Contracting Authority

| Total cost of the action (T) | Amount requested from the Contracting Authority (R) | % of total eligible cost of action (R/Tx100) |
| --- | --- | --- |
| [USD] | [USD] | % |

Please note that the cost of the action and the contribution requested from the Contracting Authority have to be expressed in Euros.

#### Summary (max 1 page)

| Total duration of the action | < \_\_\_\_\_\_\_ *months*> |
| --- | --- |
| Objectives of the action | <*Overall objective*>  <*Specific objective(s)*> |
| Partner(s) |  |
| Target group(s)[[1]](#footnote-0) |  |
| Final beneficiaries[[2]](#footnote-1) |  |
| Estimated results |  |
| Main activities |  |

#### Objectives (max 1 page)

*Describe the overall objective to which the action aims to contribute towards and the specific objective(s) that the action aims to achieve.*

#### Relevance of the action (max 2 pages)

*Please provide the following information:*

*⁭ Provide a detailed presentation and analysis of the problems and their interrelation at all levels.*

*⁭ Provide a detailed description of target groups and final beneficiaries and estimated numbers.*

*⁭ Identify clearly the specific problems to be addressed by the action and the perceived needs and constraints of the target groups.*

⁭ *Demonstrate the relevance of the action to the needs and constraints of the target area in general and to the target groups/final beneficiaries in particular and how the action will provide the desired solutions, in particular for the targeted beneficiaries.*

*⁭ Demonstrate the relevance of the action to the objectives and priorities of the Guidelines.*

*Please provide detailed elaboration of characteristics of targeted substandard settlement/s, considering the level of fulfilment of the following criteria:*

* *Availability of technical/communal infrastructure (water supply, sewerage, electricity, heating, street lighting, waste disposal, street network, paved streets, parking etc.)*
* *Accessibility of public and social services (coverage by the social infrastructure, access to social standard services of education, health care and other social facilities, access to public transport, location of the settlement in the LSG territory etc.)*
* *Housing and living conditions (size and structure of dwellings, equipment, sanitary and hygienic conditions, ventilation/ solar exposure, access to green and recreational areas, public space safety, environmental factors, proximity of pollution sources etc.)*
* *Quality of structures (quality of construction, physical safety, type of building materials, age/ year of construction, level of devastation/ damage, permanent/ provisional structures etc.)*
* *Housing density (number of inhabitants per hectare, overcrowding factor, spatial constraints etc.)*

#### Description of the action and its effectiveness (max 6 pages)

*Provide a description of the proposed action including, where relevant, background information that led to the formulation of the action. This should include:*

⁭⁭**1.6.1. Expected results (max 1 page)**

*Indicate how the action will improve the situation of target groups/beneficiaries. Be specific and quantify results. Define achievement per Result indicators, as outlined in Section 2.1.2 of the Guidelines for Applicants:*

* *Number of new users connected to water/ sewage/ power/ district heating etc. system*
* *Number of new users of common open spaces/ children's playgrounds/ green areas*
* *Number of beneficiaries of sub-standard settlements protected from flooding*
* *Number of beneficiaries serviced with new/reconstructed road access*
* *Number of users of reconstructed public buildings*
* *Overall number of beneficiaries whose living conditions are improved by small scale infrastructure activities disaggregated by vulnerability categories*
* *Overall number of beneficiaries whose access to public services has been enhanced disaggregated by vulnerability categories*

**1.6.2. The proposed activities and their effectiveness (max 5 pages)**

*Identify and describe in detail**each activity to be undertaken to produce the results, justifying the choice of the activities, indicating their sequence and interrelation and specifying where applicable the role of each partner (or associates or subcontractors) in the activities.*

#### Good Governance aspects of the action (max 2 pages)

*Please provide the following information on the Good Governance aspects of the action, considering that the following is the list of Good Governance principles:*

