

Roma Initiatives Office

APPLICATION GUIDELINES

CHALLENGES

More than two decades after the start of the transition to democratic institutions and market economics in Central and Eastern Europe (CEE), there is a consensus that **there has been no major breakthrough in achieving the integration of Roma**. For some Roma, the situation is even worse than before. Many Roma in CEE countries (though not all) are jobless; live in illegal, unstable and unhealthy housing conditions; have children in segregated schools that provide low-quality education; at times lack basic identification and citizenship documents; and are subject to discrimination, hatred that is politically legitimized and even promoted, and incidents of deadly violence.

Although early successes in the adoption of governmental policies on Roma raised expectations and gave hope, the results have been limited. Change required reformist interventions in public administration and public finance for which governments have not been ready. From the start, Roma policies have generally lacked clear funding commitments, realistic time-frames, reliable ethnically-disaggregated data and indicators to measure progress. Roma policies have remained remote from the mainstream policy design and budgeting processes. **Governments have shown an incapability and unwillingness** to move beyond commitments that isolate Roma from the mainstream and are not backed up by funding and action.

The context has changed for the worse. In the last five years, the crisis in the financial sector has translated into the political and social domains. Along with shrinkages in the labor market, governmental austerity measures have reduced spending on social benefits for unemployed and low-income families. In CEE, the political landscape has changed in favor of right-wing populists, and far-right parties and movements grounded in nationalistic, security-based, anti-European, anti-establishment and anti-diversity sentiments. Public authorities are largely unaccountable and lack good transparency practices, while some officials have been exposed for corruption and the mismanagement of public funds. This results in even greater mistrust in democracy and public administration. Societies have become more divided by class and ethnicity.

The coincidence between the adoption of pro-Roma inclusion policies and **the financial crisis has been one more reason for governments to do less than they can**. Although the European Union has made financial resources available for Roma integration, most new member states are unable to absorb EU Structural Funds effectively. Besides the low capacity for absorption and spending of EU funding for Roma, a lack of political will also plays a role. Given the widespread rejection, prejudice

and negative attitudes toward Roma in the aftermath of the crisis, open support for Roma integration is an unaffordable political risk for candidates and elected representatives.

In the “old” EU Member states, public administration has not been significantly more successful. In Italy and France, EU and national funds have been used to segregate Roma in camps. In Spain, which is often praised for having the best Roma integration experience, the rapid negative effects of budget cuts on Roma are threatening to erode gains made through the country’s earlier efforts.

In the context of political and economic crises, **Roma are the easiest group to scapegoat.** Announcements of “programs for Roma” and “funding for Roma,” compounded by widely held stereotypes against Roma—and ultimately the failure of governments to demonstrate visible progress in the situation of Roma—feed the blaming of Roma themselves for their own exclusion. The persistent lack of adequate income, spiraling debt accumulation, hunger, forced evictions and migrations from the EU and non-EU countries also contribute to increased social tensions and conflicts among Roma and majority society members. There are no compelling public narratives and effective institutional responses to counter those that blame Roma for failed or ineffective public policies and for general insecurity among non-Roma citizens.

Changes for everyday Roma can only be realized if there are changes in the relations and systems that continue to perpetuate a status quo in which Roma face exclusion. **Roma still lack substantive means to exercise political influence** and to insist that governments keep their promises and commitments. This limits their ability to exert control over the social and economic environment. The political representation of Roma in parliaments and in high government positions, especially among Roma women, does not reflect the potential of Roma communities. Roma who do fill such positions often lack significant political backing and support, and are therefore subject to compromise and co-optation. Furthermore, many Roma-related public positions carry an advisory or service-provision function and lack the power to influence decisions over the distribution and management of resources. Voter participation, the minimum act of citizenship in a democracy, does not empower Roma to elect representatives and hold them accountable, but is rather a tool for politicians and their collaborators to take advantage of vulnerable citizens in situations where indebtedness, fear, and gifts such as cash and food are used to “buy” votes.

In our own experience, and from listening to many activists from the region in the last two years, **the current advocacy approaches and capacities of Roma civil society organizations and citizens’ groups have had limited results,** and the situation is likely worsening. The overreliance on the traditional advocacy methods of meetings, generalized report writing, recommendations and conferences has also proven insufficient to influence key decision-makers regarding the distribution and management of resources for Roma integration. Currently there is a lack of renewed vision, weakened civic activism, brain drain and little or no public recognition of the critical voices of Roma.

