



**EUROPEAN COMMISSION**  
DIRECTORATE-GENERAL FOR EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION

Social Rights and Inclusion  
**Social Policies, Child Guarantee, SPC**

**GRANT AGREEMENT FOR AN ACTION WITH MULTIPLE BENEFICIARIES**  
**UNDER EUROPEAN PROGRAMME FOR EMPLOYMENT AND SOCIAL**  
**INNOVATION "EASI" 2014-2020**

**AGREEMENT NUMBER — VS/2021/0243**

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

on the one part,

The European Union ('the Union'), represented by the European Commission ('the Commission'), represented for the purposes of signature of the Agreement by Jiri SVARC, Head of Unit, Social Policies, Child Guarantee, SPC,

and

on the other part,

1. 'the coordinator'

STADTVERWALTUNG OFFENBACH

BERLINER STRASSE 100, 63065 OFFENBACH AM MAIN, GERMANY,

represented for the purposes of signature of the Agreement by Susanne PFAU, Director, MainArbeit

and the following other beneficiaries:

2. ARTEMISSZIO ALAPITVANY (HUNGARY)
3. CENTRUM SPOLOCENSKYCH A PSYCHOLOGICKYCH VIED SLOVENSKEJ AKADEMIE VIED (SLOVAKIA)
4. USTREDIE PRACE, SOCIALNYCH VECI A RODINY (SLOVAKIA)
5. CLOVEK V OHROZENI, NO (SLOVAKIA)
6. BISCHITZ JOHANNA INTEGRALT HUMAN SZOLGATATO KOZPONT (HUNGARY)

duly represented for the signature of the Agreement by the coordinator by virtue of the mandate(s) included in Annex IV.

Unless otherwise specified, references to 'beneficiary' and 'beneficiaries' include the coordinator.

The parties referred to above

A handwritten signature in black ink, located in the bottom right corner of the page. The signature is stylized and appears to be a single letter, possibly 'H' or 'A', with a long horizontal stroke extending to the right.

HAVE AGREED

to the Special Conditions ('the Special Conditions') and the following Annexes:

Annex I Description of the action

Annex II General Conditions ('the General Conditions')

Annex III Estimated budget of the action

Annex IV Mandate(s) provided to the coordinator by the other beneficiary(ies)

Annex V Model technical report

Annex VI Model financial statement: not applicable

Annex VII Model terms of reference for the certificate on the financial statements: not applicable

Annex VIII Model terms of reference for the certificate on the compliance of the cost accounting practices: not applicable

Annex IX Model terms of reference for the operational verification report: not applicable

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which form an integral part of the Agreement.

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

The provisions in Annex II 'General Conditions' take precedence over the other Annexes.

## SPECIAL CONDITIONS

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**ARTICLE I.1 — SUBJECT MATTER OF THE AGREEMENT**

The Commission has decided to award a grant under the terms and conditions set out in the Special Conditions, the General Conditions and the other Annexes to the Agreement, for the *action* entitled **Cooperate, Reach Out, Integrate Services (CRIS)**, as described in Annex I.

By signing the Agreement, the beneficiaries accept the grant and agree to implement the *action*, acting on their own responsibility.

**ARTICLE I.2 — ENTRY INTO FORCE AND IMPLEMENTATION PERIOD OF THE AGREEMENT**

**I.2.1** The Agreement enters into force on the date on which the last party signs it.

**I.2.2** The *action* runs for **30 months** starting on 1 January 2022.

**ARTICLE I.3 — MAXIMUM AMOUNT AND FORM OF THE GRANT**

**I.3.1** The *maximum amount of the grant* is EUR 1 080 331.34.

**I.3.2** The grant takes the form of:

- (a) the reimbursement of 80% of the eligible costs of the *action* ('reimbursement of eligible costs'), which are estimated at EUR 1 350 414.17 and which are:
  - (i) actually incurred ('reimbursement of actual costs') for the direct costs of the beneficiaries
  - (ii) reimbursement of unit costs: not applicable
  - (iii) reimbursement of lump sum costs: not applicable
  - (iv) declared on the basis of a flat rate of 7% of the eligible direct costs ('reimbursement of flat-rate costs') for the indirect costs of the beneficiaries
  - (v) reimbursement of costs declared on the basis of the beneficiaries' usual cost accounting practices: not applicable
- (b) unit contribution: not applicable
- (c) lump sum contribution: not applicable
- (d) flat-rate contribution: not applicable
- (e) financing not linked to costs: not applicable



## **ARTICLE I.4 — REPORTING, REQUESTS FOR PAYMENT AND SUPPORTING DOCUMENTS**

### **I.4.1 Reporting periods**

The *action* is divided into the following *reporting periods*:

- Reporting period 1: from month 1 to month 12
- Reporting period 2: from month 13 to month 24
- Reporting period 3: from month 25 to month 30

### **I.4.2 Requests for second and third pre-financing payments and supporting documents**

The coordinator must submit a request for the second and third pre-financing payments within 60 calendar days following the end of the first and second reporting periods.

The request must be accompanied by the following documents:

- (a) a progress report on the implementation of the *action* ('technical report on progress');
- (b) a statement on the amount of the previous pre-financing instalment used to cover costs of the *action* ('statement on the use of the previous pre-financing instalment').

### **I.4.3 Requests for interim payments and supporting documents**

Not applicable.

### **I.4.4 Request for payment of the balance and supporting documents**

The coordinator must submit a request for payment of the balance within 60 calendar days following the end of the last reporting period.

This request must be accompanied by the following documents:

- (a) a final report on implementation of the *action* ('final technical report'), drawn up in accordance with Annex V, containing:
  - (i) the information needed to justify the eligible costs declared or the contribution requested on the basis of financing not linked to costs, unit costs and lump sums (where the grant takes the form of the reimbursement of unit or lump sum costs, or financing not linked to costs, or of a unit or lump sum contribution, as provided for in Article I.3.2(a)(ii) and (iii), (b), (c) or (e));
  - (ii) information on subcontracting as referred to in Article II.11.1(d);
- (b) a final financial statement ('final financial statement'). The final financial statement must include a consolidated statement and a breakdown of the amounts claimed by each beneficiary and its affiliated entities.

The final financial statement must be drawn up in accordance with the structure of the estimated budget set out in Annex III and detail the amounts for each of the forms of grant set out in Article I.3.2 for the last reporting period;

(c) a summary financial statement ('summary financial statement').

This statement must include a consolidated financial statement and a breakdown of the amounts declared or requested by each beneficiary and its affiliated entities, aggregating the financial statements already submitted previously and indicating the revenue generated by the *action* referred to in Article II.25.3 for each beneficiary and its affiliated entities other than non-profit organisations;

(d) a certificate on the financial statements and underlying accounts ('certificate on the financial statements') for each beneficiary and for each affiliated entity, if:

- (i) the cumulative amount of payments the beneficiary requests as reimbursement of actual costs as referred to in Article I.3.2(a)(i) (and for which no certificate has yet been submitted) is EUR 325 000 or more; and
- (ii) the maximum grant amount indicated for that beneficiary and its affiliated entities in the estimated budget as reimbursement of actual costs is EUR 750 000 or more.

This certificate must be produced by an approved external auditor or, in the case of public bodies, by a competent and independent public officer and drawn up in accordance with Annex VII.

The certificate must certify that the costs declared in the final financial statement by the beneficiary concerned or its affiliated entities for the categories of costs reimbursed in accordance with Article I.3.2(a)(i) are real, accurately recorded and eligible in accordance with the Agreement.

In addition, the certificate must certify that all the revenues generated by the *action* referred to in Article II.25.3 have been declared for the beneficiaries and the affiliated entities other than non-profit organisations.

The coordinator must certify that the information provided in the request for payment of the balance is full, reliable and true.

The coordinator must also certify that the costs incurred can be considered eligible in accordance with the Agreement and that the request for payment is substantiated by adequate supporting documents that can be produced in the context of the checks or audits described in Article II.27.

In addition, the coordinator must certify that all the revenues generated by the *action* referred to in Article II.25.3 have been declared for each beneficiary and the affiliated entities other than non-profit organisations.

#### **I.4.5 Information on cumulative expenditure incurred**

Not applicable.