* *accountability/rule of law*
* *transparency*
* *participation*
* *non-discrimination & equality, and*
* *efficiency & effectiveness*
* *Please describe the GG principles from the above list that relates to your infrastructure project (IP) and elaborate on how you think they will contribute to improved local governance.*
* *Which local governance objective(s) will be linked to the development/project application and implementation of local IP? For example, which new or upgrade of existing local policy/policies and/or local regulations that pertain to the subject of the IP will be developed and enacted? What needs to be improved, upgraded or developed to result in improved local governance? Which existing practices will be improved, which will be introduced and how etc.? Please elaborate and provide rationale for your proposal.*
* *Explain how exactly you will be addressing the governance principles/issues you want to tackle in a practical way (i.e. explain what you will do to make them tangible and relevant, what activities, measures, or processes you are planning to initiate and conduct, to meet the governance requirements and to what end, etc.). Explain what will be different, better, improved in local governance after you finalise the governance intervention within your IP? What do you expect to change? Please reflect and elaborate the expected governance activities, outputs and outcome(s) in the IP logframe.*
* *Does the IP budget include a specific budget allocation for governance related activities, as well as for the institutionalisation of the governance intervention (e.g. specific governance-related internal processes, or staff training, capacity building/development, peer visits and exchanges of experiences etc.?) In a case of “no”, please explain why.*
* *What institutional mechanisms (e.g. at the LSG or PUC levels) will be incorporated or applied or installed/set to ensure sustainability/permanence of the said GG changes/measures that are devised during the process? How it will be monitored and evaluated (controlling aspects of the GG intervention), by whom and based on what decision/regulation etc.? Please ensure those aspects are addressed in the rationale and in the LFM as well*

#### Methodology (max 3 pages)

*Describe in detail:*

* *⁭the methods of implementation and reasons for the proposed methodology;*
* *⁭where the action is the prolongation of a previous action, explain how the action is intended to build on the results of this previous action. Give the main conclusions and recommendations of evaluations that might have been carried out;*
* *⁭where the action is part of a larger programme, explain how it fits or is coordinated with this programme or any other possibly planned project. Please specify the potential synergies with other initiatives, in particular from the European Union;*
* *⁭the procedures for follow up and internal/external monitoring and evaluation;*
* *⁭the role and participation in the action of the various actors and stakeholders (local partner(s), target groups, local authorities, etc.), and the reasons for which these roles have been assigned to them;*
* *added-value elements (environment, promotion of gender equality and equal opportunities, needs of disabled people, rights of minorities and rights of local population, innovation or replication of proven best practices relevant to this type of action*)*;*
* *the use of methodologies for consultation with beneficiary families and host communities;*
* *⁭the organisational structure and the team proposed for the implementation of the action (by function: there is no need to include the names of individuals); please refer to the Section 2.3 from the Call for Proposal Guidelines and give required information for the operational capacity of the team;*
* *⁭the main means proposed for the implementation of the action (services, equipment, materials, and supplies to be acquired or rented);*
* *⁭the attitudes of all stakeholders towards the action in general and the activities in particular;*

#### Duration and indicative action plan for implementing the action

*The duration of the action will be <X> months.*

*Applicants should not indicate a specific start up date for the implementation of the action but simply show "month 1", "month 2", etc.*

*Applicants are recommended to base the estimated duration for each activity and total period on the* ***most probable duration*** *and not on the shortest possible duration by taking into consideration all relevant factors that may affect the implementation timetable.*

*The activities stated in the action plan should correspond to the activities described in detail in section 1.6. The implementing body shall be either the applicant, partners or any associates or subcontractors. Any months or interim periods without activities must be included in the action plan and count toward the calculation of the total estimated duration of the action.*

*The action plan for the first 6 months of implementation should be sufficiently detailed to give an overview of the preparation and implementation of each activity.*

*The action plan will be drawn up using the following format:*

| Year 1 | | | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activity | | Semester 1 | | | | | | Semester 2 | | | | | |  |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | Implementing body |
| *Example: Activity 5.1 Public Procurement for construction works* | |  |  |  |  |  |  |  |  |  |  |  |  | *Applicant* |
| Activity 1 (title) | |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity 2 (title) | |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity 3 (title) | |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Etc. | |  |  |  |  |  |  |  |  |  |  |  |  |  |

#### Sustainability (max 2 pages)

*Describe the main preconditions and assumptions during and after the implementation phase.*

*⁭ Provide a detailed risk analysis and possible contingency plans. This should include at least a list of risks associated with each activity proposed accompanied by relevant corrective measures to mitigate such risks. A good risk analysis would include a range of risk types including physical, environmental, political, economic and social risks.*

*⁭ Explain how sustainability will be secured after completion of the action. This can include aspects of necessary measures and strategies built into the action, follow-up activities and ownership by target groups etc.*

*In doing so, please make a distinction between the following dimensions of sustainability:*

*⁭ Financial sustainability (financing of follow-up activities, sources for covering all future operating and maintenance costs, etc.);*