Roma civil society organizations in the western EU are even weaker than those in CEE. In Spain, Italy and France, Roma civil society often lacks basic skills in project

management and advocacy, and is mostly used for service delivery and charity. The available funding for Roma civil society organizations is nearly inexistent or organizations are unable to access it. Most of the organizations that work on Roma-related projects are either church-based or led by non-Roma.

A major weakness for all civil society in CEE is a limited or missing constituency base. However, this general phenomenon has graver consequence for Roma NGOs because Roma have a smaller number of highly educated leaders and activists, and the NGO has been the predominant form, if not the only form, of institutional self-organization. Therefore, most of the existing **Roma NGOs do not have sufficient capacity to adapt to the new context** by mobilizing significant constituency-based pressure in their advocacy campaigns, contributing substantively and critically to policy-making processes on the basis of evidence and broad-based coalitions, and effectively responding to the rise of anti-Roma sentiment and politics.

The question of **leadership in Roma organizations is particularly critical**. Our understanding of leadership does not relate only to the people in leadership positions, but also to leadership structures and practices. Up to now, the decision-making in Roma NGOs has been highly centralized, conservative, discriminatory toward Roma women and youth, and lacking democratic practices of participation, transparency, accountability and good governance. Roma organizations now have less ability to challenge politicians, governments and public administration, and in too many cases they reflect the same patterns of those they should keep accountable. The developed culture of clientelism and dependency on external funding sources—which have largely decreased over time and been replaced with EU funding operated by governments—have led Roma NGOs to act in lethargic, divisive, chaotic, reactive and inert ways.

This climate intensifies the challenges around ensuring rights and integration of Roma, and socially just and inclusive societies in general. There is an urgent need for initiatives that engage citizens and decision-makers around open society values and practices.

HOPE

The situation of Roma is more visible than ever. There is no longer doubt that it presents the major human rights challenge for Europe today. The European Framework for National Roma Integration Strategies and the Decade of Roma Inclusion present, with all their weaknesses, the major achievements of pro-Roma advocacy in the last twenty years.

With the EU Framework, the pro-Roma advocacy groups have **successfully achieved international and national commitments on Roma**. The OSCE, the Council of Europe, many UN agencies, and various bilateral and private donors have included the integration of Roma in their policy and financial frameworks.

The EU financial framework for the period of 2014-2020 presents a new opportunity. It is expected that significant amounts of funding will be available. **Governments will have no reason to claim that there is no funding** for the implementation of their commitments.

Despite all the hardships that Roma face, **never before has there been a larger Roma middle class** including university graduates, public intellectuals, journalists, writers, artists, lawyers, politicians, civil servants, doctors and teachers. In many localities, regions and countries **Roma present a potential voting and labor force** that could be a “game changer.”

Critical awareness of the need to move forward is high. Roma civil society has started identifying the major challenges and lessons learned from the previous twenty years. In different corners of Europe, the above-mentioned patterns and manifestations have been discussed, and our analysis includes the views of civil society activists.

PURPOSE

The purpose of this call is to support responses to the challenges and to increase the foundations of hope. We aim to focus on organized activities that seek to change the policies, regulations and practices that perpetuate the exclusion of Roma. To realize such change, projects should generate strategic capacity among Roma NGOs, organizations from the broader civil society and grassroots constituencies. This may mean changing or advancing a new policy, or ensuring enforcement of an existing one.

In responding to the new context there is **need for innovation in advocacy.** This call considers innovation to be the introduction of something new for project partners, in terms of how they work and with whom. This includes the formation of new relationships among civil society actors (i.e. trade unions, associations of teachers, tenants councils, etc.) and others (companies, law chambers, sports associations and clubs, etc.), and the introduction of new methods and approaches for pursuing policy advocacy goals. The strengthening of citizen organizing among both Roma and non-Roma for greater influence on decisions of common concern is foreseen to play a particularly important role.

All projects are expected to contribute to: a) building strategic capacity among Roma NGOs and interest groups to claim their rights and advocate on their own behalf; b) greater collective citizen power through the establishment of interest or issue-based coalitions with other NGOs, networks and groups, both Roma and non-Roma; and c) dismantling systemic and institutional drivers of anti-Roma prejudice and attitudes that block political support for the full integration of Roma.

