



EUROPEAN COMMISSION
Directorate-General for Migration and Home Affairs
Migration and Security Funds; Financial Resources
Union actions and Procurement



GRANT AGREEMENT

NUMBER — 863700 — EMBRACIN

This **Agreement** ('the Agreement') is **between** the following parties:

on the one part,

the **European Union** ('the EU'), represented by the European Commission ('the Commission'),

represented for the purposes of signature of this Agreement by Beate GMINDER, Director, ,
Directorate-General for Migration and Home Affairs, Migration and Security Funds; Financial
Resources,

and

on the other part,

1. 'the coordinator':

COMUNE DI PADOVA (Padova), established in VIA OTTO FEBBRAIO 1848 6, PADOVA 35122,
Italy, VAT number: IT00644060287, represented for the purposes of signing the Agreement by
PLSign, sara bertoldo

and the following other beneficiaries, if they sign their 'Accession Form' (see Annex 3 and Article 40):

2. **ALTEREVO SOCIETA A RESPONSABILITALIMITATA SEMPLIFICATA (ALTEREVO)**,
established in VIA CESARE BATTISTI 8 VITTORIO VENETO, TREVISO 31209, Italy, VAT
number: IT04948280260,

3. **SALA KOMMUN (Sala)**, established in BOX 304, -, SALA 73325, Sweden, VAT number:
21200020981,

4. **CSI CENTER FOR SOCIAL INNOVATION LTD (CSI)**, established in 62 Rigainis Street, 1st
Floor, Nicosia 1010, Cyprus, VAT number: CY10365601I,

5. **DIMOS ENGOMIS (ENGOMI)**, established in EREXTHIOU 3, LEFKOSIA 2430, Cyprus, VAT
number: CY90000403F,

6. **MITROPOLITIKI ANAPTYKSIKI THESSALONIKIS ANAPTYKSIK ANONYMI
ETAIREIAOTA DIADIMOTIKI ETAIREA TON OTA A VATHMOY TIS EYRYTERIS
ASTIKIS MITROP (MDAT)**, established in V. GEORGIOU A 1, THESSALONIKI 546 40, Greece,
VAT number: EL094410584,

7. ASOCIACION FONDO ANDALUZ DE MUNICIPIOS PARA LA SOLIDARIDAD INTERNACIONAL (FAMSI), established in AVENIDA DEL BRILLANTE 177, CORDOBA 14012, Spain, VAT number: ESG14565329,

8. UNIVERSITAT DE VALENCIA (UVEG), established in AVENIDA BLASCO IBANEZ 13, VALENCIA 46010, Spain, VAT number: ESQ4618001D,

9. OBCINA RAZKRIZJE (Razkrizje), established in SAFARSKO , 42, Razkrižje 9246, Slovenia, VAT number: SI84157020,

10. EUROPAISCHE STADTEKOALITION GEGEN RASSISMUS (ECCAR), established in FRIEDRICH-EBERT-STR. 79-81, POSTADAM 14469, Germany,

Unless otherwise specified, references to ‘beneficiary’ or ‘beneficiaries’ include the coordinator.

The parties referred to above have agreed to enter into the Agreement under the terms and conditions below.

By signing the Agreement or the Accession Form, the beneficiaries accept the grant and agree to implement the action under their own responsibility and in accordance with the Agreement, with all the obligations and conditions it sets out.

The Agreement is composed of:

Terms and Conditions

Annex 1	Description of the action
Annex 2	Estimated budget for the action
Annex 3	Accession Forms
Annex 4	Model for the financial statements
Annex 5	Model for the certificate on the financial statements (CFS)
Annex 6	Not applicable
Annex 7	Not applicable

TERMS AND CONDITIONS

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CHAPTER 1 GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

This Agreement sets out the rights and obligations and the terms and conditions applicable to the grant awarded to the beneficiaries for implementing the action set out in Chapter 2.

CHAPTER 2 ACTION

ARTICLE 2 — ACTION TO BE IMPLEMENTED

The grant is awarded for the action entitled ‘**EMBRACIN - Enhancing Migrants’ Bottom-up, Responsive and Citizen-led Integration in Europe — EMBRACIN**’ (‘**action**’), as described in Annex 1.

ARTICLE 3 — DURATION AND STARTING DATE OF THE ACTION

The duration of the action will be **36 months** as of 01/01/2020 (‘**starting date of the action**’).

ARTICLE 4 — ESTIMATED BUDGET AND BUDGET TRANSFERS

4.1 Estimated budget

The ‘**estimated budget**’ for the action is set out in Annex 2.

It contains the estimated eligible costs and the forms of costs, broken down by beneficiary and budget category (see Articles 5, 6).

4.2 Budget transfers

The estimated budget breakdown indicated in Annex 2 may be adjusted — without an amendment (see Article 39) — by transfers of amounts between beneficiaries, budget categories and/or forms of costs set out in Annex 2, if the action is implemented as described in Annex 1.

However, the transfers between budget categories must stay below 20% of the total costs for the action set out in Annex 2, unless they are approved by an amendment.

CHAPTER 3 GRANT

ARTICLE 5 — GRANT AMOUNT, FORM OF GRANT, REIMBURSEMENT RATE AND FORMS OF COSTS

5.1 Maximum grant amount

The ‘**maximum grant amount**’ is **EUR 1,936,453.37** (one million nine hundred and thirty six thousand four hundred and fifty three EURO and thirty seven eurocents).

5.2 Form of grant, reimbursement rate and forms of costs

The grant reimburses **90%** of the action's eligible costs (see Article 6) (**'reimbursement of eligible costs grant'**) (see Annex 2).

The estimated eligible costs of the action are EUR **2,151,614.85** (two million one hundred and fifty one thousand six hundred and fourteen EURO and eighty five eurocents).

Eligible costs (see Article 6) must be declared under the following forms (**'forms of costs'** or **'cost forms'**):

- (a) for **direct personnel costs**: as actually incurred costs (**'actual costs'**)
- (b) for **direct travel and subsistence costs**: as actually incurred costs (**actual costs**);
- (c) for **direct costs of subcontracting**: as actually incurred costs (**actual costs**);
- (d) for direct costs of **providing financial support to third parties**: not applicable;
- (e) for **other direct costs**:
 - for equipment costs and costs of other goods and services: as actually incurred costs (**actual costs**);
 - specific cost category(ies): not applicable;
- (f) for **indirect costs**: on the basis of a flat-rate applied as set out in Article 6.2.Point F (**'flat-rate costs'**);

5.3 Final grant amount — Calculation

The **'final grant amount'** depends on the actual extent to which the action is implemented in accordance with the Agreement's terms and conditions.

This amount is calculated by the Commission — when the payment of the balance is made — in the following steps:

- Step 1 – Application of the reimbursement rate to the eligible costs
- Step 2 – Limit to the maximum grant amount
- Step 3 – Reduction due to the no-profit rule
- Step 4 – Reduction due to substantial errors, irregularities or fraud or serious breach of obligations

5.3.1 Step 1 — Application of the reimbursement rate to the eligible costs

The reimbursement rate (see Article 5.2) is applied to the eligible costs (actual costs and flat-rate costs; see Article 6) declared by the beneficiaries (see Article 15) and approved by the Commission (see Article 16).

5.3.2 Step 2 — Limit to the maximum grant amount

If the amount obtained following Step 1 is higher than the maximum grant amount set out in Article 5.1, it will be limited to the latter.

5.3.3 Step 3 — Reduction due to the no-profit rule

The grant must not produce a profit.

‘**Profit**’ means the surplus of the amount obtained following Steps 1 and 2 plus the action’s total receipts, over the action’s total eligible costs.

The ‘**action’s total eligible costs**’ are the consolidated total eligible costs approved by the Commission.

The ‘**action’s total receipts**’ are the consolidated total receipts generated during its duration (see Article 3).

The following are considered **receipts**:

- (a) income generated by the action;
- (b) financial contributions given by third parties to the beneficiary, specifically to be used for costs that are eligible under the action.

The following are however **not** considered receipts:

- (a) financial contributions by third parties, if they may be used to cover costs other than the eligible costs (see Article 6);
- (b) financial contributions by third parties with no obligation to repay any amount unused at the end of the period set out in Article 3.

If there is a profit, it will be deducted in proportion to the final rate of reimbursement of the eligible actual costs approved by the Commission (as compared to the amount calculated following Steps 1 and 2).

5.3.4 Step 4 — Reduction due to substantial errors, irregularities or fraud or serious breach of obligations

If the grant is reduced (see Article 27), the Commission will calculate the reduced grant amount by deducting the amount of the reduction (calculated in proportion to the seriousness of the errors, irregularities or fraud or breach of obligations, in accordance with Article 27.2) from the maximum grant amount set out in Article 5.1.

The final grant amount will be the lower of the following two:

- the amount obtained following Steps 1 to 3 or
- the reduced grant amount following Step 4.

5.4 Revised final grant amount — Calculation

If — after the payment of the balance (in particular, after checks, reviews, audits or investigations; see Article 17) — the Commission rejects costs (see Article 26) or reduces the grant (see Article 27), it will calculate the ‘**revised final grant amount**’ for the action or for the beneficiary concerned.

This amount is calculated by the Commission on the basis of the findings, as follows:

- in case of **rejection of costs**: by applying the reimbursement rate to the *revised* eligible costs approved by the Commission for the beneficiary concerned;
- in case of **reduction of the grant**: by deducting the amount of the reduction (calculated in proportion to the seriousness of the errors, irregularities or fraud or breach of obligations, in accordance with Article 27.2) from the maximum grant amount set out in Article 5.1 or from the maximum EU contribution indicated for the beneficiary in the estimated budget (see Annex 2).

In case of **rejection of costs and reduction of the grant**, the revised final grant amount will be the lower of the two amounts above.

ARTICLE 6 — ELIGIBLE AND INELIGIBLE COSTS

6.1 General conditions for costs to be eligible

‘**Eligible costs**’ are costs that meet the following criteria:

(a) for **actual costs**:

- (i) they must be actually incurred by the beneficiary;
- (ii) they must be incurred in the period set out in Article 3, with the exception of costs relating to the submission of the final report (see Article 15);
- (iii) they must be indicated in the estimated budget set out in Annex 2;
- (iv) they must be incurred in connection with the action as described in Annex 1 and necessary for its implementation;
- (v) they must be identifiable and verifiable, in particular recorded in the beneficiary’s accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary’s usual cost accounting practices;
- (vi) they must comply with the applicable national law on taxes, labour and social security, and
- (vii) they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency;

(b) for **unit costs**: not applicable;

(c) for **flat-rate costs**:

- (i) they must be calculated by applying the flat-rate set out in Annex 2, and
- (ii) the costs (actual costs) to which the flat-rate is applied must comply with the conditions for eligibility set out in this Article;

(d) for **lump sum costs**: not applicable.

6.2 Specific conditions for costs to be eligible

Costs are eligible if they comply with the general conditions (see above) and the specific conditions set out below, for each of the following budget categories:



- A. direct personnel costs;
- B. direct travel and subsistence costs;
- C. direct costs of subcontracting;
- D. not applicable;
- E. other direct costs.
- F. indirect costs.

‘Direct costs’ are costs that are directly linked to the action implementation and can therefore be attributed to it directly. They must not include any indirect costs (see Point F below).

‘Indirect costs’ are costs that are not directly linked to the action implementation and therefore cannot be attributed directly to it.

A. Direct personnel costs

Types of eligible personnel costs

A.1 Personnel costs are eligible if they are related to personnel working for the beneficiary under an employment contract (or equivalent appointing act) and assigned to the action (**‘costs for employees (or equivalent)’**). They must be limited to salaries, social security contributions, taxes and other costs included in the **remuneration**, if they arise from national law or the employment contract (or equivalent appointing act).

They may also include **additional remuneration** for personnel assigned to the action (including payments on the basis of supplementary contracts regardless of their nature), if:

- (a) it is part of the beneficiary’s usual remuneration practices and is paid in a consistent manner whenever the same kind of work or expertise is required;
- (b) the criteria used to calculate the supplementary payments are objective and generally applied by the beneficiary, regardless of the source of funding used.

A.2 The **costs for natural persons working under a direct contract** with the beneficiary other than an employment contract or **seconded by a third party against payment** are eligible personnel costs, if:

- (a) the person works under the beneficiary’s instructions and, unless otherwise agreed with the beneficiary, on the beneficiary’s premises;
- (b) the result of the work carried out belongs to the beneficiary, and
- (c) the costs are not significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.

Calculation

Personnel costs must be calculated by the beneficiaries as follows:

- for persons **working exclusively on the action**:

{monthly rate for the person
 multiplied by
 number of actual months worked on the action}.

The months declared for these persons may not be declared for any other EU or Euratom grant.

The ‘**monthly rate**’ is calculated as follows:

{annual personnel costs for the person
 divided by
 12}.

using the personnel costs for each full financial year covered by the reporting period concerned. If a financial year is not closed at the end of the reporting period, the beneficiaries must use the monthly rate of the last closed financial year available.

- for persons **working part-time on the action**:

{daily rate for the person
 multiplied by
 number of actual days worked on the action (rounded up or down to the nearest half-day)}.

The number of actual days declared for a person must be identifiable and verifiable (see Article 13).

The total number of days declared in EU or Euratom grants, for a person for a year, cannot be higher than the annual productive days used for the calculations of the daily rate. Therefore, the maximum number of days that can be declared for the grant are:

{number of annual productive days for the year (see below)
 minus
 total number of days declared by the beneficiary, for that person for that year, for other EU or Euratom grants}.

The ‘**daily rate**’ is calculated as follows:

{annual personnel costs for the person
 divided by
 number of individual annual productive days}.

using the personnel costs and the number of annual productive days for each full financial year covered by the reporting period concerned. If a financial year is not closed at the end of the reporting period, the beneficiaries must use the daily rate of the last closed financial year available.

The ‘number of individual annual productive days’ is the total actual days worked by the person in the year. It may not include holidays and other absences (such as sick leave, maternity leave,



special leave, etc). However, it may include overtime and time spent in meetings, trainings and other similar activities.

The Commission may accept other calculation methods (such as, for instance, hourly rates, daily rates calculated with annual personnel costs and 215 *fixed* annual productive days or a pro-rata apportionment of the monthly salary costs), if it considers that they reflect the actual costs incurred, in a fair, objective, realistic way and if there are sufficient records to support these costs (see Article 13).

B. Direct travel and subsistence costs

Travel and subsistence costs (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by beneficiaries that are not public bodies acting as public authority) are eligible if they are in line with the beneficiary's usual practices on travel.

C. Direct costs of subcontracting (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by beneficiaries that are not public bodies acting as public authority) are eligible if the conditions in Article 10.1.1 are met.

D. Direct costs of providing financial support to third parties

Not applicable

E. Other direct costs

E.1 The **depreciation costs of equipment, infrastructure or other assets** (new or second-hand) as recorded in the beneficiary's accounts are eligible, if they were purchased in accordance with Article 9.1.1 and written off in accordance with international accounting standards and the beneficiary's usual accounting practices.

The **costs of renting or leasing** equipment, infrastructure or other assets (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by beneficiaries that are not public bodies acting as public authority) are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

The only portion of the costs that will be taken into account is that which corresponds to the duration of the action and rate of actual use for the purposes of the action.

E.2 **Costs of other goods and services** (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by beneficiaries that are not public bodies acting as public authority) are eligible, if they are purchased specifically for the action and in accordance with Article 9.1.1.

Such goods and services include, for instance, consumables and supplies, dissemination, protection of results, certificates on the financial statements (if they are required by the Agreement), translations and publications.

E.3 **Costs for ad hoc queries and costs for translation of ad hoc queries**

Not applicable

F. Indirect costs

Indirect costs are eligible if they are declared on the basis of the flat-rate of 7% of the eligible direct costs (see Article 5.2 and Points A to E above).

Beneficiaries receiving an operating grant¹ financed by the EU or Euratom budget cannot declare indirect costs for the period covered by the operating grant.

6.3 Conditions for costs of affiliated entities to be eligible

Not applicable

6.4 Ineligible costs

‘Ineligible costs’ are:

- (a) costs that do not comply with the conditions set out above (Article 6.1 to 6.3), in particular:
 - (i) costs related to return on capital;
 - (ii) debt and debt service charges;
 - (iii) provisions for future losses or debts;
 - (iv) interest owed;
 - (v) doubtful debts;
 - (vi) currency exchange losses;
 - (vii) bank costs charged by the beneficiary’s bank for transfers from the Commission;
 - (viii) excessive or reckless expenditure;
 - (ix) deductible VAT;
 - (x) costs incurred during suspension of the implementation of the action (see Article 33);
 - (xi) in-kind contributions provided by third parties;
- (b) costs declared under another EU or Euratom grant (including grants awarded by a Member State and financed by the EU or Euratom budget and grants awarded by bodies other than the Commission for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the beneficiary is already receiving an operating grant financed by the EU or Euratom budget in the same period;
- (c) costs for staff of a national (or local) administration, for activities that are part of the administration’s normal activities (i.e. not undertaken only because of the grant);

¹ For the definition, see Article 121(1)(b) of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (OJ L 218, 26.10.2012, p.1) (**‘Financial Regulation No 966/2012’**): **‘operating grant’** means direct financial contribution, by way of donation, from the budget in order to finance the functioning of a body which pursues an aim of general EU interest or has an objective forming part of and supporting an EU policy.

- (d) costs (especially travel and subsistence costs) for staff or representatives of EU institutions, bodies or agencies;

6.5 Consequences of declaration of ineligible costs

Declared costs that are ineligible will be rejected (see Article 26).

This may also lead to any of the other measures described in Chapter 6.

CHAPTER 4 RIGHTS AND OBLIGATIONS OF THE PARTIES

SECTION 1 RIGHTS AND OBLIGATIONS RELATED TO IMPLEMENTING THE ACTION

ARTICLE 7 — GENERAL OBLIGATION TO PROPERLY IMPLEMENT THE ACTION

7.1 General obligation to properly implement the action

The beneficiaries must implement the action as described in Annex 1 and in compliance with the provisions of the Agreement and all legal obligations under applicable EU, international and national law.

7.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 8 — RESOURCES TO IMPLEMENT THE ACTION — THIRD PARTY INVOLVED IN THE ACTION

The beneficiaries must have the appropriate resources to implement the action.

If it is necessary to implement the action, the beneficiaries may:

- purchase goods, works and services (see Article 9);
- call upon subcontractors to implement action tasks described in Annex 1 (see Article 10).

In these cases, the beneficiaries retain sole responsibility towards the Commission and the other beneficiaries for implementing the action.

ARTICLE 8a — IMPLEMENTATION OF ACTION TASKS BY BENEFICIARIES NOT RECEIVING EU FUNDING

Not applicable

ARTICLE 9 — PURCHASE OF GOODS, WORKS OR SERVICES

9.1 Rules for purchasing goods, works or services

9.1.1 If necessary to implement the action, the beneficiaries may purchase goods, works or services.

The beneficiaries must make such purchases ensuring the best value for money or, if appropriate, the lowest price. In doing so, they must avoid any conflict of interests (see Article 20).

The beneficiaries must ensure that the Commission, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 17 and 18 also towards their contractors.

9.1.2 Beneficiaries that are ‘contracting authorities’ within the meaning of Directive 2004/18/EC² (or 2014/24/EU³) or ‘contracting entities’ within the meaning of Directive 2004/17/EC⁴ (or 2014/25/EU⁵) must comply with the applicable national law on public procurement.

9.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under Article 9.1.1, the costs related to the contract concerned will be ineligible (see Article 6) and will be rejected (see Article 26).

If a beneficiary breaches any of its obligations under Article 9.1.2, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 10 — IMPLEMENTATION OF ACTION TASKS BY SUBCONTRACTORS

10.1 Rules for subcontracting action tasks

10.1.1 If necessary to implement the action, the beneficiaries may award subcontracts covering the implementation of certain action tasks described in Annex 1.

Subcontracting may not cover the core of the action.

The beneficiaries must award the subcontracts ensuring the best value for money or, if appropriate, the lowest price. In doing so, they must avoid any conflict of interests (see Article 20).

The tasks to be implemented and the estimated cost for each subcontract must be set out in Annex 1 and the total estimated costs of subcontracting per beneficiary must be set out in Annex 2.

The beneficiaries must ensure that the Commission, the European Court of Auditors (ECA) and the

² Directive 2004/18/EC of the European Parliament and of the Council of 31 March 2004 on the coordination of procedures for the award of public work contracts, public supply contracts and public service contracts (OJ L 134, 30.04.2004, p. 114).

³ Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94, 28.3.2014, p. 65).

⁴ Directive 2004/17/EC of the European Parliament and of the Council of 31 March 2004 coordinating the procurement procedures of entities operating in the water, energy, transport and postal services sectors (OJ L 134, 30.04.2004, p. 1).

⁵ Directive 2014/25/EU of the European Parliament and of the Council of 26 February 2014 on procurement by entities operating in the water, energy, transport and postal services sectors and repealing Directive 2004/17/EC (OJ L 94, 28.3.2014, p. 243).

European Anti-Fraud Office (OLAF) can exercise their rights under Articles 17 and 18 also towards their subcontractors.

10.1.2 The beneficiaries must ensure that their obligations under Articles 20, 21, 22 and 30 also apply to the subcontractors.

Beneficiaries that are ‘contracting authorities’ within the meaning of Directive 2004/18/EC (or 2014/24/EU) or ‘contracting entities’ within the meaning of Directive 2004/17/EC (or 2014/25/EU) must comply with the applicable national law on public procurement.

10.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under Article 10.1.1, the costs related to the subcontract concerned will be ineligible (see Article 6) and will be rejected (see Article 26).

If a beneficiary breaches any of its obligations under Article 10.1.2, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 11 — IMPLEMENTATION OF ACTION TASKS BY AFFILIATED ENTITIES

Not applicable

ARTICLE 11a — FINANCIAL SUPPORT TO THIRD PARTIES

11a.1 Rules for providing financial support to third parties

Not applicable

11a.2 Financial support in the form of prizes

Not applicable

11a.3 Consequences of non-compliance

Not applicable

SECTION 2 RIGHTS AND OBLIGATIONS RELATED TO THE GRANT ADMINISTRATION

ARTICLE 12 — GENERAL OBLIGATION TO INFORM

12.1 General obligation to provide information upon request

The beneficiaries must provide — during implementation of the action or afterwards and in accordance with Article 25.2 — any information requested in order to verify eligibility of the costs, proper implementation of the action and compliance with the other obligations under the Agreement.



12.2 Obligation to keep information up to date and to inform about events and circumstances likely to affect the Agreement

Each beneficiary must keep information stored in the Participant Portal Beneficiary Register (via the electronic exchange system; see Article 36) up to date, in particular, its name, address, legal representatives, legal form and organisation type.

Each beneficiary must immediately inform the coordinator — which must immediately inform the Commission and the other beneficiaries — of any of the following:

- (a) **events** which are likely to affect significantly or delay the implementation of the action or the EU's financial interests, in particular:
 - (i) changes in its legal, financial, technical, organisational or ownership situation
- (b) **circumstances** affecting:
 - (i) the decision to award the grant or
 - (ii) compliance with requirements under the Agreement.

12.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 13 — KEEPING RECORDS — SUPPORTING DOCUMENTATION

13.1 Obligation to keep records and other supporting documentation

The beneficiaries must — for a period of **five years after the payment of the balance** — keep records and other supporting documentation in order to prove the proper implementation of the action and the costs they declare as eligible.

They must make them available upon request (see Article 12) or in the context of checks, reviews, audits or investigations (see Article 17).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Articles 17), the beneficiaries must keep the records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The Commission may accept non-original documents if they considers that they offer a comparable level of assurance.

13.1.1 Records and other supporting documentation on the technical implementation

The beneficiaries must keep records and other supporting documentation on the technical implementation of the action, in line with the accepted standards in the respective field.

13.1.2 Records and other documentation to support the costs declared

The beneficiaries must keep the records and documentation supporting the costs declared, in particular the following:

- (a) for **actual costs**: adequate records and other supporting documentation to prove the costs declared, such as contracts, subcontracts, invoices and accounting records. In addition, the beneficiaries' usual cost accounting practices and internal control procedures must enable direct reconciliation between the amounts declared, the amounts recorded in their accounts and the amounts stated in the supporting documentation;
- (b) for **unit costs**: not applicable;
- (c) for **flat-rate costs**: adequate records and other supporting documentation to prove the eligibility of the costs to which the flat-rate is applied. The beneficiaries do not need to identify the costs covered or provide supporting documentation (such as accounting statements) to prove the amount declared at a flat-rate.
- (d) for **lump sum costs**: not applicable.

In addition, for **personnel costs** (declared as actual costs), the beneficiaries must keep **time records** for the number of days declared. The time records must be in writing and approved by the persons working on the action and their supervisors, at least monthly. In the absence of reliable time records of the days worked on the action, the Commission may accept alternative evidence supporting the number of days declared, if it considers that it offers an adequate level of assurance.

As an exception, for **persons working exclusively on the action**, there is no need to keep time records, if the beneficiary signs a **declaration** confirming that the persons concerned have worked exclusively on the action.

13.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, costs insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 26), and the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 14 — SUBMISSION OF DELIVERABLES

14.1 Obligation to submit deliverables

The coordinator must submit:

- a **mid-term progress report** on the implementation of the action, within 30 days after half of the reporting period set out in Article 15.2 has passed;
- the '**deliverables**' identified in Annex 1, in accordance with the timing and conditions set out in it.

14.2 Consequences of non-compliance

If the coordinator breaches any of its obligations under this Article, the Commission may apply any of the measures described in Chapter 6.

ARTICLE 15 — REPORTING — PAYMENT REQUESTS

15.1 Obligation to submit reports

The coordinator must submit to the Commission (see Article 36) the technical and financial report(s) set out in this Article. This report includes the request(s) for payment and must be drawn up using the forms and templates provided in the electronic exchange system (see Article 36).

15.2 Reporting periods

The action has one ‘**reporting period**’:

- RP1: from month 1 to month 36

15.2a Request(s) for further pre-financing payment(s)

Not applicable

15.3 Periodic reports — Requests for interim payments

Not applicable

15.4 Final report — Request for payment of the balance

The coordinator must submit — within 60 days following the end of the reporting period — a final report, which includes the request for payment of the balance.

The **final report** must include the following:

- (a) a ‘**final technical report**’ containing:

- (i) an **explanation of the work carried out** by the beneficiaries;
- (ii) an **overview of the implementation** of the action, including milestones and deliverables identified in Annex 1.

This report must include explanations justifying the differences between work expected to be carried out in accordance with Annex 1 and that actually carried out;

- (iii) a **summary** for publication by the Commission;
- (iv) the answers to the ‘**questionnaire**’: not applicable;

- (b) a ‘**final financial report**’ containing:

- (i) an ‘**individual financial statement**’ (see Annex 4) from each beneficiary, for the reporting period.

The individual financial statement must detail the eligible costs (actual costs and flat-rate costs; see Article 6) for each budget category (see Annex 2).

The beneficiaries must declare all eligible costs, even if — for actual costs and flat-rate costs — they exceed the amounts indicated in the estimated budget (see Annex 2). Amounts which are not declared in the individual financial statement will not be taken into account by the Commission.

The individual financial statements must also detail the **receipts of the action** (see Article 5.3.3).

Each beneficiary must **certify** that:

- the information provided is full, reliable and true;
 - the costs declared are eligible (see Article 6);
 - the costs can be substantiated by adequate records and supporting documentation (see Article 13) that will be produced upon request (see Article 12) or in the context of checks, reviews, audits and investigations (see Article 17), and
 - that all the receipts have been declared (see Article 5.3.3);
- (ii) an **explanation of the use of resources** and the information on subcontracting (see Article 10) from each beneficiary, for the reporting period concerned;
- (iii) not applicable;
- (iv) a ‘**final summary financial statement**’, created automatically by the electronic exchange system, consolidating the individual financial statement(s) for the reporting period and including the **request for payment of the balance**;
- (v) a ‘**certificate on the financial statements**’ (drawn up in accordance with Annex 5) for each beneficiary, if it requests an EU contribution of EUR 100 000 or more as reimbursement of actual costs.

15.5 Information on cumulative expenditure incurred

Not applicable

15.6 Currency for financial statements and conversion into euro

Financial statements must be drafted in euro.

Beneficiaries with accounting established in a currency other than the euro must convert the costs recorded in their accounts into euro, at the average of the daily exchange rates published in the C series of the *Official Journal of the European Union*, calculated over the corresponding reporting period.

If no daily euro exchange rate is published in the *Official Journal of the European Union* for the currency in question, they must be converted at the average of the monthly accounting rates published on the Commission’s website, calculated over the corresponding reporting period.

Beneficiaries with accounting established in euro must convert costs incurred in another currency into euro according to their usual accounting practices.

15.7 Language of reports

All report(s) (including financial statements) must be submitted in the language of the Agreement.

15.8 Consequences of non-compliance

If the report(s) submitted do not comply with this Article, the Commission may suspend the payment deadline (see Article 31) and apply any of the other measures described in Chapter 6.

If the coordinator breaches its obligation to submit the report(s) and if it fails to comply with this obligation within 30 days following a written reminder, the Commission may terminate the Agreement (see Article 34) or apply any of the other measures described in Chapter 6.

ARTICLE 16 — PAYMENTS AND PAYMENT ARRANGEMENTS

16.1 Payments to be made

The following payments will be made to the coordinator:

- a **pre-financing payment**;
- one **payment of the balance**, on the basis of the request for payment of the balance (see Article 15).

16.2 Pre-financing payment(s) — Amount

The aim of the pre-financing is to provide the beneficiaries with a float.

It remains the property of the EU until the payment of the balance.

The amount of the pre-financing payment will be EUR **1,549,162.70** (one million five hundred and forty nine thousand one hundred and sixty two EURO and seventy eurocents).

The Commission will — except if Article 32 applies — make the pre-financing payment to the coordinator within 30 days from the accession of all beneficiaries to the Agreement (see Article 40).

16.3 Interim payments — Amount — Calculation

Not applicable

16.4 Payment of the balance — Amount — Calculation

The payment of the balance reimburses the remaining part of the eligible costs incurred by the beneficiaries for the implementation of the action.

If the total amount of earlier payments is greater than the final grant amount (see Article 5.3), the payment of the balance takes the form of a recovery (see Article 28).

If the total amount of earlier payments is lower than the final grant amount, the Commission will pay

the balance within 90 days from receiving the final report (see Article 15.4), except if Articles 31 or 32 apply.

Payment is subject to the approval of the final report. Its approval does not imply recognition of compliance, authenticity, completeness or correctness of its content.

The **amount due as the balance** is calculated by the Commission by deducting the total amount of pre-financing and interim payments (if any) already made, from the final grant amount determined in accordance with Article 5.3:

$$\begin{aligned} & \{\text{final grant amount (see Article 5.3)} \\ & \text{minus} \\ & \{\text{pre-financing and interim payments (if any) made}\} \}. \end{aligned}$$

If the balance is positive, it will be paid to the coordinator.

The amount to be paid may however be offset — without the beneficiaries' consent — against any other amount owed by a beneficiary to the Commission or an executive agency (under the EU or Euratom budget), up to the maximum EU contribution indicated, for that beneficiary, in the estimated budget (see Annex 2).

If the balance is negative, it will be recovered from the coordinator (see Article 28).

16.5 Notification of amounts due

When making payments, the Commission will formally notify to the coordinator the amount due, specifying that it concerns the payment of the balance.

For the payment of the balance, the notification will also specify the final grant amount.

In the case of reduction of the grant or recovery of undue amounts, the notification will be preceded by the contradictory procedure set out in Articles 27 and 28.

16.6 Currency for payments

The Commission will make all payments in euro.

16.7 Payments to the coordinator — Distribution to the beneficiaries

Payments will be made to the coordinator.

Payments to the coordinator will discharge the Commission from its payment obligation.

The coordinator must distribute the payments between the beneficiaries without unjustified delay.

16.8 Bank account for payments

All payments will be made to the following bank account:

Name of bank: INTESA SANPAOLO SPA
 Full name of the account holder: COMUNE DI PADOVA
 Full account number (including bank codes):
 IBAN code: IT37A0306912117100000046009

16.9 Costs of payment transfers

The cost of the payment transfers is borne as follows:

- the Commission bears the cost of transfers charged by its bank;
- the beneficiary bears the cost of transfers charged by its bank;
- the party causing a repetition of a transfer bears all costs of the repeated transfer.

16.10 Date of payment

Payments by the Commission are considered to have been carried out on the date when they are debited to its account.

16.11 Consequences of non-compliance

16.11.1 If the Commission does not pay within the payment deadlines (see above), the beneficiaries are entitled to **late-payment interest** at the rate applied by the European Central Bank (ECB) for its main refinancing operations in euros ('reference rate'), plus three and a half points. The reference rate is the rate in force on the first day of the month in which the payment deadline expires, as published in the C series of the *Official Journal of the European Union*.

If the late-payment interest is lower than or equal to EUR 200, it will be paid to the coordinator only upon request submitted within two months of receiving the late payment.

Late-payment interest is not due if all beneficiaries are EU Member States (including regional and local government authorities or other public bodies acting on behalf of a Member State for the purpose of this Agreement).

Suspension of the payment deadline or payments (see Articles 31 and 32) will not be considered as late payment.

Late-payment interest covers the period running from the day following the due date for payment (see above), up to and including the date of payment.

Late-payment interest is not considered for the purposes of calculating the final grant amount.

16.11.2 If the coordinator breaches any of its obligations under this Article, the grant may be reduced (see Article 27) and the Agreement or the participation of the coordinator may be terminated (see Article 34).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 17 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS



17.1 Checks, reviews and audits by the Commission

17.1.1 Right to carry out checks

The Commission will — during the implementation of the action or afterwards — check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing deliverables and reports.

For this purpose, the Commission may be assisted by external persons or bodies.

The Commission may also request additional information in accordance with Article 12. The Commission may request the beneficiaries to provide such information to it directly.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

17.1.2 Right to carry out reviews

The Commission may — during the implementation of the action or afterwards — carry out reviews on the proper implementation of the action (including assessment of deliverables and reports) and compliance with the obligations under the Agreement.

Reviews may be started **up to five years after the payment of the balance**. They will be formally notified to the coordinator or beneficiary concerned and will be considered to have started on the date of the formal notification.

If the review is carried out on a third party (see Articles 9 to 11a), the beneficiary concerned must inform the third party.

The Commission may carry out reviews directly (using its own staff) or indirectly (using external persons or bodies appointed to do so). It will inform the coordinator or beneficiary concerned of the identity of the external persons or bodies. They have the right to object to the appointment on grounds of commercial confidentiality.

The coordinator or beneficiary concerned must provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted (including information on the use of resources). The Commission may request beneficiaries to provide such information to it directly.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with external experts.

For **on-the-spot** reviews, the beneficiaries must allow access to their sites and premises, including to external persons or bodies, and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the review findings, a '**review report**' will be drawn up.

The Commission will formally notify the review report to the coordinator or beneficiary concerned, which has 30 days to formally notify observations ('**contradictory review procedure**').



Reviews (including review reports) are in the language of the Agreement.

17.1.3 Right to carry out audits

The Commission may — during the implementation of the action or afterwards — carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Audits may be started **up to five years after the payment of the balance**. They will be formally notified to the coordinator or beneficiary concerned and will be considered to have started on the date of the formal notification.

If the audit is carried out on a third party (see Articles 9 to 11a), the beneficiary concerned must inform the third party.

The Commission may carry out audits directly (using its own staff) or indirectly (using external persons or bodies appointed to do so). It will inform the coordinator or beneficiary concerned of the identity of the external persons or bodies. They have the right to object to the appointment on grounds of commercial confidentiality.

The coordinator or beneficiary concerned must provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. The Commission may request beneficiaries to provide such information to it directly.

For **on-the-spot** audits, the beneficiaries must allow access to their sites and premises, including to external persons or bodies, and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the audit findings, a '**draft audit report**' will be drawn up.

The Commission will formally notify the draft audit report to the coordinator or beneficiary concerned, which has 30 days to formally notify observations ('**contradictory audit procedure**'). This period may be extended by the Commission in justified cases.