*⁭ Institutional level (which structures would allow, and how, the results of the action to continue to be in place after the end of the action? Address issues about the local "ownership" of action outcomes);*

*⁭ Environmental sustainability (what impact will the action have on the environment – have conditions put in place to avoid negative effects on natural resources on which the action depends and on the broader natural environment).*

#### Logical framework

|  | **Intervention logic** | **Objectively verifiable indicators of achievement** | **Sources and means of** **verification** | **Assumptions** |
| --- | --- | --- | --- | --- |
| **Overall objectives** | *What is the overall broader long-term objective, to which the action will contribute* | *What are the key indicators related to the overall objective / quantitative and/or qualitative variable that provides a simple and reliable mean to assess the achievement of the overall objective* | *Sources of information and methods used to collect and report the evidence of achieved indicator (including who, when and how frequent)* | *Not applicable* |
| **Specific objective/s** | *The main medium-term effect of the intervention focusing on changes resulting from the intervention* | *What are the key indicators related to the overall objective / quantitative and/or qualitative variable that provides a simple and reliable mean to assess the achievement of the specific objective/s* | *Sources of information and methods used to collect and report the evidence of achieved indicator (including who, when and how frequent)* | *Which factors outside the Beneficiary's control and responsibility (external conditions) are necessary to enable achievement of the Specific Objectives* |
| **Expected results** | *The main short-term effects/outputs of the intervention, the direct tangible products delivered by the intervention (to be enumerated aligned with groups of activities they are deriving from and specific objective they are contributing to)* | *What are the key indicators related to the expected results / quantitative and/or qualitative variable that provides a simple and reliable mean to assess the achievement of the expected results* | *Sources of information and methods used to collect and report the evidence of achieved indicator (including who, when and how frequent)* | *Which factors outside the Beneficiary's control and responsibility (external conditions) are necessary to enable achievement of the Expected Results* |
| **Activities** | *The key Activities to be conducted in order to produce the Expected Results (to be grouped and enumerated with clear linkage to the corresponding Result* | **Means:**  *The means required to implement those activities, e.g. staff, equipment, supplies, operational facilities, etc.*  **Costs:**  *What are the action costs? How are they classified as per breakdown in the Budget of the Action?* | *Sources of information and methods used to collect and report the evidence of the progress of the action* | *Which factors outside the Beneficiary's control and responsibility (external conditions) are necessary to enable implementation of the Activities* |

*The Logical Framework Matrix (LFM) should evolve during the Action lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purposes. The LFM can be revised as necessary in line with provisions defined in Article 9.4 of the General Conditions.*

### 2.0. BUDGET FOR THE ACTION

*Fill in Annex B to the Guidelines for applicants for the total duration of the action.*

##### 2.1. Expected sources of funding

*Fill in Annex B to the Guidelines for applicants to provide information on the expected sources of funding for the action.*

### 3.0. EXPERIENCE IN SIMILAR ACTIONS

*Maximum 1 page per action. Please provide a detailed description of actions managed by your institution/partner organisation over the past five years.*

*This information will be used to assess whether you have sufficient and stable experience of managing actions in the same sector and of a comparable scale to the one for which a grant is being requested.*

| **Project title:** | | **Sector** | | | |
| --- | --- | --- | --- | --- | --- |
| **Location of the action** | **Cost of the action (USD[[3]](#footnote-2))** | **Lead manager or partner** | **Donors to the action (name)[[4]](#footnote-3)** | **Amount contributed (by donor)** | **Dates (from dd/mm/yyyy to dd/mm/yyyy)** |
| … | … | … | … | … | … |
| **Objectives and results of the action** | |  | | | |

## II THE APPLICANT

| **Name of the Applicant** |  |
| --- | --- |

### IDENTITY

| **Abbreviation** |  |
| --- | --- |
| **Registration Number (or equivalent)** |  |
| **Date of Registration** |  |
| **Place of Registration** |  |
| **Official address of registration** |  |
| **Country of Registration** |  |
| **E-mail address of the Organisation** |  |
| **Telephone number:** Country code + city code + number |  |
| **Fax number:** Country code + city code + number |  |
| **Website of the Applicant** |  |

### CAPACITY TO MANAGE AND IMPLEMENT ACTIONS

#### Resources

* + 1. **Statement on co-funding**

*Please provide the signed “Statement of co-funding” which presents the allocation of funds for co-financing of this project – Form provided in the supporting documentation of this Call*

