

## **Competitive Small Research Grants Programme**

**2003 CALL AND REGULATIONS**

# **MULTI-STAKEHOLDER PARTNERSHIPS FOR THE SUSTAINABLE WATER MANAGEMENT IN CITIES OF LATIN AMERICA AND THE CARIBBEAN**

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## I. ON REGULATIONS AND OTHER COMPLEMENTARY TEXTS

The Regulations for the Small Research Grants Programme of EMS/IDRC established the rules of procedure for the presentation of research projects and for the implementation of those projects that are co-funded by the Programme. In particular, applicants must consult the following texts that complement the statements of this regulation:

- a) Conceptual framework – document that defines the subject area on which project proposals can be submitted ([http://www.ems-sema.org/convoca2003/call\\_eng.pdf](http://www.ems-sema.org/convoca2003/call_eng.pdf)).
- b) Schedule for call – establishes deadlines for the different stages ([http://www.ems-sema.org/convoca2003/crono\\_eng.html](http://www.ems-sema.org/convoca2003/crono_eng.html)).
- c) Synthetic Form for submission of proposals ([http://www.ems-sema.org/convoca2003/form\\_eng.doc](http://www.ems-sema.org/convoca2003/form_eng.doc)).
- d) Questions, website section ([http://www.ems-sema.org/convoca2003/faq\\_eng.html](http://www.ems-sema.org/convoca2003/faq_eng.html)) where questions raised by potential applicants are published together with their answers. These questions and answers sometimes clarify or provide details on certain aspects relative to the call.

## II. OBJECTIVE AND GENERAL FRAMEWORK OF THE CALL

The Environmental Management Secretariat for Latin America and the Caribbean (SEMA/EMS), of the International Development Research Centre, IDRC, invites local governments to participate in this initiative, in association with research centres, organizations of the civil society and the private and/or public business sector.

The **general objective of the Programme** is to contribute to establish an institutional culture of citizen participation in the urban environmental planning and management processes and also to promote the adoption or adaptation of innovative technologies by municipalities in Latin America and the Caribbean. Within this framework, the Programme is geared to the promotion of an exchange culture among municipalities, organizations of the civil society, the business sector and the research sector, through the systematization, exchange and dissemination of experiences that provide examples on innovative local governance models, as well as on developments and/or adoption of native technologies that contribute to the sustainability of urban environmental policies.

The well-known complexity of environmental issues at the urban level require municipal governments to adopt creative and comprehensive institutional strategies that exceed the traditional sectoral and disciplinary approaches to environmental management. This implies among other aspects the establishment of institutional dialogue instances among the stakeholders; potential conflict and creation of consensus that go beyond the ordinary citizen communication and information modalities, and help build a **shared social responsibility**.

Special relevance is given in these processes to the relation between research and the formulation of environmental policies at the local level. In general, when we have this type of relationship, the research sector plays the role of adviser and/or provider of scientific-technical information for decision-making processes by local authorities, as well as advice for the development of legal instruments and policies for environmental protection. Within the framework of the citizen participation principles, within the sustainable urban development approach, the academic sector has a strategic role to play in the promotion of new approaches to planning and management of environmental policies. The research process in the area of urban environmental management necessarily includes different input as well as the vision of several disciplines and sectors that must frequently meet short-term objectives and face a whole series of different interests. Research oriented to local action in the framework of a sustainable urban management, is geared to go beyond sectoral and disciplinary approaches and contribute to the formulation and management of environmental policies, from a trans-disciplinary perspective that integrates knowledge of different origin.

Within this framework, **the specific objective of this call** is to support research projects geared to the study of **multi-stakeholder partnership mechanisms** in sustainable water management in cities of Latin America and the Caribbean. Accordingly, we promote the presentation of research projects aimed at the implementation of **innovative initiatives both in the technological and social fields** applied to sustainable water management. Proposals geared to the development of local technologies or adaptations at the local level, must guarantee that such technological solutions are adequate and/or can be “owned” by the local context.

Special relevance will be given to proposals leading to **institutionalization both of multi-stakeholder participation and decision in planning instances, as well as the development and adoption of technologies** to manage water in a sustainable way. Modalities and nature of such multi-stakeholder associations will depend on aspects of the local context, and may, therefore, vary in each case. So that research contributes to systematization and eventual replication of the experiences, it is necessary to clearly identify those key aspects and basic hypotheses that will allow for the institutionalization of practices and/or adoption of technologies.