The '**final audit report**' will take into account observations by the coordinator or beneficiary concerned. The report will be formally notified to it.

Audits (including audit reports) are in the language of the Agreement.

The Commission may also access the beneficiaries' statutory records for the periodical assessment of flat-rate amounts.

17.2 Investigations by the European Anti-Fraud Office (OLAF)

Under Regulations No 883/2013⁷ and No 2185/96⁸ (and in accordance with their provisions and procedures), the European Anti-Fraud Office (OLAF) may — at any moment during implementation of the action or afterwards — carry out investigations, including on-the-spot checks and inspections, to establish whether there has been fraud, corruption or any other illegal activity affecting the financial interests of the EU.



17.3 Checks and audits by the European Court of Auditors (ECA)

Under Article 287 of the Treaty on the Functioning of the European Union (TFEU) and Article 161 of the Financial Regulation No 966/2012⁹, the European Court of Auditors (ECA) may — at any moment during implementation of the action or afterwards — carry out audits.

The ECA has the right of access for the purpose of checks and audits.

17.4 Checks, reviews, audits and investigations for international organisations

Not applicable

17.5 Consequences of findings in checks, reviews, audits and investigations — Extension of findings

17.5.1 Findings in this grant

Findings in checks, reviews, audits or investigations carried out in the context of this grant may lead to the rejection of ineligible costs (see Article 26), reduction of the grant (see Article 27), recovery of undue amounts (see Article 28) or to any of the other measures described in Chapter 6.

Rejection of costs or reduction of the grant after the payment of the balance will lead to a revised final grant amount (see Article 5.4).

Findings in checks, reviews, audits or investigations may lead to a request for amendment for the modification of Annex 1 (see Article 39).

Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations may also lead to consequences in other EU or Euratom grants awarded under similar conditions (**‘extension of findings from this grant to other grants’**).

Moreover, findings arising from an OLAF investigation may lead to criminal prosecution under national law.

17.5.2 Findings in other grants

The Commission may extend findings from other grants to this grant (**‘extension of findings from other grants to this grant’**), if:

- (a) the beneficiary concerned is found, in other EU or Euratom grants awarded under similar

⁷ Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF) and repealing Regulation (EC) No 1073/1999 of the European Parliament and of the Council and Council Regulation (Euratom) No 1074/1999 (OJ L 248, 18.09.2013, p. 1).

⁸ Council Regulation (Euratom, EC) No 2185/1996 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities (OJ L 292, 15.11.1996, p. 2).

⁹ Regulation (EU, EURATOM) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, EURATOM) No 1605/2002 (OJ L 298, 26.10.2012, p. 1).

conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and

- (b) those findings are formally notified to the beneficiary concerned — together with the list of grants affected by the findings — **no later than five years after the payment of the balance** of this grant.

The extension of findings may lead to the rejection of costs (see Article 26), reduction of the grant (see Article 27), recovery of undue amounts (see Article 28), suspension of payments (see Article 32), suspension of the action implementation (see Article 33) or termination (see Article 34).

17.5.3 Procedure

The Commission will formally notify the beneficiary concerned the systemic or recurrent errors and its intention to extend these audit findings, together with the list of grants affected.

17.5.3.1 If the findings concern **eligibility of costs**: the formal notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings;
- (b) the request to submit **revised financial statements** for all grants affected;
- (c) the **correction rate for extrapolation** established by the Commission on the basis of the systemic or recurrent errors, to calculate the amounts to be rejected, if the beneficiary concerned:
 - (i) considers that the submission of revised financial statements is not possible or practicable or
 - (ii) does not submit revised financial statements.

The beneficiary concerned has 90 days from receiving notification to submit observations, revised financial statements or to propose a duly substantiated **alternative correction method**. This period may be extended by the Commission in justified cases.

The Commission may then start a **rejection procedure** in accordance with Article 26, either on the basis of the revised financial statements, the alternative method or the correction rate announced.

17.5.3.2 If the findings concern **substantial errors, irregularities or fraud or serious breach of obligations**: the formal notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings and
- (b) the flat-rate the Commission intends to apply according to the principle of proportionality.

The beneficiary concerned has 90 days from receiving notification to submit observations or to propose a duly substantiated alternative flat-rate.

The Commission may then start a **reduction procedure** in accordance with Article 27, either on the basis of the alternative flat-rate or the flat-rate announced.

17.6 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, any insufficiently substantiated costs will be ineligible (see Article 6) and will be rejected (see Article 26).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 18 — EVALUATION OF THE IMPACT OF THE ACTION

18.1 Right to evaluate the impact of the action

The Commission may carry out interim and final evaluations of the impact of the action measured against the objective of the EU programme.

Evaluations may be started during implementation of the action and **up to five years after the payment of the balance**. The evaluation is considered to start on the date of the formal notification to the coordinator or beneficiaries.

The Commission may make these evaluations directly (using its own staff) or indirectly (using external bodies or persons it has authorised to do so).

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

18.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the Commission may apply the measures described in Chapter 6.

SECTION 3 OTHER RIGHTS AND OBLIGATIONS

ARTICLE 18a — CONDITIONS FOR CARRYING OUT SPECIFIC ACTIVITIES

Not applicable

ARTICLE 19 — PRE-EXISTING RIGHTS AND OWNERSHIP OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)

19.1 Pre-existing rights and access rights to pre-existing rights

Where industrial and intellectual property rights (including rights of third parties) exist prior to the Agreement, the beneficiaries must establish a list of these pre-existing industrial and intellectual property rights, specifying the owner and any persons that have a right of use.

The coordinator must — before starting the action — submit this list to the Commission.

Each beneficiary must give the other beneficiaries access to any pre-existing industrial and intellectual property rights needed for the implementation of the action and compliance with the obligations under the Agreement.

19.2 Ownership of results and rights of use

The results of the action (including the reports and other documents relating to it) are owned by the beneficiaries.

The beneficiaries must give the Commission the right to use the results for their communication activities under Article 22.

19.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such a breach may also lead to any of the other measures described in Chapter 6.

ARTICLE 20 — CONFLICT OF INTERESTS

20.1 Obligation to avoid a conflict of interests

The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the action is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest (**‘conflict of interests’**).

They must formally notify to the Commission without delay any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The Commission may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

20.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27) and the Agreement may be terminated (see Article 34).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 21 — CONFIDENTIALITY

21.1 General obligation to maintain confidentiality

During implementation of the action and **for five years after the payment of the balance**, the parties must keep confidential any data, documents or other material (in any form) that is identified as confidential at the time it is disclosed (**‘confidential information’**).

They may use confidential information to implement the Agreement.

The confidentiality obligations no longer apply if:

- (a) the disclosing party agrees to release the other party;
- (b) the information becomes generally and publicly available, without breaching any confidentiality obligation;
- (c) the disclosure of the confidential information is required by EU or national law.

21.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 22 — PROMOTING THE ACTION — VISIBILITY OF EU FUNDING

22.1 Communication activities by the beneficiaries

22.1.1 General obligation to promote the action and its results

The beneficiaries must promote the action and its results.

22.1.2 Information on EU funding — Obligation and right to use the EU emblem

Unless the Commission requests or agrees otherwise, any communication activity related to the action (including at conferences, seminars, in information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via social media, etc.) and any infrastructure, equipment or major result funded by the grant must:

- display the EU emblem and
- include the following text:

“This [insert appropriate description, e.g. report, publication, conference, infrastructure, equipment, insert type of result, etc.] was funded by the European Union’s Asylum, Migration and Integration Fund.”

When displayed in association with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the Commission.

This does not, however, give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

22.1.3 Disclaimer excluding Commission responsibility

Any communication activity related to the action must indicate the following disclaimer:

“The content of this [insert appropriate description, e.g. report, publication, conference, etc.] represents the views of the author only and is his/her sole responsibility. The European Commission does not accept any responsibility for use that may be made of the information it contains.”

22.2 Communication activities by the Commission

22.2.1 Right to use beneficiaries’ materials, documents or information

The Commission may use information relating to the action, documents notably summaries for publication and public deliverables as well as any other material, such as pictures or audio-visual material received from any beneficiary (including in electronic form).

This does not change the confidentiality obligations in Article 21, which still apply.

The right to use a beneficiary's materials, documents and information includes:

- (a) **use for its own purposes** (in particular, making them available to persons working for the Commission or any other EU institution, body, office or agency or body or institutions in EU Member States; and copying or reproducing them in whole or in part, in unlimited numbers);
- (b) **distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes);
- (c) **editing or redrafting** for communication and publicising activities (including shortening, summarising, inserting other elements (such as meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation);
- (d) **translation**;
- (e) giving **access in response to individual requests** under Regulation No 1049/2001¹⁰, without the right to reproduce or exploit;
- (f) **storage** in paper, electronic or other form;
- (g) **archiving**, in line with applicable document-management rules, and
- (h) the right to authorise **third parties** to act on its behalf or sub-license the modes of use set out in Points (b), (c), (d) and (f) to third parties if needed for the communication and publicising activities of the Commission.

If the right of use is subject to rights of a third party (including personnel of the beneficiary), the beneficiary must ensure that it complies with its obligations under this Agreement (in particular, by obtaining the necessary approval from the third parties concerned).

Where applicable (and if provided by the beneficiaries), the Commission will insert the following information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the European Union (EU) under conditions.”

22.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 23 — PROCESSING OF PERSONAL DATA

¹⁰ Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents, OJ L 145, 31.5.2001, p. 43.

23.1 Processing of personal data by the Commission

Any personal data under the Agreement will be processed by the Commission under Regulation No 45/2001¹¹ and according to the ‘notifications of the processing operations’ to the Data Protection Officer (DPO) of the Commission (publicly accessible in the DPO register).

Such data will be processed by the ‘**data controller**’ of the Commission for the purposes of implementing, managing and monitoring the Agreement or protecting the financial interests of the EU or Euratom (including checks, reviews, audits and investigations; see Article 17).

The persons whose personal data are processed have the right to access and correct their own personal data. For this purpose, they must send any queries about the processing of their personal data to the data controller, via the contact point indicated in the privacy statement(s) on the Commission websites.

They also have the right to have recourse at any time to the European Data Protection Supervisor (EDPS).

23.2 Processing of personal data by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with applicable EU and national law on data protection (including authorisations or notification requirements).

The beneficiaries may grant their personnel access only to data that is strictly necessary for implementing, managing and monitoring the Agreement.

The beneficiaries must inform the personnel whose personal data are collected and processed by the Commission. For this purpose, they must provide them with the privacy statement(s) (see above), before transmitting their data to the Commission.

23.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under Article 23.2, the Commission may apply any of the measures described in Chapter 6.

ARTICLE 24 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE COMMISSION

The beneficiaries may not assign any of their claims for payment against the Commission to any third party, except if approved by the Commission on the basis of a reasoned, written request by the coordinator (on behalf of the beneficiary concerned).

If the Commission has not accepted the assignment or the terms of it are not observed, the assignment will have no effect on it.

In no circumstances will an assignment release the beneficiaries from their obligations towards the Commission.

¹¹ Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data (OJ L 8, 12.01.2001, p. 1).



CHAPTER 5 DIVISION OF BENEFICIARIES' ROLES AND RESPONSIBILITIES

ARTICLE 25 — DIVISION OF BENEFICIARIES' ROLES AND RESPONSIBILITIES

25.1 Roles and responsibilities towards the Commission

The beneficiaries have full responsibility for implementing the action and complying with the Agreement.

The beneficiaries are jointly and severally liable for the **technical implementation** of the action as described in Annex 1. If a beneficiary fails to implement its part of the action, the other beneficiaries become responsible for implementing this part (without being entitled to any additional EU funding for doing so), unless the Commission expressly relieves them of this obligation.

The **financial responsibility** of each beneficiary is governed by Articles 28, 29 and 30.

25.2 Internal division of roles and responsibilities

The internal roles and responsibilities of the beneficiaries are divided as follows:

(a) Each **beneficiary** must:

- (i) keep information stored in the Participant Portal Beneficiary Register (via the electronic exchange system) up to date (see Article 12);
- (ii) inform the coordinator immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 12);
- (iii) submit to the coordinator in good time:
 - individual financial statement(s) for itself and, if required, certificates on the financial statement(s) (see Article 15);
 - the data needed to draw up the technical report(s) (see Article 15);
 - any other documents or information required by the Commission under the Agreement, unless the Agreement requires the beneficiary to submit this information directly.

(b) The **coordinator** must:

- (i) monitor that the action is implemented properly (see Article 7);
- (ii) act as the intermediary for all communications between the beneficiaries and the Commission (in particular, providing the Commission with the information described in Article 12), unless the Agreement specifies otherwise;
- (iii) provide a pre-financing guarantee if requested by the Commission (see Article 16.2);
- (iv) request and review any documents or information required by the Commission and verify their completeness and correctness before passing them on to the Commission;
- (v) submit the deliverables and report(s) to the Commission (see Articles 14 and 15);

- (vi) ensure that all payments are made to the other beneficiaries without unjustified delay (see Article 16);

The coordinator may not subcontract the above-mentioned tasks.

25.3 Internal arrangements between beneficiaries — Consortium agreement

The beneficiaries must have internal arrangements regarding their operation and co-ordination to ensure that the action is implemented properly. These internal arrangements must be set out in a written ‘**consortium agreement**’ between the beneficiaries, which may cover:

- internal organisation of the consortium;
- management of access to the electronic exchange system;
- distribution of EU funding;
- additional rules on rights and obligations related to pre-existing rights and results (see Article 19);
- settlement of internal disputes;
- liability, indemnification and confidentiality arrangements between the beneficiaries.

The consortium agreement must not contain any provision contrary to the Agreement.

CHAPTER 6 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY — SANCTIONS — DAMAGES — SUSPENSION — TERMINATION — FORCE MAJEURE

SECTION 1 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY — SANCTIONS

ARTICLE 26 — REJECTION OF INELIGIBLE COSTS

26.1 Conditions

The Commission will — **at the payment of the balance or afterwards** — reject any costs which are ineligible (see Article 6), in particular following checks, reviews, audits or investigations (see Article 17).

The rejection may also be based on the **extension of findings from other grants to this grant** (see Article 17.5.2).

26.2 Ineligible costs to be rejected — Calculation — Procedure

Ineligible costs will be rejected in full.

If the rejection of costs does not lead to a recovery (see Article 28), the Commission will formally

notify the coordinator or beneficiary concerned of the rejection of costs, the amounts and the reasons why (if applicable, together with the notification of amounts due; see Article 16.5). The coordinator or beneficiary concerned may — within 30 days of receiving notification — formally notify the Commission of its disagreement and the reasons why.

If the rejection of costs leads to a recovery, the Commission will follow the contradictory procedure with pre-information letter set out in Article 28.

26.3 Effects

If the Commission rejects costs at **the payment of the balance**, it will deduct them from the total eligible costs declared, for the action, in the final summary financial statement (see Article 15.3 and 15.4). It will then calculate payment of the balance as set out in Article 16.3 or 16.4.

If the Commission rejects costs **after the payment of the balance**, it will deduct the amount rejected from the total eligible costs declared, by the beneficiary, in the final summary financial statement. It will then calculate the revised final grant amount as set out in Article 5.4. If the revised final grant amount is lower than the final grant amount, the Commission will recover the difference (see Article 28).

ARTICLE 27 — REDUCTION OF THE GRANT

27.1 Conditions

The Commission may — **at the payment of the balance** or **afterwards** — reduce the grant, if:

- (a) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under the Agreement or during the award procedure (including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles) or
- (b) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed — in other EU or Euratom grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 17.5.2).

27.2 Amount to be reduced — Calculation — Procedure

The amount of the reduction will be proportionate to the seriousness of the errors, irregularities or fraud or breach of obligations.

Before reduction of the grant, the Commission will formally notify a '**pre-information letter**' to the coordinator or beneficiary concerned:

- informing it of its intention to reduce the grant, the amount it intends to reduce and the reasons why and

- inviting it to submit observations within 30 days of receiving notification

If the Commission does not receive any observations or decides to pursue reduction despite the observations it has received, it will formally notify **confirmation** of the reduction (if applicable, together with the notification of amounts due; see Article 16).

27.3 Effects

If the Commission reduces the grant at the time of **the payment of the balance**, it will calculate the reduced grant amount for the action and then determine the amount due as payment of the balance (see Articles 5.3.4 and 16.4).

If the Commission reduces the grant **after the payment of the balance**, it will calculate the revised final grant amount for the action or for the beneficiary concerned (see Article 5.4). If the revised final grant amount is lower than the final grant amount, the Commission will recover the difference (see Article 28).

ARTICLE 28 — RECOVERY OF UNDUE AMOUNTS

28.1 Amount to be recovered — Calculation — Procedure

The Commission will — **at the payment of the balance** or **afterwards** — claim back amount that was paid but is not due under the Agreement.

The coordinator is fully liable for repaying debts of the consortium (under the Agreement), even if it has not been the final recipient of those amounts.

In addition, the beneficiaries (including the coordinator) are jointly and severally liable for repaying any debts under the Agreement (including late-payment interest) — up to the maximum EU contribution indicated, for each beneficiary, in the estimated budget (as last amended; see Annex 2).

28.1.1 Recovery at payment of the balance

If the payment of the balance takes the form of a recovery (see Article 16.4), the Commission will formally notify a '**pre-information letter**' to the coordinator:

- informing it of its intention to recover, the amount due as the balance and the reasons why and
- inviting the coordinator to submit observations within 30 days of receiving notification.

If no observations are submitted or the Commission decides to pursue recovery despite the observations it has received, it will **confirm** the amount to be recovered and formally notify to the coordinator a **debit note** with the terms and the date for payment (together with the notification of amounts due; see Article 16.5).

If payment is not made by the date specified in the debit note, the Commission will **recover** the amount:

- (a) by '**offsetting**' it — without the coordinator's consent — against any amounts owed to the coordinator by the Commission or an executive agency (from the EU or Euratom budget).

In exceptional circumstances, to safeguard the EU's financial interests, the Commission may offset before the payment date specified in the debit note;

- (b) not applicable;
- (c) by **holding** the other beneficiaries jointly and severally **liable** — up to the maximum EU contribution indicated, for each beneficiary, in the estimated budget (as last amended; see Annex 2)
- (d) by **taking legal action** (see Article 41) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial Regulation No 966/2012.

If payment is not made by the date in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 16.11, from the day following the payment date in the debit note, up to and including the date the Commission receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC applies.

28.1.2 Recovery of amounts after payment of the balance

If — after the payment of the balance — the Commission revised the final grant amount for the action or for the beneficiary concerned (see Article 5.4), due to a rejection of costs or reduction of the grant, and the revised final grant amount is lower than the final grant amount (see Article 5.3), the Commission will:

- if the rejection or reduction does *not* concern a specific beneficiary: claim back the difference from the coordinator (even if it has not been the final recipient of the amount in question)

or

- otherwise: claim back the difference from the beneficiary concerned.

The Commission will formally notify a **pre-information letter** to the coordinator or beneficiary concerned:

- informing it of its intention to recover, the amount to be repaid and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If no observations are submitted or the Commission decides to pursue recovery despite the observations it has received, it will **confirm** the amount to be recovered and formally notify to the coordinator or beneficiary concerned a **debit note**. This note will also specify the terms and the date for payment.

If payment is not made by the date specified in the debit note, the Commission will **recover** the amount:

- (a) by **‘offsetting’** it — without the coordinator's or beneficiary's consent — against any amounts owed to the coordinator or beneficiary by the Commission or an executive agency (from the EU or Euratom budget).

In exceptional circumstances, to safeguard the EU's financial interests, the Commission may offset before the payment date specified in the debit note;

- (b) by **holding** the other beneficiaries jointly and severally **liable**, up to the maximum EU contribution indicated, for each beneficiary, in the estimated budget (as last amended; see Annex 2);
- (c) by **taking legal action** (see Article 41) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial Regulation No 966/2012.

If payment is not made by the date in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 16.11, from the day following the date for payment in the debit note, up to and including the date the Commission receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC applies.

ARTICLE 29 — ADMINISTRATIVE SANCTIONS

In addition to contractual measures, the Commission may also adopt administrative sanctions under Articles 106 and 131(4) of the Financial Regulation No 966/2012 (i.e. exclusion from future procurement contracts, grants and expert contracts and/or financial penalties).

SECTION 2 LIABILITY FOR DAMAGES

ARTICLE 30 — LIABILITY FOR DAMAGES

30.1 Liability of the Commission

The Commission cannot be held liable for any damage caused to the beneficiaries or to third parties as a consequence of implementing the Agreement, including for gross negligence.

The Commission cannot be held liable for any damage caused by any of the beneficiaries or third parties involved in the action, as a consequence on implementing the Agreement.

30.2 Liability of the beneficiaries

Except in case of force majeure (see Article 35), the beneficiaries must compensate the Commission for any damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement.

SECTION 3 SUSPENSION AND TERMINATION

ARTICLE 31 — SUSPENSION OF PAYMENT DEADLINE

31.1 Conditions

The Commission may — at any moment — suspend the payment deadline (see Article 16.2 to 16.4) if a request for payment (see Article 15) cannot be approved because:

- (a) it does not comply with the provisions of the Agreement (see Article 15);
- (b) the technical or financial report(s) have not been submitted or are not complete or additional information is needed, or
- (c) there is doubt about the eligibility of the costs declared in the financial statements and additional checks, reviews, audits or investigations are necessary.

31.2 Procedure

The Commission will formally notify the coordinator of the suspension and the reasons why.

The suspension will **take effect** the day notification is sent by the Commission (see Article 36).

If the conditions for suspending the payment deadline are no longer met, the suspension will be **lifted** — and the remaining period will resume.

If the suspension exceeds two months, the coordinator may request the Commission if the suspension will continue.

If the payment deadline has been suspended due to the non-compliance of the technical or financial report(s) (see Article 15) and the revised report or statement is not submitted or was submitted but is also rejected, the Commission may also terminate the Agreement or the participation of the beneficiary (see Article 34.3.1(i)).

ARTICLE 32 — SUSPENSION OF PAYMENTS

32.1 Conditions

The Commission may — at any moment — suspend payments, in whole or in part for one or more beneficiaries, if:

- (a) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during the award procedure (including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles), or
- (b) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed — in other EU or Euratom grants awarded to it under similar conditions —

systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 17.5.2).

If payments are suspended for one or more beneficiaries, the Commission will make partial payment(s) for the part(s) not suspended. If suspension concerns the payment of the balance, the payment (or recovery) of the amount(s) concerned after suspension is lifted will be considered to be the payment that closes the action.

32.2 Procedure

Before suspending payments, the Commission will formally notify the coordinator or beneficiary concerned:

- informing it of its intention to suspend payments and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If the Commission does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify **confirmation** of the suspension. Otherwise, it will formally notify that the suspension procedure is not continued.

The suspension will **take effect** the day the confirmation notification is sent by the Commission.

If the conditions for resuming payments are met, the suspension will be **lifted**. The Commission will formally notify the coordinator or beneficiary concerned.

The beneficiaries may suspend implementation of the action (see Article 33.1) or terminate the Agreement or the participation of the beneficiary concerned (see Article 34.1 and 34.2).

ARTICLE 33 — SUSPENSION OF THE ACTION IMPLEMENTATION

33.1 Suspension of the action implementation, by the beneficiaries

33.1.1 Conditions

The beneficiaries may suspend implementation of the action or any part of it, if exceptional circumstances — in particular *force majeure* (see Article 35) — make implementation impossible or excessively difficult.

33.1.2 Procedure

The coordinator must immediately formally notify to the Commission the suspension (see Article 36), stating:

- the reasons why and
- the expected date of resumption.

The suspension will **take effect** the day this notification is received by the Commission.

Once circumstances allow for implementation to resume, the coordinator must immediately formally



notify the Commission and request an **amendment** of the Agreement to set the date on which the action will be resumed, extend the duration of the action and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the Agreement or the participation of a beneficiary has been terminated (see Article 34).

The suspension will be **lifted** with effect from the resumption date set out in the amendment. This date may be before the date on which the amendment enters into force.

Costs incurred during suspension of the action implementation are not eligible (see Article 6).

33.2 Suspension of the action implementation, by the Commission

33.2.1 Conditions

The Commission may suspend implementation of the action or any part of it, if:

- (a) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during the award procedure (including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles) or
- (b) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed — in other EU or Euratom grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 17.5.2).

33.2.2 Procedure

Before suspending implementation of the action, the Commission will formally notify the coordinator or beneficiary concerned:

- informing it of its intention to suspend the implementation and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If the Commission does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify **confirmation** of the suspension. Otherwise, it will formally notify that the procedure is not continued.

The suspension will **take effect** five days after confirmation notification is received (or on a later date specified in the notification).

It will be **lifted** if the conditions for resuming implementation of the action are met.

The coordinator or beneficiary concerned will be formally notified of the lifting and the Agreement will be **amended** to set the date on which the action will be resumed, extend the duration of the action

and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the Agreement has already been terminated (see Article 34).

The suspension will be lifted with effect from the resumption date set out in the amendment. This date may be before the date on which the amendment enters into force.

Costs incurred during suspension are not eligible (see Article 6).

The beneficiaries may not claim damages due to suspension by the Commission (see Article 30).

Suspension of the action implementation does not affect the Commission's right to terminate the Agreement or participation of a beneficiary (see Article 34), reduce the grant or recover amounts unduly paid (see Articles 27 and 28).

ARTICLE 34 — TERMINATION OF THE AGREEMENT OR OF THE PARTICIPATION OF ONE OR MORE BENEFICIARIES

34.1 Termination of the Agreement by the beneficiaries

34.1.1 Conditions and procedure

The beneficiaries may terminate the Agreement.

The beneficiary must formally notify termination to the Commission (see Article 36), stating:

- the reasons why and
- the date the termination will take effect. This date must be after the notification.

If no reasons are given or if the Commission considers the reasons do not justify termination, the Agreement will be considered to have been '**terminated improperly**'.

The termination will **take effect** on the day specified in the notification.

34.1.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit the final report (see Article 15.4).

If the Commission does not receive the report(s) within the deadline (see above), no costs will be taken into account.

The Commission will **calculate** the final grant amount (see Article 5.3) and the balance (see Article 16.4) on the basis of the report(s) submitted. Only costs incurred until termination are eligible (see Article 6). Costs relating to contracts due for execution only after termination are not eligible.

Improper termination may lead to a reduction of the grant (see Article 27).

After termination, the beneficiaries' obligations (in particular, Articles 15, 17, 18, 19, 21, 22, 24, 26, 27 and 28) continue to apply.

34.2 Termination of the participation of one or more beneficiaries, by the beneficiaries



34.2.1 Conditions and procedure

The participation of one or more beneficiaries may be terminated by the coordinator, on request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must formally notify termination to the Commission (see Article 36) and inform the beneficiary concerned.

If the coordinator's participation is terminated without its agreement, the formal notification must be done by another beneficiary (acting on behalf of the other beneficiaries).

The notification must include:

- the reasons why;
- the opinion of the beneficiary concerned (or proof that this opinion has been requested in writing);
- the date the termination takes effect. This date must be after the notification, and
- a request for amendment (see Article 39), with a proposal for reallocation of the tasks and the estimated budget of the beneficiary concerned (see Annexes 1 and 2) and, if necessary, the addition of one or more new beneficiaries (see Article 40). If termination takes effect after the period set out in Article 3, no request for amendment must be included, unless the beneficiary concerned is the coordinator. In this case, the request for amendment must propose a new coordinator.

If this information is not given or if the Commission considers that the reasons do not justify termination, the participation will be considered to have been **terminated improperly**.

The termination will **take effect** on the day specified in the notification.

34.2.2 Effects

The beneficiary concerned must submit to the coordinator:

- (i) a technical report and
- (ii) a financial statement covering the period to the date when termination takes effect.

This information must be included by the coordinator in the final report (see Article 15.4).

If the request for amendment is rejected by the Commission (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the Agreement may be terminated according to Article 34.3.1(c).

If the request for amendment is accepted by the Commission, the Agreement is **amended** to introduce the necessary changes (see Article 39).

Improper termination may lead to a reduction of the grant (see Article 27) or termination of the Agreement (see Article 34).

After termination, the concerned beneficiary's obligations (in particular Articles 15, 17, 18, 19, 21, 22, 24, 26, 27 and 28) continue to apply.

34.3 Termination of the Agreement or of the participation of one or more beneficiaries, by the Commission

34.3.1 Conditions

The Commission may terminate the Agreement or the participation of one or more beneficiaries, if:

- (a) one or more beneficiaries do not accede to the Agreement (see Article 40);
- (b) a change to their legal, financial, technical, organisational or ownership situation is likely to substantially affect or delay the implementation of the action or calls into question the decision to award the grant;
- (c) following termination of participation for one or more beneficiaries (see above), the necessary changes to the Agreement would call into question the decision awarding the grant or breach the principle of equal treatment of applicants (see Article 39);
- (d) implementation of the action is prevented by force majeure (see Article 35) or suspended by the coordinator (see Article 33.1) and either:
 - (i) resumption is impossible, or
 - (ii) the necessary changes to the Agreement would call into question the decision awarding the grant or breach the principle of equal treatment of applicants;
- (e) a beneficiary is declared bankrupt, being wound up, having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, or is subject to any other similar proceedings or procedures under national law;
- (f) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has been found guilty of professional misconduct, proven by any means;
- (g) a beneficiary does not comply with the applicable national law on taxes and social security;
- (h) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed fraud, corruption, or is involved in a criminal organisation, money laundering or any other illegal activity;
- (i) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under the Agreement or during the award procedure (including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles);
- (j) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed — in other EU or Euratom grants awarded to it under similar conditions —

systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 17.5.2);

(k) not applicable.

34.3.2 Procedure

Before terminating the Agreement or participation of one or more beneficiaries, the Commission will formally notify the coordinator or beneficiary concerned:

- informing it of its intention to terminate and the reasons why and
- inviting it, within 30 days of receiving notification, to submit observations and — in case of Point (i.ii) above — to inform the Commission of the measures to ensure compliance with the obligations under the Agreement.

If the Commission does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify to the coordinator or beneficiary concerned **confirmation** of the termination and the date it will take effect. Otherwise, it will formally notify that the procedure is not continued.

The termination will **take effect**:

- for terminations under Points (b), (c), (e), (g), (i.ii) and (k) above: on the day specified in the notification of confirmation (see above);
- for terminations under Points (a), (d), (f), (h), (i.i) and (j) above: on the day after the notification of the confirmation is received.

34.3.3 Effects

(a) for **termination of the Agreement**:

The beneficiary must — within 60 days from when termination takes effect — submit a final report (see Article 15.4).

If the Agreement is terminated for breach of the obligation to submit report(s) (see Articles 15.8 and 34.3.1(i)), the coordinator may not submit any report(s) after termination.

If the Commission does not receive the report(s) within the deadline (see above), no costs will be taken into account.

The Commission will **calculate** the final grant amount (see Article 5.3) and the balance (see Article 16.4) on the basis of the report(s) submitted. Only costs incurred until termination takes effect are eligible (see Article 6). Costs relating to contracts due for execution only after termination are not eligible.

This does not affect the Commission's right to reduce the grant (see Article 27) or to impose administrative sanctions (Article 29).

The beneficiaries may not claim damages due to termination by the Commission (see Article 30).

After termination, the beneficiaries' obligations (in particular Articles 15, 17, 18, 19, 21, 22, 24, 26, 27 and 28) continue to apply.

(b) for termination of the participation of one or more beneficiaries:

The coordinator must — within 60 days from when termination takes effect — submit a request for amendment (see Article 39), with a proposal for reallocation of the tasks and estimated budget of the beneficiary concerned (see Annexes 1 and 2) and, if necessary, the addition of one or more new beneficiaries (see Article 40). If termination is notified after the period set out in Article 3, no request for amendment must be submitted unless the beneficiary concerned is the coordinator. In this case the request for amendment must propose a new coordinator.

The beneficiary concerned must submit to the coordinator:

- (i) a technical report and
- (ii) a financial statement covering the period to the date when termination takes effect.

This information must be included by the coordinator in the final report (see Article 15.4).

If the request for amendment is rejected by the Commission (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the Agreement may be terminated according to Article 34.3.1(c).

If the request for amendment is accepted by the Commission, the Agreement is **amended** to introduce the necessary changes (see Article 39).

After termination, the concerned beneficiary's obligations (in particular Articles 15, 17, 18, 19, 21, 22, 24, 26, 27 and 28) continue to apply.

SECTION 4 FORCE MAJEURE

ARTICLE 35 — FORCE MAJEURE

'Force majeure' means any situation or event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties' control,
- was not due to error or negligence on their part (or on the part of third parties involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

The following cannot be invoked as force majeure:

- any default of a service, defect in equipment or material or delays in making them available, unless they stem directly from a relevant case of force majeure,
- labour disputes or strikes, or
- financial difficulties.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the action as soon as possible.

The party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

CHAPTER 7 FINAL PROVISIONS

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES

36.1 Form and means of communication

Communication under the Agreement (information, requests, submissions, ‘formal notifications’, etc.) must:

- be made in writing and
- bear the number of the Agreement.

Until the payment of the balance: all communication must be made through the electronic exchange system and using the forms and templates provided there.

After the payment of the balance: formal notifications must be made by registered post with proof of delivery (‘formal notification on paper’).

Communications in the electronic exchange system must be made by persons authorised according to the Participant Portal Terms & Conditions. For naming the authorised persons, each beneficiary must have designated — before the signature of this Agreement — a ‘legal entity appointed representative (LEAR)’. The role and tasks of the LEAR are stipulated in his/her appointment letter (see Participant Portal Terms & Conditions).

If the electronic exchange system is temporarily unavailable, instructions will be given on the Commission websites.

36.2 Date of communication

Communications are considered to have been made when they are sent by the sending party (i.e. on the date and time they are sent through the electronic exchange system).

Formal notifications through the **electronic** exchange system are considered to have been made when they are received by the receiving party (i.e. on the date and time of acceptance by the receiving party,

as indicated by the time stamp). A formal notification that has not been accepted within 10 days after sending is considered to have been accepted.

Formal notifications **on paper** sent by **registered post** with proof of delivery (only after the payment of the balance) are considered to have been made on either:

- the delivery date registered by the postal service or
- the deadline for collection at the post office.

If the electronic exchange system is temporarily unavailable, the sending party cannot be considered in breach of its obligation to send a communication within a specified deadline.

36.3 Addresses for communication

The **electronic** exchange system must be accessed via the following URL:

<https://ec.europa.eu/research/participants/portal/desktop/en/projects/>

The Commission will formally notify the coordinator and beneficiaries in advance of any changes to this URL.

Formal notifications on paper (only after the payment of the balance) addressed **to the Commission** must be sent to the following address:

European Commission
 Directorate General For Migration And Home Affairs
 B-1049 Brussels
 BELGIUM

Formal notifications on paper (only after the payment of the balance) addressed **to the beneficiaries** must be sent to their legal address as specified in the Participant Portal Beneficiary Register.

ARTICLE 37 — INTERPRETATION OF THE AGREEMENT

37.1 Precedence of the Terms and Conditions over the Annexes

The provisions in the Terms and Conditions of the Agreement take precedence over its Annexes.

Annex 2 takes precedence over Annex 1.

37.2 Privileges and immunities

Not applicable

ARTICLE 38 — CALCULATION OF PERIODS, DATES AND DEADLINES

In accordance with Regulation No 1182/71¹², periods expressed in days, months or years are calculated from the moment the triggering event occurs.

¹² Regulation (EEC, Euratom) No 1182/71 of the Council of 3 June 1971 determining the rules applicable to periods, dates and time-limits (OJ L 124, 8/6/1971, p. 1).

The day during which that event occurs is not considered as falling within the period.

ARTICLE 39 — AMENDMENTS TO THE AGREEMENT

39.1 Conditions

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

Amendments may be requested by any of the parties.

39.2 Procedure

The party requesting an amendment must submit a request for amendment signed in the electronic exchange system (see Article 36).

The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3).

If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- the reasons why;
- the appropriate supporting documents, and
- for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).

The Commission may request additional information.