* + 1. **Financing Source(s)**

*Please provide the information regarding sources of co-funding: a copy of the extract from municipal budget with marked exact budget line which will be used for this purpose (please attach this document to the “Statement of co-funding” form)*

* + 1. **Number of staff**

*Please state data on members of the team that will implement Grant activities and attach CV of Grant Manager*

**Grant Implementation Team[[5]](#footnote-4):**

| Name | Profession/Expertise  Current position and Institution/Organisation | Planned Function in the Action/ Project team | Years of experience |
| --- | --- | --- | --- |
| **Grant Manager:** | | | |
|  |  |  |  |
| **Team Members** | | | |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# 

# III PARTNERS OF THE APPLICANT PARTICIPATING IN THE ACTION

### DESCRIPTION OF THE PARTNERS

*This section must be completed for each partner organisation if any, within the meaning of section 2.1.1 of the Guidelines for Applicants. Any associates as defined in the same section need not be mentioned. You should make as many copies of this table as necessary to create entries for more partners.*

| **Partner 1** | |
| --- | --- |
| **Full legal name** |  |
| **Date of Registration** |  |
| **Place of Registration** |  |
| **Legal status**[[6]](#footnote-5) |  |
| **Official address of** **Registration** |  |
| **Country of Registration** |  |
| **Contact person** |  |
| **Telephone number**: country code + city code + number |  |
| **Fax number**: country code + city code + number |  |
| **E-mail address** |  |
| **Number of employees** |  |
| **Other relevant resources** |  |
| **Experience of similar actions, in relation to the role in the implementation of the proposed action** |  |
| **History of cooperation with the applicant** |  |
| **Role and involvement in preparing the proposed action** |  |
| **Role and involvement in implementing the proposed action** |  |

**Important: This application form must be accompanied by a signed, stamped and dated Partnership Statement in accordance with the model provided**

### PARTNERSHIP STATEMENT

A partnership is a relationship of substance between two or more organisations involving shared responsibilities in undertaking the action funded by the Delegation of the European Union to the Republic of Serbia, through EU SHAI (Contracting Authority). To ensure that the action runs smoothly, the Contracting Authority requires all partners to acknowledge this by agreeing to the principles of good partnership practice set out below.

1. All partners must have read the application form and understood what their role in the action will be before the application is submitted to the Contracting Authority.
2. All partners must have read the standard grant contract and understood what their respective obligations under the contract will be if the grant is awarded. They authorise the lead applicant to sign the contract with the Contracting Authority and represent them in all dealings with the Contracting Authority in the context of the action's implementation.
3. The Partner organisation confirms that all the information provided in the Grant Application Form and supporting documentation are true and correspond to the actual state.
4. The Partner organisation has the adequate legal, financial and operational capacity to complete the proposed project.
5. The Partner organisation agrees that the Lead organisation is the carrier of project activities, manages the project, manages project funds through the bank sub-account dedicated for the project implementation and in case the project proposal is approved, signs a contract, as well as an eventual annex to the contract.
6. The applicant must consult with its partners regularly and keep them fully informed of the progress of the action.
7. All partners must receive copies of the reports - narrative and financial - made to the Contracting Authority.
8. The Partner organisation undertakes the obligation of regular reporting on project activities and financial segment of the project according to the Lead organization in accordance with the requirements from the contract signed.
9. The Partner organisation is not using any incentives on the same grounds from other institutions or donors during the period of implementation of activities.
10. Proposals for substantial changes to the action (e.g. activities, partners, etc.) should be agreed by the partners before being submitted to the Contracting Authority. Where no such agreement can be reached, the applicant must indicate this when submitting changes for approval to the Contracting Authority.

I have read and approved the contents of the proposal submitted to the Contracting Authority. I undertake to comply with the principles of good partnership practice.

| Name: |  |
| --- | --- |
| Organisation: |  |
| Position: |  |
| Signature: |  |
| Date and place: |  |