#### **I.4.6 Currency for requests for payment and financial statements and conversion into euro**

Requests for payment and financial statements must be drafted in euros.

Beneficiaries and affiliated entities with general accounts in a currency other than the euro must convert costs incurred in another currency into euros at the average of the daily exchange rates published in the C series of the *Official Journal of the European Union*, determined over the corresponding reporting period (available at <http://www.ecb.europa.eu/stats/exchange/eurofxref/html/index.en.html>).

If no daily euro exchange rate is published in the *Official Journal of the European Union* for the currency in question, conversion must be made at the average of the monthly accounting rates established by the Commission and published on its website ([http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm)), determined over the corresponding reporting period.

Beneficiaries and affiliated entities with general accounts in euros must convert costs incurred in another currency into euros in accordance with their usual accounting practices.

#### **I.4.7 Language of requests for payments, technical reports and financial statements**

All requests for payments, technical reports and financial statements must be submitted in English.

### **ARTICLE I.5 — PAYMENTS AND PAYMENT ARRANGEMENTS**

#### **I.5.1 Payments to be made**

The Commission must make the following payments to the coordinator:

- a first pre-financing payment;
- second and third pre-financing payments, on the basis of the request for the second and third pre-financing payments referred to in Article I.4.2;
- one payment of the balance, on the basis of the request for payment of the balance referred to in Article I.4.4.

#### **I.5.2 Pre-financing payments**

The aim of the pre-financing is to provide the beneficiaries with a float. The pre-financing remains the property of the Union until it is cleared against interim payments or, if it is not cleared against interim payments, until the payment of the balance.

The Commission must make a first pre-financing payment of EUR 324 099.40 to the coordinator within 30 calendar days from the entry into force of the Agreement, except if Article II.24.1 applies.

The Commission must make a second pre-financing payment of EUR 432 132.54 to the coordinator within 60 calendar days from when the Commission receives the request for second pre-financing payment referred to in Article I.4.2, except if Article II.24.1 or II.24.2 apply.

The Commission must make a third pre-financing payment of EUR 216 066.27 to the coordinator within 60 calendar days from when the Commission receives the request for third pre-financing payment referred to in Article I.4.2, except if Article II.24.1 or II.24.2 apply.

If the statement on the use of the previous pre-financing instalment submitted in accordance with Article I.4.2 shows that less than 70% of the previous pre-financing instalment paid has been used to cover costs of the *action*, the amount of the new pre-financing to be paid must be reduced by the difference between the 70% ceiling and the amount used.

### **I.5.3 Interim payments**

Not applicable.

### **I.5.4 Payment of the balance**

The payment of the balance reimburses or covers the remaining part of the eligible costs and contributions for the implementation of the *action*.

If the total amount of earlier payments is greater than the final amount of the grant determined in accordance with Article II.25, the payment of the balance takes the form of a recovery as provided for by Article II.26.

If the total amount of earlier payments is lower than the final amount of the grant determined in accordance with Article II.25, the Commission must pay the balance within 90 calendar days from when it receives the documents referred to in Article I.4.4, except if Articles II.24.1 or II.24.2 apply.

Payment is subject to the approval of the request for payment of the balance and of the accompanying documents. Their approval does not imply recognition of the compliance, authenticity, completeness or correctness of their content.

The Commission determines the amount due as the balance by deducting the total amount of pre-financing and interim payments (if any) already made from the final amount of the grant determined in accordance with Article II.25.

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

### **I.5.5 Notification of amounts due**

The Commission must send a *formal notification* to the coordinator:

- (a) informing it of the amount due; and

- (b) specifying whether the notification concerns a further pre-financing payment, an interim payment or the payment of the balance.

For the payment of the balance, the Commission must also specify the final amount of the grant determined in accordance with Article II.25.

#### **I.5.6 Interest on late payment**

If the Commission does not pay within the time limits for payment, the beneficiaries are entitled to late-payment interest at the rate applied by the European Central Bank for its main refinancing operations in euros ('the 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 time limit for payment expires, as published in the C series of the *Official Journal of the European Union*.

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

If the Commission suspends the time limit for payment as provided for in Article II.24.2 or if it suspends an actual payment as provided for in Article II.24.1, these actions may not be considered as cases of late payment.

Late-payment interest covers the period running from the day following the due date for payment, up to and including the date of actual payment as established in Article I.5.8. The Commission does not consider payable interest when determining the final amount of the grant within the meaning of Article II.25.

As an exception to the first subparagraph, if the calculated interest is lower than or equal to EUR 200, it must be paid to the coordinator only if the coordinator requests it within two months of receiving late payment.

#### **I.5.7 Currency for payments**

The Commission must make payments in euros.

#### **I.5.8 Date of payment**

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

#### **I.5.9 Costs of payment transfers**

Costs of the payment transfers are borne as follows:

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

#### **I.5.10 Payments to the coordinator**

The Commission must make payments to the coordinator.

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

#### **ARTICLE I.6 — BANK ACCOUNT FOR PAYMENTS**

All payments must be made to the coordinator's bank account as indicated below:

Name of bank: STAEDTISCHE SPARKASSE OFFENBACH

Account name: MAINARBEIT KOMMUNALES JOBCENTER OFFENBACH

IBAN code: DE71505500200000141658

#### **ARTICLE I.7 — DATA CONTROLLER, COMMUNICATION DETAILS OF THE PARTIES**

##### **I.7.1 Data controller**

The entity acting as a data controller as provided for in Article II.7 is the Head of Unit of DG Employment, Social Affairs and Inclusion — Employment, Programme Management and Implementation.

##### **I.7.2 Communication details of the Commission**

Any communication addressed to the Commission must be sent to the following address:

European Commission  
DG Employment, Social Affairs and Inclusion  
CAD - J27  
B-1049 Brussels, Belgium  
Email address: empl-vp-2020-003@ec.europa.eu

##### **I.7.3 Communication details of the beneficiaries**

Any communication from the Commission to the beneficiaries must be sent to the following address:

Frau Susanne PFAU, Director  
MainArbeit  
STADTVERWALTUNG OFFENBACH  
BERLINER STRASSE 190  
63065 OFFENBACH AM MAIN  
GERMANY  
Email address: schulze-boeing@offenbach.de

#### **ARTICLE I.8 — ENTITIES AFFILIATED TO THE BENEFICIARIES**

Not applicable.

**ARTICLE I.9 — ADDITIONAL PROVISIONS ON USE OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)**

In accordance with Article II.9.3, whereby the Union acquires rights to use the results of the *action*, these results may be exploited using any of the following modes:

- (a) distribution to the public in hard copies, in electronic or digital format, on the internet including social networks as a downloadable or non-downloadable file;
- (b) communication through press information services;
- (c) inclusion in widely accessible databases or indexes, such as via 'open access' or 'open data' portals, or similar repositories, whether freely accessible or accessible only upon subscription;
- (d) edit or re-write in another way the results of the *action*, including shortening, summarising, modifying the content, correcting technical errors in the content;
- (e) cut, insert meta-data, legends or other graphic, visual, audio or word elements in the results of the *action*;
- (f) extract a part (e.g. audio or video files) of, divide into parts or compile the results of the *action*;
- (g) prepare derivative works of the results of the *action*;
- (h) translate, insert subtitles in, dub the results of the *action* in languages used within the EU or languages of candidate countries;
- (i) license or sub-license to third parties, including if there are licensed pre-existing rights, any of the rights or modes of exploitation set out in Article II.9.3 of the General Conditions and in the points above.

The beneficiaries must ensure that the Union has the rights of use specified in the General Conditions and in the points above for the whole duration of the industrial or intellectual property rights concerned.

**ARTICLE I.10 — OBLIGATION TO CONCLUDE AN INTERNAL COOPERATION AGREEMENT**

The beneficiaries must conclude an internal cooperation agreement including provisions on the management, operation and coordination of the beneficiaries and the implementation of the *action*.

**ARTICLE I.11 — SPECIAL PROVISIONS ON THE FINANCIAL RESPONSIBILITY FOR RECOVERIES**

The financial responsibility of each beneficiary is limited to its own debt, including any amount unduly paid by the Commission as a contribution towards the costs incurred by its affiliated entities.