If the party receiving the request agrees, it must sign the amendment in the electronic exchange system within 45 days of receiving notification (or any additional information the Commission has requested). If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment **enters into force** on the day of the signature of the receiving party.

An amendment **takes effect** on the date agreed by the parties or, in the absence of such an agreement, on the date on which the amendment enters into force.

ARTICLE 40 — ACCESSION TO THE AGREEMENT

40.1 Accession of the beneficiaries mentioned in the Preamble

The other beneficiaries must accede to the Agreement by signing the Accession Form (see Annex 3) in the electronic exchange system (see Article 36) within 30 days after its entry into force (see Article 42).

They will assume the rights and obligations under the Agreement with effect from the date of its entry into force (see Article 42).

If a beneficiary does not accede to the Agreement within the above deadline, the coordinator must — within 30 days — request an amendment to make any changes necessary to ensure proper implementation of the action. This does not affect the Commission's right to terminate the Agreement (see Article 34).

40.2 Addition of new beneficiaries

In justified cases, the beneficiaries may request the addition of a new beneficiary.

For this purpose, the coordinator must submit a request for amendment in accordance with Article 39. It must include an Accession Form (see Annex 3) signed by the new beneficiary in the electronic exchange system (see Article 36).

New beneficiaries must assume the rights and obligations under the Agreement with effect from the date of their accession specified in the Accession Form (see Annex 3).

ARTICLE 41 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES

41.1 Applicable law

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

41.2 Dispute settlement

If a dispute concerning the interpretation, application or validity of the Agreement cannot be settled amicably, the General Court — or, on appeal, the Court of Justice of the European Union — has sole jurisdiction. Such actions must be brought under Article 272 of the Treaty on the Functioning of the EU (TFEU).

If a dispute concerns administrative sanctions, offsetting or an enforceable decision under Article 299 TFEU (see Articles 28, 29 and 30), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice of the European Union — under Article 263 TFEU.

ARTICLE 42 — ENTRY INTO FORCE OF THE AGREEMENT

The Agreement will enter into force on the day of signature by the Commission or the coordinator, depending on which is later.

SIGNATURES

For the coordinator

For the Commission



EUROPEAN COMMISSION
Directorate-General for Migration and Home Affairs
Union actions and Procurement

ANNEX 1 (part A)

AMIF Action Grant

NUMBER — 863700 — EMBRACIN

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1.1. The project summary

Project Number ¹	863700	Project Acronym ²	EMBRACIN
One form per project			
General information			
Project title ³	EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe		
Starting date ⁴	01/01/2020		
Duration in months ⁵	36		
Call (part) identifier ⁶	AMIF-2018-AG-INTE		
Topic	AMIF-2018-AG-INTE-1 Local and regional integration networks		
Fixed EC Keywords			
Free keywords	refugees, asylum seekers, EU integration plan, local integration		
Abstract ⁷			
<p>The project EMBRACIN raised from a small but significant experience of Prof.Calò in Italy, which from a personal experience as host of migrants, developed a scheme called "6+6x6" which in 2018 allow him to win the European Citizen's prize. This experience is the starting point for the joint work to build a transnational network of local authorities that intends to build-up, improve and leverage on the value of bottom-up and citizens-led initiatives for migrants' integration. With a core network of 4 Municipalities and 2 networks of municipalities from 6 different countries (Italy, Slovenia, Greece, Cyprus, Spain, Sweden) the projects intends to reach out existing networks and platforms to share and scale-up this experience, developing and testing a model of integration which can be valid in other European Countries, starting from the assumptions of 6+6x6. The partnership will raise awareness and capacity building on integration policies topics among European local authorities, with the final aim to increase the number of less-experienced municipalities and local actors that want to learn from spontaneous social innovation leading to migrants' integration and community well-being. Expected impact: migrant flows are a permanent phenomenon and not a temporary crisis. In order to manage it, the EU needs to use all available assets, including citizens' active roles, to find stable and shared solutions to absorb current and future flows of 3rd country migrants. The project will explore the possibility of developing and testing a community-based European model of integration of Third-country nationals, in order to strengthen European approach to migrant flows. The model proposed will be adaptable and replicable in different EU countries. Main Outputs: 6 base-line analysis and 6 local Roadmaps for 6+6*6 scheme adaptation through knowledge exchange activities and the creation of EMBRACIN model (WP2); smart awareness raising campaign on integration of migrants for partners and extra-partnership stakeholders (policy-briefs, living lab, webinars etc) in order to enlarge the current network of local institutions through the sign of a MoU (WP3); experimentation of EMBRACIN model and qualitative and quantitative evaluation of outcomes for beneficiaries and promoters (WP4); mainstreaming of project results through tailored made communication campaign (WP5). Main Outcomes: 1) develop a network of local authorities committed in the creation of a European asylum seekers and refugees model based on citizen-led experiences 2) demonstrate that an effective transnational EU approach is possible. Beneficiaries: third-country nationals, in particular refugees and asylum seekers of age. The project will include in the experimentation a group of 6 people per partner, for a total of at least 36 refugees and asylum seekers.</p>			

1.2. List of Beneficiaries

 Associated with document Ref. Ares(2019)7520226 - 06/12/2019

Project Number ¹	863700	Project Acronym ²	EMBRACIN
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List of Beneficiaries

No	Name	Short name	Country	Project entry month ⁸	Project exit month
1	COMUNE DI PADOVA	Padova	Italy	1	36
2	ALTEREVO SOCIETA A RESPONSABILITALIMITATA SEMPLIFICATA	ALTEREVO	Italy	1	36
3	SALA KOMMUN	Sala	Sweden	1	36
4	CSI CENTER FOR SOCIAL INNOVATION LTD	CSI	Cyprus	1	36
5	DIMOS ENGOMIS	ENGOMI	Cyprus	1	36
6	MITROPOLITIKI ANAPTYKSIKI THESSALONIKIS ANAPTYKSIK ANONYMI ETAIREIAOTA DIADIMOTIKI ETAIREA TON OTA A VATHMOY TIS EYRYTERIS ASTIKIS MITROP	MDAT	Greece	1	36
7	ASOCIACION FONDO ANDALUZ DE MUNICIPIOS PARA LA SOLIDARIDAD INTERNACIONAL	FAMSI	Spain	1	36
8	UNIVERSITAT DE VALENCIA	UVEG	Spain	1	36
9	OBCINA RAZKRIZJE	Razkrizje	Slovenia	1	36
10	EUROPAISCHE STADTEKOALITION GEGEN RASSISMUS	ECCAR	Germany	1	36

1.3. Workplan Tables - Detailed Implementation

Associated with document Ref. Ares(2019)7520226 - 06/12/2019

1.3.1. WT1 List of work packages

WP Number ⁹	WP Title	Lead beneficiary ¹⁰	Person-months ¹¹	Start month ¹²	End month ¹³
WP1	Management and Coordination of the Action	1 - Padova	140.40	1	36
WP2	knowledge exchange and transferability plans	1 - Padova	30.10	1	7
WP3	network building and awareness raising	10 - ECCAR	67.20	4	36
WP4	experimentation and evaluation of the model	8 - UVEG	142.80	5	35
WP5	Communication, Dissemination and Capitalization	4 - CSI	82.80	1	36
Total			463.30		

1.3.2. WT2 list of deliverables

Deliverable Number ¹⁴	Deliverable Title	WP number ⁹	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D1.1	monitoring plan	WP1	2 - ALTEREVO	Report	Public	36
D1.2	budgetary control system	WP1	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D1.3	time sheet	WP1	1 - Padova	Report	Public	36
D1.4	gantt diagram	WP1	1 - Padova	Report	Public	36
D1.5	intermediate financial report	WP1	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	19
D1.6	mid term progress report	WP1	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	19
D1.7	international, presential and via skype meeting reports	WP1	1 - Padova	Report	Public	36
D1.8	collaborative online workspaces	WP1	1 - Padova	Websites, patents filling, etc.	Confidential, only for members of the consortium (including the Commission Services)	36
D2.1	methodology for drafting analysis	WP2	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	1
D2.2	6+6*6 publication pages	WP2	1 - Padova	Report	Public	2
D2.3	methodology and template for collection of baseline information	WP2	1 - Padova	Report	Public	1
D2.4	guidance document for deep-dive and peer-review, meetings attendance sheets and minutes	WP2	1 - Padova	Report	Confidential, only for members of the consortium (including the	1

Deliverable Number¹⁴	Deliverable Title	WP number⁹	Lead beneficiary	Type¹⁵	Dissemination level¹⁶	Due Date (in months)¹⁷
					Commission Services)	
D2.5	study visit video	WP2	1 - Padova	Websites, patents filling, etc.	Public	2
D2.6	guidance for conduction of living labs, meetings	WP2	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	6
D2.7	attendance sheets and minutes	WP2	1 - Padova	Report	Public	6
D2.8	template for transferability plans and guidance for multistakeholder	WP2	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	4
D2.9	transferability plan for publication	WP2	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	7
D2.10	summary of the transferability plans for publication	WP2	1 - Padova	Report	Public	7
D3.1	Templates of interviews and questionnaire	WP3	10 - ECCAR	Report	Public	5
D3.2	Analysis of questionnaires and interviews	WP3	10 - ECCAR	Report	Public	8
D3.3	Contact list (GDPR compliant)	WP3	10 - ECCAR	Report	Confidential, only for members of the consortium (including the Commission Services)	5
D3.4	Programs/agenda of local meetings and attendance- total 12 meetings	WP3	10 - ECCAR	Report	Public	18
D3.5	3 e-newsletters	WP3	10 - ECCAR	Websites, patents filling, etc.	Public	12
D3.6	3 policy briefs	WP3	10 - ECCAR	Report	Public	13

Deliverable Number¹⁴	Deliverable Title	WP number⁹	Lead beneficiary	Type¹⁵	Dissemination level¹⁶	Due Date (in months)¹⁷
D3.7	Programs/agenda of transnational learning sessions	WP3	10 - ECCAR	Report	Public	31
D3.8	Attendance sheets	WP3	10 - ECCAR	Report	Public	36
D3.9	material of training	WP3	10 - ECCAR	Report	Public	32
D3.10	Satisfaction questionnaires	WP3	10 - ECCAR	Report	Public	32
D3.11	Programs/agenda of local learning	WP3	10 - ECCAR	Report	Public	32
D3.12	Embracin Local Protocols	WP3	10 - ECCAR	Report	Public	32
D3.13	Memorandum of Understanding	WP3	10 - ECCAR	Report	Public	36
D3.14	Meeting in Brussels with main networks and actors	WP3	1 - Padova	Report	Public	4
D4.1	Draft evaluation system	WP4	8 - UVEG	Report	Confidential, only for members of the consortium (including the Commission Services)	5
D4.2	Peer review and training meeting material	WP4	8 - UVEG	Report	Confidential, only for members of the consortium (including the Commission Services)	9
D4.3	Ex ante questionnaires	WP4	8 - UVEG	Report	Public	9
D4.4	Experimentation local Agreement	WP4	8 - UVEG	Report	Public	7
D4.5	Interim evaluation report	WP4	8 - UVEG	Report	Public	18
D4.6	Full Evaluation report	WP4	8 - UVEG	Report	Public	34
D4.7	Executive summaries evaluation report	WP4	8 - UVEG	Report	Public	34
D4.8	Coordination and exchange Conference call minutes	WP4	8 - UVEG	Report	Public	25
D4.9	Local evaluation reports translations	WP4	8 - UVEG	Report	Public	33
D4.10	Review meetings reports and conclusions	WP4	8 - UVEG	Report	Public	34

Deliverable Number¹⁴	Deliverable Title	WP number⁹	Lead beneficiary	Type¹⁵	Dissemination level¹⁶	Due Date (in months)¹⁷
D4.11	Policy Recommendations	WP4	8 - UVEG	Report	Public	35
D5.1	Communication Plan and Strategy	WP5	4 - CSI	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D5.2	templates for posters, thematic flyers, logo, and general visibility material	WP5	4 - CSI	Report	Public	3
D5.3	posters, flyers, brochure, press releases, video	WP5	4 - CSI	Report	Public	36
D5.4	dissemination event material	WP5	4 - CSI	Report	Public	32
D5.5	final event agenda, attendance, proceedings, material etc	WP5	4 - CSI	Report	Public	35
D5.6	newsletter, policy briefs	WP5	4 - CSI	Report	Public	36
D5.7	Projects' blog	WP5	4 - CSI	Websites, patents filling, etc.	Public	6
D5.8	Social network groups	WP5	4 - CSI	Websites, patents filling, etc.	Public	36

1.3.3. WT3 Work package descriptions

Work package number ⁹	WP1	Lead beneficiary ¹⁰	1 - Padova
Work package title	Management and Coordination of the Action		
Start month	1	End month	36

Objectives

na

Description of work and role of partners

WP1 - Management and Coordination of the Action [Months: 1-36]

Padova, ALTEREVO, Sala, CSI, ENGOMI, MDAT, FAMSI, UVEG, Razkrizje, ECCAR

The main tasks of WP1 will be to establish the partnership structure and procedures. The preferred approach will be participatory. Each partner will be actively involved, valorising each contribution, in all recruitment phases of operational decisions, implementation and project control. This approach will be ensured through the adoption of a clear management structure that provides an accurate definition of figures, roles, responsibilities and procedures within the partnership.

The figures and their functions, provided for project management and project implementation are:

Project Manager, in charge of the LEAD PARTNER (Planning, organization, direction and control design)

Project manager team, consisting of an expert for each partner (Organization and control of activities and project outputs).

- Steering committee, composed of one representative from each partner (Direction, governance, monitoring and evaluation of the project)
- Communication manager, in charge of CSI (Planning and organization of the communication and dissemination plan)
- Administrative and financial manager, in charge of the LEAD PARTNER (Planning and budget control and financial aspects).

Management of the project time will be ensured from the preparation phase through the preparation of a detailed Timetable (Gantt). The initial timetable, shared and subscribed by each partner as an integral part of the Partnership Agreement will be the basis for continuous monitoring of the times and deviations related to the implementation of activities.

The Project Manager in collaboration with Alterevo (as a Scientific/Methodological partner) will be responsible for monitoring the progress of the project and therefore the respect of the times of realization of assets and the related output.

8

1.2 Administrative and financial management (M1-M36)

The overall financial management will be supported by the Administrative and Financial Manager, employed by the Lead Partner. The Manager will be responsible for:

- Monitoring and budget control (inflows and outflows)
- Supporting the project partners in the budget administration
- Verifying and ensuring compliance with the financial rules governing the eligibility of costs
- Verifying and ensuring compliance with the spending and reporting procedures of the grant agreement and the regulations of the program

- Reporting and taking action to correct any faults, deviations, delays and problems regarding the financial performance
- Collecting, requesting and preparing the supporting documentation

- Processing the intermediate financial report and the final report, according to the European instructions

Additionally, in support of financial management is foreseen the adoption of the following instruments / measures:

- Adoption of a separate accounting management, dedicated to the project
- Diagram of financial resources, with quantification of the inputs provided by each partner, for each activity and per unit of time (prepared at the start of the project)
- Simplified internal report for the continuous monitoring of the expenses

1.3 Monitoring and evaluation (M1-M36) The quality of activities (and related output) as well as the status of achievement of the results will be the subject of Monitoring and Evaluation phase, involving three stages: Baseline: analysis preparatory to the development and preparation of what is required for the initiation and implementation of project activities (quantity and quality of activated contacts and potential partnerships; level of perceived importance of the problem and the scope of intervention; level of sharing problem and intervention strategies. M&E in itinere, useful

to check the consistency of each phases and activities, to ensure the effective prosecution / progressive achievement of expected results, to improve project management (verification of the effective achievement of the target population; verification of compliance between activities planned and activities implemented; outputs produced and programmed; verification of financing needs (congruence between budgeted costs incurred and still to be incurred); Final Evaluation It is important to evaluate the deviation between the expected results and those obtained, highlighting the strengths and weaknesses that have characterized the progress of the project, measuring and evaluating the specific impact of the project at the end of the action. Specific evaluation of the testing phase is describes in WP 4.

Alterevo and Polibienestar, as the Scientific/Methodological partners, will be in charge of Monitoring (Alterevo) and Evaluation (Polibienestar). In WP4, WP leader will be Polibienestar. In 4.2, 4.3 and 4.4 evaluation of the Transferability plans developed in WP2 in the municipalities that intend to adapt and re-use the improved 6+6*6 scheme will be carry out.

1.4 Organizing international meetings, presential, via Skype (M1-M36)

Each partner will be responsible for managing cooperation and communication with the stakeholders in "proximity", while global communication strategy will be agreed and coordinated at the Steering Committee level and curated by the Communication Manager.

There will be 4 transnational meetings: the kick off meeting in Italy (Treviso) at the start of the project (M1) together with the 2.3 Deep dive in Treviso, a transnational exchange meeting (TEM 1) in Sweden (Municipality of Sala), (M12), concurrently with the Experimentation of Pilot Actions and interim evaluation (4.3) to monitor the progress of experimentation in each territories; a transnational exchange meeting (TEM 2) in Spain (Sevilla) (M24), during 4.4 Evaluation of the experimentation; the final meeting at the end of the project (M36) in Bruxelles, at the Committee of the Regions, as an important part of 5.4 Events.

Each meeting will be divided into 2 parts:

PART I:

- Agreeing, planning and organizing the project development

9

- Monitoring / assessing the state of achievement of the expected results
- Monitoring / evaluating the financial performance of the project
- Identifying and implementing any corrective measures (strategic level)

PART II:

- Agreeing and organizing the implementation of the project activities
- Analyzing the performance of each activities
- Analyzing, sharing and evaluating quality of the outputs
- Identifying and recommending any corrective measures (on the business plan)
- During the kick off meeting will be planned the others TEM described in WP 5,5.4, including final event in Bruxelles.

Participation per Partner

Partner number and short name	WP1 effort
1 - Padova	32.40
2 - ALTEREVO	10.80
3 - Sala	14.40
4 - CSI	10.80
5 - ENGOMI	14.40
6 - MDAT	14.40
7 - FAMSI	14.40
8 - UVEG	7.20
9 - Razkrizje	14.40
10 - ECCAR	7.20
Total	140.40

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D1.1	monitoring plan	2 - ALTEREVO	Report	Public	36
D1.2	budgetary control system	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D1.3	time sheet	1 - Padova	Report	Public	36
D1.4	gantt diagram	1 - Padova	Report	Public	36
D1.5	intermediate financial report	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	19
D1.6	mid term progress report	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	19
D1.7	international, presential and via skype meeting reports	1 - Padova	Report	Public	36
D1.8	collaborative online workspaces	1 - Padova	Websites, patents filling, etc.	Confidential, only for members of the consortium (including the Commission Services)	36

Description of deliverables

Monitoring plan
 Budgetary Control System (Diagram of financial resources)
 Timesheets
 Gantt Diagram
 Intermediate financial report
 Mid term progress report
 International, presential and via skype meetings reports
 Collaborative online workspaces

D1.1 : monitoring plan [36]
 to ensure the coherence between action plan and actions realized

D1.2 : budgetary control system [36]
 diagram of financial resources

D1.3 : time sheet [36]
 document for recording the number of hours worked

D1.4 : gantt diagram [36]
 chart that illustrates the project schedule

D1.5 : intermediate financial report [19]

disclosure of intermediate financial results and related information

D1.6 : mid term progress report [19]

situation description at mid term activities

D1.7 : international, presential and via skype meeting reports [36]

reports of all communications. we'll use these reports to provide information about the discussion that has transpired during our meetings. these will be useful to track the items that we need to execute, remember, and/or implement.

D1.8 : collaborative online workspaces [36]

tool to help EMBRACIN team to collaborate and be more efficient. a platform for communications, where all partners can keep in contact all the time and also see deadlines, task managements and support info

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
--------------------------------	-----------------	------------------	----------------------	-----------------------

Work package number ⁹	WP2	Lead beneficiary ¹⁰	1 - Padova
Work package title	knowledge exchange and transferability plans		
Start month	1	End month	7

Objectives

The WP addresses the two specific objectives laid out in the previous sections:

1. to analyse, discuss and to adapt the present 6+6x6 Scheme to the different European frameworks in order to scale-up and streamline the scheme ” (in collaboration with Local Authorities and Third sector actors (NGOs, cooperatives), civil society, families dealing with migrant’s integration);
2. to develop exchange and mutual learning opportunities for local and regional-level actors and stakeholders to raise awareness on the Scheme through the network

This WP sets the foundation for the ultimate goal of the project, which is to create -through increased cooperation - a fertile environment where local- level actors and authorities learn how to understand, adapt, reuse and share successful and effective practice on migrants’ integration. It follows up on the needs and contexts that have led to the creation of this Action, by implementing an in-depth, qualitative and participatory analysis of integration practice at local and transnational level.

It aims at creating a sound knowledge base and a methodological approach to start a process where local level actors learn to be actively involved in mutual learning, understanding and sharing, and they are finally capable of adapting and transferring elements of good practice in integration.

Description of work and role of partners

WP2 - knowledge exchange and transferability plans [Months: 1-7]

Padova, ALTEREVO, Sala , ENGOMI, MDAT, FAMSI, Razkrizje, ECCAR

WP 2 is made up of five main activities:

2.1 Baseline analysis of the existing 6+6x6 Scheme of integration as good practice to be transferred (M1–M3): the 6+6x6 experience in Italy is studied and presented in a clear and comprehensive way to allow understanding for different stakeholders. WP Leader and scientific/methodological partners (Polibienestar, Alterevo) will analyse the good practice on at least 4 levels: 1) governance; 2) equal opportunities and non discrimination (gender, age, religion etc. related aspects) 3) operations- linked to the different aspects of integration (housing, education, health etc); 4) financial viability. The different components and dimensions of the current experience are assessed and structured in an operative document, describing in details the different implementation phases, the stakeholders involved, the operators/staff involved, the timing of implementation, the financial conditions for sustainability and the “enabling environment” on which the Scheme is anchored. This study also includes an initial assessment of transferability.

2.2 Connecting 6+6x6 to current practice and needs analysis (M1-M4): Each partner city involved in transferring the Scheme will be tasked to provide a baseline situation (description of the main policy framework, positive experiences, dynamics, how the specific integration challenge has been tackled so far etc). Methodology drawn from the 2018 OECD “Working Together for Local Integration of Migrants and Refugees” will be adapted to this end.

This activity will be developed concurrently with activity 3.1 (see below) to build a knowledge base and define more specific needs or interest of less experienced local authorities that might be involved in the networking and learning as described in WP 3.

2.3 Deep dive in Treviso (M1): to better understand the experience, partnering cities adopting the good practice participate in a study visit to see and meet the implementers, the community members and the migrants. The deep dive is a visit that will take the format of a 2 “days” with the 6+6x6 protagonists. During this learning event, partners supported by the members of the hosts will engage in continuous observation and dialogue to identify innovative elements and challenges. A peer review session led by Alterevo closes the visit with a 4-fold objective:

- 1) to improve the 6+6x6 Scheme with the good practice coming from the partner cities (linking 2.1 and 2.2)
- 2) assess the Scheme (benchmarking exercise)
- 3) organize the transfer process of the Scheme
- 4) reboot of the 6+6x6 scheme

A specific guidance document will be prepared by Alterevo so that the method can be used by other cities/stakeholders. This activity will also allow to move from the specific “6+6x6” experience to incorporate elements of improvement coming from the partners and will lead to the definition of the EMBRACIN model of Bottom-up, Responsive and Citizen-led Integration. .

2.4 Fine tuning actions at local level through knowledge exchange (M3 – M6): The profiles of the receiving cities will be discussed in depth during knowledge exchange visits. Living labs, where partners invite local stakeholders to join the LP and 6+6x6 experts, are carried out to discuss the guidelines “on site”. LP, Polibienestar and Alterevo will create the methodological framework to be developed with the collaboration of each hosting partner. In each location assets, drivers and barriers, strengths and expectations to adapt the 6+6x6 Scheme will be identified and discussed. This will ensue in exchange on the way the scheme will be integrated within existing frameworks, or necessary requirements or changes to be concretely activated and tested in the receiving specific context. Because the 6+6x6 scheme has been implemented in a small town, specific attention will be dedicated to adaptation to the large urban dimension of partner cities.

2.5 Adaptation of the Scheme to the different contexts and creation of the EMBRACIN’ model (M4 – M7): following the bilateral exchange visits and the finalization of the EMBRACIN’ model, each partner, according to a common template and methods developed by the scientific/methodological partners (Polibienestar, Alterevo), is expected to:

- identify realistic objectives of the transfer of the Scheme (or elements of it) applicable for the local contexts with respect to existing local legislation / integration policies;
- analyse and identify the appropriate stakeholders to be activated / informed / involved in order to remove all the potential hurdles for the experimentation;
- compliance with the horizontal principles of equal opportunities and non-discrimination, in particular related to gender issues;
- identify the operative structures / bodies /local networks capable of test the Scheme with migrants;
- define the most appropriate timing for the experimentation to be carried out.

These requirements will be laid out in local roadmaps (Transferability Plans) that planning the steps for the experimentation in the chosen areas, indicating what, where, when, how and with whom the transfer will take place.

Guidance documents will be produced to codify a transnational tool available to the network and WP 3 activities. The results of this WP will be disseminated in an international dissemination event (see WP 3 and WP 5).

Participation per Partner

Partner number and short name	WP2 effort
1 - Padova	4.20
2 - ALTEREVO	4.20
3 - Sala	4.20
5 - ENGOMI	4.20
6 - MDAT	4.20
7 - FAMSI	4.20
9 - Razkrižje	4.20
10 - ECCAR	0.70
Total	30.10

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D2.1	methodology for drafting analysis	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	1

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D2.2	6+6*6 publication pages	1 - Padova	Report	Public	2
D2.3	methodology and template for collection of baseline information	1 - Padova	Report	Public	1
D2.4	guidance document for deep-dive and peer-review, meetings attendance sheets and minutes	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	1
D2.5	study visit video	1 - Padova	Websites, patents filling, etc.	Public	2
D2.6	guidance for conduction of living labs, meetings	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	6
D2.7	attendance sheets and minutes	1 - Padova	Report	Public	6
D2.8	template for transferability plans and guidance for multistakeholder	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	4
D2.9	transferability plan for publication	1 - Padova	Report	Confidential, only for members of the consortium (including the Commission Services)	7
D2.10	summary of the transferability plans for publication	1 - Padova	Report	Public	7

Description of deliverables

report, minutes, agreements

D2.1 : methodology for drafting analysis [1]

scheme about governance, operations, financial viability

D2.2 : 6+6*6 publication pages [2]

publication about 30 pages in english with executive summaries in all aptrners' national languages, printed 300 copies, pdf available

D2.3 : methodology and template for collection of baseline information [1]

common indication to work easily

D2.4 : guidance document for deep-dive and peer-review, meetings attendance sheets and minutes [1]

doc with indications to work easily together

D2.5 : study visit video [2]

5 minutes - EN subtitles

D2.6 : guidance for conduction of living labs, meetings [6]

doc with indication for conduction of living labs, meetings

D2.7 : attendance sheets and minutes [6]

attendance sheets and minutes

D2.8 : template for transferability plans and guidance for multistakeholder [4]

template for transferability plans and guidance for multistakeholder

D2.9 : transferability plan for publication [7]

transferability plan for publication in PP languages and ENG

D2.10 : summary of the transferability plans for publication [7]

100 copies per partner

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
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Work package number ⁹	WP3	Lead beneficiary ¹⁰	10 - ECCAR
Work package title	network building and awareness raising		
Start month	4	End month	36

Objectives

This WP is dedicated to the activities geared to achieving a strategic medium-term goal of the Call: network-building of local authorities to exchange and create mutual learning opportunities for local and regional-level actors and stakeholders to raise awareness on the Scheme through the network, thus enlarging the network and engaging new stakeholders external to the partnership. The Network will not be built ex-novo but rather it will be a thematic community of the existing local authorities' networks, building on working groups and initiatives, and enriching the debate and the learning prompted by the specific activities and methods utilized in the Action.

The WP is built as a progressive set of activities that aim at mobilizing, raising interest, training and empowering local authorities and stakeholders that are not formally in the project by offering them opportunities to learn from peers, benefit from the knowledge and practice generated by the transfer and testing of the EMBRACIN' approach.

It can be broken down into three main phases that span over the whole duration of the action:

- 1) action-research to map interest and needs of local authorities
- 2) "soft" awareness raising during the first year to maintain interest and share preliminary phase results
- 3) engagement in learning sessions (online and physical) and in the network (protocols and MoU)

The expected outcomes are the increased participation of cities and local stakeholders in learning /training opportunities and in the exchange of best practice as well as the commitment to further work and promote the EMBRACIN' approach.

We also aim at offering a new perspective of joint collaboration among existing networks which could enhance the exchange, debate and public discourse on migration and integration.

Description of work and role of partners

WP3 - network building and awareness raising [Months: 4-36]

ECCAR, Padova, **ALTEREVO**, Sala , **ENGOMI**, MDAT, **FAMSI**, Razkrizje

3.1 Mobilization of local authorities on integration (M4- M14): EU level: To better frame bottom-up initiatives and conduct a need analysis of local actors, the partnering networks will use their contacts and will enlarge the potential local authorities through the ESRI and contacts with the Urban Agenda for the European Union Partnerships (UAEU) working on inclusion of migrants and refugees (<https://ec.europa.eu/futurium/en/inclusion-of-migrants-and-refugees>) and the cities active in the field in the URBACT and UIA programmes focusing on integration for an assessment of good practice. The lead partner will organize a meeting in Brussels with the most important cities and regional networks/ institutions will be organized in the first year. In addition to those mentioned, these include for example: EUROcities, CEMR, ARE, Committee of the Regions in the first semester of the project.

A questionnaire (about 2000 contacts) to collect information on the needs and interest of local actors will be administered using the contacts of the networks that are mobilized. The analysis will include at least 15 in-depth interviews and the respondents of the questionnaire. These will be elaborated into a plan for awareness raising. Local level: The partner cities will start working on network building at local level by involving local stakeholders organizing at least 2 meetings in the first year. This will lead, after the exchange and transfer phase, to the mainstreaming through a Protocol. After the initial collection of information, the networks of cities will start "soft" awareness raising activities for their network members by means of policy briefs, e-newsletters, presentations and communication material.

3.2 Vertical Awareness Raising (VAR) (M12 – M32):

Vertical AR refers to awareness raising to scale-up and out the EMBRACIN' approach to different levels and areas. In this regard the AR activities aim at enlarging the base of local and regional actors that are interested in the approach. This will be done in the first phase with the mobilization (soft AR) of local and European actors and authorities (see 3.1), and after the first year, with focused learning activities that will take place physically (1 living lab) and virtually (16 webinars) in order to concretize network interest and awareness raising. Tentative topics of the learning activities organized by the networks are:

- webinars on the structural elements of the EMBRACIN' model, 2 webinars (during and after test phase – see WP4)
- policy coherence training – mutual learning from cities with different policy framework – 2 webinars
- multi-level governance – how to engage and steer different stakeholders of integration - 2 webinars
- focus on the education and training elements of EMBRACIN' – 2 webinars
- focus on the employability/employment - 2 webinars
- focus on housing and health- 2 webinars

- focus on interaction with host communities and active participation – 1 webinar
- focus on gender approach, equal opportunities and non-discrimination – 1 webinar
- focus on overcoming stereotypes and negative perception: public communication and community cohesion strategies - 1 living lab – 2 webinars

The expected duration of physical training is 2 days, while virtual training is 4 hours. Physical meeting will be the occasion to create cohesion and mutual understanding among the raising network. Each project partner, except Polibienestar and Alterevo that will play a role in the design of the living lab, will have the possibility to involve in the physical meeting representative of their local network (5xpartner).

Webinars will be both synchronous and asynchronous (videos will be made available for all interested stakeholder in the project website) (see WP5).

3.3 The horizontal level: Awareness Raising and Streamlining (ARS): (M24 – M32):

This activity focuses on the role of the cities that adapt and transfer the EMBRACIN' model in steering change after the end of the project, and to include the methods and results into local policy framework and measures for integration. The objective of the ARS is to find the best way to give sustainability to the EMBRACIN' Model. This activity is made up of two sub-activities

3.3.1 (M 24-30) local trainings: when the first results of the experimentation are available, all partners which are pilot sites organize awareness raising actions in their respective areas with the local groups (see 3.1) by inviting key-stakeholders such as: municipalities, social cooperatives, volunteering associations, NGOs, cultural & creative associations, social partners, etc... in order to present the Model and discuss about its concrete application at local / national level within the framework of existing / ordinary activities dealing with third countries nationals inclusion and integration. The training will be carried out in two separate sessions of half day each and will lead to the drafting of the local protocol (see next sub-activity)

3.3.2 (M 32) each partner invites local stakeholders in each Country to sign the EMBRACIN' protocol, with which they commit to include the EMBRACIN' in their usual / ordinary inclusion paths or methodologies, in order to give sustainability and to ensure a long-term impact of the project results in each country in terms of "alternative inclusion model". At least 6 protocols are expected to be signed at project level, one in each country.

3.4 Enlarged network engagement (M24-36):

Following the VAR learning and awareness raising activities (see 3.2) external cities and local actors that are involved by the networks sign a MoU to promote and engage in the EMBRACIN' approach.

The signatory cities (target number: 10 from different EU countries) will be invited in the final event and share their interest in cooperating in network on integration approaches that value citizen-led and bottom-up initiatives as social innovation.

No new networks will be created, rather a specific focus on creating a middle-out approach (appraising citizen-led and bottom-up initiatives but embedding them into policy frameworks) to integration will be embedded in the policy agendas, working groups or initiatives of the current networks. As a commitment, the signatories will organize a recurrent event (organized back-to-back or independently from other events, conferences or general assemblies of the networks) in the 3 years following the end of the action.

Participation per Partner

Partner number and short name	WP3 effort
1 - Padova	6.40
2 - ALTEREVO	3.20
3 - Sala	6.40
5 - ENGOMI	6.40
6 - MDAT	12.80
7 - FAMSI	12.80
9 - Razkrizje	6.40
10 - ECCAR	12.80
Total	67.20

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D3.1	Templates of interviews and questionnaire	10 - ECCAR	Report	Public	5
D3.2	Analysis of questionnaires and interviews	10 - ECCAR	Report	Public	8
D3.3	Contact list (GDPR compliant)	10 - ECCAR	Report	Confidential, only for members of the consortium (including the Commission Services)	5
D3.4	Programs/agenda of local meetings and attendance- total 12 meetings	10 - ECCAR	Report	Public	18
D3.5	3 e-newsletters	10 - ECCAR	Websites, patents filling, etc.	Public	12
D3.6	3 policy briefs	10 - ECCAR	Report	Public	13
D3.7	Programs/agenda of transnational learning sessions	10 - ECCAR	Report	Public	31
D3.8	Attendance sheets	10 - ECCAR	Report	Public	36
D3.9	material of training	10 - ECCAR	Report	Public	32
D3.10	Satisfaction questionnaires	10 - ECCAR	Report	Public	32
D3.11	Programs/agenda of local learning	10 - ECCAR	Report	Public	32
D3.12	Embracin Local Protocols	10 - ECCAR	Report	Public	32
D3.13	Memorandum of Understanding	10 - ECCAR	Report	Public	36
D3.14	Meeting in Brussels with main networks and actors	1 - Padova	Report	Public	4

Description of deliverables

D3.1 : Templates of interviews and questionnaire [5]
Electronic document online form for Testimonials and city officers

D3.2 : Analysis of questionnaires and interviews [8]
Analysis of questionnaires and interviews

D3.3 : Contact list (GDPR compliant) [5]
Contact list (GDPR compliant)

D3.4 : Programs/agenda of local meetings and attendance- total 12 meetings [18]
rograms/agenda of local meetings and attendance- total 12 meetings

D3.5 : 3 e-newsletters [12]
 3 e-newsletters at 5-9-12 month, for partners and network

D3.6 : 3 policy briefs [13]
 3 policy briefs at 6-10-13 for partners, network and other policy makers

D3.7 : Programs/agenda of transnational learning sessions [31]
 – 21 in total

D3.8 : Attendance sheets [36]
 Attendance sheets for partners and EC

D3.9 : material of training [32]
 online doc to distribute to the network

D3.10 : Satisfaction questionnaires [32]
 online form with questionnaire

D3.11 : Programs/agenda of local learning [32]
 Programs/agenda of local learning in English and local languages

D3.12 : Embracin Local Protocols [32]
 Embracin Local Protocols, printed in all national languages

D3.13 : Memorandum of Understanding [36]
 Memorandum of Understanding in all other national languages

D3.14 : Meeting in Brussels with main networks and actors [4]
 To improve the project from the point of view of sustainability, a meeting is planned with some networks that deal with these issues (such as Eurocities, Cemr, Are, etc.). It will probably be held in Brussels in the Veneto Region office

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
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Work package number ⁹	WP4	Lead beneficiary ¹⁰	8 - UVEG
Work package title	experimentation and evaluation of the model		
Start month	5	End month	35

Objectives

This WP covers the implementation and the evaluation of the Transferability plans developed in WP 2 in the 6 partner cities that intend to adapt and re-use the improved 6+6x6 scheme.