## IV CHECKLIST

PUBLICATION REFERENCE: CFP SHAI 01-2022

| **ADMINISTRATIVE DATA** | *To be filled in by the applicant* |
| --- | --- |
| **Name of the Applicant** |  |
| **Country and date of registration** |  |
| **Legal status** |  |
| **Partner 1** | Name:  Country of registration:  Legal status: |
| **Partner 2** | Name:  Country of registration:  Legal status: |

| **Before sending your proposal, please check that each of the following components is complete and respects the following criteria:** | | | **To be filled in by the applicant** | |
| --- | --- | --- | --- | --- |
| **Title of the Proposal:** | | | **Yes** | **No** |
| **STEP 1 (ADMINISTRATIVE)**  **1. The correct grant application form, published for this Call for proposals, has been used** | | |  |  |
| **2. The Declaration by the applicant has been filled in and signed** | | |  |  |
| **3. The proposal is typed and is in English** | | |  |  |
| **4. The budget is presented in the format requested, is expressed in USD and is enclosed (Annex B)** | | |  |  |
| **5. The CV of the Grant manager is enclosed** | | |  |  |
| **6. Partnership Statement is enclosed** | | |  |  |
| **7. Statement of co-funding is enclosed** | | |  |  |
| **8. Proof of funds available for project financial contribution - Copy of the extract from municipal budget with marked exact budget line which will be used for the proposed action is enclosed** | | |  |  |
| **9. Proof that the project is part of relevant national/regional/local strategies and/or plans or capital investment plans if such exist is enclosed** | | |  |  |
| **10. Valid Building permit/Approval for execution of works pertinent to the type of works as prescribed by the Law on Planning and Construction and relevant by-law or official statement by the relevant authority that no permit/approval is required for proposed works is enclosed** | | |  |  |
| **11. Proof of ownership inclusive of all relevant sheets for all parcels from the Cadastre Registry - Valid real estate cadastre title deed free of title disputes/encumbrances or proof of resolved legal and property issues pertinent to Art.69 of the Law on Planning and Construction** | | |  |  |
| **12. Location conditions** | | |  |  |
| **13. Site design layout drawn on the Cadastral Topographic Plan (KTP)** | | |  |  |
| **PART 2 (ELIGIBILITY)**  **14. The Applicant fulfilled eligibility criteria as stipulated under section 2.1.1 of the Guidelines for applicants** | | |  |  |
| **15. The Co-applicants (if any) fulfilled eligibility criteria as stipulated under section 2.1.1 of the Guidelines for applicants** | | |  |  |
| **16. The Applicant has submitted maximum one application** | | |  |  |
| **17. The requested grant value is in the range from 150,500 to 250,000 USD** | | |  |  |
| **18. The duration of the action does not exceed 12 months** | | |  |  |
| **19. Percentage of co-funding is minimum 15% of the total eligible costs of the action** | | |  |  |

## V DECLARATION BY THE APPLICANT

The applicant, represented by the undersigned, being the authorised signatory of the applicant, in the context of the present call for proposals, hereby declares that

* the applicant has the sources of financing and professional competence and qualifications specified in section 2. of the Guidelines for Applicants;
* the applicant is directly responsible for the preparation, management and implementation of the action and is not acting as an intermediary;
* the applicant and each partner (if any) is in a position to deliver immediately, upon request, the supporting documents stipulated under section 2.4 of the Guidelines for Applicants;
* the applicant and each partner (if any) are eligible in accordance with the criteria set out under sections 2.1.1 and 2.1.2 of the Guidelines for Applicants;
* if recommended to be awarded a grant, the applicant accepts the contractual conditions as laid down in the Standard Contract annexed to the Guidelines for Applicants;
* the applicant is aware that, for the purposes of safeguarding the financial interests of the Communities, their personal data may be transferred to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

The applicant is fully aware of the obligation to inform without delay the Contracting Authority to which this application is submitted if the same application for funding made to other European Commission departments or European Union institutions has been approved by them after the submission of this grant application.

Signed on behalf of the applicant

| **Name** |  |
| --- | --- |
| **Signature** |  |
| **Position** |  |
| **Date** |  |

1. “Target groups” are the groups/entities who will be directly positively affected by the project at the Project Purpose level [↑](#footnote-ref-0)
2. “Final beneficiaries” are indirect beneficiaries who will benefit from the project in the long term at the level of the society or sector at large. [↑](#footnote-ref-1)
3. If multiple applicants included, please specify the amount dedicated to LSG/local project [↑](#footnote-ref-2)
4. If the Donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State. [↑](#footnote-ref-3)
5. Mandatory composition of the Grant Implementation Team has to include a minimum of three professional profiles in required areas of expertise (project manager, engineer and procurement officer) and representatives of project partners as members if any. [↑](#footnote-ref-4)
6. E.g. non profit making, governmental body [↑](#footnote-ref-5)