Point (c) of the third paragraph of Article II.26.3 does not apply.

**ARTICLE I.12 — INAPPLICABILITY OF THE NO-PROFIT PRINCIPLE**

Not applicable.

### ARTICLE I.13 — ELIGIBILITY OF VOLUNTEERS' WORK

Not applicable.

### ARTICLE I.14 — SETTLEMENT OF DISPUTES WITH NON-EU BENEFICIARIES

Not applicable.

### ARTICLE I.15 — BENEFICIARIES WHICH ARE INTERNATIONAL ORGANISATIONS

Not applicable.

### ARTICLE I.16 — OTHER SPECIAL CONDITIONS

In addition to Article I.5.2, the coordinator STADTVERWALTUNG OFFENBACH will release the share of the pre-financings dedicated to the beneficiary ARTEMISSZIO ALAPITVANY only upon production of satisfactory technical and financial deliverables. The compliance and the monitoring of this mitigation measure shall be the responsibility of the coordinator STADTVERWALTUNG OFFENBACH .

### SIGNATURES

For the coordinator

Susanne PFAU,  
Director

Signature 

Done at Offenbach

on 15.11.21 (date)

For the Commission

Jiri SVARC,  
Head of Unit

Signature \_\_\_\_\_

Done at Brussels

on \_\_\_\_\_ (date)



# Appendix G.1 Description of the action

## 1. Relevance of the action to the objectives of the call

The “Cooperate, reach out, integrate services (CRIS)” project develops tools and practices to strengthen integrated service delivery for vulnerable groups in order to support their inclusion in the labour market and in society, in Germany, Hungary and Slovakia, taking inspiration especially from good practices developed in Germany and Slovenia. As outlined in the call, our approach integrates 1) the provision of social benefits 2) activation services and 3) enabling services and involves the cooperation of various public authorities and non-governmental agencies.

In all three pilot countries (Germany, Hungary, Slovakia), the target groups of the project are long term unemployed or working-age inactive people who face multiple problems and are likely to face labour market discrimination due to ethnic origin. Target groups include recent immigrants from Bulgaria and Romania in Germany, working-age recipients of municipal housing support in Hungary and marginalised Roma communities and other groups distant from the labour market in Slovakia.

Due to their multiple problems these target groups often need several services, which, to be effective, need to be coordinated. However, in the current institutional setup these target groups have limited access to the services supporting their employment and social inclusion. This is due to insufficient outreach efforts on the part of public authorities and services, weaknesses in existing referral mechanisms and limited cooperation between benefit administration and service providers.

CRIS will focus on outreach to vulnerable groups, cooperation between benefit administration and service provision and the better coordination of employment and social services. Partners include municipalities, public employment services, municipal social service providers, NGOs and a research institute.

The participating countries will develop similar tools and practices: this ensures that participants can support each other in developing these elements, and can learn from each other during the implementation phase. However, the tools will be tested in different contexts: in a municipality of a mature welfare state that already integrates social and employment services (Germany), in developing welfare states where employment and social services are provided by a centralised government agency (Slovakia) or divided between a centralised and a municipal agency (Hungary). This will allow us to generate some evidence on the transferability of the tools.

The tools and practices developed in the project will be actively promoted to be scaled up at the regional or national level. In Hungary, upscaling will focus on Budapest and other cities, in Slovakia, transfer to several municipalities and a national pilot is envisaged. In Germany, results will be disseminated to the association of municipalities focusing especially on urban centres with a significant migrant community.

The results will also be disseminated to stakeholders and researchers at international fora, such as the European Social Network.

## 2. Diagnosis of the issues addressed in the proposal and the methodological approach

### 2.1. Diagnosis

In all three pilot countries, the target groups of the project face multiple problems and - though not all are Roma, many of them are likely to face labour market discrimination due to their Roma origin. In Offenbach (Germany), the community of immigrants from Bulgaria and Romania number around 10 000 and the annual number of new arrivals was around 2500 in 2019. In the 7th district of Budapest (Hungary), the municipality maintains 2 000 council flats (but not all tenants are working age), and provides in-cash housing support to 185 households at risk of poverty. Municipal social workers have an annual caseload of about 2800 persons with housing problems or very low incomes. In Slovakia, PIN can currently reach around 1000 people in Levoca district and 1500 people in Lucenec district who belong to the target group. The target groups in the selected locations can be considered to represent long term unemployed marginalised immigrant or ethnic communities living in other parts of the pilot countries.

As described in more detail in the workplan (Appendix G.1, section 9), these groups face multiple barriers to social and labour market inclusion, such as low skills level, health problems, poor housing conditions, weak social networks, or employer discrimination. Due to their multiple problems they often need several services, which, to be effective, need to be coordinated.

However, in the current institutional setup these target groups have limited access to the services supporting their employment and social inclusion. The barriers may include the lack of effective outreach by public agencies, weak referral and cooperation mechanisms between the services, or gaps in the available range of services. NGOs may be able to fill some of these gaps but in some of the participating countries (especially Hungary and Slovakia), the current practice of their involvement is ad-hoc and inefficient. As a result, long term unemployed and inactive people do not receive adequate enabling services and cannot return to the labour market or only participate in inefficient remedial programmes such as large-scale public works (Messing 2013, Scharle 2014). This perpetuates poverty and social exclusion and ultimately, weakens economic growth (Easterly et al 2006).

In Germany, there are no resource constraints but recurrent waves of immigration poses a continuous challenge to reach out to immigrants coming from various cultures (Bernt 2019, Schulze-Böing 2019). In Slovakia, the main challenge is to strengthen activation services and improve cooperation between various agencies that are historically weak. In Hungary, the centrally governed employment service tends to focus on the short-term unemployed, so the challenge is to strengthen activation services and improved their coordination with social services at the municipal level. In both Hungary and Slovakia, NGOs can be an important partner both in learning effective methods and in filling gaps in the capacity and expertise of public service providers. Further details on the country specific institutional deficiencies are described in the workplan, Appendix G.1, section 9.

#### *References*

Bernt, Matthias (2019) Migration and Strategic Urban Planning. The Case of Leipzig, The Planning Review, Volume 55, 2019 - Issue 3 <https://www.tandfonline.com/doi/full/10.1080/02513625.2019.1671002>

Easterly, William, Jozef Ritzen & Michael Woolcock (2006) Social Cohesion, Institutions, And Growth, Economics and Politics, Wiley Blackwell, vol. 18(2), pages 103-120, July.





European Commission (2019): The role of PES in outreach to the inactive population (authors: Hugh Mosley, Ágota Scharle, Miroslav Stefanik)

<https://ec.europa.eu/social/BlobServlet?docId=19219&langId=en>

Mytna-Kurekova, Lucia (2015) Policy Puzzles with Roma Employment in Slovakia, CELSI Discussion Paper no.34, October 2015

Messing, Vera (2013) Active labor market policies with an impact potential on Roma employment in five countries of the EU". NEUJOBS Working Paper No. 19.2. June 2013

Scharle, Ágota (2014) : True and false remedies for long-term unemployment in Visegrad countries, CASE Network Studies & Analyses, No. 475, Center for Social and Economic Research (CASE), Warsaw

<https://www.econstor.eu/bitstream/10419/128273/1/79848649X.pdf>

Schulze-Böing, Matthias (2019) Immigration as a Challenge for Cities. Remarks on an Integrated Strategy on the Local Level, Leontief Institute for Economic Analysis, Berlin, 2019

## 2.2. Methodological approach

The project aims to tackle the above outlined challenges by

(1) strengthening referral mechanisms and, if necessary, introducing new outreach activities to reach the selected target groups,

(2) strengthening or developing the capacities of a public agency to enable them to act as case managers, i.e. assess client needs, identify the services they need and coordinate the provision of these services,

(3) filling service gaps by capacity building in the public agencies and/or developing an effective model of subcontracting NGO services.

The above three actions all require the development of institutional capacities and the adjustment or development of cooperation mechanisms and tools between institutions or between units within the same institution. The principle challenge in such development projects is to motivate participants and ensure buy-in at all levels of management and staff.