PRIORITY POLICY AREAS

Concept papers should specify which priority policy areas will be addressed during the project. More than one area may be addressed, if relevant. Each concept paper should state which particular laws, regulations, policy measures or funding schemes is targeted in the above mentioned policy areas. Below are some general considerations, but applicants may respond to other particular issues that are not included here but are in line with a priority policy area. The selection of the policy areas is based on our analysis of areas insufficiently covered by other donors:

a) Elections, with a focus on voter protection

All citizens should be able to exercise their right to vote on the basis of informed choice, and free from fear or intimidation. Applicants working in this priority area may consider monitoring and aiming for changes in policies and practices that potentially restrict Roma, especially those in excluded areas, from exercising their right to vote through discriminatory voter registration requirements, unequal access to polling stations or intimidation during election times.

b) Ending anti-Gypsyism and discrimination

Projects in this priority area should focus on ensuring that public policies, responses and mechanisms serve to de-escalate interethnic tensions and to prevent violent expressions of anti-Gypsyism, such as hate speech, physical violence and other forms of intimidation. While improved law enforcement and official legal action against violent or potentially violent organizations are important, there is also a need to decrease the appeal and growth of existing organizations and movements. Projects should integrate activities to remove factors that drive prejudice, negative attitudes and related behaviors. In targeting such activities, applicants should consider whose involvement is needed in order to strengthen support for the policy changes, and then work to expand constituencies across ethnic identities and enroll new supporters with influence. Applicants should consider the political and social policies and programs that should be adopted by governments to prevent and respond to anti-Gypsyism.

Applicants may also focus on changing discriminatory practices that restrict access to services, deny Roma equitable opportunities to reach their full potential, and result in *de facto* immunity for unlawful acts. Projects in this area should avoid an approach limited to providing legal services to clients, and instead focus on changing the policies, regulations and practices to benefit all citizens in similar situations. This includes increasing public funding for basic legal services currently provided by NGOs.

c) Transparency and accountability of public spending on Roma integration

Greater governmental transparency and accountability for public spending is required at a systemic level, not only when it comes to governmental and EU funds for Roma integration. When working in this priority area, applicants should take extra precautions to ensure that the framing of messages is well contextualized in the overall situation of government budgeting and spending processes, so that publicity and related media coverage do not provide extremist groups with the opportunity to use the data unjustly in support of anti-Gypsy rhetoric.

Projects addressing this priority area should make use of existing legal frameworks on freedom of information and access to information to support their goals. Partnerships with experts and organizations experienced in

transparency, accountability and anti-corruption work are especially welcome. Applicants may focus on local, regional (county) or national level domains of governmental responsibility and decision-making.

d) Rights of Roma women

In this policy area, applicants should address the relevant national legal frameworks and related enforcement mechanisms that are of particular concern to Roma women. Consultations among Roma women in 2012 highlighted particular problems in relation to reproductive rights, domestic violence, trafficking, political participation and various forms of gender-based discrimination, among others. In addition to potential legislative or regulatory changes, projects may also focus on improved public services, greater financial support for services and better enforcement mechanisms.

e) The right of Roma to adequate housing

Projects in this policy area should pursue changes necessary for securing the right to adequate housing among Roma, and among others in similar situations. This includes policy advocacy to influence relevant national, regional and local authorities to: regulate and legalize housing, land and Roma settlements; adopt or change social housing policies, regulations and laws; end forced evictions without adequate alternative solutions; stop construction of housing for Roma without access to basic services; end exploitative conditions for low quality housing; and end the segregated encampment of Roma refugees and IDPs, among others.

f) Rights of migrants including internally displaced persons (IDPs), refugees, returnees, asylum seekers and migrants of Roma origin

IDPs and refugees of Roma origin often lack basic human rights, owing to unresolved legal status, deplorable and segregated camp conditions, and limited or no access to basic health services, quality education and employment opportunities. "Temporary" solutions often seem to have no end in sight; they lack clear pathways for permanent settlement, integration or full respect for return, property restitution and especially the right to adequate housing. While the desired remedies may differ among particular groups, one thing common in all situations is the failure to ensure substantive participation of IDPs and refugees in decisions and the management of policies and programs created for their benefit.

Policy advocacy in this priority area should be centered on:

- Processes of participation in decision-making concerning programs and policies related to the plight of Roma IDPs, returnees, asylum seekers and refugees from Kosovo.
- Policy decision-making at the European Union and national levels concerning migration from non-EU states to EU member states.
- Policy decisions and rights of migrants within the European Union.

g) Employment and income for Roma

The lack of opportunities for steady employment and adequate income remains one of the most acute challenges facing many Roma today. Policy advocacy in this area should seek to stimulate more equitable opportunities for Roma. This may include, but is not limited to, accessible credit and more favorable tax conditions for small business owners and entrepreneurs; ensuring that the investment of public funds into businesses opens job opportunities for local Roma and other qualified, long-term unemployed; incentives for businesses who hire Roma; recruiting more Roma for public sector jobs; and investing and incentivizing investment in trades and occupations common to Roma.