Its objective is therefore to assess the effectiveness and efficiency, as well as concrete impact (outcomes) on the beneficiaries and involved actors, of the transfer of the methodological approach and the operational measures and choice that each city will develop as part of the transfer logic. Thus, this WP ensures that the 6 implementation pilots and their evaluation are done according to high standards established for this purpose and respond to the needs detected at local and EU level (WP2 and WP3).

It's a small scale of experimentation, where the limited number of beneficiaries and its duration has been set in order to implement a qualitative impact evaluation on the different dimensions of integration. The minimum target number (72 selected and 36 positively complete the pilot path) is prudential and will be possibly increased if conditions and additional resources should allow it.

Consequently, this WP implements the preparatory activities and tools, executive plans and final evaluation. Moreover, WP activities put the basis for continuing the assessment of project outcomes also after the conclusion of the project.

The primary outcome of the experimentation is to positively impact on the multi-dimensional integration situation of participants mainly:

- education and training
- housing
- access to health and basic services
- integration in the labour market
- social inclusion and active participation

More generally, the main outcomes of this WP refer to the socio-economic evidence-based impact of the the 6+6x6 scheme tests, measured through a sound methodological framework and that will allow to demonstrate to the implementing cities and to the enlarged network:

- a) the level of integration in the different dimensions assessed of third country nationals participating in the pilot test, also according to demographic variables such as gender, age and other forms of diversity;
- b) the level of improvement of cooperation (governance and effectiveness) of integration measures addressed by EMBRACIN;
- c) the positive impact on the communities in terms of attitudes;
- d) the efficiency in financial terms of the measures implemented.

This, in turn, will provide a base for further streamlining of the measures adopted and changes in policy.

Description of work and role of partners

WP4 - experimentation and evaluation of the model [Months: 5-35]

UVEG, Padova, ALTEREVO, Sala, ENGOMI, MDAT, FAMSI, Razkrizje

4.1 Joint planning of the evaluation framework (M5 – M10):

This activity aims to define a shared set of monitoring and evaluation (M&E) methodologies and tools that will be adapted to each pilot site with a dedicated and coherent "protocol". The methodology and tools will be based on previous tasks, concretely, on the WP 2 analysis, the Transferability plans and additional information that will be collected by pilot partners and they will be focused on impact and results, with the following topics / indicators (not exhaustive list):

1. Benefits (objective and subjective) for the final beneficiaries, in terms of integration/inclusion, education, employment taking into consideration a gender and age approach;
2. Administrative burdens for the stakeholders / institutions / operators involved;
3. Cost efficiency of the Scheme with respect to existing integration / welcoming practices in each countries;
4. Benefits for the welcoming community, in terms of better perception of migrants, jobs created, etc...

This activity foresees 3 actions:

1. Definition and Draft: based on previous tasks but before the piloting, Polibienestar together with Alterevo as scientific partner, will define the common evaluation framework with standards, indicators, procedures and tools, together with indication of sample and control groups, evaluation methods and data collection procedures. The common evaluation framework will be designed considering the following principles: (a) Effectiveness: The extent to which the project

achieved its specific objectives and goals, considering the needs detected at EU and local level in previous tasks; (b) Efficiency: The extent to which the project impact in the local and EU economy and provided value for money; (c) Utility: The extent to which the project has a potential impact on the main target groups specified. (d) Sustainability: The extent to which the project has led to sustainable changes or benefits that will last after the project has been completed. The Common evaluation framework will be discussed with pilot sites to be validated and to build the dedicated “protocols” for each pilot site (see next actions). .

2. Peer review and capacity building: an online transnational participative review session organized by Polibienestar. They will present the draft of the common evaluation framework to cities with the aim to discuss the document with implementing cities and deliver the final version with their inputs. This participative session will also be dedicated to train cities in the use of M&E tools to be implemented during the pilot.

Together with the participative session, bilateral meetings will be organised by scientific partners (Polibienestar and Alterevo) with each pilot site exploiting the meeting already foreseen in Activity 2.4, to design the dedicated protocol for the evaluation. In this dedicated protocol, each city will have the needed information to evaluate the piloting adapted to their local characteristics and needs. Each partner will be responsible to translate the tools to be used with end-users to guarantee their useful participation.

3. Validation: during the pilot, the necessary adjustments to the final evaluation framework will be incorporated as a interactive cycle validated and ready to be used in the next phases.

4.2 Ex ante evaluation (M6 - M10)

In order to start the experimentation in the 6 partner cities, two main actions will be carried out:

1. to identify the sample and control group – this will be done through the database of the cities of third-country nationals residing in the area. The sample will be selected according to the demographic context of migrant populations in each specific city (for ex: the sample will contain different gender and age group when relevant). Each city will select a group of at least a 12 participants for the experimentation and the expected minimum number of participant positively completing the path is 6.

2. survey pre-evaluation (ex-ante questionnaire). The questionnaires to the sample and control group will be carried out by staff that will be adequately trained in previous task in order to reduce data collection problems, including language and cultural barriers. The questionnaire will be repeated in an interim and post-experimentation period (as described in following tasks).

If needed, the evaluation framework will be improved after the pre-evaluation considering the suggestions collected by pilot sites as part of the iterative evaluation process.

4.3 Experimentation of Pilot Actions and interim evaluation (M7 – M34): Once the Transferability Plans and the Evaluation Framework are ready, each partner starts with the experimentation of the Model, by activating pilot actions in each site selected. It is planned to last 27 months (M7-34).

In each city a “Test Manager” will be identified and he/she will work with the multidisciplinary team and will be the referral person to collect the information of the primary and secondary effect that the evaluation intends to assess. Municipalities partners of the project will test Embracin model in their territories (Padova, Sala, Egkomi, Razkrizje). Local institutional network partner (MDTA and FAMSI) will sign an agreement with Municipalities of their network committed to test the model. Thessaloniki and Huelva already signed a Letter of Support for expressing it.

After 6 months the interim evaluation will be carried out to the sample and control groups using the same questionnaire used in the pre-evaluation. This evaluation will be repeated each 6 months (M13 – M19 – M25) and in M34 with the final evaluation. Data will be sent by pilots to Polibienestar, who will analyse the data received and any suggestion or comment and adapt the protocol if needed and send relevant information to WP2 and WP3 leaders in case the implementing activities should be also adapted.

Moreover, a conference call is foreseen every three months with the Test Managers in order to monitor and contribute to the project’s monitoring and evaluation. Test managers will have periodical peer-to-peer exchange and sharing working groups, at least four times during the year of experimentation.

Such meetings are devised to collect information of the functioning of the Embracin’ model, and will bring hands-on, empirical evidence and learning/knowledge acquired during the experimentation that will add value to a comprehensive evaluation of the governance and operational robustness of the model. These are also moment of joint troubleshooting common problems, adjustments and corrections of possible deviations from the planned transfer plans to be also considered in the Evaluation Framework as part of the iterative process.

4.4. Evaluation of the Experimentation (M7 – M35): based on the common evaluation framework, the experimentation will be evaluated both in terms of cost-effectiveness for all the stakeholders involved and in terms of social impacts on beneficiaries and hosting communities, in order to enforce the future replicability and sustainability of the intervention proposed. In this activity the evaluating partners will analyse the findings at local level and their potential application in the different contexts, involving local stakeholders and experts. With this perspective the project aims to provide useful recommendations for the local, regional, national and EU level.

Polibienestar will draft a Policy Recommendations document based on the evaluation results that will be peer-reviewed with partners and with an external expert panel. This document will look for common “analytical keys” that can help understand the application of the findings and that will be used at regional and/or national level to be up-scaled, replicated and streamlined. The discussions will be held during the final webinars (WP3.2) and in public events (one public event per pilot site). The cities that will sign the MoU (see WP3) will play an important role, as they are the first ones where the project’s results can be replicated or taken up.

Participation per Partner

Partner number and short name	WP4 effort
1 - Padova	22.40
2 - ALTEREVO	16.80
3 - Sala	16.80
5 - ENGOMI	16.80
6 - MDAT	16.80
7 - FAMSI	16.80
8 - UVEG	19.60
9 - Razkrizje	16.80
Total	142.80

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D4.1	Draft evaluation system	8 - UVEG	Report	Confidential, only for members of the consortium (including the Commission Services)	5
D4.2	Peer review and training meeting material	8 - UVEG	Report	Confidential, only for members of the consortium (including the Commission Services)	9
D4.3	Ex ante questionnaires	8 - UVEG	Report	Public	9
D4.4	Experimentation local Agreement	8 - UVEG	Report	Public	7
D4.5	Interim evaluation report	8 - UVEG	Report	Public	18
D4.6	Full Evaluation report	8 - UVEG	Report	Public	34
D4.7	Executive summaries evaluation report	8 - UVEG	Report	Public	34
D4.8	Coordination and exchange Conference call minutes	8 - UVEG	Report	Public	25

List of deliverables

Deliverable Number¹⁴	Deliverable Title	Lead beneficiary	Type¹⁵	Dissemination level¹⁶	Due Date (in months)¹⁷
D4.9	Local evaluation reports translations	8 - UVEG	Report	Public	33
D4.10	Review meetings reports and conclusions	8 - UVEG	Report	Public	34
D4.11	Policy Recommendations	8 - UVEG	Report	Public	35

Description of deliverables

D4.1 : Draft evaluation system [5]
Draft evaluation system

D4.2 : Peer review and training meeting material [9]
Peer review and training meeting material (slides, material,...)

D4.3 : Ex ante questionnaires [9]
Ex ante questionnaires

D4.4 : Experimentation local Agreement [7]
Experimentation local Agreement, paper doc in Greek and Spanish

D4.5 : Interim evaluation report [18]
Interim evaluation report in all partner national languages

D4.6 : Full Evaluation report [34]
Full Evaluation report (about 50 pages)

D4.7 : Executive summaries evaluation report [34]
Executive summaries evaluation report. 8 pages multilingual brochure. Printed in 600 copies - 100 copies each partner cities

D4.8 : Coordination and exchange Conference call minutes [25]
Coordination and exchange Conference call minutes at month 13-16-19-21-25

D4.9 : Local evaluation reports translations [33]
Local evaluation reports translations in all national languages and English

D4.10 : Review meetings reports and conclusions [34]
Review meetings reports and conclusions

D4.11 : Policy Recommendations [35]
Policy Recommendations, Printed document – approx. 20 pages – 100 copies

Schedule of relevant Milestones

Milestone number¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
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Work package number ⁹	WP5	Lead beneficiary ¹⁰	4 - CSI
Work package title	Communication, Dissemination and Capitalization		
Start month	1	End month	36

Objectives

The communication WP is functional to achieve the awareness and the buy-in of stakeholders and policy making institutions of the novel approach of the model, the generated knowledge and tested knowhow, with a view to mainstreaming and use its results for further policy improvement or embedment in ongoing institutional and policy frameworks, that is, transfer and capitalization of the results. It is structured to use tactics and channels that are more suitable for territorial outreach (for example social media in national languages, networking events and locally generated dissemination content), and give value to the transnational dimension with high-level events that foresee involvement and tailored material for policy - makers at different level – especially local and regional, but with a dialogue with national and EU level as they have overall mandate on migration issues. The awareness raising will also serve as communication, policy briefs and direct networking with new local actors in the framework of WP3 have also a communication objective. The Communication strategy will maximize the potential of new technologies, micro-segmentation offered by new media, and is integrated with the irreplaceable role of meetings and personal exchanges of information, represented by flagship events (regional and final events). Social media plug-ins (YouTube, Facebook, Instagram, LinkedIn, Twitter, Vimeo, Google Form and Woobox, etc.) will be used as part of a simple blog that will reduce expenses, but will contain news and information, with links to the ESWI website. Thematic social media groups will be created and animated by stakeholder groups that act as multipliers for higher outreach at territorial level in national language for the mobilization and consolidation of local networks. In order to manage communication dynamics, CSI is tasked to oversee that the different activities are delivered both a local and transnational and international level. A Communication Manager will be appointed to coordinate the activities & the results of all dissemination and networking activities. At project's level the coordination of institutional relations with the EC will be a task of the Communication Manager of the coordinating partner. Each partner will also appoint one person to manage local dissemination strategies, they will be a part of the transnational communication plan and each partner will provide a regional plan in line with the main requirements. The communication plan will be developed in the first semester of the project. and will also be monitored by the comprehensive monitoring system & include result indicators for complete evaluation. A short explanatory booklet on standards for use will be available to each partner. Some basic common project's material (logo, folders, ppt template and posters) will be realized early in the project complying with visibility rules of the AMIF, while each partner will contribute to the production of other visibility materials (publications, leaflets, other material) in line with the official image for the events, and local dissemination purposes. The project's partners are target of internal communication (described as organizational communication). The objective of internal com. strategy is the shared knowledge of standards & update on the project's progress. The main communication channel is online repository, emails and conference calls (Skype, or similar tools).

Description of work and role of partners

WP5 - Communication, Dissemination and Capitalization [Months: 1-36]

CSI, Padova, ALTEREVO, Sala, ENGOMI, MDAT, FAMS, Razkrizje, ECCAR

5.1 Building the storytelling for the project (M1-M6): This activity relates to the overall coordination of the WP, over the course of the project. Definition of the role of the Communication Manager and the rest of the communication team, of targets, of the overall and specific strategies for the different targets, tactics, action plan and yearly reviews according to monitoring. An overarching communication plan will be the first step to organize all awareness raising and dissemination of activities to internal & external stakeholders. It has a twofold objective: (1) Divulging the results of the project to different target audiences considering the heterogeneity in terms of types of institutions and territorial contexts that are directly involved by means of the project partners (direct dissemination), as well as those actors involved in the various networks to which the project is interlinked (indirect dissemination); (2) Creating a knowledge base upon which focus the capitalization strategy.

5.2 Project's visibility and basic communication material (M6-M36): This activity will comply with the requirements of producing visibility material, which will be consistent with the overall brand and the approach set out in the previous activity and each partner, based on the communication plan, the partners will produce material over the whole duration of the project, with relevant information and dissemination products.

5.3 Local and Transnational Dissemination and Capitalization Events (M12 – M36) : This activity refers to the dissemination at local level of the project's results and is closely connected to awareness raising actions (Activities 3.3)

Each municipality testing the scheme will also organize a public event to formalize the local protocols and share the results, also after the training. The final event will be an open conference organized in Bruxelles (Committee of the Regions) at the end of the project, in order to ensure wide dissemination of project results. Each event will include testimonials (people involved in the transfer), results and follow-up activities. The final meeting foreseen about 50 to 80 participants. Local dissemination events will be organized by each municipality and foresee the participation of 20-40 participants.

5.4 Blog and social networks – digital communication (M6-M36): This activity refers to the constant update of the blog and participation in social media. We foresee at least one piece of news every month and publication of results/articles or other information at least every three months. The local "social networks groups " (Facebook, Instagram, Twitter or others depending on the type of communication and stakeholders) will feed regularly also on the blog via plug ins. 6 issues of the newsletter will be disseminated (approx. every 6 months).

Participation per Partner

Partner number and short name	WP5 effort
1 - Padova	10.80
2 - ALTEREVO	3.60
3 - Sala	10.80
4 - CSI	10.80
5 - ENGOMI	10.80
6 - MDAT	10.80
7 - FAMSI	10.80
9 - Razkrizje	10.80
10 - ECCAR	3.60
Total	82.80

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D5.1	Communication Plan and Strategy	4 - CSI	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D5.2	templates for posters, thematic flyers, logo, and general visibility material	4 - CSI	Report	Public	3
D5.3	posters, flyers, brichurea, press releases, video	4 - CSI	Report	Public	36
D5.4	dissemination event material	4 - CSI	Report	Public	32
D5.5	final event agenda, attendance, proceedings, material etc	4 - CSI	Report	Public	35

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D5.6	newsletter, policy briefs	4 - CSI	Report	Public	36
D5.7	Projects' blog	4 - CSI	Websites, patents filling, etc.	Public	6
D5.8	Social network groups	4 - CSI	Websites, patents filling, etc.	Public	36

Description of deliverables

Deliverables – report, minutes, agreements

D5.1 : Communication Plan and Strategy [3]

Communication Plan and Strategy

D5.2 : templates for posters, thematic flyers, logo, and general visibility material [3]

templates for posters, thematic flyers, logo, and general visibility material

D5.3 : posters, flyers, brichurea, press releases, video [36]

Posters (50 printed copies A3) thematic flyers (at least two editions- 1000 printed copies), final good practice brochure or “comics strip booklets” posters/infographics (300 copies – 24 pages), Each partner will issue at least 2 press releases and produce at least 1 short video of pilot actions, used as project’s storytelling during the dissemination events. At month 12,24,36

D5.4 : dissemination event material [32]

6 local dissemination event material

D5.5 : final event agenda, attendance, proceedings, material etc [35]

final event agenda, attendance, proceedings, material etc

D5.6 : newsletter, policy briefs [36]

6 online newsletter, 2 policy briefs at month 6-12-18-24-32-36

D5.7 : Projects' blog [6]

running until the end, website for all EU stakeholders

D5.8 : Social network groups [36]

Social network groups form MOnth 3 to 36

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
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1.3.4. WT4 List of milestones

No milestones indicated

1.3.5. WT5 Critical Implementation risks and mitigation actions

No risks indicated

1.3.6. WT6 Summary of project effort in person-months

	WP1	WP2	WP3	WP4	WP5	Total Person/Months per Participant
1 - Padova	32.40	4.20	6.40	22.40	10.80	76.20
2 - ALTEREVO	10.80	4.20	3.20	16.80	3.60	38.60
3 - Sala	14.40	4.20	6.40	16.80	10.80	52.60
4 - CSI	10.80	0	0	0	10.80	21.60
5 - ENGOMI	14.40	4.20	6.40	16.80	10.80	52.60
6 - MDAT	14.40	4.20	12.80	16.80	10.80	59
7 - FAMSI	14.40	4.20	12.80	16.80	10.80	59
8 - UVEG	7.20	0	0	19.60	0	26.80
9 - Razkrizje	14.40	4.20	6.40	16.80	10.80	52.60
10 - ECCAR	7.20	0.70	12.80	0	3.60	24.30
Total Person/Months	140.40	30.10	67.20	142.80	82.80	463.30

1.3.7. WT7 Tentative schedule of project reviews

No project reviews indicated

1. Project number

The project number has been assigned by the Commission as the unique identifier for your project. It cannot be changed. The project number **should appear on each page of the grant agreement preparation documents (part A and part B)** to prevent errors during its handling.

2. Project acronym

Use the project acronym as given in the submitted proposal. It can generally not be changed. The same acronym **should appear on each page of the grant agreement preparation documents (part A and part B)** to prevent errors during its handling.

3. Project title

Use the title (preferably no longer than 200 characters) as indicated in the submitted proposal. Minor corrections are possible if agreed during the preparation of the grant agreement.

4. Starting date

Unless a specific (fixed) starting date is duly justified and agreed upon during the preparation of the Grant Agreement, the project will start on the first day of the month following the entry into force of the Grant Agreement (NB : entry into force = signature by the Commission). Please note that if a fixed starting date is used, you will be required to provide a written justification.

5. Duration

Insert the duration of the project in full months.

6. Call (part) identifier

The Call (part) identifier is the reference number given in the call or part of the call you were addressing, as indicated in the publication of the call in the Official Journal of the European Union. You have to use the identifier given by the Commission in the letter inviting to prepare the grant agreement.

7. Abstract

8. Project Entry Month

The month at which the participant joined the consortium, month 1 marking the start date of the project, and all other start dates being relative to this start date.

9. Work Package number

Work package number: WP1, WP2, WP3, ..., WPn

10. Lead beneficiary

This must be one of the beneficiaries in the grant (not a third party) - Number of the beneficiary leading the work in this work package

11. Person-months per work package

The total number of person-months allocated to each work package.

12. Start month

Relative start date for the work in the specific work packages, month 1 marking the start date of the project, and all other start dates being relative to this start date.

13. End month

Relative end date, month 1 marking the start date of the project, and all end dates being relative to this start date.

14. Deliverable number

Deliverable numbers: D1 - Dn

15. Type

Please indicate the type of the deliverable using one of the following codes:

R	Document, report
DEM	Demonstrator, pilot, prototype
DEC	Websites, patent filings, videos, etc.
OTHER	
ETHICS	Ethics requirement
ORDP	Open Research Data Pilot
DATA	data sets, microdata, etc.

16. Dissemination level

Please indicate the dissemination level using one of the following codes:

- PU Public
- CO Confidential, only for members of the consortium (including the Commission Services)
- EU-RES Classified Information: RESTREINT UE (Commission Decision 2005/444/EC)
- EU-CON Classified Information: CONFIDENTIEL UE (Commission Decision 2005/444/EC)
- EU-SEC Classified Information: SECRET UE (Commission Decision 2005/444/EC)

17. Delivery date for Deliverable

Month in which the deliverables will be available, month 1 marking the start date of the project, and all delivery dates being relative to this start date.

18. Milestone number

Milestone number: MS1, MS2, ..., MSn

19. Review number

Review number: RV1, RV2, ..., RVn

20. Installation Number

Number progressively the installations of a same infrastructure. An installation is a part of an infrastructure that could be used independently from the rest.

21. Installation country

Code of the country where the installation is located or IO if the access provider (the beneficiary or linked third party) is an international organization, an ERIC or a similar legal entity.

22. Type of access

- VA if virtual access,
- TA-uc if trans-national access with access costs declared on the basis of unit cost,
- TA-ac if trans-national access with access costs declared as actual costs, and
- TA-cb if trans-national access with access costs declared as a combination of actual costs and costs on the basis of unit cost.

23. Access costs

Cost of the access provided under the project. For virtual access fill only the second column. For trans-national access fill one of the two columns or both according to the way access costs are declared. Trans-national access costs on the basis of unit cost will result from the unit cost by the quantity of access to be provided.

PROPOSAL NUMBER: 863700, PROPOSAL ACRONYM: EMBRACIN

ANNEX I – DESCRIPTION OF THE ACTION PART B

PART 1 – SUMMARY OF THE ACTION

Provide an overall description of the action, including the expected impact, outcomes and outputs of the action, activities, number and type of (short, medium and long term) beneficiaries. This summary should give readers a clear idea of what the action is about. It should be structured but descriptive; it should not merely provide lists of objectives, activities, beneficiaries and outputs. **(max 2000 characters)**

The Commission reserves the right to publish the summary for publication/dissemination purposes.

The project EMBRACIN raised from a small but significant experience of Prof. Calò in Italy, which from a personal experience as host of migrants, developed a scheme called "6+6x6" which in 2018 allow him to win the European Citizen's prize.

This experience is the starting point for the joint work to build a transnational network of local authorities that intends to build-up, improve and leverage on the value of bottom-up and citizens-led initiatives for migrants' integration.

With a core network of 4 Municipalities and 2 networks of municipalities from 6 different countries (Italy, Slovenia, Greece, Cyprus, Spain, Sweden) the projects intends to reach out existing networks and platforms to share and scale-up this experience, developing and testing a model of integration which can be valid in other European Countries, starting from the assumptions of 6+6x6. The partnership will raise awareness and capacity building on integration policies topics among European local authorities, with the final aim to increase the number of less-experienced municipalities and local actors that want to learn from spontaneous social innovation leading to migrants' integration and community well-being.

Expected impact: migrant flows are a permanent phenomenon and not a temporary crisis. In order to manage it, the EU needs to use all available assets, including citizens' active roles, to find stable and shared solutions to absorb current and future flows of 3rd country migrants. The project will explore the possibility of developing and testing a community-based European model of integration of Third-country nationals, in order to strengthen European approach to migrant flows. The model proposed will be adaptable and replicable in different EU countries.

Main Outputs: 6 base-line analysis and 6 local Roadmaps for 6+6*6 scheme adaptation through knowledge exchange activities and the creation of EMBRACIN model (WP2); smart awareness raising campaign on integration of migrants for partners and extra-partnership stakeholders (policy-briefs, living lab, webinars etc) in order to enlarge the current network of local institutions through the sign of a MoU (WP3); experimentation of EMBRACIN model and qualitative and quantitative evaluation of outcomes for beneficiaries and promoters (WP4); mainstreaming of project results through tailored made communication campaign (WP5).

Main Outcomes: 1) develop a network of local authorities committed in the creation of a European asylum seekers and refugees model based on citizen-led experiences 2) demonstrate that an effective transnational EU approach is possible.

Beneficiaries: third-country nationals, in particular refugees and asylum seekers of age. The project will include in the experimentation a group of 6 people per partner, for a total of at least 36 refugees and asylum seekers.

PART 2 –CONTEXT OF THE ACTION AND NEEDS ANALYSIS

Describe the context of the action (including your understanding of the relevant EU policies and to what extent this action builds up on previous action results in the field) and analyse the European needs which will be addressed by the action. **(max 4000 characters)**

As stated in the European Agenda on Migration COM(2015) 240, particularly in the fourth pillar "A new policy on legal migration", effective integration, especially for the newly-arrived as asylum seekers and refugees- including minors and children – is a cornerstone of a sound migration policy. Furthermore, as stressed by the Action Plan on the integration of third-country nationals, the role of local and regional authorities in the integration process is crucial as most of integration measures are implemented at local level. In that respect, the very recent joint research of the

EC and OECD "Settling in 2018" offer an in deep view of the actual situation in EU and an international comparison per Countries about the outcomes of policies and projects on immigrants integration. A lot of work has been done also in recent years by European Countries in order to increase the integration of third-country nationals in EU, but many challenges still need to be faced. A lack of integration can lead to significant economic costs in terms of lower productivity and growth. Moreover, single EU Countries and global EU social cohesion are nowadays undermined by widespread belief that integration is not affordable, too risky and not cost-effective. So in this perspective poor integration outcomes drives to social instability and the raise of populist movements which are actually increased in a large number of european countries, including Italy.

UN Global Compacts on Migration and on Refugees establishes the architecture for a stronger, more predictable and more equitable international response to large refugee situations. An important part of this support relates to the nexus between humanitarian and development action; that is, the global compact on refugees will seek to enhance humanitarian responses, while also providing a basis for the early activation of development cooperation to provide additional support with direct benefits for host communities and refugees. The relationship between migration, development and integration is not always obvious. The successful integration of migrants is often considered to be primarily of benefit to the individuals concerned and the societies of host countries. However, countries of origin can also benefit from the successful integration of their nationals into host societies. A stable and supportive host environment is likely to benefit the ability of migrants to contribute to development processes both in their communities of residence and of origin.

A recent study carried out by the OECD on the local integration of migrants and refugees has highlighted the need to share good practices between local authorities and stakeholders. Local authorities are at the forefront in confronting the transformations and the opportunities that migration brings about. In some cases local players have been the ones that seized these opportunities, testing policy experiments to connect migration and development effectively. While not all these efforts have led to constructive results there have been occasions where creative local authorities have put in place innovative projects, often in anticipation of national and international debates.

Municipalities have a key role when they work together in an effective way, in accordance with the principles of solidarity and shared responsibility, especially considering the Local Dimension of Migration. It is too straightforward to describe migration as simply taking place between countries of origin and countries of destination. Migrants from the same home town or region tend to concentrate in the same geographical areas in the host country. A paradox only in appearance, the local dimension is inherent to international migration. This consideration represents on one side a strong lever towards the approach Bottom-up and towards the collaboration among European Municipalities. On the other side integration at local level is becoming an increasingly critical aspect of effective migration management. Integration includes different dimensions: basic housing then education, employment, demographic changes, cohesion.

In Italy, the recent Law on Security creates additional limitations to the integration of migrants, especially those recently arrived and seeking asylum and international protection. The SPRAR system, where local authorities play an important role is at stake, and the effects of the new Law will have a devastating effect on the country. But the project addresses this issue in a transnational way, as the effects of the new regulations won't only concern the Italian territory, but will also have an impact on other countries in Europe.

PART 3 – GENERAL AND SPECIFIC OBJECTIVES, METHODOLOGY

3.1. General objective of the action

3.1.1. General objective (expected impact) of the action (*max 2000 characters*)

Define the general objective (correlated to the expected impact) of the action.

The general objective should correspond to the relevant priority(ies) defined in the Call for proposals.

The impact is defined as the long term effect produced by the Action.

GENERAL OBJECTIVE: to create a European network of cities interested in exchange, adapt and reuse (transfer) the award winning 6+6x6 Scheme implemented at local level, scaling up the successful practice and testing its transferability in different EU Countries (Italy, Sweden, Slovenia, Greece, Cyprus, Spain) and to adopt it as "structured model" for migrant inclusion and integration, by verifying its cost – effectiveness and its efficacy in terms of benefits for the migrants themselves and for the hosting communities.

EMBRACIN project proposal aims to scale-up a good practice experimented in Camalò, Treviso, Italy during the last three years thanks to an innovative idea of Mr. Calò. The unique experience of Mr. Calò turned into a workshop and a hosting model that won the European Citizen's prize in 2018. This scheme is called "6+6x6": 6 migrants/refugees for 5,000 residents and so on, times 6, because the group of professionals who have been hired to follow the group - from a doctor to a psychologist - are able to serve a total of total of six groups of 6 migrants each. It is economically and socially more convenient than the current reception and integration systems. Cities which are facing incoming and in-transit flow of migrants need new migration/integration management strategies. The 6+6*6 scheme remains a starting point to tackle wider issues of integration and through the enlargement of the partnership network and bring together more and less experienced local actor for the take up of bottom-up and participatory integration initiatives, well beyond project life.

The 6+6x6 scheme will be adapted in each country involved in the partnership with the aim to develop an EMBRACIN model usable at national and European level. Concurrently awareness raising actions towards other cities and existing networks (for ex. the thematic partnership on Inclusion of migrants and refugees of The Urban Agenda for EU) will lead to the creation of a wider forum for exchange and sharing practices and knowledge on the project topics. The project will reach out local and regional networks as a priority from the onset of the action, as foreseen in WP 3. EMBRACIN' aims to be a light and flexible organizational model, sustainable and effective, also in the case of an emergencial growth of migrants flows.

3.1.2. European dimension of the action / Impact on the EU scale (max 4000 characters)

Demonstrate the European dimension of the action and its importance and effect through EU. Which countries will directly and indirectly benefit from the action? Illustrate the European dimension of the planned activities. Which countries will be directly involved in the activities of the action? Where will the activities take place?

The Article 79 (4) of the Treaty of the Functioning of the European Union sets out that the competence on integration lies primarily with the Member States. Nonetheless, European societies are becoming increasingly diverse. Today, there are over 20 million non-EU nationals residing in the EU who make up 4% of its total population. It should be acknowledged that many EU Member States are facing similar challenges, and the EU level can add value providing structural support and a backbone reference for multi-stakeholder and multi-level governance. EU has been supporting Member States in their integration policies from 2004 on. In 2011, the European Commission set out a European Agenda (COM (2011) 455 final) for the integration of third-country nationals, calling for a strengthened and coherent approach to integration, across different policy areas and government levels. In 2014 the Justice and Home Affairs Council reaffirmed the EU Common Basic Principles for Immigrant Integration Policy that existed in the Action Plan COM(2016) 377 final. Notwithstanding with those coordination efforts, many Member States developed their own integration policies depending on their national contexts and therefore the experience in this field differs very much between Member States and between local and regional authorities. The project will pool expertise and resources of six different EU Countries: Italy (LP and Alterevo), Sweden (Sala), Slovenia (Razkrizje), Cyprus (Egkomi and CSI-WP communication leader), Spain (FAMSI, based in Sevilla) and Greece (Mayor Development Agency Thessaloniki). Each mentioned country will be pilot site. Moreover one training meeting (living lab Deliverable 2.4.2) will be hosted by ECCAR network in Postdam (Germany). The final conference will be held in Bruxelles in the Committee of the Regions, with the presence of non-partner municipalities for the signature of a Memorandum of Understanding. The map of the project has been strategically designed to represent the most significant places in Europe for creating a sophisticated living lab on asylum seekers and refugees integration. The addressed locations stay in the cross roads of the main migration flows moving South-North and East-West. Some pilot areas are access points, other are zones of transit and other again are destinations for long-term stays. The partnership combines large metropolitan areas, suburbs, medium-sized urban areas and small villages. Some territories have a long history in migrant integration whereas other have started facing the issue for the first time during the last crisis. As most of integration measures are implemented at local level, the role of local and regional authorities in the integration process is crucial. During the three years of operations, the project will ensure exchanges of experiences and practices and the modelisation and testing of an innovative scheme for hosting and including asylum seekers and refugees. The results of the testing of the model will contribute to the strengthening of the initiative "Towards more evidence-based integration policies in cities" launched by the Inclusion of Migrants and Refugees Partnership within the Urban Agenda for the EU. The aim of the initiative is to improve urban strategies and policies for migrant integration with data, monitoring systems and other tools for evidence-based policy-making. Project generated data will be made available on a GDPR compliant structure in order to pave the way for further development of the dataset. Results and lesson learned will be also disseminated on the mutual learning platform on the European Web Site On Integration. Moreover, two main stakeholders will be considered at European level: the European Integration Forum (EIF), launched in 2009, that brings together representatives of civil society organisations; and the European Integration Network (EIN), established in 2016, that groups representatives of national public authorities, mostly ministries responsible for migrant integration, from all 28 EU countries, Iceland and Norway.

Immigrant integration is a political priority that has to be pursued not only across different policy areas but also at different levels and by involving non-governmental stakeholders. Investing resources and energy in integration policies today will contribute to making Europe a more prosperous, cohesive, and inclusive society in the long run.

3.2. Specific objectives of the action

3.2.1. Specific objectives (expected outcomes) of the action (*max 4000 characters*)

Define the specific objectives (correlated to the expected outcomes) of the action. For each specific objective, define appropriate indicators for measuring the progress of achievement, including an unit of measurement, baseline value and target value. The outcome is defined as the likely or achieved short-term and medium-term effect of an Action's outputs. Please explain how the outcomes are expected to contribute to the general objective.

The specific objectives of the Action, linked to the activities described further on and their related outcomes are listed below. Indicators identified here are a preliminary set of quantitative targets to frame the basic standards of performance. The complete set of the qualitative and quantitative indicators and criteria are described in WP4 and in the monitoring and evaluation paragraph and will be defined with the development of the Evaluation Framework.

SO 1: to create a network of cities willing to transfer and promote the bottom-up, citizen-led 6+6x6 Scheme, analysing and assessing it, and defining ways to share and transfer its successful elements

OUTCOMES: this specific obj. relates mainly to WP2 and WP3. As a result of the activities, participating local authorities have improved their cooperation, shared an in-depth understanding of a local-level best practice and adapted its elements to different local contexts according to the relevance and the baseline situation.