### *Innovation labs*

To ensure buy-in by all participating institutions, and also to foster innovation and the empowerment of client groups, the new tools and mechanisms will be co-developed by the relevant agents, in so-called innovation labs. Each pilot country will set up one innovation lab. These will serve as the main forum for identifying problems and developing solutions in the other transversal themes (listed below) and for further, country-specific themes. The members will include experts delegated by the participating organisations, and from other relevant organisations, independent experts and representatives of the target group(s) as well. The labs will use the "Co-Production" methodology (<https://www.govint.org/our-services/co-production/>) developed by Governance International (Birmingham), which has been successfully used in other areas of work by the Offenbach job centre. The labs will be coordinated by skilled moderators.

Transversal themes include strengthening referral and outreach, strengthening case management, profiling and needs assessment, and filling service gaps by developing new services or subcontracting NGOs.

### *Strengthening referral and outreach*

The innovation labs will assess barriers to take-up that may stem both from lack of information on the part of potential clients and from deficiencies in the existing referral mechanisms. The labs will consider good practices and available local resources to develop feasible and sustainable solutions. These may involve the introduction of “bridge builders” to reach out the immigrant community (in Germany) or developing new IT tools to support the exchange of information between the benefit administration and the municipal social workers (in Hungary) or strengthening cooperation between PES and municipal social field workers (in Slovakia).

#### *Strengthening case management*

The effective coordination of services requires that the client journey is managed by a single case manager. Case management is also a precondition for effective subcontracting.

The effective tools and methods of case management are well documented and need not be developed from scratch, however, existing good practices (both in the participating countries and internationally) need to be adapted to the participating institutions. The innovation labs will develop the necessary adaptations and devise the training programme for social workers as necessary.

Case management also requires reliable tools and protocols for assessing clients’ needs for enabling services, their existing competencies that may be further developed and approaches to categorise (profile) clients according the intensity of support they need (or the risk of staying unemployed if left to their own resources). The innovation labs will also review and develop these tools as necessary.

#### *Filling gaps in service provision*

In each pilot country, the innovation labs will assess the services presently provided as well as the needs of the target group and identify gaps and deficiencies. The innovation labs will consider international and local good practices, as well as available resources and institutional constraints and make a decision on which services may be developed in-house and which may be best filled by sub-contracting NGOs.

For in-house provision, the innovation labs will set up working groups to develop (or adapt existing) training materials and as necessary, adapt existing tools and protocols accordingly. Capacity building will mainly be implemented in public service providers.

To facilitate the sub-contracting of NGOs (if needed), the innovation labs will develop (or adapt existing ones) the financing tools and quality assurance methods that enable case workers to monitor the quality and effectiveness of NGO services and also ensure a fair and sustainable framework for NGOs.

In Hungary and Slovakia, existing research has already identified an important gap in current services for vulnerable groups: the lack of personalised services to improve employability. CRIS will aim to expand the scope of tools used by the case managers as well as strengthen coordination with other relevant services provided in-house or by NGOs. Employability services include service to job seekers (e.g. skills assessment and development, job search counselling, mentoring, post-placement support) as well as to employers (e.g. review and adjustment of job profiles, co-design of motivation tools, recruitment and screening, on-the-job training, etc).

### 3. Role division between project partners and co-applicants

#### 3.1 Project partners

The CRIS project is implemented by a coordinator, five partners as co-applicants and several associate partners (see section 3.2), and involves four countries: Germany, Hungary, Slovakia and Slovenia. Further details on the partners and their staff are provided in the Workplan (Appendix G.1, point 9) and in Section G of the SWIM application form.

- **Germany**

The municipal job-centre **MainArbeit of Offenbach am Main**, is responsible for the labour market integration of long term unemployed jobseekers and also for administering basic protection. The social law II (SGB II), prescribes an integrated and comprehensive response to multidimensional problems of poverty and deprivation. MainArbeit has taken the lead in the funding, coordination and implementation of such integration measures.

MainArbeit is well equipped to coordinate and conduct projects of social innovation. It has a long and successful record of innovation in this, e.g. in funding programmes such as Article 6 ESF or EaSI. MainArbeit has a reputation of delivering high quality services, very often in the top ranks of national performance measurement systems. The job-centre is established under the German law for basic protection for jobseekers, which is already providing a good framework for the integration of employment and social services as well for the integration of services and provision of benefits.

- **Hungary**

**Artemisszió** is a non-profit organisation, founded in 1998 as a charitable foundation based in Budapest to foster an open, tolerant society, where disadvantaged people are given opportunities and interculturality is valued. The foundation works towards these goals in Hungary and abroad as well. It currently has two main strands of operation: a Competency Center focusing on self-discovery and skill development training and a community building project for migrants and refugees living in Hungary.

The **Bischitz Johanna Integrated Human Services Centre (BJIHSC)** was set up by the Municipality of the 7th district by merging social and healthcare providers in 2012. It is responsible for providing basic healthcare, family and social services (for children, families, and the elderly) for all residents of the district.

- **Slovakia**

**People in Need** Slovakia is a non-profit organization, established in 1999. Since 2016, PIN Slovakia has become part of the international People in Need Network. The mission of PIN is to provide effective support to those who suffer the consequences of natural catastrophes, conflicts and authoritarian regimes. Through our activities in Slovakia we strive to contribute to forming an open, tolerant and solidary society. Through Programs of Social Integration, PIN supports socially excluded communities in Slovakia. In the EaSI project HomeLab (Integrated Housing and Labour Services in the Social Rental Enterprise Model) PIN implemented the model that combines housing support, employment services and social work within a single institutional framework, aiming at people in danger of poverty and social exclusion. In the project Better public policies for marginalized Roma communities PIN contributed a series of analysis and studies, proposals for actions and legislation proposals to improve public policies. PIN also has experience in developing methods and training for social workers.

The Slovak **Central Office of Labour, Social Affairs and Family (COLSAF)** is a centralised public agency responsible for the provision of PES and social services, primarily in the field of crisis intervention. It is also for administering welfare benefits payments. The core activities of COLSAF are divided to the employment services division and social services division with limited cooperation between these two main divisions. COLSAF includes 46 local labour offices, each being a key stakeholder providing employment services in a certain region, therefore the positive attitude of the local labour office is a key condition of fair involvement of NGOs to the employment services provision.

**Centre for social and psychological studies, Slovak Academy of Science (CSPS SAS)** is one of the centers of the Slovak Academy of Sciences, which is the national, non-university science and research institute established according to separate law. CSPS SAS acts both as a research body and government think-tank for design of economic and social policies. It concentrates on interdisciplinary research, social and employment policy related topics are strongly embedded among the research topics of the CSPS SAS. Since 1998, the CSPS SAS (its Institute for Forecasting) is co-publisher of the leading Slovak impact journal on economic sciences "Journal of Economics". The roles of CSPS SAS in the project are focused on providing methodological, data-based guidance, provision of analytical documents and evaluation of the institutional change delivered by the project in Slovakia.

**Local municipality of Lucenec town and regional municipality of Banska Bystrica region** (as associate partners). Municipalities have no explicit mandate to provide employment services. However, the most successful projects aiming at the labour market integration of marginalised groups in Slovakia are those where the municipality (primarily local) is directly involved. Together with regional municipality of Banska Bystrica PIN has established in late 2019 an innovative NGO - Labour office for long-term unemployed in the municipality of Lucenec. Lucenec belongs to least developed districts with one of the highest rates of unemployment in Slovakia and with 28000 inhabitants with almost 16% of Roma population.

- **Slovenia**

The **Social Protection Institute of Republic of Slovenia** is a public research institution, which was deeply involved in the first reform of integrating social services and establishing multidisciplinary teams to support and activate vulnerable jobseekers in 2011-2012. Since then, the institute has supported the design and implementation of a nation-wide pilot project on social activation of long-term beneficiaries of minimum income and long-term unemployed with different issues and problems.

### 3.2. Role division in the project

The main roles of project participants are summarised in the table below.