TARGETS AND CONSTITUENCIES

Applicants should define the advocacy targets and the constituency for their projects. The policy, leverage, opposition and coalition targets should refer explicitly to a person(s) or group(s), or to the formal entity in the relevant area of politics, business, administration, media, civil society, etc. The constituency is the collective group of people whose interests and rights are at the center of the project.

Policy targets are the people, groups or institutions that have the power to make the decision for change.

Leverage targets are those who can help you to apply pressure on the decision-makers.

Opposition targets are those who can block the change, and for whom a strategy is also needed.

Coalition targets are those who can work together with you to apply pressure on decision-makers.

Constituency refers to the particular group of people whose interests and rights are of common concern and who come together for shared purposes and responsibilities. They confront the same experiences, rights violations and obstacles, and it is their voices that speak directly about the problem. Examples are: social housing tenants, small business owners, tradesmen, craftsmen, land owners, employees, job-seekers, single mothers, parents, former prisoners, a neighborhood, refugees, stateless persons, university students, etc.

ADVOCACY TOOLS, METHODS, TACTICS

Proposals should include measures that build strategic capacity among Roma NGOs and communities to advocate for changes in public policies and practices. The Roma Initiatives Office particularly welcomes proposals that empower constituencies to claim

their rights and advocate on their own behalf, rather than considering them as mere beneficiaries or objects of research.

Project applicants may plan time in their projects for building skills, capacities and practices using new tools, methods and partnerships.

Applicants should consider using a wide range of advocacy methods and tactics to achieve their goals. These may include, but are **not limited to**:

a. Voter empowerment

Applicants might use the broader electoral process as a platform for putting forward the demands of their constituencies. Roma and other citizens may also be enabled to make informed choice and hold public authorities accountable through potential voter education campaigns, public hearings, scorecards and other citizen monitoring practices. This tactic might involve citizens' engagement in the work of elected bodies (local/regional assemblies and national parliaments) between elections with the aim of keeping citizens informed about how their elected representatives deliver on promises.

b. Coalition building

Applications that set out to build new coalitions and strengthen existing ones are particularly welcome. From the advocacy perspective, coalitions lend greater legitimacy to the particular policy-related demands being put forth, demonstrating interests among a broader collective of citizens and organizations. In addition to strengthening existing coalitions among Roma civic organizations, applicants are encouraged to expand and explore more broad-based coalitions, representing interests that are of common concern with other citizens—Roma and non-Roma NGOs and networks as well. Projects should avoid taking too narrow of an approach to Roma rights and integration, separate from other civil actors working in the same policy area or with the same constituencies.

Some examples of partners could be mainstream trade unions, guilds and professional associations; mainstream women's rights organizations; anti-poverty networks; housing rights associations; and transparency and anti-corruption organizations.

We expect that applicants will take a proactive role in identifying potential new partners and developing new synergies of mutual benefit. At the same time, should you encounter difficulties identifying relevant experts and organizations within your country, then we may coordinate with other Open Society Foundations programs to see whether we may provide support.

c. Community organizing

Community organizing assumes a need to change existing power relationships by organizing communities to take action and exert influence on decision-

makers. It is grounded in the firm belief that by working together, people affected by a problem will have more power to solve it. The collective citizens' voice generated through community organizing lends greater legitimacy to the NGOs and interest groups advocating for change. Organizing involves working with community groups to analyze and understand their own resources and potential, and to use these resources (and others) for collective actions to solve problems. In doing so, it is grounded in processes for cultivating local leadership that takes responsibility for representing the community; for taking decisions on how to solve particular problems; for being accountable to its members; and for developing leadership in others. Advocacy tactics of grassroots organizing include petitions, rallies, marches, public hearings, mass mailings and direct negotiations, among others.