INDICATORS:

- # of staff and stakeholders involved in the exchange and knowledge activities – target 12 per city
- # of cities involved in different awareness raising activities – target 20
- # of different local and regional stakeholders involved as reviewers of practice – target 3 per country
- # of guidance documents to make available methods of exchange and scale-up/out guidance to wider network – target 6

SO2: to analyse, discuss and to adapt the present 6+6x6 Scheme to the different European frameworks in order to scale-up and streamline the scheme

OUTCOMES: as a result of the WP 2 and 3, the partners have developed and implemented ad-hoc sharing and learning opportunities that enhance their knowledge and know-how on integration practices and are able to replicate such methods in other contexts

INDICATORS:

- # of cities involved in the assessment of the best practice – target 6
- # of integration dimensions (housing, language, education, health etc) tackled by the analysis – target 8
- # of exchange and knowledge meetings (seminars, webinars and living labs) – target 6
- # of transferability plans – target 6
- # of final assessed case study with improvement potential and operational guidelines – target 1

SO3: foster networked exchange and mutual learning opportunities for local and regional-level actors and stakeholders to raise awareness on the Scheme through the network, thus enlarging the network and engaging new stakeholders external to the partnership

OUTCOMES: as a result of the awareness raising (WP 3) and learning/training opportunities for local authorities other than the project partners have participated in the exchange and learnt best practice, its structural elements and methods to transfer and adapt other successful practice; cities through the signature of the Protocol are ready to transfer and adapt the EMBRACIN model of cooperation.

INDICATORS:

- # cities reached by survey – target 30
- # of cities outside the formal partnership participating in awareness raising and learning opportunities – target 20
- # of physical learning sessions – target 1, 36 participants (non partners) each, duration 1 day
- # of virtual learning sessions (webinars or similar according to method identified) – target 16 sessions – total number of participants registered: 100 (non partners), duration 2 hours each
- # of cities outside partnership signing protocol to adopt EMBRACIN model – target 10

SO 4: WP 4 pilot-test and evaluate the transfer of the Scheme in at least 6 different countries/cities

OUTCOMES: as a result of a concrete implementation of the adapted integration scheme, third country nationals participating in the pilot test have improved their living conditions in the area of residence; practitioners involved in the pilot have enhanced their competences; communities are addressing the presence of third-country national with a more positive attitude; local authorities rely on new multidimensional, effective and efficient methods of integration; the evaluation system has demonstrated the impact on their community for further implementation or improvement at policy, governance and operational levels

INDICATORS:

- # of evaluation system complete with indicators and tools – target 1
- # of third country national who successfully end the pilot test – target at least 6 per each territory, 36 in total
- # of participants selected to enter the test – target at least 12 per territory, 72 in total
- # of practitioners and professionals involved in the test – target 6 per territory
- # of cities transferring the practice – target 6
- # of impact evaluation carried out – target 6 + 1 (local and consolidated transnational)
- # of peer reviews (local and transnational) conducted as part of the evaluation – target 6

SO 5: WP 5 to promote the positive effects and the local-led solutions to integration by means of different information channels and effective communication tools;

OUTCOMES: as a result of the communication activities partner and stakeholders at different levels will be informed and engaged in the action's approach, results and impact.

INDICATORS:

- # of visitors on the blog - target 100 per month
- # of posts on each social media - target 2 per month
- # of interactions, like or engagement on social media - target 1000 per month
- # of download of material - target 50 per each document
- # of participants in events - target min 20 per local events and 50 for final event

3.3 Methodology (max 2000 characters)

Outline the approach and methodology underpinning the activities of the action. Explain why they are the most suitable for achieving the action's objectives.

The chosen approach entails the implementation of the Action on two interconnected levels that aim at developing a sustainable and re-usable model for cities and local-level actors who are interested in the different dimensions of integration of third-country citizens.

The first level – using the pilot **transfer** and **evaluation** of an award-winning citizen-led best practice (the 6+6x6 Scheme) – develops a method for **scaling up** (take up of adapted scheme by more cities and territories) and **scaling out** (take up of higher number of different stakeholders) successful bottom-up integration practice.

Given the diversity of migration flows reaching different Countries in Europe, particular attention will be given to individual variables such as gender, age, cultural differences to ensure the EU horizontal principles of equal opportunities and non discrimination in the practice adaptation.

Concurrently the second level – using innovative and participatory **blended learning** sessions and **exchange** methods - is the development of structured mobilization, learning and peer-exchange methods carried out by the partnering networks that is made available to different local stakeholders at political, operational and systemic levels to reinforce an active European-wide network.

The composition of the partnership reflects – by assigning to each partner according to its mission and strengths – this two-tiered approach. Whereas single municipalities will be working on adaptation and testing of the scheme, it will be the networks who play an important role both for the European dimension and the enlargement and strengthening of the original partnership into a larger network, where local authorities and actors will benefit and contribute to the discourse and the adaptation of a citizen-led initiative into a middle-out approach, which values the role of each stakeholder (at horizontal and vertical level of governance) and makes the results more sustainable over time. Because we are aware the partnership alone could not achieve a widespread impact at EU level, in the workplan the project embeds intensive networking activities with relevant existing networks, as better described in WP3 session.

The underpinning methodological principles guiding the Action:

6+6x6 Scheme will be used as a "key study" and pilot experiment of social innovation in integration policy. This process aims to make it possible to learn, adapt to the different contexts and re-use on context-based conditions the elements that make it work. The codification of the Scheme will also be an improvement of the original experience. The 6+6x6 defines the scope of the network building which will be pursued during and after the project's life: European local and regional authorities that value and scale-up citizen-led and bottom-up integration initiatives.

Multi-dimensional nature of integration of 6+6x6 gives solutions to the basic needs of each individual in the basic building block of society: the family. It addresses the main fields of integration with a transversal gender approach: housing, health, human rights, education, employment, civic participation. However, families – in spite of being extremely important – cannot take on the responsibility all by themselves.

There are several layers of learning, sharing and transfer of good practice embedded in the project's approach. The concept of "benchlearning" is pivotal to this purpose. Benchlearning means that all practice is analysed according to specific criteria, and assessed by the local actors according to their context, stakeholders and priority (of policy, of specific issue of relevance etc).

PART 4 – DESCRIPTION OF WORK PACKAGES AND ACTIVITIES

4.1. Description of work packages

Explanatory Notice

In Part 4 describe in detail the activities that you will undertake in order to achieve the objectives you described in Part 3 of this document. This section is divided into work packages, i.e.: sets of activities leading to a specific outcome that you wish to produce.

Any action will have a minimum of two work packages: Work package 1 with the management and coordination activities and Work package 2 with outputs/deliverables related to the objective(s) of the action. As many additional work packages as necessary can be introduced by copying Work package 2. The division should be logical and guided by the different identifiable output of an activity. Under each work package you should then enter an objective (expected outcome), list specific activities that you will undertake and list outputs and deliverables of the work package.

► Work package 1

Work package 1: Management and Coordination of the Action

What is "Work package 1"?

Work package 1 is intended for all activities related to the general management and coordination of the action (meetings, coordination, project monitoring and evaluation, financial management) and all the activities which are cross cutting and therefore difficult to assign just to one specific work package. In such case, instead of splitting them across many work packages please enter and describe them in Work package 1. For this reason it has a different layout where you do not have to enter objectives and duration. Nevertheless this work package will have its own deliverables (e.g. final report, work plan, evaluation report) and outputs (e.g. meetings).

I. Description of the work (activities)

Please present a concise overview of the work in this work package in terms of planned activities. Please be specific, give a short name for each activity and number them (the same activities will have to be reproduced in the section III).

1.1 Coordination and implementation of activities (M1-M36)

The main tasks of WP1 will be to establish the partnership structure and procedures. The preferred approach will be participatory. Each partner will be actively involved, valorising each contribution, in all recruitment phases of operational decisions, implementation and project control. This approach will be ensured through the adoption of a clear management structure that provides an accurate definition of figures, roles, responsibilities and procedures within the partnership.

The figures and their functions, provided for project management and project implementation are:

Project Manager, in charge of the LEAD PARTNER (Planning, organization, direction and control design)

Project manager team, consisting of an expert for each partner (Organization and control of activities and project outputs).

- Steering committee, composed of one representative from each partner (Direction, governance, monitoring and evaluation of the project)
- Communication manager, in charge of CSI (Planning and organization of the communication and dissemination plan)
- Administrative and financial manager, in charge of the LEAD PARTNER (Planning and budget control and financial aspects).

Management of the project time will be ensured from the preparation phase through the preparation of a detailed Timetable (Gantt). The initial timetable, shared and subscribed by each partner as an integral part of the Partnership Agreement will be the basis for continuous monitoring of the times and deviations related to the implementation of activities.

The Project Manager in collaboration with Alterevo (as a Scientific/Methodological partner) will be responsible for monitoring the progress of the project and therefore the respect of the times of realization of assets and the related output.

1.2 Administrative and financial management (M1-M36)

The overall financial management will be supported by the Administrative and Financial Manager, employed by the Lead Partner. The Manager will be responsible for:

- Monitoring and budget control (inflows and outflows)
 - Supporting the project partners in the budget administration
 - Verifying and ensuring compliance with the financial rules governing the eligibility of costs
 - Verifying and ensuring compliance with the spending and reporting procedures of the grant agreement and the regulations of the program
 - Reporting and taking action to correct any faults, deviations, delays and problems regarding the financial performance
 - Collecting, requesting and preparing the supporting documentation
 - Processing the intermediate financial report and the final report, according to the European instructions
- Additionally, in support of financial management is foreseen the adoption of the following instruments / measures:
- Adoption of a separate accounting management, dedicated to the project
 - Diagram of financial resources, with quantification of the inputs provided by each partner, for each activity and per unit of time (prepared at the start of the project)
 - Simplified internal report for the continuous monitoring of the expenses

1.3 Monitoring and evaluation (M1-M36)

The quality of activities (and related output) as well as the status of achievement of the results will be the subject of Monitoring and Evaluation phase, involving three stages:

Baseline: analysis preparatory to the development and preparation of what is required for the initiation and implementation of project activities (quantity and quality of activated contacts and potential partnerships; level of perceived importance of the problem and the scope of intervention; level of sharing problem and intervention strategies.

M&E in itinere, useful to check the consistency of each phases and activities, to ensure the effective prosecution / progressive achievement of expected results, to improve project management

(verification of the effective achievement of the target population; verification of compliance between activities planned and activities implemented; outputs produced and programmed; verification of financing needs (congruence between budgeted costs incurred and still to be incurred);

Final Evaluation It is important to evaluate the deviation between the expected results and those obtained, highlighting the strengths and weaknesses that have characterized the progress of the project, measuring and evaluating the specific impact of the project at the end of the action. Specific evaluation of the testing phase is describes in WP 4.

Alterevo and Polibienestar, as the Scientific/Methodological partners, will be in charge of Monitoring (Alterevo) and Evaluation (Polibienestar). In WP4, WP leader will be Polibienestar. In 4.2, 4.3 and 4.4 evaluation of the Transferability plans developed in WP2 in the municipalities that intend to adapt and re-use the improved 6+6*6 scheme will be carry out.

1.4 Organizing international meetings, presential, via Skype (M1-M36)

Each partner will be responsible for managing cooperation and communication with the stakeholders in "proximity", while global communication strategy will be agreed and coordinated at the Steering Committee level and curated by the Communication Manager.

There will be 4 transnational meetings: the kick off meeting in Italy (Treviso) at the start of the project (M1) together with the 2.3 Deep dive in Treviso, a transnational exchange meeting (TEM 1) in Sweden (Municipality of Sala), (M12), concurrently with the Experimentation of Pilot Actions and interim evaluation (4.3) to monitor the progress of experimentation in each territories; a transnational exchange meeting (TEM 2) in Spain (Sevilla) (M24), during 4.4 Evaluation of the experimentation; the final meeting at the end of the project (M36) in Bruxelles, at the Committee of the Regions, as an important part of 5.4 Events.

Each meeting will be divided into 2 parts:

PART I:

- Agreeing, planning and organizing the project development
- Monitoring / assessing the state of achievement of the expected results
- Monitoring / evaluating the financial performance of the project
- Identifying and implementing any corrective measures (strategic level)

PART II:

- Agreeing and organizing the implementation of the project activities
 - Analyzing the performance of each activities
 - Analyzing, sharing and evaluating quality of the outputs
 - Identifying and recommending any corrective measures (on the business plan)
- During the kick off meeting will be planned the others TEM described in WP 5,5.4, including final event in Bruxelles.

II. Expected outputs (incl. deliverables)

Outputs are the products, capital goods and services which result from an Action's activities.

Deliverables are outputs which can be delivered to the Commission printed on paper or in a digital format.

Limit the number of outputs and deliverables, do not include minor sub-items or internal working papers.

Examples of outputs (excl. deliverables) and deliverables for work package 1:

- **Outputs** (excl. deliverables) – kick-off meetings, coordination meetings, steering committees
- **Deliverables** – Mid-term progress report in case of project duration ≥ 24 months, any other report; minutes, agreements.

II.a. Expected output(s) (excl. deliverables) of this work package

Output No.	Output (a)	Explanation (b)
1.1	Transnational coordination and exchange Meetings	n. 4 Transnational exchange meetings (kick-off Italy-M1; TEM1 Sweden-M12; TEM2 Spain-M24; Final Meeting Belgium-M36). <i>See WP2 for kick off meeting and WP5 for TEM1, TEM2, Final meeting.</i> These meetings will aim to ensure proper engagement of all project participants, to plan and support the work and dissemination of the project and resolving conflicts, to

1.2	Monitoring activities	<p>ensure the production of all necessary outputs, project reports, products and services and coordinate results.</p> <p>Monitoring activities are leaded by Alterevo, as a scientific methodological partner. Activities are focused on project outputs and deliverables, dedicated mainly on ensuring the coherence between the Action Plan and the actions effectively realized. However the project will perform also a complete evaluation of project outcomes, coordinated by Polibienestar (see part 5.2.3)</p>
1.3	Day-by-day Project management activities	<p>Project management activities are finalized to the following objectives:</p> <ul style="list-style-type: none"> -Undertaking project management functions, including liaison with the Managing authority for all financial, administrative, legal and ethical matters, managing all human and budget resources, and ensuring that internal project meetings, communication and decision making are effective and timely. -Ensuring proper engagement of all project participants, including external experts, members and relevant institutions to support the work and dissemination of the project and resolving conflicts -Ensuring production of all necessary outputs, project reports, products and services and coordinate results. -Meeting and corresponding as required reporting on progress and discussing results and consequences of the work.
1.4	Skype meetings, e-mail contacts, collaborative online workspaces (such as #Slash)	<p>Each partner will be responsible for managing cooperation and communication with the others and the stakeholders in "proximity", while global communication strategy will be agreed and coordinated at the Steering Committee level and curated by the Communication Manager. Collaborative online workspaces will be useful to share documents, deadlines, planning, tools, methodologies to carry out...</p>

Please list outputs produced under this work package:
(a) be specific as to the scope and level of ambition, therefore use a quantitative description where applicable, (e.g. X meetings organised with X participants each)
(b) please add here additional information which would help the evaluator to understand the characteristics/scope/level of ambition of the output(s).

II.b. Expected deliverable(s) of this work package

Deliverable No.	Deliverable name/type (a)	Format (b)	Language (c)	Months of implementation (d)
1.1	Monitoring plan	Electronic document	ENG	M1-M36
1.2	Budgetary Control System (Diagram of financial resources)	Excel	ENG	M1-M36
1.3	Timesheets	Paper documents	ENG	M1-M36
1.4	Gantt Diagram	Electronic document	ENG	M1-M36

Associated with document Ref. Ares(2019)17520226 - 06/12/2019

1.5	Intermediate financial report	Electronic online and printed document	ENG	M19 and M36
1.6	Mid term progress report	Electronic online and printed document	ENG	M19 and M36
1.7	International, presential and via skype meetings reports	Online documents	ENG	M1-M36
1.8	Collaborative online workspaces	Online documents	ENG	M1-M36

Please list the deliverables produced under this work package.

(a) the type/name of deliverable should be self-explanatory

(b) the format could be: printed and/or electronic (downloadable), the approx. number of pages

(c) please specify each language in which the deliverable will be available

(d) specify the month in which the deliverables will be actually completed. Month 1 marks the start of the action, and all deadlines should be relative to this starting date.

III. Distribution of activities to each Applicant/Co-applicant in this work package

✓ Establish a clear list of the activities described above indicating which activity is performed by which Applicant/Co-applicant.

Activity No.	Name of the activity	Applicant/Co-applicant	Effort in person month
1.1	Transnational Coordination and Exchange Meetings	Responsible partner: LP, Collaborating: all	7
1.2	Monitoring activities	Responsible partner: Alterevo Collaborating: LP	40
1.3	Daily Project management activities	Responsible partner: LP, Collaborating: all	90
1.4	Skype meetings, e-mail contacts, collaborative online workspaces (such as #Slash)	Responsible partner: LP, Collaborating: all	3

IV. Sub-contracting

Indicate which activities will be sub-contracted and explain the reasons for sub-contracting (as opposed to the direct implementation by the applicant / co-applicant) (if any). Purchase of goods or services necessary for the implementation of activities by the applicant / co-applicant should not be considered sub-contracting. In principle, the applicant and co-applicant should have the capacity to carry out the activities of the action. Nevertheless, in some cases sub-contracting of the implementation of certain activities might be justified. The core action management functions cannot be sub-contracted under any circumstances.

▶ Work package 2

Work package: 2 Knowledge exchange and transferability plans

Duration in months: 7	Name of the Applicant/Co-applicant leading this work package (if applicable): MUNICIPALITY OF PADOVA
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I. Objective(s) of this work package (expected outcome)

The WP addresses the two specific objectives laid out in the previous sections.

1. to analyse, discuss and to adapt the present 6+6x6 Scheme to the different European frameworks in order to scale-up and streamline the scheme " (in collaboration with Local Authorities and Third sector actors (NGOs, cooperatives), civil society, families dealing with migrant's integration);
2. to develop exchange and mutual learning opportunities for local and regional-level actors and stakeholders to raise awareness on the Scheme through the network

This WP sets the foundation for the ultimate goal of the project, which is to create -through increased cooperation - a fertile environment where local- level actors and authorities learn how to understand, adapt, reuse and share successful and effective practice on migrants' integration. It follows up on the needs and contexts that have led to the creation of this Action, by implementing an in-depth, qualitative and participatory analysis of integration practice at local and transnational level.

It aims at creating a sound knowledge base and a methodological approach to start a process where local level actors learn to be actively involved in mutual learning, understanding and sharing, and they are finally capable of adapting and transferring elements of good practice in integration.

II. Description of the work (activities)

Please present a concise overview of the work in this work package in terms of planned activities to achieve the objectives of this work package. Please be specific, give a short name for each activity and number them (the same activities will have to be reproduced in the section IV).

WP 2 is made up of five main activities:

2.1 Baseline analysis of the existing 6+6x6 Scheme of integration as good practice to be transferred (M1-M3): the 6+6x6 experience in Italy is studied and presented in a clear and comprehensive way to allow understanding for different stakeholders. WP Leader and scientific/methodological partners (Polibienestar, Alterevo) will analyse the good practice on at least 4 levels: 1) *governance*; 2) equal opportunities and non discrimination (gender, age, religion etc. related aspects) 3) operations- linked to the different aspects of integration (housing, education, health etc); 4) financial viability.

The different components and dimensions of the current experience are assessed and structured in an operative document, describing in details the different implementation phases, the stakeholders involved, the operators/staff involved, the timing of implementation, the financial conditions for sustainability and the "enabling environment" on which the Scheme is anchored. This study also includes an initial assessment of transferability.

2.2 Connecting 6+6x6 to current practice and needs analysis (M1-M4): Each partner city involved in transferring the Scheme will be tasked to provide a baseline situation (description of the main policy framework, **positive experiences**, dynamics, how the specific integration challenge has been tackled so far etc). Methodology drawn from the 2018 OECD "Working Together for Local Integration of Migrants and Refugees" will be adapted to this end.

This activity will be developed concurrently with activity 3.1 (see below) to build a knowledge base and define more specific needs or interest of less experienced local authorities that might be involved in the networking and learning as described in WP 3.

2.3 Deep dive in Treviso (M1): to better understand the experience, partnering cities adopting the good practice participate in a study visit to **see** and **meet** the implementers, the community members and the migrants. The deep dive is a visit that will take the format of a 2 "days" with the 6+6x6 protagonists. During this learning event, partners supported by the members of the hosts will engage in continuous observation and dialogue to identify innovative elements and challenges. A peer review session led by Alterevo closes the visit with a 4-fold objective:

- 1) to improve the 6+6x6 Scheme with the good practice coming from the partner cities (linking 2.1 and 2.2)
- 2) assess the Scheme (*benchlearning* exercise)
- 3) organize the transfer process of the Scheme
- 4) reboot of the 6+6x6 scheme

A specific guidance document will be prepared by Alterevo so that the method can be used by other cities/stakeholders.

This activity will also allow to move from the specific "6+6x6" experience to incorporate elements of improvement coming from the partners and will lead to the definition of the EMBRACIN model of Bottom-up, Responsive and Citizen-led Integration.

2.4 Fine tuning actions at local level through knowledge exchange (M3 – M6): The profiles of the receiving cities will be discussed in depth during knowledge exchange visits. Living labs, where partners invite local stakeholders to join the LP and 6+6x6 experts, are carried out to discuss the guidelines "on site". LP, Polibienestar and Alterevo will create the methodological framework to be developed with the collaboration of each hosting partner. In each location assets, drivers and barriers, strengths and expectations to adapt the 6+6x6 Scheme will be identified and discussed. This will ensure in exchange on the way the scheme will be integrated within existing frameworks, or necessary requirements or changes to be concretely activated and tested in the receiving specific context. Because the 6+6x6 scheme has been implemented in a small town, specific attention will be dedicated to adaptation to the large urban dimension of partner cities.

2.5 Adaptation of the Scheme to the different contexts and creation of the EMBRACIN' model (M4 – M7): following the bilateral exchange visits and the finalization of the EMBRACIN' model, each partner, according to a common template and methods developed by the scientific/methodological partners (Polibienestar, Alterevo), is expected to:

- a) identify realistic objectives of the transfer of the Scheme (or elements of it) applicable for the local contexts with respect to existing local legislation / integration policies;
- b) analyse and identify the appropriate stakeholders to be activated / informed / involved in order to remove all the potential hurdles for the experimentation;
- c) compliance with the horizontal principles of equal opportunities and non-discrimination, in particular related to gender issues;
- d) identify the operative structures / bodies /local networks capable of test the Scheme with migrants;
- e) define the most appropriate timing for the experimentation to be carried out.

These requirements will be laid out in local roadmaps (**Transferability Plans**) that planning the steps for the experimentation in the chosen areas, indicating what, where, when, how and with whom the transfer will take place. Guidance documents will be produced to codify a transnational tool available to the network and WP 3 activities. The results of this WP will be disseminated in an international dissemination event (see WP 3 and WP 5).

III. Expected outputs (incl. deliverables)

Outputs are the products, capital goods and services which result from an Action's activities. Deliverables are outputs which can be delivered to the Commission printed on paper or in a digital format. Limit the number of outputs and deliverables, do not include minor sub-items or internal working papers. Examples of outputs (excl. deliverables) and deliverables for work package 0:

- **Outputs** (excl. deliverables) – kick-off meetings, coordination meetings, steering committees
- **Deliverables** – report, minutes, agreements

III. Expected output(s) (excl. deliverables) of this work package

Output No.	Output (a)	Explanation (b)
2.1	Kick-off meeting In-depth study case of 6+6x6	6+6x6 experience in Italy is studied and presented in a clear and comprehensive way to allow understanding for different stakeholders.
2.2	Baseline and good practice of partner cities reports	Description of the main policy framework, positive experiences, dynamics, how the specific integration challenge has been tackled so far etc according to common template to define relevance of 6+6x6 elements. Available in PDF.
2.3	Study visit and peer-review	About 18 staff and experts (political, operational levels and stakeholders) from the partners participate in a 1 day study visit to see and meet the implementers, the community members and the migrants, a one-day peer review session closes the visit.
2.4	6 Knowledge exchange visits	6 Knowledge exchange visits: 4 people involved in the 6+6x6 participate per each project pilot cities, organize 1-day living labs (approx. 12-15 local participants), where partners invite local stakeholders to join the LP and 6+6x6 experts, are carried out to discuss the guidelines "on site" to

		adapt the scheme and make it coherent with local needs and existing framework.
2.5	6 Local Transferability Plans delivered	Following the bilateral exchange visits, each partner drafts through a participatory method a transferability plan containing scope, elements, stakeholders to be timing and expected outcome (common template provided). These plans will be implemented in WP 4.

Please list outputs produced under this work package:

(a) be specific as to the scope and level of ambition, therefore use a quantitative description where applicable (e.g. X regional seminars organised with X participants each, X hours of training (who was trained, where))

(b) please add here additional information which would help the evaluator to understand the characteristics/scope/level of ambition of the output(s)

III.b. Expected deliverable(s) of this work package

Deliverable No.	Deliverable name/type (a)	Format (b)	Language (c)	Beneficiaries (d)	Months of implementation (e)
2.1.1	Methodology for drafting analysis	electronic document	ENG	Partner cities	Delivery M 1
2.1.2	6+6X6 Publication about 30 pages in English – with executive summaries in all partners’ national languages - Printed 300 copies- PDF available.	electronic and paper document	ENG, PP national languages	Partners, public, network	Delivery M 2
2.2.1	Methodology and template for collection of baseline information	electronic document	ENG	Partners	Delivery M 1
2.3.1	Guidance document for deep-dive and peer -review, meetings attendance sheets and minutes	electronic document	ENG	Partners, public, network	Delivery M 1
2.3.2					
2.3.3	Study visit video (5 minutes - with English subtitles).	Video	PP National languages and ENG	Partners, public, network	Delivery M 2
2.4.1	Guidance for conduction of living labs, meetings	electronic document	ENG	Partners and public (online publication)	Delivery M 6
2.4.2	attendance sheets and minutes				Delivery M 6
2.5.1	Template for transferability plans and guidance for multi-stakeholder	electronic document	ENG	Partners/network	Delivery M 4
2.5.2	Transferability plans for publication	electronic document	PP National languages and ENG	Stakeholders of network (cities, policy makers at local, regional level)	Delivery M 7
2.5.3	Summary of the transferability plans for publication	electronic/ PRINTED DOCUMENT (100 copies per partner	PP National languages and ENG	Stakeholders of network (cities, policy makers at local, regional level)	Delivery M 7

		cities=600 total)			
<p>Please list the deliverables produced under this work package.</p> <p>(a) the type/name of deliverable should be self-explanatory and could be: a publication (flyer / brochure / working paper / article / press release / slides / CD), website / web-tool, etc.</p> <p>(b) indicate the format (printed / electronic), the approximate number of pages and copies of a publication</p> <p>(c) specify each language in which the deliverable will be available</p> <p>(d) indicate the specific short / medium / long term beneficiaries for each deliverable</p> <p>(e) specify the month in which the deliverables will be actually completed. Month 1 marks the start of the action, and all deadlines should be relative to this starting date.</p>					
IV. Distribution of activities to each Applicant/Co-applicant in this work package					
Establish a clear list of the activities described above indicating which activity is performed by which Applicant/Co-applicant.					
Activity No.	Name of the activity	Applicant/Co-applicant		Effort in person months	
2.1	Baseline analysis	Responsible partner: LP, Alterevo Collaborating: All		5	
2.2	Connecting 6+6x6 to current practice	Responsible partner: MDA Thessaloniki Collaborating: All		6	
2.3	Deep dive in Treviso	Responsible partner: LP, Polibienestar, Alterevo Collaborating: All		1	
2.4	Fine tuning actions	Responsible partner: FAMSI Collaborating: All		9	
2.5	Adaptation of the Scheme to the different contexts	Responsible partner: FAMSI Collaborating: All		9	
V. Travels					
If the costs for travel and substance (B.1+B.2) as presented in Part A, point 3 <i>Budget</i> of the application exceed 15% of the total costs, you should provide detailed information on the nature and objectives of each trip, its relevance to the project, location (EU/non-EU), number of participants.					
Trip No.	Objective, nature and relevance to the project	Applicant/Co-applicant;	Number of participants;	Location (EU/non-EU)	Days/DSAs
T.2.3	Deep dive in Treviso to see and meet the 6+6x6 community and to carry out peer-review (M1)	All partners	20	EU	2 days
T.2.4.1	Bilateral meeting in Padova (M5)	LP, Alterevo	4 + 15 local	EU	2 days
T.2.4.2	Bilateral meeting in Sweden (M5)	LP, Sala Municipality, Alterevo	4 + 15 local	EU	2 days
T.2.4.3	Bilateral meeting in Greece (M5)	LP, MDA Thessaloniki, Alterevo	4 + 15 local	EU	2 days
T.2.4.4	Bilateral meeting in Slovenia (M6)	LP, Razkrižje, Alterevo	4 + 15 local	EU	2 days
T.2.4.5	Bilateral meeting in Spain (M6)	LP, FAMSI, Alterevo	4 + 15 local	EU	2 days
T.2.4.6	Bilateral meeting in Cyprus (M6)	LP, Egkomi, Alterevo	4 + 15 local	EU	2 days

VI. Sub-contracting

Indicate which activities will be sub-contracted and explain the reasons for sub-contracting (as opposed to the direct implementation by the applicant / co-applicant) (if any). Purchase of goods or services necessary for the implementation of activities by the applicant / co-applicant should not be considered sub-contracting. In principle, the applicant and co-applicant should have the capacity to carry out the activities of the action. Nevertheless, in some cases sub-contracting of the implementation of certain activities might be justified.

VII. Equipment

Describe and list the equipment to be purchased under this WP.

N/A

Per equipment item define in the boxes below which is the depreciation method to be applied:

☒ The depreciation costs of equipment, in accordance with international accounting standards and the beneficiary's usual accounting practices

☐ The full cost of purchase of equipment is eligible¹

[insert name/type of equipment]

☐ The depreciation costs of equipment, in accordance with international accounting standards and the beneficiary's usual accounting practices

☐ The full cost of purchase of equipment is eligible¹

....

Work package 3

Work package: WP3–Network Building and Awareness Raising

Duration in months: 32

Name of the Applicant/Co-applicant leading this work package (if applicable): ECCAR

I. Objective(s) of this work package (expected outcome)

This WP is dedicated to the activities geared to achieving a strategic medium-term goal of the Call: network-building of local authorities to exchange and create mutual learning opportunities for local and regional-level actors and stakeholders to raise awareness on the Scheme through the network, thus enlarging the network and engaging new stakeholders external to the partnership. The Network will not be built *ex-novo* but rather it will be a thematic community of the existing local authorities' networks, building on working groups and initiatives, and enriching the debate and the learning prompted by the specific activities and methods utilized in the Action.

The WP is built as a progressive set of activities that aim at mobilizing, raising interest, training and empowering local authorities and stakeholders that are not formally in the project by offering them opportunities to learn from peers, benefit from the knowledge and practice generated by the transfer and testing of the EMBRACIN' approach.

It can be broken down into three main phases that span over the whole duration of the action:

- 1) action-research to map interest and needs of local authorities
- 2) "soft" awareness raising during the first year to maintain interest and share preliminary phase results
- 3) engagement in learning sessions (online and physical) and in the network (protocols and MoU)

The expected outcomes are the increased participation of cities and local stakeholders in learning /training opportunities and in the exchange of best practice as well as the commitment to further work and promote the EMBRACIN' approach. We also aim at offering a new perspective of joint collaboration among existing networks which could enhance the exchange, debate and public discourse on migration and integration.

II. Description of the work (activities)

¹ Only such option is allowed in the Call for proposals

Please present a concise overview of the work in this work package in terms of planned activities to achieve the objectives of this work package. Please be specific, give a short name for each activity and number them (the same activities will have to be reproduced in the section IV).

3.1 Mobilization of local authorities on integration (M4- M14):

EU level: To better frame bottom-up initiatives and conduct a need analysis of local actors, the partnering networks will use their contacts and will enlarge the potential local authorities through the ESWI and contacts with the Urban Agenda for the European Union Partnerships (UAEU) working on inclusion of migrants and refugees (<https://ec.europa.eu/futurium/en/inclusion-of-migrants-and-refugees>) and the cities active in the field in the URBACT and UIA programmes focusing on integration for an assessment of good practice.

The lead partner will organize a meeting in Brussels with the most important cities and regional networks/institutions will be organized in the first year. In addition to those mentioned, these include for example: EUROcities, CEMR, ARE, Committee of the Regions in the first semester of the project.

A questionnaire (about 2000 contacts) to collect information on the needs and interest of local actors will be administered using the contacts of the networks that are mobilized. The analysis will include at least 15 in-depth interviews and the respondents of the questionnaire. These will be elaborated into a plan for awareness raising.

Local level: The partner cities will start working on network building at local level by involving local stakeholders organizing at least 2 meetings in the first year. This will lead, after the exchange and transfer phase, to the mainstreaming through a Protocol.

After the initial collection of information, the networks of cities will start "soft" awareness raising activities for their network members by means of policy briefs, e-newsletters, presentations and communication material.

3.2 Vertical Awareness Raising (VAR) (M12 – M32):

Vertical AR refers to awareness raising to scale-up and out the EMBRACIN' approach to different levels and areas. In this regard the AR activities aim at enlarging the base of local and regional actors that are interested in the approach. This will be done in the first phase with the mobilization (soft AR) of local and European actors and authorities (see 3.1), and after the first year, with focused learning activities that will take place physically (1 living lab) and virtually (16 webinars) in order to concretize network interest and awareness raising. Tentative topics of the learning activities organized by the networks are:

- webinars on the structural elements of the EMBRACIN' model, 2 webinars (during and after test phase – see WP4)
- policy coherence training – mutual learning from cities with different policy framework – 2 webinars
- multi-level governance – how to engage and steer different stakeholders of integration - 2 webinars
- focus on the education and training elements of EMBRACIN' – 2 webinars
- focus on the employability/employment - 2 webinars
- focus on housing and health- 2 webinars
- focus on interaction with host communities and active participation – 1 webinar
- focus on gender approach, equal opportunities and non-discrimination – 1 webinar
- focus on overcoming stereotypes and negative perception: public communication and community cohesion strategies - 1 living lab – 2 webinars

The expected duration of physical training is 2 days, while virtual training is 2 hours. Physical meeting will be the occasion to create cohesion and mutual understanding among the raising network. Each project partner, except Polibienestar and Alterevo that will play a role in the design of the living lab, will have the possibility to involve in the physical meeting representative of their local network (5xpartner).

Webinars will be both synchronous and asynchronous (videos will be made available for all interested stakeholder in the project website) (see WP5).

3.3 The horizontal level: Awareness Raising and Streamlining (ARS): (M24 – M32):

This activity focuses on the role of the cities that adapt and transfer the EMBRACIN' model in steering change after the end of the project, and to include the methods and results into local policy framework and measures for integration. The objective of the ARS is to find the best way to give sustainability to the EMBRACIN' Model. This activity is made up of two sub-activities

3.3.1 (M 24-30) local trainings: when the first results of the experimentation are available, all partners which are pilot sites organize awareness raising actions in their respective areas with the local groups (see 3.1) by inviting key-stakeholders such as: municipalities, social cooperatives, volunteering associations, NGOs, cultural & creative associations, social partners, etc... in order to present the Model and discuss about its concrete application at local / national level within the framework of existing / ordinary activities dealing with third countries nationals inclusion and integration. The training will be carried out in two separate sessions of half day each and will lead to the drafting of the local protocol (see next sub-activity)

3.3.2 (M 32) each partner invites local stakeholders in each Country to sign the EMBRACIN' protocol, with which they commit to include the EMBRACIN' in their usual / ordinary inclusion paths or methodologies, in order to give sustainability and to ensure a long-term impact of the project results in each country in terms of "alternative inclusion model". At least 6 protocols are expected to be signed at project level, one in each country.

3.4 Enlarged network engagement (M24-36):

Following the VAR learning and awareness raising activities (see 3.2) external cities and local actors that are involved by the networks sign a MoU to promote and engage in the EMBRACIN' approach.

The signatory cities (target number: 10 from different EU countries) will be invited in the final event and share their interest in cooperating in network on integration approaches that value citizen-led and bottom-up initiatives as social innovation.

No new networks will be created, rather a specific focus on creating a middle-out approach (appraising citizen-led and bottom-up initiatives but embedding them into policy frameworks) to integration will be embedded in the policy agendas, working groups or initiatives of the current networks.