Country	organisation	status in the project	main roles
Germany	MainArbeit. Community Jobcenter Offenbach	Coordinator Leading activities 3 and 6	coordinator, ensure monitoring and evaluation of the project, develop and pilot outreach tool, host 2 study visits, disseminate at EU level
Hungary	Artemisszió Foundation (NGO)	Partner Leading	develop and pilot tools for case-management, subcontracting,

Country	organisation	status in the project	main roles
		activity 2	employment services, organise study visit, dissemination for NGOs
Hungary	Bischitz Johanna Integrated Human Services Centre (BIHSC) of the 7th district of Budapest	Partner Leading activity 4	develop and pilot tools for outreach, information sharing, case-management, subcontracting, employment services, organise study visit, dissemination for municipalities
Hungary	relevant units of the Municipality of 7th district of Budapest (Erzsébetváros): EVIN, Asset Management Office, Welfare Office	Associate partners	develop and pilot tools for outreach, information sharing
Hungary	Municipality of 6th district of Budapest	Associate partner	support upscaling in Budapest and further dissemination via municipal associations
Slovakia	People in Need (NGO)	Partner Leading activity 1 and 5	develop and pilot tools for case-management, subcontracting, employment services; organise study visits; disseminate to NGOs
Slovakia	Central Office of Labour, Social Affairs and Family (COLSAF)	Partner	develop and pilot tools for outreach, case-management, subcontracting, employment services; organise study visits; disseminate to municipalities
Slovakia	Centre for social and psychological studies, Slovak Academy of Science (SAS)	Partner	background research to support the Slovak innovation lab
Slovakia	local municipality of Lucenec town and regional municipality of Levoca region	associate partner	develop and pilot tools for outreach, case-management, employment services; disseminate to municipalities
Slovenia	Social Protection Institute of Republic of Slovenia (IRSSV)	associate partner	host 1 study visit, provide consultancy for innovation labs in Hungary and Slovakia

The Project Coordinator is responsible for designing the overall work plan, overall coordination of project activities, the timely delivery and quality of all outputs. The Project Coordinator also represents the project team in all correspondence and reporting to the Commission.

Activity leads (AL) are responsible for coordinating the implementation of tasks, as well as the timely delivery and quality of outputs in their Activity (as detailed in the workplan). Activity leads also review and comment on the interim and final reports and the evaluation report.

The Coordinator will ensure timely delivery by:

- Setting clear interim deadlines for AL to share initial and advanced drafts on outputs
- Internal deadlines are set at least one week preceding the external deadlines
- Commitment to regular and prompt feedback to any questions from AL.

In the Hungarian team, the Bischitz Johanna Integrated Human Services Centre will coordinate the country pilot, but will delegate leadership to Artemisszió Alapítvány in some of the subtasks of Activity 1 (preparing institutions). These include devising internal training for social workers and other experts, developing new protocols for profiling, case management and information sharing, and developing new service elements. The two partners will hold project meetings on at least a monthly basis.

In the Slovak team, which involves five organisations, People in Need will coordinate the country pilot. Each Slovak partner will delegate an officer /contact person to be engaged in the project. Management meetings of full project partners will be organized on a monthly basis, and meetings of the whole Slovak team (including full, associate and affiliated partners) will be organized on a quarterly basis.

## **4. Monitoring and evaluation**

### **4.1. Monitoring**

The implementation of the project will be monitored by the Coordinator. The monitoring framework will be discussed and finalised at the kick-off meeting to ensure that all participants understand and support it. As the problems and solutions will be discussed and developed together with stakeholders in a co-production approach in the country level innovation labs, the indicators for the first phase of the project (preparing institutions) may need to be adapted accordingly. The framework will include a detailed work plan (specifying deadlines) and indicators for each of the main activities that measure the outputs, and where available outcomes as specified in the work plan (see Section G.1. point 9).

The Coordinator will hold quarterly project meetings for the Consortium and monthly meetings with the core team to monitor progress and tackle any problems. Activity leads will report progress on their tasks on a monthly basis in a shared monitoring platform. The Assistant of the Project Coordinator regularly checks these updates and promptly reports any problems or delays to the Project manager.

The Coordinator will coordinate the preparation of project reports to the European Commission.

### **4.2. Evaluation**

The implementation of the project will be evaluated using qualitative and quantitative methods. The qualitative evaluation will be based on interviews with the implementors and reviewing project reports, while the quantitative evaluation will use methods adjusted to the setup of the pilots in each participating country. The focus of the evaluations will be to identify the impact of interventions aiming

to better integrate service provision and to identify lessons that may support organisations considering to introduce similar approaches or tools.

The quantitative evaluation (impact assessment) will be subcontracted to an independent organisation, while the qualitative evaluation will be conducted in cooperation between an independent organisation and project partners.

The quantitative impact assessment will measure the impact of the project in several outcomes, depending on the aims of the pilot:

focus of intervention	output / outcome
strengthening outreach activities	take-up of enabling services (all) retention of housing (all) take-up of social benefit (Hu)
linking social counselling to employment services	access to employment services employability job search employment

As the interventions will be co-developed by the relevant organisations in the innovation labs, it is not possible to design the evaluation method at this stage. In principle, we aim to ensure that at least one intervention in each country will be evaluated using a counterfactual method, following recommendations in [EC 2018](#). Ethical concerns about excluding those in need of services may make it difficult to set up an ideal evaluation plan, but we aim to find a good compromise in each country. For example, the evaluation may be based on randomly selecting a control and a treatment group from the middle third of potential participants (following a needs assessment) who have a similar likelihood of reentering the labour market, while the top third (i.e. the most vulnerable clients) will all be included in the treatment group. Alternatively, the treatment and control group may be divided on the basis of their residence (e.g. in Offenbach, the north and south of the city). The treatment group would receive integrated social and employment services using the new case management tools, while the control group will receive the “usual” service. In such a setup, the impact will be identified by comparing change in outcome indicators between the treatment and control group (difference-in-differences approach). Note that an estimate of the size of the potential pool of participants is provided in Section 2 above.

## 5. Quality assurance

Quality assurance will be managed by the Coordinator. Quality assurance will include internal and external sources of scrutiny.

The Slovak team will establish a regular project board meeting to supervise the contents and the overall philosophy of the pilot. The board meeting may invite experts on specific topics of the project contents. The Hungarian team will engage external experts to review the main outcomes of their pilot.

Main project outcomes will be peer reviewed by experts from the project partners invited by the Coordinator and presented at project meetings before final publication.

To ensure transparency (and also support dissemination), main project outcomes (except for internal protocols and some other documents that are highly specific to the institutions they were designed for) will be translated into English, published at the websites of the participating organisations and presented at international professional events.

Risk management will also be provided by the Coordinator. The main risk in the project is that stakeholders are difficult to motivate and/ or that public agencies are overwhelmed with their regular tasks and cannot invest sufficient time in the work of the innovation lab. We aim to tackle these risks by identifying potential gains for each stakeholder early on in the project, and by ensuring that key staff members are relieved of some of their daily tasks for the duration of the project (by reallocating tasks or by hiring temporary staff, as needed). We also aim to communicate the goals of the project broadly among stakeholders and their staff, and apply other change management tools in implementing the institutional changes devised in the first activity.

## **6. Cost-effectiveness**

The project budget is modest as most participating organisations can rely on their regular budget to fund their project-related activities. Therefore the budget of CRIS can focus mainly on the initial investment of developing new cooperation tools and on the transitory costs of the initial testing of these tools. Also, as partners in the three pilot countries work on similar topics, some of the tasks can be shared between them, further improving the cost-effectiveness of their actions (see details of Activity 5 in the workplan).

## **7. Added value of the proposed action**

The added value of CRIS stems from

- testing service integration tools in Eastern European countries, where very few such reforms have taken place so far and where such reforms may bring high returns given the prevailing low levels of cooperation;
- testing the same or similar service integration tools in a variety of institutional contexts, which may bring useful lessons on transferability;
- heavily relying on cross-country cooperation in the development phase, which may elevate reflection and increase the quality of outcomes in all participating countries;
- introducing co-creation in innovation labs, which have rarely been used (if at all) in public institutions in Hungary and Slovakia - if successful, this example may be transferred to other development projects.

## **8. Sustainability of the action**

As the main focus of the project is on changing ways of cooperation, most project results can be sustained without securing additional funding by participating organisations. If successful, the newly implemented protocols, tools and approaches will continue to be used and will ensure a sustained improvement in cooperation across the participating stakeholders.