Selected applicants proposing community organizing for grassroots campaigning in support of policy goals will also have the opportunity to attend a regional workshop on organizing methods held by the Roma Initiatives Office in the early phases of the projects.

d. Arts, culture and sports

Projects may also take into consideration the use of arts, culture and sports venues and events as platforms for educating, engaging, cultivating and activating constituents, both Roma and non-Roma. This can include building a sense of pride, confidence and community among Roma, and also creating positive experiences, hope and new relationships between Roma and non-Roma. By bringing people together, the activities should clearly aim at identifying shared interests, building a sense of shared purpose and provoking, inviting and leading to common follow-up actions to realize the desired changes in the way governments respond to their interests.

e. Traditional media

Media coverage plays an important role in either maintaining the status quo or advancing our policy goals. In developing clear messages and stories, projects should demonstrate how the approaches to media will support the policy objectives. Examples include when media reporting amplifies community voices, correctly frames the issue from the policy perspective, or puts pressure on key decision-makers.

Applications should show a capacity for effective media coverage of advocacy campaigns. For some organizations, this may require new partnerships with media organizations, journalists or media advocacy experts.

f. Internet and social media

Social media and networking tools can increase presence in the public sphere and serve as tools for communicating messages and presenting data attractively and creatively. They can also serve important functions of reaching out to and engaging constituencies in policy advocacy by expressing voice and stories, and

creating online platforms. Social media could be also used to spread an alternative narrative to counter anti-Gypsyism.

g. Research and policy analysis

Research should contribute to changing policies by presenting evidence and arguments for how and why change should happen in the related policy area. Projects may need to produce research or may rely on existing data and research, which is used to identify and analyze policy options, and to put forth recommendations for policy development and changes. When undertaking such research and analysis, applicants should demonstrate strong credibility, such as a solid knowledge of the policy processes, political incentives, and thematic expertise that can inform public debates and policy-makers accurately. This is likely to involve partnerships with universities or independent policy research institutes working on the policy area, together with those possessing relevant experience on the situation of Roma.

Projects that use this tool should demonstrate a well-planned strategy for outreach and advocacy targeting those influencing or making decisions regarding a precise policy measure.

h. Litigation or legal advocacy

In some cases, projects may also require the support of lawyers or trained legal personnel to assist people to exercise and defend their rights by educating them, advising them and representing them in court. Projects that deal solely with legal services will not be supported, unless it can be clearly demonstrated that the legal services can critically contribute to a change in a policy or practice of public administration or judiciary.

i. Use of existing demonstration or pilot projects

Successful demonstration or pilot projects, using alternative and innovative methods in comparison with current practices in the policy area, can help build arguments for changing policies. Proposals should build on already existing projects to support their policy advocacy goals, together with other methods.

In their concept papers, applicants should explain the rationale for their choice of method(s). For such an explanation, these questions might be helpful:

- Why is this method appropriate, relevant and the most likely to make a change, in a given time and place?
- To what strategic opportunity or threat does the proposed project respond?
- What momentum will be built to create an opening for change as a result of your contribution?

Eligible countries

Nongovernmental organizations registered in the following countries are eligible to apply: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, France, Hungary, Italy, Kosovo, Macedonia, Montenegro, Romania, Serbia, Slovakia and Spain.

While we wish to support quality projects in all eligible countries, the Roma Initiatives Office plans to allocate the majority of its resources for this call in its current focus countries¹: Bulgaria, the Czech Republic, Hungary, Macedonia, Romania, Serbia and Slovakia.

Who should apply?

Lead applicants for the current call for concept papers should be registered nongovernmental organizations in an eligible country. The Roma Initiatives Office particularly welcomes proposals from Roma NGOs. All projects should demonstrate decision-making participation by Roma, through NGO partnerships, individuals working in the project, and active involvement of members from constituencies.

Organizations may participate in more than one proposal.

Organizations registered in non-eligible countries, international organizations, and private companies, such as media and public relations agencies, may be partners in a project.

Duration of projects

The duration of the proposed project may be up to a maximum of 24 months.

This time-frame takes into consideration the possible need for an initial phase to build capacity among partner organizations and constituencies for using new methods and approaches.

¹ The selection of focus countries is based on the fulfillment of at least four of the following criteria: (1) the Roma Initiatives Office's "theory of change" can be implemented, even if in varying degrees, using its present staff and funding capacity. (2) The Roma population constitutes a minimum of 3% of the overall population of the country. (3) The Roma Initiatives Office's involvement to date in a country has been significant. (4) The focus country has significant influence on politics or policies in the EU or other countries. (5) The focus country has shown a significant increase of organized hostility toward Roma.

Budget amounts and contributions

The current call has no restrictions as to the amount of support for a given project. In the concept paper, applicants should provide a minimum and a maximum budget estimate for completing the project. Overhead (administrative) costs should not exceed 10% of a project budget.