As a commitment, the signatories will organize a recurrent event (organized back-to-back or independently from other events, conferences or general assemblies of the networks) in the 3 years following the end of the action.

III. Expected outputs (incl. deliverables)

Outputs are the products, capital goods and services which result from an Action's activities.

Deliverables are outputs which can be delivered to the Commission printed on paper or in a digital format.

Limit the number of outputs and deliverables, do not include minor sub-items or internal working papers.

Examples of outputs (excl. deliverables) and deliverables for work package 0:

- **Outputs** (excl. deliverables) – kick-off meetings, coordination meetings, steering committees
- **Deliverables** – report, minutes, agreements

III.a. Expected output(s) (excl. deliverables) of this work package

Output No.	Output (a)	Explanation (b)
3.1.a	Plan for awareness raising and mobilization of local authorities	The plan will be the result of a qualitative action-research that includes questionnaires and interviews to define what are the topics of integration most relevant to local authorities. It will be the basis for the detailed development of the activities 3.2 (content and delivery method). The plan will take stock of the main results of the investigation and will be published as a reference document in English with Executive summaries in national languages.
3.1.b	Soft awareness raising: policy briefs, e-newsletters, presentations and communication material	During the first year, as the approach of EMBRACIN' is being developed, AR will take the shape of "nuggets" of information circulated to the network's contacts. These will include short information on the project: <ul style="list-style-type: none"> • 3 e-newsletters with the results of the WP 2 activities • 3 policy briefs focusing on the integration dimensions and the solutions found in the good practice Presentation and communication material as better described in WP 5.
3.1.c	2 local mobilization meetings	In each city 2 meetings (2x6=12 in total) will gather local stakeholders to build the "transfer" and to identify the potential local configurations for the implementation and – later – mainstreaming of the EMBRACIN' approach. The meetings will last about ½ day each with 15-25 local participants.
3.2	focused blended learning activities: 1 physical (living lab style) and 16 virtual (webinars).	These blended learning activities are the core activity for the network mobilization and mutual learning. Organized by ECCAR, they address cities and local authorities other than the partner organizations. Prompted by the EMBRACIN' model and approach, they focus on different dimensions of integration and related practice and solutions. Some learning activities are implemented as experiential 1 living lab whose objective is to work together and share (all participants learn from one another, with a skilled facilitator)

		with a view to providing inputs and add on the knowledge base. The online sessions are more focused and conducted as webinars (in synchronous and asynchronous mode) with speakers and experts – one hour of presentations and one hour of forum and discussion. In total 16 sessions, languages are English and national languages.
3.3.a	Local trainings	Following the same transnational approach inspired by living labs, each partner city will organize 1 half day (6 in total) training with the stakeholders mobilized in A 3.1. with the objective of learning about the testing and defining local protocols.
3.3 b	EMBRACIN' local protocols	The protocols (one for each areas where the test has been done), signed by local stakeholders after the testing phase, will be consistent with the general framework (policy, legislation etc) of the country and defines the ways through which the test can be streamlined into regular policy and measures relating integration.
3.4	MoU to promote and engage in the EMBRACIN' approach	The partners will draft a MoU to continue working on the EMBRACIN' approach in their participation in already established network and to identify ways to transfer the model to other contexts.

Please list outputs produced under this work package:

(a) be specific as to the scope and level of ambition, therefore use a quantitative description where applicable (e.g. X regional seminars organised with X participants each, X hours of training (who was trained, where))

(b) please add here additional information which would help the evaluator to understand the characteristics/scope/level of ambition of the output(s)

III.b. Expected deliverable(s) of this work package

Deliverable No.	Deliverable name/type (a)	Format (b)	Language (c)	Beneficiaries (d)	Months of implementation (e)
3.1.1	Templates of interviews and questionnaire	Electronic document online form	ENG	Testimonials and city officers	Delivery M 5
3.1.2	Analysis of questionnaires and interviews	Electronic document	ENG	network	Delivery M 8
3.1.3	Contact list (GDPR compliant)	Excel	ENG	partners	Delivery M 5
3.1.4	Programs/agenda of local meetings and attendance- total 12 meetings	Electronic documents	ENG	Partners	Delivery M 18
3.1.5	3 e-newsletters	Electronic documents	ENG – possible other national languages	Partners and network	Delivery M5-9-12
3.1.6	3 policy briefs	Electronic documents	ENG – possible other national languages	Partners, network and other policy makers	Delivery M6-10-13
3.1.7	Meeting in Brussels with main networks and actors	Electronic documents	ENG	Partners	Delivery M 4
3.2.1	Programs/agenda of transnational learning sessions – 21 in total	Electronic documents	ENG – possible other national languages	Network	Delivery 1 month prior to delivery of training – last delivery M 30

3.2.2	Attendance sheets	Electronic documents	ENG	Partners - EC	M 36
3.2.3	Material of training	Online documents (ppt, reference material)	ENG – possible other national languages	Network	Delivery 1 week after delivery of training – last delivery M 32
3.2.4	Satisfaction questionnaires	Online form	ENG	Network	Delivery one month after each session, last delivery M 32
3.3.1	Programs/agenda of local learning	Electronic documents	PP National languages and ENG	Network	Delivery M 32
3.3.2	EMBRACIN Local Protocols	Printed	ENG – all other national languages	Partner + Local Networks	Delivery M 32
3.4.1	Memorandum of Understanding	Electronic documents	ENG – all other national languages	Partner + Local Networks	Delivery M 36

Please list the deliverables produced under this work package.

- (a) the type/name of deliverable should be self-explanatory and could be: a publication (flyer / brochure / working paper / article / press release / slides / CD), website / web-tool, etc.
- (b) indicate the format (printed / electronic), the approximate number of pages and copies of a publication
- (c) specify each language in which the deliverable will be available
- (d) indicate the specific short / medium / long term beneficiaries for each deliverable
- (e) specify the month in which the deliverables will be actually completed. Month 1 marks the start of the action, and all deadlines should be relative to this starting date.

IV. Distribution of activities to each Applicant/Co-applicant in this work package

Establish a clear list of the activities described above indicating which activity is performed by which Applicant/Co-applicant.

Activity No.	Name of the activity	Applicant/Co-applicant	Effort in person months
3.1	Plan for awareness raising and mobilization of local authorities	Responsible partner: Padova, Alterevo Collaborating: All	3
3.1	Soft awareness raising: policy briefs, e-newsletters, presentations and communication material	Responsible partner: CSI Collaborating: All	6
3.2	Focused blended learning activities: 1 physical (living labs) and 16 virtual (webinars).	Responsible partner: Polibienestar, CSI Collaborating: All	25
3.3	Local trainings	Responsible partner: Sala Municipality Collaborating: All	6
3.3	EMBRACIN' local protocols	Responsible partner: MDA Thessaloniki Collaborating: All	11
3.4	MoU to promote and engage in the EMBRACIN' approach	Responsible partner: ECCAR Collaborating: All	11

V. Travels

If the costs for travel and substance (B.1+B.2) as presented in Part A, point 3 *Budget* of the application exceed 15% of the total costs, you should provide detailed information on the nature and objectives of each trip, its relevance to the project, location (EU/non-EU), number of participants.

Trip No.	Objective, nature and relevance to the project	Applicant/ Co-applicant;	Number of participants;	Location (EU/non-EU)	Days/DSAs
T.3.1	Participation in meeting with main stakeholders/networks	Applicant/ Alterevo	4 + local based representatives from networks	Brussels	1,5 day
T.3.2.a	Participation in living lab 1	All	41 (6*each municipalities - 5 external from their institution, 7 LP (6 ext), 2 Polibienestar and Alterevo	Potsdam (Germany)	1,5 day

VI. Sub-contracting

Indicate which activities will be sub-contracted and explain the reasons for sub-contracting (as opposed to the direct implementation by the applicant / co-applicant) (if any). Purchase of goods or services necessary for the implementation of activities by the applicant / co-applicant should not be considered sub-contracting. In principle, the applicant and co-applicant should have the capacity to carry out the activities of the action. Nevertheless, in some cases sub-contracting of the implementation of certain activities might be justified.

VII. Equipment

Describe and list the equipment to be purchased under this WP.

Per equipment item define in the boxes below which is the depreciation method to be applied:

- ☐ The depreciation costs of equipment, in accordance with international accounting standards and the beneficiary's usual accounting practices
☒ The full cost of purchase of equipment is eligible²

[insert name/type of equipment]

- ☐ The depreciation costs of equipment, in accordance with international accounting standards and the beneficiary's usual accounting practices
☐ The full cost of purchase of equipment is eligible¹

² Only such option is allowed in the Call for proposals

Work package: WP4 – Experimentation and evaluation of the Model

Duration in months: 28

Name of the Applicant/Co-applicant leading this work package (if applicable): POLIBIENESTAR

I. Objective(s) of this work package (expected outcome)

This WP covers the implementation and the evaluation of the Transferability plans developed in WP 2 in the 6 partner cities that intend to adapt and re-use the improved 6+6x6 scheme.

Its objective is therefore to assess the effectiveness and efficiency, as well as concrete impact (outcomes) on the beneficiaries and involved actors, of the transfer of the methodological approach and the operational measures and choice that each city will develop as part of the transfer logic. Thus, this WP ensures that the 6 implementation pilots and their evaluation are done according to high standards established for this purpose and respond to the needs detected at local and EU level (WP2 and WP3).

It's a small scale of experimentation, where the limited number of beneficiaries and its duration has been set in order to implement a qualitative impact evaluation on the different dimensions of integration. The minimum target number (72 selected and 36 positively complete the pilot path) is prudential and will be possibly increased if conditions and additional resources should allow it.

Consequently, this WP implements the preparatory activities and tools, executive plans and final evaluation.

Moreover, WP activities put the basis for continuing the assessment of project outcomes also after the conclusion of the project.

The primary outcome of the experimentation is to positively impact on the multi-dimensional integration situation of participants mainly:

- education and training
- housing
- access to health and basic services
- integration in the labour market
- social inclusion and active participation

More generally, the main outcomes of this WP refer to the socio-economic evidence-based impact of the the 6+6x6 scheme tests, measured through a sound methodological framework and that will allow to demonstrate to the implementing cities and to the enlarged network:

- a) the level of integration in the different dimensions assessed of third country nationals participating in the pilot test, also according to demographic variables such as gender, age and other forms of diversity;
- b) the level of improvement of cooperation (governance and effectiveness) of integration measures addressed by EMBRACIN;
- c) the positive impact on the communities in terms of attitudes;
- d) the efficiency in financial terms of the measures implemented.

This, in turn, will provide a base for further streamlining of the measures adopted and changes in policy.

II. Description of the work (activities)

Please present a concise overview of the work in this work package in terms of planned activities to achieve the objectives of this work package. Please be specific, give a short name for each activity and number them (the same activities will have to be reproduced in the section IV).

4.1 Joint planning of the evaluation framework (M5 – M10):

This activity aims to define a shared set of monitoring and evaluation (M&E) methodologies and tools that will be adapted to each pilot site with a dedicated and coherent "protocol". The methodology and tools will be based on previous tasks, concretely, on the WP 2 analysis, the Transferability plans and additional information that will be collected by pilot partners and they will be focused on impact and results, with the following topics / indicators (not exhaustive list):

1. Benefits (objective and subjective) for the final beneficiaries, in terms of integration/inclusion, education, employment taking into consideration a gender and age approach;
2. Administrative burdens for the stakeholders / institutions / operators involved;
3. Cost efficiency of the Scheme with respect to existing integration / welcoming practices in each countries;
4. Benefits for the welcoming community, in terms of better perception of migrants, jobs created, etc...

This activity foresees 3 actions:

1. **Definition and Draft:** based on previous tasks but before the piloting, Polibienestar together with Alterevo as scientific partner, will define the common evaluation framework with standards, indicators, procedures and tools, together with indication of sample and control groups, evaluation methods and data collection procedures. The common evaluation framework will be designed considering the following principles: (a) Effectiveness: The extent to which the project achieved its specific objectives and goals, considering the needs detected at EU and local level in previous tasks; (b) Efficiency: The extent to which the project impact in the local and EU economy and provided value for money; (c) Utility: The extent to which the project has a potential impact on the main target groups specified. (d) Sustainability: The extent to which the project has led to sustainable changes or benefits that will last after the project has been completed. The Common evaluation framework will be discussed with pilot sites to be validated and to build the dedicated "protocols" for each pilot site (see next actions).
2. **Peer review and capacity building:** an online transnational participative review session organized by Polibienestar. They will present the draft of the common evaluation framework to cities with the aim to discuss the document with implementing cities and deliver the final version with their inputs. This participative session will also be dedicated to train cities in the use of M&E tools to be implemented during the pilot. Together with the participative session, bilateral meetings will be organised by scientific partners (Polibienestar and Alterevo) with each pilot site exploiting the meeting already foreseen in Activity 2.4, to design the dedicated protocol for the evaluation. In this dedicated protocol, each city will have the needed information to evaluate the piloting adapted to their local characteristics and needs. Each partner will be responsible to translate the tools to be used with end-users to guarantee their useful participation.
3. **Validation:** during the pilot, the necessary adjustments to the final evaluation framework will be incorporated as a interactive cycle validated and ready to be used in the next phases.

4.2 Ex ante evaluation (M6 - M10)

In order to start the experimentation in the 6 partner cities, two main actions will be carried out:

1. to identify the *sample* and *control group* – this will be done through the database of the cities of third-country nationals residing in the area. The sample will be selected according to the demographic context of migrant populations in each specific city (for ex: the sample will contain different gender and age group when relevant). Each city will select a group of at least a 12 participants for the experimentation and the expected minimum number of participant positively completing the path is 6.
2. survey pre-evaluation (*ex-ante questionnaire*). The questionnaires to the sample and control group will be carried out by staff that will be adequately trained in previous task in order to reduce data collection problems, including language and cultural barriers. The questionnaire will be repeated in an interim and post-experimentation period (as described in following tasks).

If needed, the evaluation framework will be improved after the pre-evaluation considering the suggestions collected by pilot sites as part of the iterative evaluation process.

4.3 Experimentation of Pilot Actions and interim evaluation (M7 – M34): Once the Transferability Plans and the Evaluation Framework are ready, each partner starts with the experimentation of the Model, by activating pilot actions in each site selected. It is planned to last 27 months (M7-34).

In each city a "Test Manager" will be identified and he/she will work with the multidisciplinary team and will be the referral person to collect the information of the primary and secondary effect that the evaluation intends to assess. Municipalities partners of the project will test EMBRACIN model in their territories (Padova, Sala, Egkomi, Razkrizje). Local institutional network partner (MDTA and FAMSI) will sign an agreement with Municipalities of their network committed to test the model. Thessaloniki and Huelva already signed a Letter of Support for expressing it.

After 6 months the interim evaluation will be carried out to the sample and control groups using the same questionnaire used in the pre-evaluation. This evaluation will be repeated each 6 months (M13 – M19 – M25) and in M34 with the final evaluation. Data will be sent by pilots to Polibienestar, who will analyse the data received and any suggestion or comment and adapt the protocol if needed and send relevant information to WP2 and WP3 leaders in case the implementing activities should be also adapted.

Moreover, a conference call is foreseen every three months with the Test Managers in order to monitor and contribute to the project's monitoring and evaluation. Test managers will have periodical peer-to-peer exchange and sharing working groups, at least four times during the year of experimentation.

Such meetings are devised to collect information of the functioning of the EMBRACIN' model, and will bring hands-on, empirical evidence and learning/knowledge acquired during the experimentation that will add value to a comprehensive evaluation of the governance and operational robustness of the model. These are also moment of joint troubleshooting common problems, adjustments and corrections of possible deviations from the planned transfer plans to be also considered in the Evaluation Framework as part of the iterative process.

4.4. Evaluation of the Experimentation (M7 – M35): based on the common evaluation framework, the experimentation will be evaluated both in terms of cost-effectiveness for all the stakeholders involved and in terms of social impacts on beneficiaries and hosting communities, in order to enforce the future replicability and sustainability of the intervention proposed.

In this activity the evaluating partners will analyse the findings at local level and their potential application in the different contexts, involving local stakeholders and experts. With this perspective the project aims to provide useful recommendations for the local, regional, national and EU level.

Polibienestar will draft a Policy Recommendations document based on the evaluation results that will be peer-reviewed with partners and with an external expert panel. This document will look for common “analytical keys” that can help understand the application of the findings and that will be used at regional and/or national level to be up-scaled, replicated and streamlined. The discussions will be held during the final webinars (WP3.2) and in public events (one public event per pilot site). The cities that will sign the MoU (see WP3) will play an important role, as they are the first ones where the project’s results can be replicated or taken up.

III. Expected outputs (incl. deliverables)

Outputs are the products, capital goods and services which result from an Action’s activities.

Deliverables are outputs which can be delivered to the Commission printed on paper or in a digital format.

Limit the number of outputs and deliverables, do not include minor sub-items or internal working papers.

Examples of outputs (excl. deliverables) and deliverables for work package 0:

- **Outputs** (excl. deliverables) – kick-off meetings, coordination meetings, steering committees
- **Deliverables** – report, minutes, agreements

III.a. Expected output(s) (excl. deliverables) of this work package

Output No.	Output (a)	Explanation (b)
4.1.a	Common evaluation methodology and tools	The different dimensions and methods addressed by the revised 6+6x6 scheme, rebooted as EMBRACIN’ model will be analysed by Polibienestar and Alterevo according to the Theory of Change (impact assessment), quantitative and qualitative indicators that can be verified, as well as methods for collection (sources, who, when, how and why) will be drafted and submitted as preliminary evaluation draft
4.1.b	Review and capacity building meeting	The draft will be presented to be reviewed by partners implementing the test during online meeting. Staff and experts implementing the test will be trained on how to use the tools and the methods of evaluation. Bilateral 1 day meeting (M5-6), during Activity 2.4, will be held also with each pilot site to adapt the evaluation framework to a dedicated protocol.
4.2	Ex ante evaluation	Questionnaires (number and format according to general framework) will be administered to beneficiaries (Third country immigrants) and project partner staff, including control group to define the baseline situation. All information will be entered on the evaluation system (online) to be used for comparison with interim and ex-post evaluation.
4.3	Experimentation of the Model	Municipalities partners of the project will test Embracin model in their territories (Padova, Sala, Egkomi, Razkrijze). Local institutional network partner (MDTA and

		FAMSI) will sign an agreement with Municipalities of their network committed to test the model. Thessaloniki and Huelva already signed a Letter of Support for expressing it.
4.4	Interim and final evaluation report- results of test	During the implementation of the test, an interim survey (each 6 months into the test phase) and a final survey after the finalization of the test period will be administered. They consist of the tools/indicators/proxies used during the ex-ante phase. Test managers of each city will meet online every three months to share the process. At the end of the test, Polibienestar will collect the translated questionnaires and analyse the individual results and compare them, drawing conclusions for review. A full evaluation report will be issued in English for publication online. Executive summaries will be translated into the national languages and published.
4.5	Meetings for review and recommendations for scale-up	The recommendations – a short document in English and in national languages will be drawn from the results of review panels that will take place at the end of the test in the 6 partner cities and at network level. A total of 6 panels (1 each country - about 10-15 participants each, ½ day each) will review and contribute to the final recommendations that will be collected by the LP and consolidated in one document to be disseminated and presented in the final conference. The recommendations will be printed in 100 copies.

Please list outputs produced under this work package:

(a) be specific as to the scope and level of ambition, therefore use a quantitative description where applicable (e.g. X regional seminars organised with X participants each, X hours of training (who was trained, where))

(b) please add here additional information which would help the evaluator to understand the characteristics/scope/level of ambition of the output(s)

III.b. Expected deliverable(s) of this work package

Deliverable No.	Deliverable name/type (a)	Format (b)	Language (c)	Beneficiaries (d)	Months of implementation (e)
4.1.1	Draft evaluation system	Electronic document	ENG	Partners' staff implementing test	Delivery M 5
4.1.2	Peer review and training meeting material (slides, material)	Electronic documents, etc	ENG	Partners' staff implementing test	Delivery M 9
4.2.1	Ex ante questionnaires	Electronic document	All partner national languages	Partners' staff implementing test	Delivery M 9
4.3.1	Experimentation local Agreement	Paper doc	GR, ES	Partners' staff implementing test	Delivery M 7

4.4.1	Interim evaluation report	Electronic document	All partner national languages	Partners' staff implementing test	Delivery M 18
4.4.2	Full Evaluation report (about 50 pages)	Electronic document	ENG	Partners, local networks, extra policy makers	Delivery M 34
4.4.3	Executive summaries evaluation report (8 pages multilingual brochure. Printed in 600 copies - 100 copies each partner cities)	Electronic and printed document	All partner national languages	Partners, local networks, extra policy makers	Delivery M 34
4.4.4	Coordination and exchange Conference call minutes	Electronic document	ENG	Partners' staff implementing test	Delivery M 13-16-19-21- 25
4.5.1	Local evaluation reports translations	Electronic document	All partner national languages and ENG	Local stakeholders and network	Delivery M 33
4.5.2	Review meetings reports and conclusions	Electronic document	All partner national languages and ENG	Local stakeholders and network	Delivery M 34
4.5.3	Policy Recommendations	Printed document – approx. 20 pages – 100 copies	All partner national languages and ENG	Local stakeholders and network	Delivery M 35

Please list the deliverables produced under this work package.

- (a) the type/name of deliverable should be self-explanatory and could be: a publication (flyer / brochure / working paper / article / press release / slides / CD), website / web-tool, etc.
- (b) indicate the format (printed / electronic), the approximate number of pages and copies of a publication
- (c) specify each language in which the deliverable will be available
- (d) indicate the specific short / medium / long term beneficiaries for each deliverable
- (e) specify the month in which the deliverables will be actually completed. Month 1 marks the start of the action, and all deadlines should be relative to this starting date.

IV. Distribution of activities to each Applicant/Co-applicant in this work package

Establish a clear list of the activities described above indicating which activity is performed by which Applicant/Co-applicant.

Activity No.	Name of the activity	Applicant/Co-applicant	Effort in person months
4.1	Common evaluation methodology and tools	Responsible partner: Polibienestar/Altere vo Collaborating: All	7
4.2	Ex ante evaluation	Responsible partner: Polibienestar Collaborating: All	3
4.3	Experimentation of EMBRACIN model	Responsible partner: Polibienestar Collaborating: All municipalities partners	100

4.4	Interim and final evaluation report- results of test	Responsible partner: Polibienestar Collaborating: All	15
4.5	Analysis and recommendations for scale-up	Responsible partner: Polibienestar Collaborating: All	15

V. Travels

If the costs for travel and substance (B.1+B.2) as presented in Part A, point 3 *Budget* of the application exceed 15% of the total costs, you should provide detailed information on the nature and objectives of each trip, its relevance to the project, location (EU/non-EU), number of participants.

Trip No.	Objective, nature and relevance to the project	Applicant/Co-applicant;	Number of participants;	Location (EU/non-EU)	Days/DSAs

VI. Sub-contracting

Indicate which activities will be sub-contracted and explain the reasons for sub-contracting (as opposed to the direct implementation by the applicant / co-applicant) (if any). Purchase of goods or services necessary for the implementation of activities by the applicant / co-applicant should not be considered sub-contracting. In principle, the applicant and co-applicant should have the capacity to carry out the activities of the action. Nevertheless, in some cases sub-contracting of the implementation of certain activities might be justified.

The activity 4.3 "Experimentation of EMBRACIN model" will be partially sub-contracted by 4 municipalities (Padova, Sala, Egkomi, Razkrizje) and the 2 networks of local authorities (FAMSI and MDAT). The amount indicated in the budget is considered as a support for the effective development of the experimentation, in order to put partners in the condition of testing and evaluating EMBRACIN model in their territories. However the amount provided won't cover the entire experimentation costs so each partner is already committed in finding additional resources at local, national, European level through lobbying activities. Some resources have been already detected (ESF funds for example) but the exact calculation of the necessities will be done during WP2 and WP4 activities.

VII. Equipment

Describe and list the equipment to be purchased under this WP.

Per equipment item define in the boxes below which is the depreciation method to be applied:

[insert name/type of equipment]

- ☐ The depreciation costs of equipment, in accordance with international accounting standards and the beneficiary's usual accounting practices
- ☐ The full cost of purchase of equipment is eligible³

[insert name/type of equipment]

- ☐ The depreciation costs of equipment, in accordance with international accounting standards and the beneficiary's usual accounting practices
- ☐ The full cost of purchase of equipment is eligible¹

....

▶ Work package 5

Work package: Communication, Dissemination and Capitalization

[Give a name to your work package]

Duration in months: 36	Name of the Applicant/Co-applicant leading this work package (if applicable): CSI
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³ Only such option is allowed in the Call for proposals

I. Objective(s) of this work package (expected outcome)

The communication WP is functional to achieve the awareness and the buy-in of stakeholders and policy making institutions of the novel approach of the model, the generated knowledge and tested knowhow, with a view to mainstreaming and use its results for further policy improvement or embedment in ongoing institutional and policy frameworks, that is, transfer and capitalization of the results.

It is structured to use tactics and channels that are more suitable for territorial outreach (for example social media in national languages, networking events and locally generated dissemination content), and give value to the transnational dimension with high-level events that foresee involvement and tailored material for policy - makers at different level – especially local and regional, but with a dialogue with national and EU level as they have overall mandate on migration issues. The awareness raising will also serve as communication, policy briefs and direct networking with new local actors in the framework of WP3 have also a communication objective.

The Communication strategy will maximize the potential of new technologies, micro-segmentation offered by new media, and is integrated with the irreplaceable role of meetings and personal exchanges of information, represented by flagship events (regional and final events). Social media plug-ins (YouTube, Facebook, Instagram, LinkedIn, Twitter, Vimeo, Google Form and Woobox, etc.) will be used as part of a simple blog that will reduce expenses, but will contain news and information, with links to the ESWI website. Thematic social media groups will be created and animated by stakeholder groups that act as multipliers for higher outreach at territorial level in national language for the mobilization and consolidation of local networks.

In order to manage communication dynamics, CSI is tasked to oversee that the different activities are delivered both a local and transnational and international level. A Communication Manager will be appointed to coordinate the activities & the results of all dissemination and networking activities. At project's level the coordination of institutional relations with the EC will be a task of the Communication Manager of the coordinating partner.

Each partner will also appoint one person to manage local dissemination strategies, they will be a part of the transnational communication plan and each partner will provide a regional plan in line with the main requirements. The communication plan will be developed in the first semester of the project. and will also be monitored by the comprehensive monitoring system & include result indicators for complete evaluation.

A short explanatory booklet on standards for use will be available to each partner. Some basic common project's material (logo, folders, ppt template and posters) will be realized early in the project complying with visibility rules of the AMIF, while each partner will contribute to the production of other visibility materials (publications, leaflets, other material) in line with the official image for the events, and local dissemination purposes. The project's partners are target of internal communication (described as organizational communication). The objective of internal com. strategy is the shared knowledge of standards & update on the project's progress. The main communication channel is online repository, emails and conference calls (Skype, or similar tools).

II. Description of the work (activities)

Please present a concise overview of the work in this work package in terms of planned activities to achieve the objectives of this work package. Please be specific, give a short name for each activity and number them (the same activities will have to be reproduced in the section IV).

5.1 Building the storytelling for the project (M1-M6): This activity relates to the overall coordination of the WP, over the course of the project. Definition of the role of the Communication Manager and the rest of the communication team, of targets, of the overall and specific strategies for the different targets, tactics, action plan and yearly reviews according to monitoring. An overarching communication plan will be the first step to organize all awareness raising and dissemination of activities to internal & external stakeholders.

It has a twofold objective:

- (1) Divulging the results of the project to different target audiences considering the heterogeneity in terms of types of institutions and territorial contexts that are directly involved by means of the project partners (direct dissemination), as well as those actors involved in the various networks to which the project is interlinked (indirect dissemination);
- (2) Creating a knowledge base upon which focus the capitalization strategy.

5.2 Project's visibility and basic communication material (M6-M36): This activity will comply with the requirements of producing visibility material, which will be consistent with the overall brand and the approach set out in the previous activity and each partner, based on the communication plan, the partners will produce material over the whole duration of the project, with relevant information and dissemination products.

5.3 Local and Transnational Dissemination and Capitalization Events (M12 – M36) : This activity refers to the dissemination at local level of the project's results and is closely connected to awareness raising actions (Activities 3.3) Each municipality testing the scheme will also organize a public event to formalize the local protocols and share

the results, also after the training. The final event will be an open conference organized in Bruxelles (Committee of the Regions) at the end of the project, in order to ensure wide dissemination of project results. Each event will include testimonials (people involved in the transfer), results and follow-up activities. The final meeting foreseen about 50 to 80 participants. Local dissemination events will be organized by each municipality and foresee the participation of 20-40 participants.

5.4 Blog and social networks – digital communication (M6-M36): This activity refers to the constant update of the blog and participation in social media. We foresee at least one piece of news every month and publication of results/articles or other information at least every three months. The local "social networks groups " (Facebook, Instagram, Twitter or others depending on the type of communication and stakeholders) will feed regularly also on the blog via plug ins. 6 issues of the newsletter will be disseminated (approx. every 6 months).

III. Expected outputs (incl. deliverables)

Outputs are the products, capital goods and services which result from an Action's activities.
Deliverables are outputs which can be delivered to the Commission printed on paper or in a digital format.
Limit the number of outputs and deliverables, do not include minor sub-items or internal working papers.
Examples of outputs (excl. deliverables) and deliverables for work package 0:

- **Outputs** (excl. deliverables) – kick-off meetings, coordination meetings, steering committees
- **Deliverables** – report, minutes, agreements

III.a. Expected output(s) (excl. deliverables) of this work package

Output No.		
5.1	Start-up activities including communications (M1 – M6)	An overarching communication plan defining the strategy will be the first step to organize all awareness raising and dissemination of activities to internal & external stakeholders. The plan containing strategy, tactics and timing will be monitored against target objectives and reviewed every year, it will contain also media relations toolkit. All partner will then define a local strategy in line with the overall approach.
5.2	Promotional Material (M6 – M36)	Posters, thematic flyers, social network groups, final good practice brochure or "comics strip booklets" posters/infographics online newsletter policy briefs. Each partner will issue at least 2 press releases and produce at least 1 minivideo of pilot actions, transfer events etc, used as project's storytelling at the final event
5.3	local and transnational dissemination and capitalization Events (M12 – M36)	6 local dissemination and capitalization events will be organized to share the milestones of the project. The meetings will last 1/2 day each , with the participation of 20-40 participants The final transnational event will take place in Brussels with 50-80 participants. Testimonials from the action activities, external experts and stakeholders, including local, national and EU level representatives will be invited.
5.4	Digital Activities (M6 – M36)	The project invests on clever and effective social media and digital communication. A blog will be created and linked to partners' websites and will contain all major communication

		material, news etc. It will contain plug-ins to connect social media (tentative Facebook, Instagram Twitter, Youtube) so that the specific target audiences will be reached through dedicated social accounts but the blog will remain the entry point for digital communication. his will allow to better monitor statistics per target audience and create awareness raising and communication campaigns that capitalize on existing social behaviour on their favourite network.
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Please list outputs produced under this work package:

(a) be specific as to the scope and level of ambition, therefore use a quantitative description where applicable (e.g. X regional seminars organised with X participants each, X hours of training (who was trained, where))

(b) please add here additional information which would help the evaluator to understand the characteristics/scope/level of ambition of the output(s)

III.b. Expected deliverable(s) of this work package

Deliverable No.	Deliverable name/type (a)	Format (b)	Language (c)	Beneficiaries (d)	Months of implementation (e)
5.1.1	Communication Plan and Strategy	electronic document	ENG	Partner's staff	M1-M3
5.2.1	templates for posters, thematic flyers, logo, and general visibility material	electronic files	all partners' language and ENG	internal and all types of audience	M3
5.2.2	Posters (50 printed copies A3) thematic flyers (at least two editions- 1000 printed copies), final good practice brochure or "comics strip booklets" posters/infographics (300 copies – 24 pages), Each partner will issue at least 2 press releases and produce at least 1 short video of pilot actions, used as project's storytelling during the dissemination events.	printed and electronic documents	All partner national languages and ENG	Partner's staff and their local/national/european stakeholders	M12, M24, M36
5.3.1	6 local dissemination event material (agenda, material, proceedings)	printed and electronic documents	national languages	local/national stakeholders	M 32 at latest
5.3.2	final event agenda, attendance, proceedings, material etc	printed and electronic documents	ENG	local/national/European stakeholders	M 35
5.4.1	6 online newsletter, 2 policy briefs	electronic documents	ENG and some material multilingual	local/national/European stakeholders	M 6- 12-18-24-32-36
5.4.2	Projects' blog	website	ENG and some parts multilingual	European stakeholders	M 6 running until end of action
5.4.3	Social network groups	social media	eng and local languages	all internal and external target groups of stakeholders	M 3- to M 36

Please list the deliverables produced under this work package.

(a) the type/name of deliverable should be self-explanatory and could be: a publication (flyer / brochure / working paper / article / press release / slides / CD), website / web-tool, etc.

- (b) indicate the format (printed / electronic), the approximate number of pages and copies of a publication
(c) specify each language in which the deliverable will be available
(d) indicate the specific short / medium / long term beneficiaries for each deliverable
(e) specify the month in which the deliverables will be actually completed. Month 1 marks the start of the action, and all deadlines should be relative to this starting date.

IV. Distribution of activities to each Applicant/Co-applicant in this work package

Establish a clear list of the activities described above indicating which activity is performed by which Applicant/Co-applicant.

Activity No.	Name of the activity	Applicant/Co-applicant	Effort in person months
5.1	Start-up activities including communications (M1 – M6)	Responsible partner: CSI Collaborating: All	4
5.2	Visibility and promotional Material (M6 – M36)	Responsible partner: CSI Collaborating: All	8
5.3	Dissemination and capitalization events (M12 – M36)	Responsible partner: CSI Collaborating: All	40
5.4	Digital communication (M 3- 36)	Responsible partner: CSI Collaborating: All	30

V. Travels

If the costs for travel and substance (B.1+B.2) as presented in Part A, point 3 *Budget* of the application exceed 15% of the total costs, you should provide detailed information on the nature and objectives of each trip, its relevance to the project, location (EU/non-EU), number of participants.

Trip No.	Objective, nature and relevance to the project	Applicant/Co-applicant;	Number of participants;	Location (EU/non-EU)	Days/DSAs
T.5.1	Transnational Exchange meeting (TEM1)	All	20	Sala (Sweden)	2
T.5.2	TEM2	All	20	Sevilla	2
T.5.3	FINAL MEETING	All	20	Bruxelles	2

VI. Sub-contracting

Indicate which activities will be sub-contracted and explain the reasons for sub-contracting (as opposed to the direct implementation by the applicant / co-applicant) (if any). Purchase of goods or services necessary for the implementation of activities by the applicant / co-applicant should not be considered sub-contracting. In principle, the applicant and co-applicant should have the capacity to carry out the activities of the action. Nevertheless, in some cases sub-contracting of the implementation of certain activities might be justified.

VII. Equipment

Describe and list the equipment to be purchased under this WP.

Per equipment item define in the boxes below which is the depreciation method to be applied:

[insert name/type of equipment]

- ☐ The depreciation costs of equipment, in accordance with international accounting standards and the beneficiary's usual accounting practices
☐ The full cost of purchase of equipment is eligible⁴

[insert name/type of equipment]

- ☐ The depreciation costs of equipment, in accordance with international accounting standards and the beneficiary's usual accounting practices

⁴ Only such option is allowed in the Call for proposals

☐ The full cost of purchase of equipment is eligible¹

 Associated with document Ref. Ares(2019)7520226 - 06/12/2019

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4.2. Implementation timetable

Action Title: EMBRACIN'

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	MONTHS																											
Number and name of the activity	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24	M 25	M 26	M 27	M 28
1.1- Coordination and implementation of activity																												
1.2-Administrative and financial management																												
1.3-Monitoring and evaluation																												
1.4-Organising international meetings	M																											
2.1 - Baseline analysis of the existing 6+6x6 Scheme of integration as good practice to be transferred																												
2.2 - Connecting 6+6x6 to current practice and needs analysis																												
2.3 -Deep dive in Treviso	M																											
2.4 - Fine tuning actions at local level through knowledge exchange																												
2.5 - Adaptation of the Scheme to the different contexts and creation of Embracin model																												
3.1 - Mobilization of local authorities on integration																												
3.2- Vertical Awareness Raising (VAR)																												

[illegible]

4.3. Types of eligible activities, complementarity and ethics

4.3.1. Which type(s) of eligible activity specified in the Call for Proposals will the action involve?

- ☐ Organization of mutual learning activities, trainings, workshops, meeting to pass on knowledge and experience between local authorities
- ☐ Implementation of concrete integration measures following exchanges between local authorities in the following field;
- ☐ ...;
- ☐

4.3.2. Complementarity and synergies with other actions (max 4000 characters)

Indicate actions with similar objectives funded from other sources (in particular all similar actions funded from the budget of the EU) which might overlap with the activities of the action (if applicable) and explain what measures will be taken to avoid overlaps and ensure synergies.