The adoption of different types of partnership strategies by local governments, such as public-private partnerships, joint ventures, concessions, different degrees of privatization, etc., to provide infrastructure and basic urban services, express the need to investigate and study in depth the scopes and limitations of such mechanisms, the roles of each one of the actors as well as its effective contribution to a sustainable urban development.

Among the different sectors involved in urban environmental management, four groups of players stand out because of their potential strategic role in the design and construction of innovative institutional models:

- The public sector, at the urban level represented by local governments (municipalities, etc.)

- The local entrepreneurial sector<sup>1</sup>, both public and private, at different scale but clearly related to the supply of urban environmental services.
- The civil society and its different organizational forms such as grass-roots community organizations, neighbours associations, NGOs, among others.
- The research sector, in the understanding that knowledge generated in the “local” scope that should integrate research-policies-action is key in the generation of appropriate answers and solutions to local environmental problems.

To institutionalize a culture and a participatory practice that involves all players in planning implies to go beyond the “successful pilot experiences”. It also means to go over the temporal scope associated to the duration of the political-administrative term of office of a municipal authority. That is, to generate **new institutionalities**, new opportunities for participation and decision, whose sustainability will not only depend on their continuity over time but on their capacity to articulate effective and lasting solutions to specific environmental issues.

The challenge to establish this type of mechanism and make it formal is approached differently by local governments in Latin America and the Caribbean. Some municipalities, given their size, institutional maturity, economic or political importance, find themselves in a better position to lead in such processes and to face the growing demand for environmental services and infrastructure. However, most municipalities are not prepared to solve the growing environmental problems by themselves (PPPUE Working Paper II). Despite some progress in terms of social and institutional awareness over the last years, local governments still face difficulties when trying to implement effective environmental management policies. Though there are many varied reasons for this –social, economic, financial determining factors, etc.—the municipalities sometimes lack the necessary means and management capacity to address both environmental issues and those socially complex issues or to acquire new technology. The institutional dimension emerges as a critical aspect when trying to bring about changes in the municipal culture and practice: new and innovative management mechanisms that involve other social and economic players must be analysed, improved if they already exist and, in consequence, institutionalized as areas for local planning and decision-making.

This call aims at identifying and promoting instances where different local players will be able to organize their resources and capacities in an efficient way, reach **consensus and commitments**, and also get clear signals in terms of political will and social support. The challenge of urban environmental management is moving towards the effective implementation of this type of model or institutional arrangement that guarantees social participation in the design, implementation and monitoring of urban environmental policies.

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<sup>1</sup> In this category we include organizations that, being in the local public or private sector, non-profit or profit seeking organizations, are clearly involved and committed to the object under study (as in the case of small and medium-sized enterprises, users’ cooperatives, other kinds of self-managed experiences, local promotion banks, etc.) that is to say, those who are and recognize themselves as key actors or partners in the initiative.

### **III. THE CYCLE OF THE CALL**

This call includes the following stages:

#### **III.1 Regarding the call for proposals**

- a) Publication of Call for Proposals and Regulations
- b) Period for the preparation of proposals and clarification enquiries
- c) Reception of proposals
- d) Evaluation of proposals according to eligibility criteria
- e) Evaluation of eligible proposals according to relevance and quality criteria
- f) Results of competition according to selection criteria

#### **III.2 On selected proposals**

- a) Signature of contract between Municipality and EMS/IDRC
- b) Signature of final agreement between Municipality and other organizations participating in the research
- c) Initiation of project implementation
- d) Technical progress reports (at the end of second month after initiation of research)
- e) Final technical and financial reports (between 6 and 12 months according to contract)
- f) Local Workshops/Seminars to present and discuss results
- g) Evaluation of final reports and their edition before publication
- h) Signature of Memorandum of Understanding between Municipality and the other organizations participating, indicating their commitment to use the project outcomes in the formulation of environmental policies of the municipality.
- i) Regional Workshop on comparative analysis, with cases selected among those funded through the Call.

### **IV. ON THE CHARACTERISTICS OF PROJECTS**

The project proposals must have the following characteristics:

- (a) Must be clearly, directly and explicitly referred to the subject of the call.
- (b) They must specifically solve an environmental problem related to the use of water that affects one or more municipalities.
- (c) The outcomes must be innovative proposals, conceptualization of traditional practices, models, strategies, methodologies and tools to promote the participation of relevant actors in planning and managing urban environmental services, as well as functional and adequate technological solutions, in the case of those proposals of a technical nature.