Institutional development support for Roma NGOs

In the context of the current call, Roma NGOs participating in a project, either as a lead organization or a partner, may also request support for institutional development purposes. A “Roma NGO” is defined as an organization in which at least 50% of the membership (in the case of associations), governance body and senior management openly declare their Roma ethnic origin. Separate guidelines and an application form will be provided to Roma NGOs expressing interest, and whose concept paper has been invited to submit a full application.

The total budget available for supporting proposals in this call is 2,000,000 USD.

Co-funding

All projects are expected to have an own contribution of minimum 10%. This can be through in-kind resources (e.g. meeting spaces, volunteer time), donated goods and services, and financial contributions from funders other than the Open Society Foundations. Projects showing financial contributions from other sources, beyond the 10% minimum requirement, will be assessed more positively in the budget-related criteria.

How to apply?

Interested organizations should submit a concept paper using the template provided.

Concept papers must be submitted online through the Open Society Foundations’ [Applicant/Grantee Portal](#) using the concept paper template provided. Concept papers should not exceed four pages, and we therefore ask applicants to write briefly and clearly.

Only concept papers approved during the first stage of pre-selection will be invited to submit full proposals. An invitation to submit a full proposal does not mean that the project is approved for funding. Approved projects are expected to start no earlier than July 2013.

Help with submitting a concept paper and managing your profile is available throughout the Portal. Orange “help bubbles” provide information about completing specific fields, and [general instructions](#) for using the Portal are also available.

If you encounter problems during the application process, please contact roma@opensocietyfoundations.org

PROCESS

Only concept papers approved during the first stage of pre-selection will be invited to submit full proposals. An invitation to submit a full proposal does NOT mean that the project is approved for funding.

Following the invitation to submit a full proposal, the Roma Initiatives Office will engage directly with the pre-selected applicants via online tools or face-to-face meetings in the respective country. The purpose is to provide feedback on the concept papers, to gain greater clarity on the proposed methods and intended outcomes, and to stimulate potential linkages with other applicants in the country.

Following this discussion, applicants will have two weeks to submit a full proposal. Full proposals will be reviewed and decided upon by Roma Initiatives Office staff and advisory board members, senior management of the Open Society Foundations, and in consultation with other programs of the Foundations and with external experts.

Approved projects are expected to start no earlier than July 2013.

Assessment criteria

- a) **Management and financial capacity** of the applicant and partners. This includes the organizations' experience, history and results in the field as well as the expertise and credibility of key persons working in the project. In addition, organizational integrity and health are also important. This includes good governance practices, financial accountability and transparency, public outreach to key constituencies, and sound leadership of the organization.
- b) **Innovation.** This refers to the degree to which the project demonstrates new partnerships, bringing together new actors that represent added value and synergies. It also includes the development of capacities for policy advocacy, such as the introduction of new approaches and methods.
- c) **Relevance of the concept paper to the call.** The stated goals are clearly relevant to a priority policy area, addressed in a way that: a) builds strategic capacity among Roma NGOs and interest groups to claim their rights and advocate on their own behalf; b) generates collective citizen power through the establishment of interest or issue-based coalitions with other Roma and non-Roma NGOs, networks and groups; and c) dismantles anti-Roma prejudice and attitudes that block political support for the full integration of Roma.
- d) **Participation of Roma** organizations and individuals in the design, management and implementation of the proposed project. Applicants proposing to empower constituents to advocate on their own behalf within the organization and the project will be assessed more positively. This includes the proposed use of community organizing, voter empowerment and other methods.

- e) **Effectiveness and feasibility.** This will be evaluated by the clarity of the proposed methodology and its ability to support the overall goals. We recognize that innovation may involve certain risks; therefore, the presence of risk, when acknowledged and explained well—why does the chosen approach have greater potential for producing results?—will not have negative consequences on the assessment of a project.

- f) **Budget and cost-effectiveness.** Beyond the total sum of the project, the assessment will also consider the weighting of various budget items. We prefer to see adequate investments into activities that engage citizens and constituents, not only the payment of salaries and expert fees.

Deadline for receiving concept papers

Tuesday, March 19, 2013 (by midnight CET)

The review process for the pre-selection of concept documents may take up to six weeks. The Roma Initiatives Office receives more proposals than it can support. If you have not heard from us within six weeks, then your concept paper has not been pre-selected to submit a full proposal.