The sustainability of the new ways of cooperation mainly depends on whether the project can prove the effectiveness of the new methods and can achieve a change in attitudes and institutional cultures. That in turn depends on the quality of the implementing the pilots and to some extent also on the reliability of the external impact evaluation.

The innovation labs are expected to provide strong support to attitude change as they will involve all stakeholders and engage them in a co-production process. Also, the results of the project will be widely communicated within the participating organisations and also built into the entry pack of new recruits (to reduce erosion of the impact due to staff turnover.)

Importantly, in the Hungarian and the Slovak pilots, if the new ways of subcontracting NGOs prove successful, this could be used as a powerful argument for municipalities to invest more in the specialised services of NGOs that enable the social and labour market inclusion of vulnerable people.

## 9. Work plan

The project is divided into six main activities, as summarised in the table below. The project is planned for 30 months, the provisional timing of the activities is also indicated in the table.

While MainArbeit is responsible for overall coordination, project partners take the lead in four of the activities. The following subsections below describe activities 1-2 and 4-5 in more detail. Activity 3 (monitoring and evaluation) and Activity 6 Coordination are described in previous sections of Appendix G above.

**Table 2. Overview of project activities, activity leads and provisional timing**

Activity	Activity lead	M 1-6	M 7-12	M 13-18	M 19-24	M 25-30
1. Preparing institutions for providing coordinated services	CSPS SAS, Slovakia					
2. Reaching out to target group and providing coordinated services	Artemisszió Foundation, Hungary					
3. Monitoring and evaluation	MainArbeit, Germany					
4. Dissemination and up-scaling within each country	Bischitz Johanna Centre, Hungary					
5. Transnational cooperation, sharing experiences	People in Need, Slovakia					
6. Coordination and project management	MainArbeit, Germany					

## Activity 1 Setting up the necessary structures and capacity building

The general objective of Activity 1 is to (1) establish and enhance cooperation between various organisations and (2) build capacity to enable efficient cooperation and meeting client needs.

The first activity in the project focuses on identifying the deficiencies of the existing setup based on the needs of the target group, identifying and implementing the adjustments that are necessary in existing capacities, coordination and delivery processes.

### 1.1. General approach of the project

#### *Justification for integrating services*

In all the countries covered by the project, the target groups of the project faces multiple problems and are likely to face labour market discrimination due to ethnic origin. Due to their multiple problems they often need several services, which, to be effective, need to be coordinated. However, in the current institutional setup these target groups have limited access to the services supporting their employment and social inclusion. The barriers may include the lack of effective outreach by public agencies, weak referral and cooperation mechanisms between the services, or gaps in the available range of services. NGOs may be able to fill some of these gaps but in some of the participating countries the current practice of their involvement is ad-hoc and inefficient.

#### *The general approach to improving access and effectiveness of services*

The project aims to tackle these problems by (1) strengthening referral mechanisms and introducing new outreach activities to reach the selected target groups, if necessary (2) strengthening or developing the capacities of a public agency to enable them to act as case managers, i.e. assess client needs, identify the services they need and coordinate the provision of these services, (3) filling service gaps by capacity building in the public agencies and/or developing an effective model of subcontracting NGO services.

The institutional setup and the focus of the pilot varies across the participating countries, but there are several elements (transversal themes) that are included in some or all of the pilots. In the table below 'p' indicates that the tools developed in the given theme will be piloted (tested) in Activity 2, while 't' indicates that the country will contribute to transnational events (study visits) focusing on the theme.

#### *Overview of main focus and transversal themes in Activity 1\**

country/ location	target group	main focus	transversal themes on service integration						
			innovation labs	operation tool /forms	IT for data-sharing	assess needs, profiling	case-management	develop service:	subcontract NGOs
Germany	immigrants (Roma)	Strengthening outreach by linking family services and employment services	p	p	t	t	t		
Hungary	working age recipients of housing benefit	Coordinate housing benefit administration with social services and subcontracted NGO services	p	p	p	p	p	p	p

Slovakia	long term unemployed and inactive (Roma)	Integrate services of PES and NGO's to long-term unemployed, involve municipalities	p	p		p	p		p
Slovenia	n.a.	(via transnational activities)		t	t	t	t		

\* Notes: p= element included in the country pilot; t=element included in transversal activities

There are 7 transversal themes in the project that contribute to the provision of integrated services. These include:

1. Innovation labs: in each participating country we set up one such lab, which will be the main forum for identifying problems and developing solutions in the other 6 transversal themes and for further, country-specific themes. The members of the lab in each country will include experts delegated by the participating organisations, and from other relevant organisations, independent experts and representatives of the target group(s) as well. The labs will use the "Co-Production" methodology developed by Governance International (Birmingham), which has been successfully used in other areas of work by the Offenbach job centre. The work of the labs will be coordinated by skilled moderators. The involvement of relevant organisations from the start ensures buy-in and creates a good basis for later cooperation.
2. Cooperation tools and forms: these tools may concern various phases of the service delivery process and may include various forms, such as protocols, multi-agency teams, formal partnership agreements etc.
3. IT solutions for sharing data between organisations or separate units of the same organisation: this theme focuses on the technical (software) and legal aspects of efficient information sharing between agencies involved in supporting minimum income recipients. For example, in referral from the benefit administrator to the service provider, or between the case worker and a subcontracted NGO.
4. Assessing needs and profiling: in this topic we develop (or adapt existing) tools and protocols for assessing clients' needs for enabling services, their existing competencies that may be further developed and approaches to categorise (profile) clients according the intensity of support they need (or the risk of staying unemployed if left to their own resources).
5. Case management: we develop (or adapt existing) tools for case management, i.e. methods for ensuring the clients receive individualised attention and the services they receive are well-coordinated by the case-worker. Efficient case management is also a precondition for effective subcontracting. Such systems allow the case manager and the client to build a close relationship based on mutual trust and respect. The system also ensures transparency and accountability since the case owner has an in-depth view of all the problem areas of the client and will take responsibility for all aspects of managing the case and for communication with the client.
6. Developing services: in this theme, we identify any important services that are missing from the existing portfolio of the case manager and either develop in-house provision or explore options for sub-contracting. In the Hungarian and Slovak pilot, we will develop employment services for long-term unemployed clients (and possibly others as well).
7. Subcontracting NGOs: this would involve assessing and improving the preconditions for the regular outsourcing of services, developing financing rules, monitoring and evaluation methods that generate adequate incentives for both public agencies and NGOs to provide high quality services and avoid creaming or parking.

## 1.2. Country specific aims and plans in Activity 1

### Germany

Offenbach am Main, a city of 140.000 inhabitants, situated in the Greater Frankfurt/ Rhein-Main-Agglomeration in Germany, has faced a decline of its manufacturing sector and, as a consequence, high rates of unemployment and poverty. It is the city with the highest proportion of immigrant population in Germany (40%) mainly coming from Eastern and South-Eastern Europe. Although great efforts have been made to tackle the problems of the most deprived immigrants, there are still shortcomings with regard to fully address the multidimensionality of deprivation. There is still no concept available to reach families and especially women. This is all the more an obstacle for overcoming the problems as families are most often the key for education as well as for the empowerment of individuals to become employable and ready for integration into the labour market.

Immigrants from Bulgaria and Romania are particularly prone to multidimensional deprivation, such as informal labour, precarious working conditions, precarious housing conditions, poverty, benefit dependence, unemployment, lack of language skills, dysfunctional social networks, or the lack of social capital.

The approach applied in Offenbach is well developed compared with other cities affected by similar challenges and is regarded as good/best practice in Germany. The job-centre is already using and coordinating a variety of services complementary to employment services and the provision of benefits, such as debt counselling, psychosocial counselling, assistance for the homeless, child care, medical rehabilitation, counselling for drug addicts. However, there are still a number of missing links and unsolved problems.

The German pilot will be implemented by MainArbeit, the municipal jobcentre. The pilot will concentrate on the above mentioned challenges and set up an *innovation lab* to innovate and find solutions. The lab will involve experts from the relevant public and private organisations as well as members of the target group.