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- (d) To propose applied research projects or research-action projects.
  - (e) To be focused on urban and peri-urban areas or micro regions that shares the use of a single water source with direct or indirect incidence on vulnerable populations and exclusively of country in Latin America and the Caribbean.
  - (f) To be designed and implemented by one or several municipalities in association with research institutions such as research centres, Universities, or others. Simultaneously, the participation of organizations from the civil society, the local business sector that formally express their commitment with the research and application of its results, are encouraged to actively participate at all levels of the research (see Item V On organizations that can apply and their responsibility).
  - (g) Express in a clear and explicit form the working hypothesis proposed by the Project to solve the problem.
  - (h) Include all actions and steps envisaged to institutionalize<sup>1</sup> disseminate and replicate the results of the project among all sectors involved and, in particular within the context of decision makers, more concretely: municipalities.
  - (i) Explain clearly how the proposal will contribute to social integration of the most vulnerable sectors so that the inclusion of components related to the mitigation or alleviation of poverty, the creation of jobs in the sector, as well as gender equity considerations will be particularly valued.
  - (j) Explain clearly how the project will contribute to gender equity.
  - (k) Contribute your own or third-party resources to fund the costs of project so that the contribution of the Small Grants Programme is complemented with those of other sources.
  - (l) The proposal must suggest a feasible opportunity to institutionalize the partnership and/or adaptation model of the proposed technology.
  - (m) **Programme Funds:** the Programme contribution cannot exceed 20,000 Canadian Dollars, equivalent to approximately 15,000 US Dollars (rate of exchange at 1 US Dollar = 1.3394 Canadian Dollars).

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<sup>1</sup> This institutionalization refers to the incorporation of results, recommendations and lessons learnt obtained from policy projects and common management practices by municipal governments involved in the projects.



- (n) **Execution Periods:** Implementation and final results will be reached within a period of 6 to 12, depending on the nature of project. The duration of the project (6 or 12 months) must be clearly defined in the proposal and the different phases must be justified.

## V. ON THE ORGANIZATIONS THAT CAN APPLY AND THEIR RESPONSIBILITY

The call is open to Municipalities in Latin America and the Caribbean that are interested in research on:

- Multi-stakeholder partnership mechanisms in sustainable water management in cities and/or
- Technological innovation to supply potable water and/or sewage systems, including technology to treat wastewater; this refers to technologies developed locally or those adapted to the local context.

To conduct such research municipalities must first associate with a research centre or higher education institution (University or equivalent) and, secondly, they could do the same with other institutions of the civil society and the local entrepreneurial sector, for the formulation and implementation of a project that contributes to the systematization of experiences and the formulation of policies for a sustainable water management in cities.

- a) Each proposal must necessarily be presented by one municipality (or a group of municipalities) in partnership with one research centre.
- b) The **municipality** is the one to comply with the following **functions and responsibilities:**
  - (i) To represent the group of organizations that have come together to design and implement the project before the Programme,
  - (ii) To organize the research coordinating group –integrated by all sectors participating—that will be in charge of conducting research.
  - (iii) Sign the contract if the proposal is selected and, consequently, will be legally bound for its compliance.
  - (iv) Receive the co-funding resources contributed by the Programme and will be responsible for their administration and account rendering.
  - (v) Appoint the relevant municipal technical experts for the research who will have **full-time dedication to the project**. This full-time dedication will be previously defined in the contract signed between the Municipality and the EMS.
  - (vi) Together with the coordinating group, it is responsible for the presentation of reports.



- c) **Research centres** must be non-profit institutions, public or private, with recognized expertise and capacity to implement the proposed research project. Any background information in this regard, represents a basic evaluation criterion. The said centre could eventually be located outside the geographical limits of the specific activities that we have foreseen and could operate within a national, regional or international context. The existence of some background in the development of joint activities with research centres and participation in multi-disciplinary projects will be considered an advantage.
- d) Both the civil society organizations as the local business sector that become partners to implement the research, must express their clear links to the proposal (direct or indirect beneficiaries of the service, neighbours community, etc.) and/or their experience and background information in the area of urban environmental services in the case of the business sector