The project concept and design come from the grassroots experience of hospitality and social inclusion made by Professor Antonio Silvio Calò and his family supporting the integration of young immigrants in Treviso and beyond. Although, Prof. Calò has been awarded with the European Citizen Prize his practice did not received any public sponsorships nor any specific allocation of funds.

The grounding learnings and principles thus come from a true bottom-up subsidiary intervention directly calling into action familiar bonds, social capitals and human-to-human solidarity rather than relying on structured policy support.

Notwithstanding, the proposed model is conceptually and materially integrated with the experimental Italian Protection System for Asylum and Refugee Seekers known as "SPRAR". The System has been established by the Department for Civil Liberties and Immigration of the Ministry of Interior and is operated by ANCI, the National Association of Italian Municipalities. The initiative focuses on the so-called "second reception" and provides services such as linguistic and cultural mediation, Italian language courses, vocational training and guidance and legal assistance so as to facilitate integration. Accommodation is granted for six months, which can be extended for a further six months and is in any case guaranteed until the decision of the Territorial Commission.

The characteristics of this experience were: a territorial approach involving local actors primarily; a decentred and spread system that operates with small groups; a fixed term roadmap that includes several intersectoral integrating measures. Over 35.000 migrants benefited from the Programme in over 1.800 Italian Municipalities from 2002 and 2018.

Padua (IT) is entitled with a SPRAR project involving 50 beneficiaries and is among the promoters of the distributed hospitality system.

Sala (SE) is a quiet place 75 miles northwest of Stockholm. In 2015, the 12,000-person town became one of the many experiments across Europe in how to integrate a sudden influx of newcomers when it became the new home of about 165 adults and families, and another 300 unaccompanied minors.

Thessaloniki (EL) has been at the forefront of the management crisis of refugee flows. The city with support from the URBACT network Arrival Cities, has drafted an Integrated Action Plan (IAP) to provide a holistic inclusion and integration strategy coordinating key state and non-state actors. This type of consortium for managing refugee integration is a first in Greece and has been considered as best practice by the UN refugee agency UNHCR.

Razkrižje (SI) is located along the pathway channelling Middle Eastern Countries and the European hearth. In 2015, the crisis has been so harsh that in order to prevent the dispersal of refugees and to steer them towards controlled entry points, Slovenia has started building a fence along the border between the village and Croatia.

Cyprus has exceeded every other EU member state in asylum claims in 2018, recording the highest number per

capita with almost 6,000 applications for a population of about 1 million. In Engomi (CY) founds itself in the midst of a burgeoning migrant crisis trying to absorb and handle such flows.

All the gathered experiences stress the primary relevance of the local level in designing and leading integration policies. Moreover, Public Authorities and Civil Society must join forces for an institutional, reliable and human-centred approach.

For that reasons, the project development and implementation will take into consideration the results and outputs of 5 granted AMIF union initiatives: CITIES GroW – Cities integrating refugees and migrants through work (2016); Integration of Third Country Nationals through Urban Partnerships; the Welcome Programme; SIMBRA - Supporting the Integration of Migrant Women, Refugees and Asylum Seekers; Local Alliance for Integration (2017).

4.3.3. Does your action involve any or more of the following:

- Do your activities involve human participants? x Yes
☐ No
 - Are they vulnerable individuals or groups? x Yes ☐ No
 - Are they children/minors? ☐ Yes
- Do your activities involve physical interventions on the study participants? ☐ Yes x No
 - Do they involve invasive techniques? ☐ Yes
- Do your activities involve personal data collection and/or processing? x Yes
☐ No
 - Do they involve the collection and/or processing of sensitive personal data (e.g.: health, sexual lifestyle, ethnicity, political opinion, religious or philosophical conviction)? x Yes
- Do they involve processing of genetic information? ☐ Yes
☐ No
 - Do they involve tracking or observation of participants? x Yes ☐ No
 - Do they involve further processing of previously collected personal data (secondary use)? x Yes
- Do your activities involve dual-use items in the sense of Regulation 428/2009, or other items for which an authorisation is required? ☐ Yes x No
- Are there any other ethics issues that should be taken into consideration? ☐ Yes x No
 If yes, please specify which:

4.3.4. Addressing ethical issues (*max 2000 characters*)

If you have indicated 'Yes' for one or more of the questions indicated under 4.3.3, please describe your strategy on how to deal with the ethical issues during the implementation of your action (which ethical principles you will take into account, which applicable international, EU and national law you will comply with, etc.).

The project targets as beneficiaries asylum seekers and refugees not including minors (accompanied or not). Both groups are defined as special categories and require special protective measures due to their vulnerability. Being sensitive minorities they suffer of multiple risks of exclusion and segregation. Moreover, a large majority among them personally experienced dramatic conditions, affecting physical and mental health. Respect of non-discrimination and equal opportunities will be a transversal principle both at internal level (partnering cities) and external (beneficiaries, target of activities). The provisions of the Geneva Convention (1951), the Protocol (1967), the evolving jurisprudence of the European Court of Human Rights and the respect of the Charter of Fundamental Rights will be a constant reference for the

project. Consistently with the COM(2008)360FIN, project rationale incorporates gender considerations and takes into account the special needs of vulnerable groups. While ensuring a respect for fundamental rights of all migrants the Consortium will comply with the legislation in force aimed at curbing irregular migration. In order to soundly validate the proposed policy approach, the Consortium and its team need to extract, collect and compute personal information of pilot target groups. These data include health, religious beliefs and ethnicity together with other social and economic information. This is needed for the elaboration a transferable and scalable model considering multiple variables in an objective algorithm. Protection of personal data is listed in the Chapter 2 of the EU Charter of fundamental rights. Regulation (EU) 2016/679 and Directive (EU) 2016/680 rule the processing of personal data. Within the project, data controllers, processors and recipient will be public authorities. Participants will be fully aware of the scope and use of their personal data and written authorisation will be collected. Stakeholders and general public will receive aggregated data that avoid direct or indirect identification. Storage of data will impede their processing in the future outside the project envisaged scope.

PART 5 – PRESENTATION OF APPLICANTS AND ACTION MANAGEMENT

5.1. Applicants

5.1.1. Partnership (*max 2000 characters*)

Explain why the individual Applicant and Co-applicants are the best suited to participate in this action. When building your partnership you should think of organisations that can help you reaching an objective/solving a problem.

Municipalities involved have different levels of experience/knowledge related to integration of asylum seekers and refugees. An exchange of good practice between local authorities that have less experiences is a good opportunity to benefit from the knowledge and practices developed by experienced local authorities.

Municipality of Padua, as LP, was inspired by the winner of the 2018 European Citizen's Prize, Mr Calo who has created a training and integration programme for young asylum seekers in Treviso, to ease their transition into European life. The hosting model will serve as a basis for the test pilots and for a discussion on the importance of the reception and integration of migrants and refugees, and the key role that municipalities can take up in this regard at the local, national and European level.

Municipality of Sala, is a quiet place 75 miles northwest of Stockholm. In 2015, the 12,000-person town became one of the many experiments across Europe in how to integrate a sudden influx of newcomers. Sala's experiment in successful integration of migrants was dissolved by the national government". The government needs to change the rules for us at the local level so we can take responsibility for asylum seekers," Mayor said.

Municipality of Razkrizje, is a small border city, near Croatia, with less experience in the field, but in a strategic geographical position.

Municipality of Egkomi considers as central the role of local authorities in dealing with migration and leading integration actions in a country with an high rate of third-country citizens.

FAMSI and MDAT S.A. are municipalities networks working in Spain and in Greece, countries with a high rate of immigrants and a low level of experiences in respect to the management of Third Country Nationals integration and the management of diversity in local communities.

Alterevo, in collaboration with Mr Calò, and Polibienestar are scientific methodological partners interested in supporting the pilot, CSI and ECCAR are local agencies dedicated to research and networking.

5.1.2. Roles of Applicants (*max 2000 characters*)

Explain what the Applicant and each Co-applicant will do in the action. Each Co-applicant should have a specific and well-clarified role and should actively participate in the activities of the action.

The partnership has been developed in order to create a first core network of municipalities with a shared aim of developing and test an European model of integration for immigrants: asylum seekers and refugees, with the support of 3 scientific/methodological partners and 1 European Network.

So 4 Municipalities (Padova as Lead Partner and WP2 Leader, Sala (Sweden), Razkrizje (Slovenia), Egkomi (Cyprus) and 2 Municipality Network (FAMSI - Andalusia and MDAT - Thessaloniki) joined the proposal. Each of them will experiment the scheme developed by the project in their territory. The Networks, as well as Municipalities, will sign official agreements with one or more Municipalities of their network willing to take part to the experimentation (WP3.3).

ECCAR Network, European Coalition of Cities against Racism as WP3 leader will support the entire partnership both in dissemination of activities and in ensuring the enlargement of project core network of municipalities. New Municipalities will sign the MOU (see Memorandum of understanding-WP3) and ensure sustainability of project outputs after the closure of itself.

In addition, Polibienestar as WP4 Leader and Alterevo, which are senior consultants in the field of social qualitative and quantitative research, will ensure the monitoring and evaluation of the experimentation. This phase will be crucial, as it is foreseen in order to support with effective data the elaboration of the Policy Recommendations (WP4.4) which will be needed to propose the scheme for integration at European level.

CSI Centre for Social Innovation is WP5 leader, a team of professionals with over 50 years of collective experiences in the fields of Education, System Rationalization, Information & Communications, will ensure proper and efficient innovative communication and dissemination of results.

5.1.3. Staff involved

List all staff included in the budget (under Budget heading A) by function (e.g. project manager, financial manager, researcher etc.) and describe shortly their tasks.

Municipality of Padova (Italy):

Project Manager: Chiara Aliprandi. As senior professional, she will lead and coordinate project activities. She will be responsible for the overall organisation of task, project communication and problem solving tasks. She will be the contact point for partners and the EC.

Internal experts: Bacchin Manuela and Meneghin Alessandra. As Social Services Department senior professionals in the field of migration policies, they will coordinate project activities in particular of WP4 experimentation. They will be also responsible for network creation at transnational and local level.

Financial Manager: Paccagnella Domitilla will coordinate the overall financial management of the project.

Municipality of Sala (Sweden):

Project Manager: Christina Söderström-Nilsson – responsible for the implementation of the project as well as the project management in Sweden.

Financial tasks: Malin Boman – responsible for the financial topics within the project. Responsible for economic reports.

Internal expert: Senada Trstena – involved in the project as expert related to integration.

Internal expert: To be hired. Involved in the project over-all and expert related to cross-culture questions.

Polibienestar (Spain)

Project manager: Dr. Jorge Garcés - responsible for the coordination of scientific activities related to WP4

Senior Researcher: Dra. Estrella Durá - senior researcher responsible for the implementation of activities, relational work and supervision.

Junior researcher (to be hired) - supporting project activities and financial tasks.

Alterevo (Italy)

Project Mentor: Prof. Antonio Calò - inventor of 6+6x6 scheme implemented at local level, he will guide Embracin experimentation and adaptation at transnational level.

Project manager and monitoring: Simone Giotto - senior project manager in charge for the international coordination of activities

Researchers: Sandra Rainero and Alberto Ferri - senior project manager responsible for scientific/methodological framework of monitoring activities

Financial Manager: Chiara Buono - senior financial manager

Municipality of Razkrižje (Slovenia)

Project manager: Monika Holc, a university graduate economist she takes care of the organization and management of project activities of the partner, participation in project groups, communication with project partners, preparation, collection, storage and provision of documentation

Financial Manager: to be hired - management and execution of public procurement, administrative and financial management of the project

Senior researcher: to be hired - assessment of project impacts and control over implementation of the project.

Municipality of Egkomi (Cyprus)

Project manager: AFRODITI KYRIACOU

Researcher: SOCRATIS SARRIS

Financial manager: ATHINOULA VARNAVA

CSI (Cyprus):

1 Project manager in charge of the general coordination and implementation of the project

1 Financial manager in charge of the financial control of the project

FAMSI (Spain):

- 1 Project manager in charge of the general coordination and implementation of the project
 - 1 Financial manager in charge of the financial control of the project
 - 2 Internal experts in charge of the execution and development of the activities envisaged in the different WP.
- ECCAR (Germany):**
 Project manager: Jérémie Clovis is in charge for the overall development of project activities
 1 Internal experts: in order to increase the number of municipalities of the network and provide occasions to disseminate project activities.
- Mayor development Agency Thessaloniki (Greece):**
 Project Manager: Ms Paola Seremeti - keeping up to date with all the tasks of the work packages where MDAT is involved. Coordinating the MDAT team during the process of the project.
 Financial Manager: Ms Mina Tolidou - managing all the financially related issues of the MDAT involvement in the project.
 2 Internal Researchers: Ms. Stella Zountsa and Ms. Paraskevi Tarani - all tasks to be undertaken regarding the local background information of Thessaloniki urban area needed in order to be able to transfer the model.

5.2 Project management

5.2.1. Project management (*max 2000 characters*)

Explain the overall project management concept, in particular how decisions will be taken and how permanent and effective communication will be ensured.

On a general level, the applicant acts as the project supervisor for the implementation of each output and for their overall integration and synergy. At activity level, the coordination is specifically assigned under the responsibility of one or two project partner/s according to their core competence and experience. At action level, activities and outputs will be the result of joint development and implementation of all partners. Partners & related staff will be structured in this **project management chain**:

1. **Project Management Unit (PMU):** project management structure apt to support all tasks timely and effectively development. This will be done by:
 - Undertaking project management functions, including liaison with the Managing authority for all financial, administrative, legal and ethical matters, managing all human and budget resources, and ensuring internal project meetings, communication and decision making;
 - Ensuring proper engagement of all project participants, including stakeholders;
 - Ensuring production of all necessary outputs, project reports, products and services and coordinate results;
 - Meeting and corresponding as required reporting on progress and discussing results and consequences of the work.

The PMU is made of the **project manager** (PM, applicant), the **financial manager** (FM, applicant) and the designated **project coordinator** (PC, partners) **and a financial coordinator** (FC, partners) of each partner. The PMU will also include the **communication manager** (CM, applicant) to ensure the compliance to visibility and communication rules of the funding. They will mostly communicate by means of the common communication system (phone, video conference), but will meet during the project (with SC), especially for reporting of financial duties. Budget control is a specific task of the **Financial Manager** (FM, applicant), who is part and parcel of the Project Management Unit and coordinates the Financial Coordinators for each partner. The Financial Manager will provide the audit tracks and support documentation for a transparent use of resources and duties in case of external control by the Agency or the EC.

2. **Steering Committee (SC):** is the decision-making body, responsible for its implementation, supervision and evaluation. Made up of 1 representative of each project partner, ensures the effectiveness and the quality of execution of the activities. The SC will be established at the kick-off meeting and will follow specific rules undersigned by all partners. The SC will periodically meet during transnational meetings to monitor the progress of the project and validate with the support of the SB the results.
3. **Scientific Board (SB):** in parallel, the project will establish a Board of 3 external experts, in order to provide operational support and to foster homogeneity in the approach, the implementation and evaluation of the project, supporting the SC and the applicant. The SB's overall task is to ensure the quality, effectiveness and consistency of project activities and results within a single operational framework and to monitor the quality and consistency of scientific outputs and outcomes in line with the approach.

Internal communication will take place mostly by emails, while a dedicated area on a repository (online folder) will be available as ITC resource for partners and will contain all information on the management of the project, templates for financial duties. An online conference system will allow the PMU to meet whenever necessary. Project management software such as Asana or Podio will be set up by the LP and the partnership, in order to ensure effective communication and facilitate widespread activities monitoring responsibility.

5.2.2. Risks and measures to mitigate them (*max 2000 characters*)

Describe possible risks, uncertainties, difficulties related to the implementation and the measures/strategy of the action that you plan to undertake to mitigate them.

The **project** organisation of the activities balances the need for an efficient, timely and effective coordination of work with the necessity of maximizing synergy, knowledge exchange and mutual learning among the various partners. The management by objectives (see the activities' results) regulates all the activities according to the Gantt chart's schedule, but is also an adaptable tool because, by focusing on goals/result achievement, it allows to flexibly reconfigure activities as new needs emerge.

Risk 1: Pilot sites do not recruit the number of participants needed for the sample

Mitigation measure: Pilots will be performed by cities who have a broad access to the target population. If not enough participants have expressed their interest to participate, communication and engagement activities will be done in order to guarantee the required sample

Risk 2: Lack of participation of experts in the expert panel

Mitigation measure: Cities participating in the consortium have enough contacts to guarantee that experts on the field will participate in the panels planned. In case the project need more experts, partners will contact with different departments and will develop internal and external communication and engagement activities

Risk 3: Lack of participation of targets in the events and webinars

Mitigation measure: Dedicated communication and engagement activities will be performed at local and EU level to guarantee the planned forum

Risk 4: Low engagement/underperforming by one or more partners

Mitigation measure: 1) PM will be chosen by the LP in consideration of his/her professional expertise in managing complex/transnational partnership. 2) an internal Partnership Agreement, to be signed by each partner at latest by the kick-off meeting, which identify consequences any case of non-compliance or non-delivering of tasks/responsibilities of the partners 3) Steering Committee will be in charge of timely deal with internal difficulties.

Risk 5: Low engagement of external local and regional authorities

Mitigation measures: Early activation and mobilization of existing networks, soft agreements to leverage and collaborate with the project, plan to include the topics in established cities and regional platforms activities (ESWI, other networks, Urban Agenda for the EU partnerships etc.)

5.2.3. Monitoring and evaluation (*max 2000 characters*)

Describe how you intend to monitor and evaluate the advancement of the action.

Explain which quantitative and qualitative indicators you propose to use for the evaluation of the reach and coverage of activities of the action and results of the action.

Monitoring activities is carried on in the framework of the **WP1** and is coordinated by Alterevo. It is focused on project output and deliverable, dedicated mainly on ensuring the coherence between the Action Plan and the actions effectively realized. However the project will perform also an complete evaluation of project outcome, coordinated by Polibienestar that will cover the implementation and the evaluation of the transferability plans in order to assess the socio-economic impact and the project sustainability.

MONITORING

The project foresees an *ex-ante*, *in itinere* and *ex post* evaluation, with the aim of delivering a monitoring system able to optimize the project results and to adapt the monitoring framework to pilot sites as part of an iterative monitoring and evaluation process. The partnership adopts the "logical framework" approach, with the creation of a set of tools able to verify the **internal** (with relation to all the project activities and related outputs effective & timely implementation = target: LP) and **external** efficacy (with relation to the framework conditions for a sound project realization = target: partners). In the first case, the tools will detect the coherence between the objectives, the activities and the results (spill over logic), by means of 4 moments of monitoring (every 6 months); particular attention is paid to "partner satisfaction" about the management and coordination process, in order to be able to re-set the future activities (bottom up approach). In the second case, there will be 4 monitoring event (every 6 months) focused on the framework actions, aiming at ensuring the project sustainability in terms of partnership's functioning;

this kind of monitoring is expected to give results able to monitor the work of each partner. All these information and data are expected to contribute the realization of the interim (M18) and final report (M36), to be discussed during the meetings in order to improve the management & coordination power and the team-working quality.

EVALUATION

In order to evaluate the degree of success of each action foreseen by the project, the partnership planned a **qualitative evaluation scheme** for each WP. Project evaluation is dedicated to ensure an high-quality standard in the output realization, as well as in the perception of the utility of the activities by the beneficiaries, the stakeholders and the general public. This evaluation activities is carried on in the framework of the **WP4 activities** and coordinated by Polibienestar. A common evaluation framework will be developed in WP4 and adapted to the different pilot sites to assess the impact of the project on how the model respond to the local needs. Thus, a set of indicators will be included in the evaluation framework able to measure the impact of the project in the different fields defined in WP4 and, if needed, also in those fields detected as relevant by local stakeholders. The final evaluation will be translated in Policy Recommendations with "analytical keys" that can help understand the application of the findings and that will be used at regional and/or national level to be up-scaled, replicated and streamlined.

5.2.4. Dissemination strategy and visibility (*max 2000 characters*)

Describe the dissemination strategy: how will you reach the short, medium and long term beneficiaries? Explain what will be disseminated (key message, deliverables), to whom (short, medium and long term beneficiaries), why (purpose), how (method and tools) and when (timing). Please note rules on visibility of the EU funding in the Grant Agreement.

CSI will develop a preliminary dissemination and sustainability plan, which would be finalized through the project. From the beginning, the project's website and online social media pages will be developed, with the aim to constitute the main mediums for reaching municipalities and local/national / European stakeholders. CSI will generate the first project newsletter to announce the funding approval and introduce the consortium and the partners, as well as a press release to announce the project. All partners will be encouraged to generate press releases in their own countries/regions. Critical aspect for securing project success is the extended networks of partners, which consist of more than 20,000 organizations, the vast majority of which are employed in the fields related to the project's content. CSI, in collaboration with the other partners, will use various resources in order to disseminate project outputs, activities and achieve their exploitation. All dissemination material (newsletters, members news, events calendar, other activities, social media news) will be used to support the dissemination within the network community at European level and to reach a broad group of organisations and people in Europe. Indicative dissemination activities will include the following:

- An online newsletter targeting more than 20,000 target stakeholders in EU and partners countries.
- Distribution of project leaflets in each partner language
- Other promotional materials (posters, pens, notepads, invitations to final conference etc).
- Project pages established on the most popular social networking sites to promote project outputs.
- Promotional video will be developed and be available online.
- Exploitation recommendations
- Publish the findings of the project in journals by the Polibienestar and conferences organized by international involved networks such as CEMR, Eurocities, URBACT/UIA and the 2 participating networks.
- Final conference used to validate project outputs.
- Visit stakeholders and disseminate project activities.
- Updating of stakeholders about project progress through online letters and emails.

5.2.5 Sustainability and long-term impact of the results of the action (*max. 2000 characters*)

Describe the planned follow-up of the action after the financial support of the European Union has ended. How will the sustainability of the results of the action be assured? Are the results of the action likely to have a long-term impact? How?

There are number of activities and approaches embedded at the onset of Embracin that aim at the sustainability of the action and its results after the end of the cycle. In this regard, both awareness-raising activities and dissemination are fundamental tools that support the sustainability during and after the end of the project.

The sustainability goal refers to the continuing dialogue and involvement of networks in the areas where partners operate and at EU level. The focus of networking and mobilization will be the added value of citizen-led and bottom-

up integration initiatives for local and regional authorities responsible for comprehensive migrants' integration, in order to improve capacity to manage complex issues of migration and integration.

The METHODOLOGICAL APPROACH is conducive to sustainable and replicable results:

- 1) EMBRACIN targets different key actors, identified in public authorities, practitioners, communities, and specific groups of civil society, in particular families, and citizens; its approach ensures that migration is not passively experienced as a problem by the local population, but rather their involvement supports a long-term strategy to migration-related issues after the project's life in different ways: a) change of perception about migration, b) lower costs and negative externalities for the community c) more natural interaction between citizens and newcomers; d) endorsement and governance of social innovation in terms of integration by the local and regional authorities. The adoption of the concept of "bench-learning" is pivotal. The sharing of the participatory methodology--on which other players can rely to improve the performance and efficiency of their initiatives--is the added value and sets the foundations for medium- and long-term impact and cross-fertilization of results especially for less experienced cities.
- 2) Early activation of existing and relevant local and regional authorities' networks and institutions at EU level and awareness raising. The "memorandum of understanding" with other Las and networks is only the final step of a collaboration of three years and also aims at sustainability, committing partners to support project outputs and outcomes to become embedded in the partnership's areas, and transfer them, where possible to other areas as a follow-up plan of the project.
- 3) training and capacity building tools: The setup of peer-to peer learning and exchange activities is likely to enhance ownership of results. The methodology and tools for awareness raising and "capacity-building labs" activities will be made fully available for learning purposes in other interested areas.
- 4) The pilot transfer of the scheme will be monitored and evaluated according to sound impact assessment methodology, which will provide evidence-based results and a set of criteria useful beyond the project. This aspect will very relevant for policy and to lobby for the adoption and scale-up – scale-out of the integration practices.

STREAMLINING AND MAINSTREAMING

Institutional and political sustainability are embedded in the project's set-up because it is based on the interest of the involved partners to own and continue to use tools and knowledge (that they have developed, tested and shared) for better integration and policy making beyond the project cycle. To this aim, the streamline strategy for post-project cycle is part and parcel of the project.

- 1) THE VALORISATION OF RESULTS regards the effective "use" and diffusion of the benefits produced by the project's activities. Financial sustainability of the actions also relies on the availability of methodologies which have low cost for maintenance and transfer, this will be guaranteed, both during and after the conclusion of the project, through different strategies described in WP 3 and Dissemination sections.
- 2) TERRITORIAL ACTIONS: These are actions to sensitize and persuade local authorities at horizontal level so that they can adopt the outputs of the project and then reproduce the results not only during but also after the end of the project. Streamlining also operates vertically through awareness-raising and influence decision-makers at the local, regional, national and European levels.

MAINSTREAMING is aimed at integrating the priorities, needs and results of Embracin at the system level, ie in policies, measures and general interventions related to the socio-economic integration of asylum seekers and refugees. The open blended learning activities, the dialogue with other networks and platforms, and the synergies with existing initiatives (i.e. the SPRAR system in Italy) are aimed at creating consistency with existing policy at different levels. All these activities will tackle the issue and identify opportunities to integrate the project into mainstream policy and funding (notably ESF, nationally managed AMIF funds, but also local social and economic policy) to make it possible to use the project's results, network and developed resources after the initial three years.

PART 6 INFORMATION CONCERNING OTHER EU GRANTS/PROCUREMENT

6.1. Grant applications or offers submitted by the Applicant and Co-applicants to EU institutions or agencies under grants/procurement for which the evaluation process is not yet finalised:

Year	Name of EU Programme	Reference number and title	Name of Applicant/Co-applicant	Role	Amount (Euro)
2018	EEA and Norway Grants Fund for Regional cooperation	Cultural and health mediation	Polibienestar	Partner	
2018	KIC Mobility	MAARE	Polibienestar	Partner	
2018	H2020 - IF	841480 – SEREDIPE	Polibienestar	Coordinator	160932,48
2018	H2020 - IF	841815 – VioMH-Mig	Polibienestar	Coordinator	
2018	REC-RRAC-RACI-AG-2018	848452 – Interdialogue 4	Polibienestar	Partner	
2018	H2020-SC1-BHC-2018-2020 (RIA) Mental Health in Workplace	SEP-210538483 – Mental master	Polibienestar	Partner	
2018	H2020-SwafS-2018	SEP-210526230 – STEAM CASES communities (Citizens Scientists Entrepreneurs & Schools)	Comune di Padova	co-applicant	48.000
2018	H2020	PadovaFit Expanded	Comune di Padova	applicant	
2018	REC	Team up! Final id: 856642	Comune di padova	partner	
2018	INTERREG V-B Adriatic-Ionian ADRION Programme 2014-2020	Place Branding Strategies based on Gastronomy and Food Value Chain for Tourism (BRANDCREATE)	MDAT	LEAD PARTNER	333.528

2018	Interreg V-B Adriatic- Ionian Programme – ADRION 2014 - 2020 2nd call for proposals	Reform waste management in ADRION urban areas towards circularity and against waste abandonment (WASTEOFF)	MDAT as Co- applicant	PARTNER	333.170
2018	Interreg V-B Adriatic- Ionian Programme – ADRION 2014 - 2020 2nd call for proposals	Improving Local planning Instruments for the trans-regional sustainable Development of natural and cultural heritage Sites - ILIADES	MDAT as Co- applicant	PARTNER	375.000
2018	2018 CALL FOR INTERREG EUROPE FOURTH CALL	Improving policy instruments for adaptation and mitigation of urban heat Island effects (POST-URBAN)	MDAT as Co- applicant	PARTNER	
2018	Raising public awareness of development issues and promoting development education in European Union (DEAR)	EuropeAid/160048/DH/A CT/Multi EVIDENCE - Engaging the Voice of Youth for Development on an Evidence-based Narrative and Campaign in Europe	Comune di Bologna	Partner	142.812,34 €
2018	H2020-ICT-2018- 2020	SCART	Research, Technology Development and Innovation, S.L.	PARTNER	71.250,00
2019	AMIF-AG	3 rd country talents	Junta de Freguesia de Anta- Guetim	PARTNER	60.000,00

2018	REC	InCultura/ 848436	Africa Di Mediterraneo	PARTNER	320.000
2018	REC	TORA/ 848417	DDG	PARTNER	360.000
2018	REC	RESPECT4ALL/ 848516	Xenios Polis	PARTNER	350.000

6.2. EU actions of the Applicant and Co-applicants: please indicate any action/project of the Applicant and Co-applicants that has been awarded funding from an EU institution or agency in the last 4 years should be listed. This includes awards under grant/procurement

Name of EU programme	Reference number and title of the action/project	Name of Applicant/Co-applicant	Role	Amount awarded (Euro) (*)	Action/project webpage
DGJustice	2015-1-UK01-KA202-013710 - Support services for child victims of violence in Estonia, Finland, Slovenia and Spain.	Polibienestar	Partner	50.257,00 €	
Erasmus + KA2	ALTAS	Polibienestar		90.103,00 €	
Erasmus + KA2	2015-1-IT02-KA201-015417 - DESCII-Developing and evaluating skills for creativity and innovation	Polibienestar		47.851,00 €	
COSME-TOUR-2014-3-04	699512 -PLEASE	Polibienestar		125832,00	http://pleaseproject.eu/
3rd Health Programme - PJ-04-2015	710033 - SCIROCCO	Polibienestar		207259,93	

DG Justice/JUST/2015/RDAP/AG/CO RP	9183 - NO PUNISH	Polibienestar		73.050,00	
Eramus+, KA2	2016-1-ES01-KA204-025061 - IPA+	Polibienestar		35.293,00	
Eramus+, KA2	2016-1-UK01-KA202-02428 - IENE6	Polibienestar		22.380,00	http://ieneproject.eu/IENE6/about-aim.php
Eramus+, KA2	2016-1-RO01-KA204-024712 - ICF-CY	Polibienestar		148071,95	
3rd Health Programme - PJ-01-2016	738202 - SEFAC	Polibienestar		127521,53	https://sefacproject.eu/
3rd Health Programme - PJ-01-2016	738186 - Mig-HealthCare	Polibienestar		124013,00	
3rd Health Programme - PJ-01-2016	738127 - EFFICHRONIC	Polibienestar			http://effichronic.eu/
Erasmus+ KA2 Strategic Partnerships - Adult education	COLABOR-ACTIVE	Polibienestar		29.592,00	
Erasmus+ KA2 Strategic Partnerships - Adult education	2017-1-NL01-KA201-035284 - sustain	Polibienestar		50.843,97	
EaSI, VP/2017/004 Industrial Relations	VS/2018/0040 - PROGRESS. The European social dialogue and the development of the solidarity between	Polibienestar		32.530,00 €	

	generations of workers				
Erasmus+ Sector Skills Alliances in VET	601008-EPP-1-2018-1-DK-EPPKA2-SSA - DISH	Polibienestar		60476,00	
Erasmus +KA2	2018-1-EN02-KA202-005094 Vet CARE	Polibienestar		49.850,00 €	
Erasmus+ KA2	2018-1-ES01-KA204-0507339 - DS-AGEING	Polibienestar		41.220,00 €	
H2020	INADVANCE	Polibienestar		2.649.587,50 €	
3rd Health Programme - PJ-01-2018	SEP-210512505 - SCIROCCO Exchange	Polibienestar		290,062.00	
Erasmus + KA2	2018-1-IT02-KA204-048425 - MIND Inclusion	Polibienestar		1997341,25	
H2020 - SC1-BHC-2018-2020 (CSA)	EURIPHI	Polibienestar		449.172,00 €	
Erasmus+	2018-1-IT03-KA125-013224/ YEP - Young Europeans for Padua	Comune di Padova	Applicant	16.732	
Erasmus+	2017-1-IT03-KA105-010445 /Giovani per l'interculturalità	Comune di Padova	Applicant	15.800	
POR FESR Veneto 2014-2020	Cci: 2014IT16RFOP021	Comune di Padova	Applicant (as Urban Authority)	15.491.200	<a href="http://www.pado-
vanet.it/sindaco-
e-">http://www.pado- vanet.it/sindaco- e-

					amministrazione/ programma- operativo- regionale-por- fesr-20142020
LIFE	LIFE17 ENV/FR/000330 - SMART IN'AIR -	Comune di Padova	co-applicant	47,944,20	
erasmus+	2016-1-IT03-KA105- 007700/ Giovani per l'interculturalità	Comune di Padova	Applicant	15.470,84	
Interreg central Europe	CE 174/UGB Urban Green Belts	Comune di Padova	co-applicant	198.792	
LIFE	LIFE16 CCA/16/IT/000090 Veneto Adapt	Comune di Padova	Applicant	224.675	
erasmus+	2015-1-IT03-KA105- 005399/ Giovani per l'interculturalità	Comune di Padova	Applicant	15.475	
CoSME	Digital City Challenge	Comune di Padova	applicant, Fellow City	No budget	https://www.digitallytransformyourregion.eu/
Interreg MED	REMEDI 1MED15_2.3_M2_2 41 REgenerating Mixed-Use MED Urban Communities Congested by Traffic through Innovative Low Carbon Mobility Solutions	MDAT	PARTNER	187.500,00 €	https://remedio.interreg-med.eu/

Interreg Europe	DESTI-SMART PGIO4871 Delivering Efficient Sustainable Tourism with Low Transport Innovations - Sustainable Mobility, Accessibility and Responsible Travel	MDAT	LEAD PARTNER	340.000 €	https://www.interreg-europe.eu/desti-smart/
HORIZON 2020	REBUILD 822215 REBUILD: Addressing the Challenge of Migrant Integration through ICT-enabled Solutions	MDAT	PARTNER	160.000 €	under Construction
NSRF 2014-2020	Social PARK Integrated Parking as a Service platform to facilitate the search for parking places based on personalized data	MDAT	PARTNER	86.380 €	https://www.socialpark.upatras.gr/
NSRF 2014-2020	e-Vision Strengthening the Autonomy of People with Reduced Vision through Mechanical Vision and Acoustic communication	MDAT	PARTNER	90.500 €	https://e-vision-project.gr/
Evropski sklad za regionalni razvoj / European Regional Development Fund	Izgradnja nizkoenergijskega prizidka za vrtec Razkrižje in prostorska ureditev OŠ Razkrižje / Construction of low-energy extension for children and elementary school spatial	Občina Razkrižje / Municipality Razkrižje	Vodilni partner / Leader partner	465.502,50	www.razkrijze.si/projekti

	arrangement Razkrižje				
Kohezijski sklad / Cohezion Fund	Energetska sanacija Osnovne šole Razkrižje / Energy reconstruction of the elementary school Razkrižje	Občina Razkrižje / Municipality Razkrižje	Vodilni partner / Leader partner	215.431,18	www.razkrižje.si /projekti
Evropski sklad za regionalni razvoj - Instrument za predpristopno pomoč SI-HR / European Regional Development Fund – Instrument for pre-accession assistance SI- HR	DOBRA VODA ZA VSE / GOOD WATER FOR ALL	Občina Razkrižje / Municipality Razkrižje	Partner	12.823,76	www.razkrižje.si
Europeaid/12949 3/C/ACT/	Gouvernement Local en cohérence. DCI- NSAED/2010/269	FAMSI	Co-Applicant	103.076,10	<a href="http://www.cida
desglocais.org">http://www.cida desglocais.org
EuropeAid/1342 97/L/ACT/MA	Promotion de la culture de rendition de comptes dans la region de Tanger. EIDHR/2013/64	FAMSI	Co-Applicant	300.000	<a href="http://www.rese
aumedmedina.c
om">http://www.rese aumedmedina.c om
Raising Public Awareness of development issues and promoting development education in the European Union. Europeaid/13486 3/C/ACT/MULTI	"Don't waste our future" DCI- NSAED/2014/31	FAMSI	Co-Applicant	174.861,49	<a href="http://www.dontwaste.
eu">www.dontwaste. eu