The German innovation lab will focus on:

1. Developing a methodology to assess the needs of the target group under a multi-agency approach, involving not only counselling officers and profiling tools of the job-centre, but also staff of kindergartens, ethnic peers, etc. Needs assessment tools may include profiling interviews in the job-centre, analysis of track documents in the files of the job-centre, e. g. memos, correspondence, interviews of intermediaries, e. g. kindergarten-staff, trainers and staff of measures, in which the clients already take part, e. g. language courses, orientation courses, questionnaires, to be developed in cooperation with experts and trust-persons for the target-group, or focus group sessions for the target group.
2. Developing multidimensional measures for families, including employment, education, care, and social integration by e. g. setting up innovative "family service" within the job-centre, but also attached to kindergartens and/or schools in cooperation with the job-centre. This service may serve as a channel to approach the families and their members, offer counselling, make referrals, offer support in the shift from the model of the single breadwinner family, which is very often rooted in the culture of the country of origin, to the working family-model.



3. Review and strengthen existing arrangements of cooperation between public, private and civic organisations.

The family service will be implemented as an intermediary between the job-centre and the target group. It will be established as a service which is provided in an outreach mode, i. e. by providing counselling for families and parents at kindergartens, in neighbourhood-centres, and at the client's home, if necessary and accepted by the clients. Further on the family services can use language training courses and the like as contact points. It has also proved as useful to cooperate with migration counselling services, civic communities (e. g. the Romanian-Orthodox Church, mosques). The German pilot will explore and assess different ways to get in touch with the target group.

### **Hungary**

In Hungary, the responsibility for the social integration of vulnerable job-seekers is divided between centralised job centres that provide employment services and administer the means-tested benefit for long-term unemployed, and municipalities that provide housing benefit, social housing, means-tested social allowance, social services, childcare and basic health care. The job centres are part of the network of government offices set up by the central government as a one-stop shop for welfare benefits and administration. Job centres have limited capacity, and, as a highly centralised organisation, also lack the flexibility need for delivering client-centred services. Municipalities also lack resources but have more motivation and flexibility to develop such services.

The Hungarian pilot will focus on the 7th District of Budapest. This is a small district of about 50 000 inhabitants in the inner city of Budapest, with a mixed population of poor and middle class families, some parts are in the expanding night life area of the city and has considerable immigrant and expat communities.

The Hungarian pilot will be implemented by a municipal social service provider and an NGO that has considerable experience in providing social and labour market services for vulnerable job-seekers. It will focus on local residents that receive some form of housing support (municipal social housing or a rent allowance) from the municipality.

The Bischitz Johanna Integrated Human Services Centre (BJIHSC) was set up by the District Municipality. The Centre provides basic healthcare and social care services: daycare for children and the elderly, basic adult healthcare, home care service for all residents and targeted social services for those in need. BJIHSC has a staff of 340 people working in 34 organizational units. The social counselling unit has 29 employees.

Though there are established alert mechanisms and protocols for referral between the units of the Centre and with relevant other agencies, systematic cooperation is weak. These agencies lack a common language/understanding and protocol, often do not have enough knowledge of each other's work, and also sometimes the law/policies are incoherent.

A department of BJIHSC, the Family and Child Welfare Center usually becomes aware of municipal housing residents' major housing related problems when members of the Asset Management Office of the District Municipality notifies the Center of eviction dates. Before this notification the Center has no information unless the family or individual at risk contacts them with their problem.

The Hungarian part of the project will aim to tackle this by setting up an innovation lab, which will review and develop existing forms of cooperation and also develop the capacities of the Family and Child Welfare Center to provide client-centred services.

In particular, one outcome of the project will be a new inter-organizational protocol to enhance the capacity of the following partners involved to gather timely information about resident' emergency situation:

- Asset management Office of the District Municipality
- EVIN – The real estate management company of local government asset's
- Benefil administration unit within the local government
- Family Support Center (part of BJHSC)

This alert system will be designed to notify the parties above in every case when individuals or families get exposed to high risk of maintaining their housing conditions. The resulting protocols of the innovation lab will be distributed among all the organizations active in the district (such as related units of the District Municipality, NGOs working with the target group, temporary homes for families, etc.) in order to improve the capacity to detect the people in need.

To support the alert system we aim to review and develop the IT tools that support the exchange of information within BJHSC. If a new tool is to be developed, it must be based on open source software to ensure sustainability, and support upscaling.

We also aim to develop the capacity of the Family and Child Welfare Center of BJHSC to apply effective case management methods. Families receiving housing support often face multiple problems and often struggle to keep a stable job. Currently, the accumulation of these problems are treated at different levels of the local and central government which makes the system impenetrable for the clients as well as staff members of the institutions designed to help. This has led to loss of determination and motivation on both sides. In addition to this, a shortage of capacity within the organization also led to a certain level of malfunctioning.

The project aims to raise the awareness of the staff members of the institutions involved of their different roles and the potential cooperation between local and central government agencies. It is also designed to improve motivation for this otherwise essential cooperation as well as to increase capacity of local government agencies.

Though the services of the Family and Child Welfare Center already include employment counselling, this is limited to job search counselling, while clients often need more intensive support. We'll use the innovation lab to co-develop tools to assess the needs and skills of clients and methods for intensive employability services (such as basic skills training, employer services, etc). Artemisszió will have a key role in this, bringing in their existing expertise and experience in case management and client-centred employment services.

Our target group is families and individuals with low income, long-term unemployment or permanent liquidity problems, and presently a group of three professionals deal with the individual cases. This leads to a fragmentation of attention and resources making the system complicated and slow for the client and finally resulting in a situation where some of the problems of the client are not recognized

and treated. Thus, we intend to design a case management system in which one single BIHSC staff member will manage all the problems of one individual or family being aware of and focusing on the complexity of these issues.

## **Slovakia**

In Slovakia, the main social challenge we seek to address is a low employment rate of people from marginalized Roma communities (MRC) and other specific groups distant from the labour market. As they face a high level of social exclusion, their access to public employment services or other enabling services are extremely limited. The pilot aims to develop a model for improved access and quality of services for this group. The proposed approach is to systematically coordinate services by PES, NGOs, and municipalities.

Currently, employment services are provided exclusively by the public agencies. This model does not offer adequate attention to the most disadvantaged groups, as the job centre tends to focus on the more easily employable job-seekers. NGOs have the expertise but are not adequately prepared and equipped to take over the full responsibility for providing employment services to the most vulnerable. The regional coverage of NGOs is also uneven. At the same time, some municipalities have the motivation and resources to invest in such services (the provision of other social services related to work integration and social inclusion is divided between the regional and local municipalities). COLSAF and its 47 local labour offices have adequate resources to design a model of the employment services outsourcing and to establish a model for the fair cooperation with the NGOs and local groups of stakeholders (incl. municipalities).

Huge regional and social disparities illustrated by great differences in un/employment level of specific groups and regions is one of the greatest social challenges in Slovak Republic. The employment rate of the Roma population in 2018 was 21% according to the estimates (compared with 51% in the majority population living in the same municipalities). Low employment rate of Roma is resulting in their high dependence on the social system, which is then a root for anti-Roma sentiment which is very present and intense in Slovakia. Long-term unemployment also continues to be a challenge in Slovakia, which affects especially the low educated. As several reports by the EU and the OECD have pointed out, current PES capacities and the range of services are inadequate to tackle long term unemployment.

PES only offers in-house services and their approach is not client-centred. The target group has low trust in public institutions, which is a barrier to outreach efforts. Systematic discussion about the partnership between PES and NGOs in the systemic involvement of the third sector organisations in the PES provision is currently missing.

However, the impact of the COVID-19 crisis on employment has intensified the need to restructure PES and increased willingness to introduce already tested NGO innovations into the PES service delivery model. The crisis seems to have hit the hardest those with a low educational profile and those in undeclared work (very often Roma) - these are the groups hardly approached by PES, but relatively easy to be contacted by NGOs. Therefore, the question of NGOs involvement to PES provision is highly present in Slovakia. The reform of the territorial division and the competencies of the local municipalities is also high on the agenda in Slovakia, which opens the floor for discussing their role in employment services.

The Slovak pilot aims to improve cooperation between different types of services providers in order to integrate their services and increase the range and quality of the services available to vulnerable jobseekers.