**EACH AND ALL THE ORGANIZATIONS PARTICIPATING** in a research project is/are responsible for:

- (a) Participating in the preparation of the project and its improvement and implementation.
- (b) Participating actively in the preparation of reports.
- (c) Contributing the resources committed, according to the project budget.
- (d) Participating actively in all phases of the project as well as in the post-project: The main activities related to the research projects selected in this call are:
  - **Local seminars/workshops** with the participation of all sectors involved: Municipality and other organizations participating in research, direct and indirect beneficiaries of the experience under study, other organizations from the civil society that are interested in the issue. The objective is to open the debate and submit to the consideration of all participating actors the results and recommendations of the research. In the framework of these local instances for social participation, strategic lines resulting from the studies will be defined and the articulation of agreements will be promoted.
  - Signature of a **Memorandum of Understanding** between the Municipality and the other participating organizations. This memorandum must materialize the commitment of using the results of research, as a first step toward the institutionalization of a participatory practice and/or adaptation of a technology in planning and managing the sustainable use of water.
  - **Regional workshop/seminar**, with already selected local case studies. The objective of this Regional Workshop is to provide an opportunity for comparative analysis, systematization, and regional validation of results obtained. Within the framework of the workshop we will identify processes, instruments that will lead to the systematization of concepts that will be valid for application at the regional level. On the basis of the latter, we will set the foundations to prepare manuals/guidelines and potential training courses for municipal technical experts. This could eventually be replicated in other regional municipalities.

## VI. ON DE PREPARATION OF PROPOSALS AND RECEPTION OF ENQUIRIES

Once the call is announced, and up to 15 days prior to the deadline to submit proposals, applicants may make clarification enquiries on issues related to the Call.

Deadline for the presentation of enquiries: **September 8, 2003**

Enquiries must be sent to:

Environmental Management Secretariat  
International Development Research Centre  
Subject: 2003 call for small research grants  
Email: [info@ems-sema.org](mailto:info@ems-sema.org)

Despite the above, no enquiries will be answered as regards the Programme's opinion on the eligibility, contents or quality of any given proposal. The Programme will not disclose any comments on any proposal or project whatsoever until the time a final selection is made.

## VII. FORMAT OF PROPOSALS

The complete proposal must include the following documents:

1. **Letter of presentation by Municipality.** A one-page letter expressing the commitment of the municipality to participate in the implementation of the project should this be selected; to guarantee the effective use of funds; and to make contributions to the project according to the budget attached to the proposal. In cases where more than one municipality participates, each municipality must submit one letter.
2. **Agreement between Municipality, Research Centre and other associated organizations.** This document states the commitment of institutions to implement the project jointly and to use the results of research in the municipal environmental policy formulation process.
3. **Synthetic form** for submission of proposals
4. **Technical Proposal**, will include the following sections:
  - (a) **Cover.** One page including:
    - (i) Title of project
    - (ii) Full name of Government or Municipality, city and country
    - (iii) Unit, Department or Service applying within Municipality

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- (iv) Full name of person responsible for Municipality, including address, telephone number, fax number and electronic mail;
  - (v) Full name, acronym and country of Research Centre and all other associated organizations
  - (vi) Full names of people responsible for each one of the associated organizations, including their addresses, telephone numbers, and fax numbers and electronic mails.
- (b) **Executive summary.** The executive summary will cover a maximum extension of 500 words. This summary must include a synthesis of the different components of the proposal: project justification; objectives, problem to be solved, working hypotheses, methodology, expected outcomes and direct and indirect beneficiaries.
- (c) **Background and Justification.** This part will have a maximum extension of 750 words.
- a) Why is this project important? For whom? Who are the direct and indirect beneficiaries of the project and how would it improve the quality of their lives?
  - b) How does the project relate to the subject of the Call?
  - c) Establish the relevance of research in terms of the present or potential municipal policies that it might contribute to.
  - d) What is the previous background of this project? Indicate previous phases or any other activity or research conducted to address the issue, mention links or relevant contact with other organizations.
  - e) Background information on the municipalities and other members of the project in terms of previous experience in the preparation and implementation of similar projects.
  - f) To place the project in context, indicate the elements of the context such as political or social facts that motivate or make this research relevant/urgent.
  - g) How can this project complement or add value to other ongoing projects or initiatives? If applicable, please indicate potential links of the proposal with other ongoing programmes or activities funded by national institutions or international funds.
- (d) **General and specific objectives.** The general objective refers to the broadest purpose of development the project will contribute to. The specific objectives must be formulated in a very concrete and direct way and must be verifiable. This section will have a maximum extension of 750 words.
- (e) **Research hypotheses.** They must be conceptually clear and specific; they must have empirical references; they must be related to techniques available and accessible in the proposed research framework. They must be presented as assumptions or questions that guide research and represent the synthesis of knowledge reached so far. At the same time they will attempt to provide explanations or answers on facts demonstrated or presented and/or techniques proposed.