Europeaid/134-863/C/ACT/MULTI	AMITIE CODE Capitalizing on development. DCI-NSAED/2014/23	<u>FAMSI</u>	Co-Applicant	173.404.20	www.amitiecode.eu/project
ENPI CBC MED Unión Europea	LIVE YOUR TOUR: A cross-border network to increase sound and harmonious tourism in Italy, Spain, Lebanon and Tunisia	<u>FAMSI</u>	Co-Applicant	742.453,74	www.liveyourtour.net
Europeaid/131143/C/ACT/Multi	DEAR STUDENT (STrengthened and sUstainable Development in Educative centers and Network of local. Takeholders through DEAR) DCI-NSAED/2012/287-936	<u>FAMSI</u>	Applicant	736.705,35	www.dearstudent.eu
Europeaid/131143/C/ACT/Multi	Proyecto ALLAS. Alianza de autoridades locales latinoamericanas para la internacionalización la cooperación descentralizada	<u>FAMSI</u>	Co-Applicant	94.126,00	https://www.proyectoallas.net/
Europeaid/131143/C/ACT/Multi	Jovenes contra la violencia de género DCI-NSAED/2012/304-689	<u>FAMSI</u>	Co-Applicant	53,706´8	http://www.jcvgeu/
EuropeAid/134437/L/ACT/MR	Interventions en MAURITANIE en faveur des Autorités Locales DCI-NSAPVD 2013/336-260	<u>FAMSI</u>	Co-Applicant	247.499,53	

ERASMUS +	Q_SER	FAMSI	Co-Applicant	27.731	https://www.q-ser.org/
Raising public awareness of development issues and promoting development education in the European Union / EuropeAid/1511 03/DH/ACT/Multi	There isn't a PLANET B Win-win strategies and small actions for big impacts on climate change - CSO- LA/2017/388/137	FAMSI	Co-Applicant	666.166	-
Development Cooperation Instrument - Non-State Actors and Local Authorities in Development / Objective 2: Public awareness of development issues and Development Education in Europe	DCI-NSAED/2014/338-472 AMITIE CODE Capitalizing On DEvelopment	<u>Municipality of Bologna (IT)</u>	Partner	8.906,80 €	www.comune.bologna.it/amicie
JUST/2014/RDIS/AG/DISC/80 84	ADPOLIS - Anti-Discrimination Policies Successfully Implemented"	<u>European Training and Research Centre for Human Rights and Democracy (ETC Graz</u>	Associate Partner	/	
JUST/2015/RRA C/AG	Proximity Policing Against Racism, Xenophobia and other forms of intolerance (PROXIMITY)	<u>Spanish Observatory on Racism and Xenophobia - OBERAXE- Spain)</u>	Associate Partner	/	
AMIF-2017-AG-INTE	Communication of Local Authorities for Integration in European Towns / ID 821562	<u>Comune di Lampedusa e Linosa</u>	Partner	23.112,00 €	

(Integration of Third-Country Nationals)					
ESF	2017/00378	<u>Sala Municipality</u>	Leader	1355000	
ESF	2018/00074	<u>Sala Municipality</u>	Leader	865000	
ESF	2018/00566	<u>County Administration of Västmanland</u>	Co-leader	450000	
YEIP	ERASMUS +	<u>THE IARS INTERNATIONAL INSTITUTE</u>	PARTNER	12.455,00	
MIICT	HORIZON 20-20 SEP-210504639 DT-MIGRATION 06—2018-2019	<u>SHEFFIELD HALLAM UNIVERSITY</u>	PARTNER	103.750,00	
ERASMUS+ (2017)	STRATEGIC THINKING ON DIVERSITY MANAGEMENT AND INCLUSION IN THE WORKPLACE (DIMAIN)/ 2017-1-LT01-KA202-035236	<u>DDG</u>	Partner	€29.554,00	HTTP://WWW.DIMA IN.EU
ERASMUS+ (2017)	INTRODUCING GAMIFICATION IN VOCATIONAL EDUCATION AND TRAINING FOR PROFESSIONALS AND SOCIAL WORK IN THE FIELD MIGRANT CHILDREN PROTECTION AND SUPPORT (GVETS) / 2017-1-	<u>MENEDEK</u>	Partner	€39.920,00	WWW.GVETS.EU

	HU01-KA202-035927				
ERASMUS+ (2017)	EMPOWERING COACHES AND TRAINERS TO SUPPORT WOMEN TOWARDS WORK LIFE BALANCE (LADIES FIRST)/ 2017-1-EL01-KA202-036219	<u>IASIS</u>	Partner	€30.879,00	HTTP://LADIESFIRST.FVAWEB.EU
ERASMUS+ (2017)	UP-SKILLING UNEMPLOYED AND LOW SKILLED WORKERS IN SELF-CENTRED INNOVATION APPROACHES, TO EMPOWER THEIR SELF-EMPLOYABILITY POTENTIALS THROUGH START-UPS AND SMES (UINNO) / 2017-1-PT01-KA204-036010	<u>ISP</u>	Partner	€43.105,00	HTTP://WWW.UINNOPROJECT.EU
ERASMUS+ (2018)	GOVERNANCE AND BENCHMARKING TOOLS FOR GENDER POSITIVE VET PROVISION (GENDER+)/2018-1-UK01-KA202-048039	<u>ASPIRE</u>	Partner	€36.200,00	
ERASMUS+ (2018)	UP-SKILLING ELDERS IN DIGITAL HEALTH LITERACY TO PREVENT MARGINALIZATION AND EXCLUSION (IHEAL)/ 2018-1-TR01-KA204-059639	<u>COMU</u>	Partner	€38.748,00	
ERASMUS+ (2018)	PROMOTION OF ACTIVE DIGITAL AGEING SKILLS (PROADAS)/	<u>EUC</u>	Partner	€37.721,00	

	2018-1-CY01- KA204-046895				
ERASMUS+ (2018)	TRANSVERSAL PROJECT FOR MIGRANTS/2018- 1-FR01-KA202- 048007	<u>ITG</u>	Partner	€41.180,00	
AMIF(2018)	COMMUNICATION OF LOCAL AUTHORITIES FOR INTEGRATION IN EUROPEAN TOWNS (CLARINET)/ 821714	<u>FRGI</u>	Partner	€47.663,68	
AMIF (2018)	MIGRANT INTEGRATION FOR GROWTH IN EUROPE (MIRAGE)/ 821562	<u>AFRICA MEDITERRANEO</u>	Partner	€72.976,14	

- (*) If the funding was awarded to a partnership, only the amount awarded to the Applicant / Co-applicant should be noted

ESTIMATED BUDGET FOR THE ACTION

Estimated eligible ¹ costs (per budget category)										EU contribution ²			Action's estimated receipts		
A. Direct personnel costs	B. Direct travel and subsistence costs			C. Direct costs of subcontracting		E. Other direct costs	F. Indirect costs ³	Total costs		Reimbursement rate % ⁴	Maximum EU Contribution ⁵	Maximum grant amount ⁶	Income generated by the action	Financial contributions given by third parties to the beneficiaries	Action's total receipts
A.1 Employees (or equivalent) A.2 Natural persons under direct contract and seconded persons	B.1 Travel	B.2 Subsistence				E.1 Equipment E.2 Other goods and services									
Cost form ⁷	Actual	Actual	Actual	Unit ⁸		Actual	Actual	Flat-rate ¹⁰							
	a	b1	[b2]	No	Total [b2]	c	e1	f = flat-rate * (a + b1 + [b2] + c + e1)	g = a + b1 + [b2] + c + e1 + f	h	i = g * h	j	k	l	m = k + l
1. Padova	178 140.00	10 200.00	17 950.00		n/a	100 000.00	28 000.00	23 400.30	357 690.30	90.00	321 921.27	321 921.27	0.00	0.00	0.00
2. ALTEREVO	84 200.00	7 500.00	14 900.00		n/a	0.00	0.00	7 462.00	114 062.00	90.00	102 655.80	102 655.80	0.00	0.00	0.00
3. Sala	282 360.00	4 600.00	5 300.00		n/a	100 000.00	12 100.00	28 305.20	432 665.20	90.00	389 398.68	389 398.68	0.00	0.00	0.00
4. CSI	50 400.00	5 000.00	5 900.00		n/a	0.00	18 100.00	5 558.00	84 958.00	90.00	76 462.20	76 462.20	0.00	0.00	0.00
5. ENGOMI	94 680.00	4 600.00	5 900.00		n/a	100 000.00	7 100.00	14 859.60	227 139.60	90.00	204 425.64	204 425.64	0.00	0.00	0.00
6. MDAT	106 200.00	2 900.00	8 000.00		n/a	100 000.00	9 100.00	15 834.00	242 034.00	90.00	217 830.60	217 830.60	0.00	0.00	0.00
7. FAMSI	118 000.00	4 400.00	4 700.00		n/a	100 000.00	9 100.00	16 534.00	252 734.00	90.00	227 460.60	227 460.60	0.00	0.00	0.00
8. UVEG	129 145.00	7 800.00	15 000.00		n/a	0.00	12 000.00	11 476.15	175 421.15	90.00	157 879.04	157 879.04	0.00	0.00	0.00
9. Razkrizje	63 120.00	3 300.00	4 700.00		n/a	100 000.00	9 100.00	12 615.40	192 835.40	90.00	173 551.86	173 551.86	0.00	0.00	0.00
10. ECCAR	53 460.00	2 700.00	4 100.00		n/a	0.00	7 100.00	4 715.20	72 075.20	90.00	64 867.68	64 867.68	0.00	0.00	0.00
Σ consortium	1 159 705.00	53 000.00	86 450.00		n/a	600 000.00	111 700.00	140 759.85	2 151 614.85	90.00	1 936 453.37	1 936 453.37	0.00	0.00	0.00

¹ See Article 6 for the eligibility conditions.

² The consortium remains free to decide on a different internal distribution of the EU funding (via the consortium agreement; see Article 25.3).

³ The indirect costs claimed must be free of any amounts covered by an operating grant (received under any EU or Euratom funding programme). A beneficiary that receives an operating grant during the duration of the action cannot claim any indirect costs for the year(s) covered by the operating grant (see Article 6.2.F).

⁴ For the reimbursement rate, see Article 5.2.

⁵ This is the theoretical amount of the EU contribution, if the reimbursement rate is applied to all the budgeted costs. This theoretical amount is capped by the 'maximum grant amount'.

⁶ The 'maximum grant amount' is the maximum grant amount decided by the Commission. It normally corresponds to the requested grant, but may be lower.

⁷ See Article 5 for the cost forms.

⁸ See Annex 2a 'Additional information on the estimated budget' for the details (units, cost per unit).

⁹ See Annex 2a 'Additional information on the estimated budget' for the details (units, cost per unit, estimated number of units, etc).

¹⁰ For the flat rate, see Article 6.2.F.

ACCESSION FORM FOR BENEFICIARIES

ALTEREVO SOCIETA A RESPONSABILITALIMITATA SEMPLIFICATA (ALTEREVO), established in VIA CESARE BATTISTI 8 VITTORIO VENETO, TREVISO 31209, Italy, VAT number: IT04948280260, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('2')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA and the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

the coordinator to submit and sign in its name and on its behalf any amendments to the Agreement, in accordance with Article 39.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

ACCESSION FORM FOR BENEFICIARIES

SALA KOMMUN (Sala), established in BOX 304, -, SALA 73325, Sweden, VAT number: 21200020981, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('3')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA and the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

the coordinator to submit and sign in its name and on its behalf any amendments to the Agreement, in accordance with Article 39.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

CSI CENTER FOR SOCIAL INNOVATION LTD (CSI), established in 62 Rigainis Street, 1st Floor, Nicosia 1010, Cyprus, VAT number: CY10365601I, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('4')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA **and** the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

***the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

DIMOS ENGOMIS (ENGOMI), established in EREXTHIOU 3, LEFKOSIA 2430, Cyprus, VAT number: CY90000403F, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('5')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA **and** the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

***the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

ACCESSION FORM FOR BENEFICIARIES

MITROPOLITIKI ANAPTYKSIAKI THESSALONIKIS ANAPTYKSIAK ANONYMI ETAIREIAOTA DIADIMOTIKI ETAIREA TON OTA A VATHMOY TIS EYRYTERIS ASTIKIS MITROP (MDAT), established in V. GEORGIOU A 1, THESSALONIKI 546 40, Greece, VAT number: EL094410584, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('6')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA and the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

the coordinator to submit and sign in its name and on its behalf any ***amendments*** to the Agreement, in accordance with Article 39.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

ACCESSION FORM FOR BENEFICIARIES

ASOCIACION FONDO ANDALUZ DE MUNICIPIOS PARA LA SOLIDARIDAD INTERNACIONAL (FAMSI), established in AVENIDA DEL BRILLANTE 177, CORDOBA 14012, Spain, VAT number: ESG14565329, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('7')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA **and** the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

the coordinator to submit and sign in its name and on its behalf any ***amendments*** to the Agreement, in accordance with Article 39.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITAT DE VALENCIA (UVEG), established in AVENIDA BLASCO IBANEZ 13, VALENCIA 46010, Spain, VAT number: ESQ4618001D, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('8')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA **and** the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

***the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

ACCESSION FORM FOR BENEFICIARIES

OBCINA RAZKRIZJE (Razkrižje), established in SAFARSKO , 42, Razkrižje 9246, Slovenia, VAT number: SI84157020, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('9')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA **and** the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

the coordinator to submit and sign in its name and on its behalf any ***amendments*** to the Agreement, in accordance with Article 39.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

ACCESSION FORM FOR BENEFICIARIES

EUROPAISCHE STADTEKOALITION GEGEN RASSISMUS (ECCAR), established in FRIEDRICH-EBERT-STR. 79-81, POSTADAM 14469, Germany, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('10')

in Grant Agreement No 863700 ('the Grant Agreement')

between COMUNE DI PADOVA **and** the European Union ('the EU'), represented by the European Commission ('the Commission'),

for the action entitled EMBRACIN - Enhancing Migrants' Bottom-up, Responsive and Citizen-led Integration in Europe (EMBRACIN).

and mandates

the coordinator to submit and sign in its name and on its behalf any ***amendments*** to the Agreement, in accordance with Article 39.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

① print format A4
landscape

MODEL ANNEX 4 ISFB/ISFP/AMIF/JUST-DRUGS MGA — MULTI

FINANCIAL STATEMENT FOR [BENEFICIARY [name] / AFFILIATED ENTITY [name]] FOR REPORTING PERIOD [reporting period]

	Eligible ¹ costs (per budget category)										Receipts			EU contribution				
	A. Direct personnel costs	B. Direct travel and subsistence costs			C. Direct costs of subcontracting	<i>[D. Direct costs of fin. support]</i>	E. Other direct costs		F. Indirect costs ²	Total costs	Income generated by the action	Financial contributions given by third parties to the beneficiaries	Total receipts	Reimbursement rate % ³	Maximum EU contribution ⁴	Requested EU contribution		
	A.1 Employees (or equivalent) A.2 Natural persons under direct contract and seconded persons	B.1 Travel	B.2 Subsistence			<i>[D.1 Financial support]</i> <i>[D.2 Prizes]</i>	E.1 Equipment E.2 Other goods and services	<i>[E.3.1 Costs for ad hoc queries]</i>	<i>[E.3.2 Costs for translation of ad hoc queries]</i>									
Cost form ⁵	Actual	Actual	Actual	Unit ⁶		Actual	Actual	Actual	Unit ⁷	Unit ⁷	Flat-rate ⁸							
	a	b1	[b2]	No	Total [b2]	c	[d]	e1	Total [e2]	Total [e3]	f = flat-rate * (a + b1 + [b2] + c + [d] + e1 + [e2] + [e3])	g = a + b1 + [b2] + c + [d] + e1 + [e2] + [e3] + f	h	i	j= h+ i	k	l	m
[short name beneficiary / affiliated entity]																		

The beneficiary/affiliated entity hereby confirms that:

The information provided is complete, reliable and true.

The costs declared are eligible (see Article 6).

The costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 12, 13 and 17).

For the last reporting period: that all the receipts have been declared (see Article 5.3.3).

① Please declare all eligible costs, even if they exceed the amounts indicated in the estimated budget (see Annex 2). Only amounts that were declared in your individual financial statements can be taken into account later on, in order to replace other costs that are found to be ineligible.

¹ See Article 6 for the eligibility conditions.

² The indirect costs claimed must be free of any amounts covered by an operating grant (received under any EU or Euratom funding programme). A beneficiary that receives an operating grant during the duration of the action cannot claim any indirect costs for the year(s) covered by the operating grant (see Article 6.2.F).

³ See Article 5.2 for the reimbursement rate.

⁴ This is the theoretical amount of EU contribution that the system calculates automatically (by multiplying the reimbursement rate by the total costs declared). The amount you request (in the column 'requested EU contribution') may be less.

⁵ See Article 5.2 for the cost forms.

⁶ See Annex 2a 'Additional information on the estimated budget' for the details (units, cost per unit).

⁷ See Annex 2a 'Additional information on the estimated budget' for the details (units, cost per unit, **estimated number of units**, etc).

⁸ See Article 6.2.F for the flat-rate.



ANNEX 5

MODEL FOR THE CERTIFICATE ON THE FINANCIAL STATEMENT (CFS)

This document sets out:

- the objectives and scope of the independent report of factual findings on costs declared under a EU grant agreement financed under the Internal Security Fund — Borders and Visa, the Internal Security Fund — Police, the Asylum, Migration and Integration Fund or the Justice Programme — Drugs Policy Initiatives and
- a model for the certificate on the financial statement (CFS).

1. Background and subject matter

[OPTION 1 for actions with one RP and NO interim payments: Within 60 days of the end of the reporting period, the coordinator must submit to the Commission a **final report**, which should include (among other documents and unless otherwise specified in Article 15 of the Grant Agreement) a **certified financial statement** (CFS; see proposed model below) for each beneficiary and (if applicable) each affiliated entity, if it requests an EU contribution of EUR 100 000 or more as reimbursement of actual costs..]

[OPTION 2 for actions with several RPs and interim payments: Within 60 days of the end of each reporting period, the coordinator must submit to the Commission a **periodic report**, which should include (among other documents and unless otherwise specified in Article 15 of the Grant Agreement) a **certified financial statement** (CFS; see proposed model below) for each beneficiary and (if applicable) each affiliated entity, if the cumulative amount of EU contribution the beneficiary/affiliated entity requests as reimbursement of actual costs is EUR 100 000 or more.

The CFS must be submitted every time the cumulative amount of payments requested (i.e. including in previous financial statements) reaches the threshold (i.e. a first certificate once the cumulative amount reaches 100 000, a second certificate once it reaches 200 000, a third certificate once it reaches 300 000, etc.).

Once the threshold is reached, the CFS must cover all reporting periods for which no certificate has yet been submitted.]

The beneficiary must provide the CFS for itself and, if applicable, for its affiliated entity(ies).

The **purpose** of the audit on which the CFS is based is to give the Commission ‘reasonable assurance’¹ that costs declared as eligible costs under the grant (and, if relevant, receipts generated in the course of the action) are being claimed by the beneficiary in accordance with the relevant legal and financial provisions of the Grant Agreement.

The **scope** of the audit is limited to the verification of eligible costs included in the CFS. The audit must be conducted in line with point 3 below.

¹ This means a high degree of confidence.

Certifying auditors must carry out the audits in compliance with generally accepted **audit standards** and indicate which standards they have applied. They must bear in mind that, to establish a CFS, they must carry out a compliance audit and not a normal statutory audit. The eligibility criteria in the Grant Agreement always override normal accounting practices.

The beneficiary and the auditor are expected to address any **questions on factual data or detailed calculations** before the financial statement and the accompanying certificate are submitted. It is also recommended that the beneficiary take into account the auditor's preliminary comments and suggestions in order to avoid a qualified opinion or reduce the scope of the qualifications.

Since the certificate is the main source of assurance for cost claims and payments, it will be easier to consider amounts as eligible if a **non-qualified certificate** is provided.

The submission of a certificate does not affect the Commission's right to carry out its **own assessment or audits**. Neither does the reimbursement of costs covered by a certificate preclude the Commission, the European Anti-Fraud Office or the European Court of Auditors from carrying out checks, reviews, audits and investigations in accordance with Article 17 of the Grant Agreement.

The Commission expects the certificates to be issued by auditors according to the highest professional standards.

2. Auditors who may deliver a certificate

The beneficiary is free to choose a **qualified external auditor**, including its usual external auditor, provided that:

- the external auditor is **independent** from the beneficiary and
- the provisions of **Directive 2006/43/EC**² are complied with.

Independence is one of the qualities that permit the auditor to apply unbiased judgement and objective consideration to established facts to arrive at an opinion or a decision. It also means that the auditor works without direction or interference of any kind from the beneficiary.

Auditors are considered as providing services to the beneficiary/affiliated entity under a **purchase contract** within the meaning of Article 9 of the Grant Agreement. This means that the costs of the CFS may normally be declared as costs incurred for the action, if the cost eligibility rules set out in Articles 6 and 9.1.1 of the Grant Agreement are fulfilled (especially: best value for money and no conflict of interests; see also below eligibility of costs of other goods and services). Where the beneficiary/affiliated entity uses its usual external auditor, it is presumed that they already have an agreement that complies with these provisions and there is no obligation to find new bids. Where the beneficiary/affiliated entity uses an external auditor who is not their usual external auditor, it must select an auditor following the rules set out in Article 9.1.1.

² Directive [2006/43/EC](#) of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts or similar national regulations (OJ L 157, 9.6.2006, p. 87).

Public bodies can choose an external auditor or a competent public officer. In the latter case, the auditor's independence is usually defined as independence from the audited beneficiary 'in fact and in appearance'. A preliminary condition is that this officer was not involved in any way in drawing up the financial statements. Relevant national authorities establish the legal capacity of the officer to carry out audits of that specific public body. The certificate should refer to this appointment.

3. Audit methodology and expected results

3.1 Verification of eligibility of the costs declared

The auditor must conduct its verification on the basis of inquiry and analysis, (re)computation, comparison, other accuracy checks, observation, inspection of records and documents and by interviewing the beneficiary (and the persons working for it).

The auditor must examine the following documentation:

- the Grant Agreement and any amendments to it;
- the periodical and/or final report(s);
- *for personnel costs*
 - salary slips;
 - time sheets;
 - contracts of employment;
 - other documents (e.g. personnel accounts, social security legislation, invoices, receipts, etc.);
 - proofs of payment;
- *for travel and subsistence costs*
 - the beneficiary's internal rules on travel;
 - transport invoices and tickets (if applicable);
 - declarations by the beneficiary;
 - other documents (proofs of attendance such as minutes of meetings, reports, etc.);
 - proofs of payment;
- *for subcontracting*
 - the call for tender;
 - tenders (if applicable);
 - justification for the choice of subcontractor;
 - contracts with subcontractors;
 - invoices;
 - declarations by the beneficiary;
 - proofs of payment;
 - other documents: e.g. national rules on public tendering if applicable, EU Directives, etc.;
- *for equipment costs*
 - invoices;
 - delivery slips / certificates of first use;
 - proofs of payment;
 - depreciation method of calculation;
- *for costs of other goods and services*
 - invoices;
 - proofs of payment; and

- other relevant accounting documents.

General eligibility rules

The auditor must verify that the costs declared comply with the general eligibility rules set out in Article 6.1 of the Grant Agreement.

In particular, the costs must:

- be actually incurred;
- be linked to the subject of the Grant Agreement and indicated in the beneficiary's estimated budget (i.e. the latest version of Annex 2);
- be necessary to implement the action which is the subject of the grant;
- be reasonable and justified, and comply with the requirements of sound financial management, in particular as regards economy and efficiency;³
- have been incurred during the action, as defined in Article 3 of the Grant Agreement (with the exception of the invoice for the audit certificate and costs relating to the submission of the final report);
- not be covered by another EU or Euratom grant (see below ineligible costs);
- be identifiable, verifiable and, in particular, recorded in the beneficiary's accounting records and determined according to the applicable accounting standards of the country where it is established and its usual cost-accounting practices;
- comply with the requirements of applicable national laws on taxes, labour and social security;
- be in accordance with the provisions of the Grant Agreement (see, in particular, Articles 6 and 9-11a) and
- have been converted to euro at the rate laid down in Article 15.6 of the Grant Agreement:
 - for beneficiaries with accounts established in a currency other than the euro:
 Costs incurred in another currency must be converted into euros at the average of the daily exchange rates published in the C series of the [EU Official Journal](#) determined over the corresponding reporting period.
 If no daily euro exchange rate is published in the EU Official Journal for the currency in question, the rate used must be the average of the monthly accounting rate established by the Commission and published on its [website](#);
 - for beneficiaries with accounts established in euro:
 Costs incurred in another currency should be converted into euros applying the beneficiary's usual accounting practice.

The auditor must verify whether expenditure includes **VAT** and, if so, verify that the beneficiary:

- cannot recover the VAT (this must be supported by a statement from the competent body) and
- is not a public body acting as a public authority.

The auditor should base his/her audit approach on the **confidence level** following a review of the beneficiary's internal control system. When using sampling, the auditor should indicate and justify the sampling size.

³ To be assessed in particular on the basis of the procurement and selection procedures for service providers.

Specific eligibility rules

In addition, the auditor must verify that the costs declared comply with the specific cost eligibility rules set out in Article 6.2 and Articles 9.1.1, 10.1.1, 11.1.1, 11a.1.1 and 11a.2.1 of the Grant Agreement.

Personnel costs

The auditor must verify that:

- personnel costs have been charged and paid in respect of the actual time devoted by the beneficiary's personnel to implementing the action (justified on the basis of time sheets or other relevant time-recording system);
- personnel costs were calculated on the basis of annual gross salary, wages or fees (plus obligatory social charges, but excluding any other costs) specified in an employment or other type of contract, not exceeding the average rates corresponding to the beneficiary's usual policy on remuneration;
- the work was carried out during the period of implementation of the action, as defined in Article 3 the Grant Agreement;
- the personnel costs are not covered by another EU or Euratom grant (see below ineligible costs);
- for additional remunerations: the 2 conditions set out in Article 6.2.A.1 of the Grant Agreement are met (i.e. that it is part of the beneficiary's usual remuneration practices and is paid in a consistent manner whenever the same kind of work or expertise is required and that the criteria used to calculate the supplementary payments are objective and generally applied by the beneficiary, regardless of the source of funding used);
- for in-house consultants: the 3 conditions set out in Article 6.2.A.2 of the Grant Agreement are met (i.e. that the in-house consultant works under the beneficiary's instructions, that the result of the work carried out belongs to the beneficiary, and that the costs are not significantly different from those for personnel performing similar tasks under an employment contract).

The auditor should have assurance that the management and accounting system ensures proper allocation of the personnel costs to various activities carried out by the beneficiary and funded by various donors.

Travel and subsistence costs

The auditor must verify that travel and subsistence costs:

- have been charged and paid in accordance with the beneficiary's internal rules or usual practices (or, in the absence of such rules or practices, that they do not exceed the scale normally accepted by the Commission);
- are not covered by another EU or Euratom grant (see below ineligible costs)
- were incurred for travels linked to action tasks set out in Annex 1 of the Grant Agreement.

Subcontracting costs

The auditor must verify that:

- the subcontracting complies with best value for money (or lowest price) and that there was no conflict of interests;
- the subcontracting was necessary to implement the action for which the grant is requested;
- the subcontracting was provided for in Annex 1 and Annex 2 or agreed to by the Commission at a later stage;
- the subcontracting is supported by accounting documents in accordance with national accounting law;
- public bodies have complied with the national rules on public procurement.

Equipment costs

The auditor must verify that:

- the equipment was acquired during the period of implementation of the action, as defined in Article 3 of the Grant Agreement;
- the equipment is purchased, rented or leased at normal market prices;
- public bodies have complied with the national rules on public procurement;
- the equipment is written off, depreciation has been calculated according to the tax and accounting rules applicable to the beneficiary and only the portion of the depreciation corresponding to the duration of the action has been declared and
- the costs are not covered by another EU or Euratom grant (see below ineligible costs).

Costs of other goods and services

The auditor must verify that:

- the purchase complies with best value for money (or lowest price) and that there was no conflict of interests;
- public bodies have complied with the national rules on public procurement;
- the costs are not covered by another EU or Euratom grant (see below ineligible costs).

Ineligible costs

The auditor must verify that the beneficiary has not declared any costs that are ineligible under Article 6.4 of the Grant Agreement:

- costs relating to return on capital;
- debt and debt service charges;
- provisions for future losses or debts;
- interest owed;
- doubtful debts;
- currency exchange losses;
- bank costs charged by the beneficiary's bank for transfers from the Commission;
- excessive or reckless expenditure;
- deductible VAT;
- VAT incurred by a public body acting as a public authority;
- costs incurred during suspension of the implementation of the action;
- in-kind contributions from third parties;
- costs declared under other EU or Euratom grants (including those awarded by a Member State and financed by the EU or Euratom budget or awarded by bodies other than the Commission for the purpose of implementing the EU or Euratom budget); in



particular, indirect costs if the beneficiary is already receiving an operating grant financed by the EU or Euratom budget in the same period;

- costs incurred for permanent staff of a national administration for activities that are part of its normal activities (i.e. not undertaken only because of the grant);
- costs incurred for staff or representatives of EU institutions, bodies or agencies.

3.2 Verification of receipts

The auditor must verify that the beneficiary has declared receipts within the meaning of Article 5.3.3 of the Grant Agreement, i.e.:

- income generated by the action (e.g. from the sale of products, services and publications, conference fees) and
- financial contributions given by third parties, specifically to be used for costs that are eligible under the action.

3.3 Verification of the beneficiary's accounting system

The auditor must verify that:

- the accounting system (analytical or other suitable internal system) makes it possible to identify **sources of financing** for the action and related expenses incurred during the contractual period and
- expenses/income under the grant have been recorded systematically using a numbering system that **distinguishes** them from expenses/income for other projects.



Certificate on the financial statement (CFS)

To

[Beneficiary/affiliated entity's full name
address]

We, [full name of the audit firm/organisation], established in [full address/city/country], represented for signature of this audit certificate by [name and function of an authorised representative],

hereby certify

that:

1. We have **conducted an audit** relating to the costs declared in the financial statement of [name of beneficiary/affiliated entity] (the [beneficiary's]/[affiliated entity's]), to which this audit certificate is attached and which is to be presented to the European Commission under Grant Agreement No [insert number] — [insert acronym], covering costs for the following reporting period(s): [insert reporting period(s)].
2. We confirm that our audit was **carried out in accordance with generally accepted auditing standards** in compliance with ethical rules and on the basis of the provisions of the **Grant Agreement** and its Annexes (and in particular the audit methodology described in Annex 5).
3. The financial statement was examined and all necessary tests of [all/[X]]% of the supporting documentation and accounting records were carried out in order to obtain **reasonable assurance that**, in our opinion and on the basis of our audit
 - total **costs of EUR [insert number]** ([insert amount in words]) are eligible, i.e.:
 - actual;
 - determined in accordance with the [beneficiary's]/[affiliated entity's] accounting principles;
 - incurred during the period referred to in Article 3 of the Grant Agreement;
 - recorded in the [beneficiary's]/[affiliated entity's] accounts (at the date of this audit certificate);
 - comply with the specific eligibility rules in Article 6.2 of the Grant Agreement;
 - do not contain costs that are ineligible under Article 6.4 of the Grant Agreement, in particular:
 - costs relating to return on capital;
 - debt and debt service charges;
 - provisions for future losses or debts;
 - interest owed;
 - doubtful debts;
 - currency exchange losses;
 - bank costs charged by the [beneficiary's]/[affiliated entity's] bank for transfers from the Commission
 - excessive or reckless expenditure;



- deductible VAT;
 - VAT incurred by a public body acting as a public authority;
 - costs incurred during suspension of the implementation of the action;
 - in-kind contributions provided by third parties;
 - costs declared under other EU or Euratom grants (including those awarded by a Member State and financed by the EU or Euratom budget or awarded by bodies other than the Commission for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the [beneficiary]/[affiliated entity] is already receiving an operating grant financed by the EU or Euratom budget in the same period;
 - costs incurred for permanent staff of a national administration, for activities that are part of its normal activities (i.e. not undertaken only because of the grant);
 - costs incurred for staff or representatives of EU institutions, bodies or agencies;
 - [are claimed according to the euro conversion rate referred to in Article 15.6 of the Grant Agreement;]
- total **receipts** of EUR [insert number] ([insert amount in words]) have been declared under Article 5.3.3 of the Grant Agreement and
- the [beneficiary's]/[affiliated entity's] **accounting procedures** are in compliance with the accounting rules of the state in which it is established and permit direct reconciliation of the costs incurred for the implementation of the action covered by the EU grant with the overall statement of accounts relating to its overall activity.

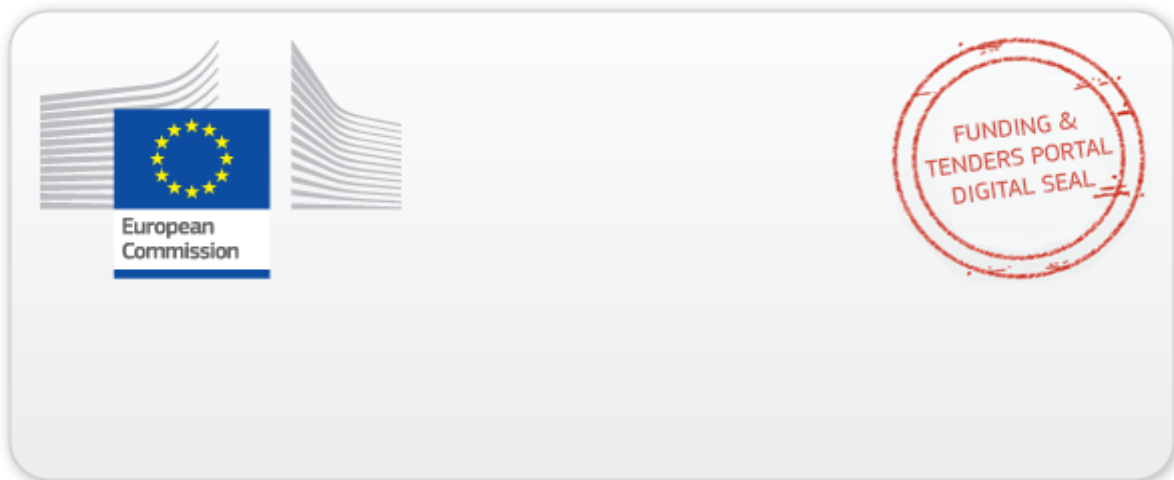
[However, our audit opinion is **qualified** for:

- costs of EUR [insert number]
- receipts of EUR [insert number]

which in our opinion do not comply with the applicable rules.]

4. We are qualified/authorised to deliver this audit certificate [(for additional information, see appendix to this certificate)].
5. The [beneficiary]/[affiliated entity] paid a **price** of EUR [insert number] (including VAT of EUR [insert number]) for this audit certificate. **[OPTION 1:** These costs are eligible (i.e. incurred within 60 days of the end of the action referred to in Article 3 of the Grant Agreement) and included in the financial statement.**][OPTION 2:** These costs were not included in the financial statement.]

Date, signature and stamp



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