- (f) **Methodology of project.** It must be clearly explicit, indicating methods and techniques to be used in order to develop the different objectives and corresponding activities. This section will have a maximum extension of 1000 words.
- (g) **Expected outcomes.** These results must respond to the objectives defined. In addition, they must clearly illustrate how they are expressed in each one of the study areas and in planning for sustainable use of water in medium and long-term policies. In particular, they should state how they help improve the quality of life of the most vulnerable groups and ensure gender equity in usage and management. Moreover, they should guarantee future generations an access to water in conditions similar to the present ones.
- (h) **Risks threatening the effective results of project.** All risks anticipated must be described should they reduce the possibilities to attain the expected outcomes. Likewise, the strategy to follow in order to avoid such risks and reduce uncertainty to ensure full compliance with expected results must be illustrated.
- (i) **Schedule.** A table or chart indicating initial and termination months for the main activities, as well as the month when the main outcomes will be available. The project must end (including the presentation of final reports) on the date indicated in the contract between the Municipality and the Programme/EMS.
- (j) **Budget.** The budget must be presented in Canadian dollars, according to the following format:

ITEM	<i>(in Canadian dollars for total duration of project)</i>			
	Contribution by EMS/IDRC	Contribution by Municipality	Contribution by each partner institution	TOTAL
Personnel				
Research expenses (travel, per diem, others)				
Administration expenses (materials, support services)				
Contingencies	<i>(Up to 5% of the total research and administration expenses)</i>			
<b>TOTAL</b>	<b>Máximum 20,000 CAD</b>			

i. Personnel includes salaries and fees of staff allocated to the project.  
 ii. Research Expenses includes direct costs resulting from implementation of project, goods and services required, travelling expenses, per diem, if applicable.  
 iii. Administrative Expenses includes cost of material, direct or indirect support services required by project (logistics for seminars and meeting, office, secretarial support, document services, library, etc.).  
 iv. Use or destination of amounts allocated to contingencies must be explained ex post the financial report of the project.  
 v. The total contribution requested to the EMS must be equal or inferior to 20,000 Canadian dollars, equivalent to approximately 15,000 US dollars.  
 vi. All resources available for the project must be detailed whether they refer to cash, personnel, equipment or any other type of resources.

**(k) Annexes.** The project must include the following annexes:

1. Annex of Institutional Experience of institutions associated to the Municipality (2 pages maximum).
2. Annexes with summarized Curriculum Vitae of the Senior Staff that will be part of the project, representing each one of the participating institutions.

**Languages:** Proposals must be presented in writing either in Spanish, Portuguese or English.

#### **VIII. DEADLINE FOR THE RECEPTION OF PROPOSALS**

Applicants must send in their proposals and all annexes required to the EMS/IDRC within the deadlines that follow. Reception of proposals beyond deadline, or the incomplete reception of proposals, will constitute enough evidence for their disqualification.

**DEADLINE FOR THE PRESENTATION** of the proposal and all annexes will be Monday, September 22, 2003, at 17:00 p.m. Montevideo, Uruguay.

Applications must include the following documents in order to be received in due conformity and to be admitted into the Contest:

- (a) Letter of presentation of the Municipality, original, must be signed by the corresponding governmental authority (Mayor or equivalent).
- (b) Agreement between Municipality, Research Centre and other partners. Original. Must be signed by those responsible in each one of the organizations.
- (c) Synthetic Form for submission of proposals.
- (d) Technical Proposal and its annexes.

If the proposal is sent via post office or courier, letter originals must be included in the cases of presentation of the Municipality and Agreement between Municipality and partner institutions, as well as a copy on paper and a copy of the file in 3 ½" diskette or CD ROM, including the main document and annexes. Should the proposal be sent through this means, it will be accepted only when postage stamp on the envelope indicates a date no later than September 22, 2003.

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An alternative is to send the proposal via electronic mail. In this case, the above-mentioned letters could be faxed with a cover that clearly indicates the proposal they correspond to. The technical proposal and the annexes must be presented in electronic format, in files that can be read directly with the Word application for PC.

### **IX. EVALUATION OF PROPOSALS ACCORDING TO ELIGIBILITY CRITERIA**

Proposals received within the time limits indicated above, will be evaluated by a Selection Committee integrated by representatives of the EMS and other organizing institutions, as well as by a group of renowned experts in the subject of the present call.

Eligibility criteria:

- Complete documentation according to Regulations.
- The project responds to the subject of the Call. The description of the partnership mechanism to be researched is clearly presented. Background information, objectives, expected outcomes and project methodology indicate that the proposal meets the terms of the Call.
- Importance of project to municipal environmental policy is clearly expressed in the Letter of Introduction.
- Background information on the research centre and other institutions that will implement research with the municipality.
- It is an applied research initiative or a research-action initiative, focused to improve conditions, well-being and quality of life of the population within the framework of sustainable urban development.
- Total co-funding amounts by the Programme as part of the maximum amounts indicated. Contribution by Municipality and contribution by partner institutions.
- Total duration of project from 6 to 12 months. The period considered for implementation of project and presentation of final reports cannot exceed 6 or 12 months.

### **X. EVALUATION OF PROPOSALS ACCORDING TO RELEVANCE AND QUALITY CRITERIA**

Proposals that qualify as eligible will be later on evaluated according to relevance and quality criteria.

Relevance of each proposal will be qualified according to the following criteria:

- (a) **Clarity and general quality** of proposal
- Solid rationale, clear and direct presentation of subject
  - Clearly identified direct and potential beneficiaries
  - Interest of different stakeholders and decision makers in project is clearly explained
  - Specific objectives, outcomes and results are clear, concrete, verifiable; methodology of project is clear and leads to attain specific objectives



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- Internal consistency of project: there is a logical relation among the following: the issue, specific objectives, methodology, results, schedule and budget.
  - (b) The **emphasis on systematization** of the experiences to be analysed, their strategies, methodologies, practices and tools. Systematization implies direct and active participation of players of the systematized experience in the research process.
  - (c) Relevance and pertinence of research in the process of municipal environmental policy formulation, in particular, its applicability in the process of planning and management of urban environmental services. Clear idea about how results will be used, their promotion and potential multiplying effect of the project.
  - (d) Importance of the study to **institutionalize participatory decision processes** in the environmental management of basic urban services.
  - (e) Importance of the study in terms of municipal policies in terms of eradication of poverty, creation of jobs and gender equity.
  - (f) Contribution to the **generation of technical capacities in municipal actors** to:
    - Achieve more effectiveness in environmental management, transparency in decision-making processes and municipal governance.
    - Manage multi-stakeholders mechanisms for planning, decision making and management
    - Facilitate participation of the business sector in environmental services at the municipal level
    - Facilitate community organization in the supply of environmental services at the municipal level
  - (g) The **experience** of participants in the implementation of research-action projects. This criterion includes both institutional experience and the experience of technical experts and researchers that will play an important role in the project.
  - (h) The relation is terms of how the proposed project **complements and “adds value”** to other ongoing activities and projects by participating organizations. In order to apply this criterion, the project must clearly represent an additional and different action, though complementary, to the ongoing ones and not just a simple increase in terms of quantity or intensity or coverage of ongoing or already planned activities.
  - (i) Support, involvement and expressed interest of the business sector in the study.
  - (j) Presence or potential to contribute additional or parallel funding.



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**It is the responsibility of the applicants to ensure that their proposal includes information that is relevant and sufficient, that allows the evaluators to apply these criteria. The evaluators will review and disclose their opinions of each proposal on the basis of the information the proposal contains. Should the information be insufficient or ambiguous, the evaluators will assume that criteria have not been met.**

#### **XI. RESULTS OF THE COMPETITIVE INSTANCE ACCORDING TO SELECTION CRITERIA**

Proposals to be considered by the Selection Committee for the allocation of co-funding resources will be those that receive a high and balanced score in the set of criteria.

#### **XII. INFORMATION ON THE RESULTS OF THE COMPETITIVE INSTANCE**

Once the evaluation and selection process is over, the EMS/IDRC will publish in its website the main documents of all projects received within the time limits of the competitive instance. The projects selected during this instance will be identified.

The EMS will get in touch with the representatives of Municipalities whose projects have been selected, to communicate to them the results and start with the formal procedures indicated in the respective Contracts.

#### **XIII. CONTRACTS**

If the proposal is selected to obtain funding, a contract will be signed between EMS/IDRC and the Municipality that presents the project.

The Selection Committee may recommend that the proposal be partially modified in order to adjust it before signing the contract.