The pilot will involve the following stakeholders:

*Central Office of Labour, Social Affairs and Family (COLSAF)*, which includes the PES. Though strategic decisions are made by COLSAF, the services in the field are provided by the 46 local labour offices, which are part of COLSAF. Local labour offices are aware of the labour market situation in their localities, their understanding of the situation is in most cases very deep, however they often lack experience in cooperation with the NGOs and their understanding of the capacities of NGOs in the services provision is also extremely limited. COLSAF has limited capacities to provide quality services for vulnerable groups of job-seekers and working age benefit recipients and little flexibility to provide client-oriented services.

*Selected Municipalities (local and regional)*. In theory, local and regional municipalities are responsible for a wide range of social services, but, due to limited capacities often fail to provide many of these. At the same time, some of the existing municipal services may offer a good basis for working on the integration of vulnerable groups, if coordinated with the other social and employment services. Most municipalities are not aware of their possible roles and possible capacities, nor of the possibilities of cooperation with the NGOs.

*People in Need and other NGOs*. In the Slovak pilot NGOs are considered as a main provider of client-centred employment services for the most vulnerable groups. However, as the NGO sector in Slovakia is underfunded and constrained by a “donor-dependence” culture, it is not feasible to build a solid network of the NGOs covering the country in one step. While *People in Need* has some experience in this regard, most NGOs in Slovakia are not used to working under contractual conditions defined by public procurement rules and prefer ad-hoc calls where they can secure funding for their own ideas (even if these are competitive and unpredictable).

The *Slovak Academy of Science (CSPS SAS)* will contribute to the pilot by providing methodological, data-based guidance, provision of analytical documents and the qualitative evaluation of the institutional change delivered by the project in Slovakia.

The pilot aims to develop the tools for subcontracting NGOs, develop capacities in COLSAF to use these, and test the effectiveness of these tools. The Slovak pilot also aims to inspire the discussion about the real capacities of the municipalities (either local or regional) in employment services provision.

The Slovak team will set up an innovation lab as the framework for co-developing tools and institutional capacities. The innovation lab will include dedicated groups working on the various topics, some of which will be led by COLSAF.

The main topics are planned to be the following:

- assessment of the needs of the target group;
- assessment of existing legal framework and institutional capacity in COLSAF regarding the outsourcing of the employment services (led by COLSAF)
- assess the theoretical preconditions and develop efficient tools for the outsourcing of services, systematic models of profiling clients, calculation of the unit costs, assessment of



the innovative approaches in the public procurement, model of monitoring and evaluation of the outsourced services (co-led by Academy of Science and PIN)

- capacity building in central management of COLSAF to adopt the new approaches and tools (led by COLSAF)
- Capacity building of the local labour offices regarding the adaptation of the integrated services approach and cooperation with variety of organisations providing different types of services
- Capacity building of NGOs regarding their abilities to act as public employment services providers (identification of the key NGOs able to pilot the scheme, training)

## **Slovenia**

Slovenia will contribute to Activity 1 by participating in the transnational events (see below) and by providing comments to the professional outputs of project partners. The Slovene associate partner, the Social Protection Institute of Republic of Slovenia (IRSSV) has considerable experience in implementing benefit and service integration reforms (see Trbanc 2018).

### **1.3. Results, deliverables, outcomes in Activity 1**

In general terms, Activity 1 will produce country-specific assessments of the needs of the target groups, methodological tools and approaches for improving service integration and capacity building in the relevant service providers.

## **Germany**

In the German pilot expected outcomes include

- a more robust understanding of how to access the target group,
- a map of the target group with regard to their socio-economic position, needs and their potentials in terms of skills, informal sources of support and economic opportunities,
- transferable experience in the use of innovative methods of co-planning and co-design in the field,
- a map of local services and their potentials and shortcomings with regard to the needs of the target group
- scalable “tool-box” for local policies to address the needs of the target-group effectively.

Further on we expect a lasting local impact with regard to

- raising awareness for the needs of the target group among the relevant service providers and institutions on the local level,
- finding out and defining procedures to effectively cooperate in a given legal and institutional framework,
- raising the efficiency of services by better coordination, improved mutual knowledge of actors, their services and internal procedures and an effective management of inter-organizational interfaces.

## **Hungary**

In Hungary, outcomes are expected at the inter-organisational level and also within BJHSC.

- Between organisations, the pilot will implement processes in order to facilitate high quality inter-organization cooperation (regular coordination among the related organisations, transparent guidelines and protocols with a description of division of labour, timing, and all steps and measures to be followed during the work with the clients, check-points to evaluate the protocols and to improve if needed).
- Capacity building in public agencies. Increased professional capacities and attitudes in all municipal units to cooperate with relevant agencies.
- Increasing the level of cooperation with non-profit and charity organizations (regular coordination among the District Municipality's delegates, BJHSC and NGOs, finding best practices to obtain non-profit organizations' services and integrate these services in the implementation of local government tasks)
- On-line database easy to access and follow for all parties considered, based on a transferable, open-source software (creation of the database based on the needs of the local partners, pilot phase to implement efficiently the database into the daily work)
- Within BJHSC, implementing the case management system at organizational level
- Empowering BJHSC staff (inter-cultural and soft skill training sessions which raise their awareness of cultural social differences as well as the psychological needs of the clients, coaching and supervision sessions will be deployed in order to offer them practical help in their daily tasks with the clients)
- experience in the use of innovation labs / methods of co-planning and co-design that can be transferred to other tasks

## **Slovakia**

In Slovakia, the pilot will produce tools and develop capacities in COLSAF, municipalities and NGOs. In more detail, the expected outputs and outcomes include:

- improved quality of the services for vulnerable groups in PES
- better cooperation between the stakeholders and better integration of the service
- strengthened capacity in COLSAF to use case management approach and engage both internal staff and external actors to provide client-oriented services, tools piloted in at least 5 local job centres
- improved conditions for NGO operations, including both formal arrangements and attitudes
- task groups for employment services provision created and active in at least 10 NGOs ready to respond the bid for services providers from all around the Slovakia

## **Activity 2. Reaching out and delivering services to the persons/households in need**



Activity 2 directly contributes to the general objective to increase the take up of benefits, provide effective referral and cooperation mechanisms, and ensure delivery of effective services and support in order to improve labour market inclusion and social inclusion.

Activity 2 focuses on piloting the adjusted coordination and delivery processes and tools in a selected locality and focusing on a selected target group. In total, the testing will involve at least 150 in each pilot country that is, amounting to at least 450 persons in total for the project.

### **2.1. Target group and general approach that applies to all pilots**

In each pilot country, the target group includes persons who face multiple difficulties and have limited access to enabling services. In each pilot country, a significant share of the target group are of Roma ethnicity. The location of the pilots vary across the pilot countries. In Germany, it is a mid-sized city in an urban agglomeration, in Hungary it is a small district in the inner city of the capital, in Slovakia there are two locations: a village and a small city.

Each pilot will involve a detailed needs analysis of the target group and referral to or provision of personalised services. These may include a broad range of social and employment services and possibly healthcare as well.

The expected outcomes in general are a rise in take-up of benefits and services, activation, employment and safe housing.

Country specific details are described in the next section.

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### **2.2. Country specific details**

#### **Germany**

In Germany, the population of immigrants from Bulgaria and Romania has particularly big pockets of multidimensional deprivation, especially unemployment, precarious employment and informal work, homelessness and exclusion from education. Many of them have no or very low German language skills and live in segregated communities. The poverty-rate of citizens of Bulgarian nationality stands at 27%, the rate of Romanian citizens at 11%.

Currently there are 1.318 persons with Bulgarian and 596 with Romanian citizenship registered as recipients of basic protection under SGB II and clients of the job-centre. 60% of the Bulgarian group and 40% of the Romanian group can be regarded as specifically deprived and in need of multidimensional support. The target group thus can be estimated at about 1.000 persons in 600 families.

The city has responded to this challenge with a strategy covering various policy areas: basic protection benefits (SGB II), activation with a broad variety of measures, e. g. "Job Clinics", language courses, workfare schemes, skills training, job intermediation, measures to raise awareness of unfair practices in the labour and housing markets, fighting illegal practices in the housing and labour markets with a joint task force of various municipal and state agencies, building up bridging social capital by supporting civil-society-initiatives, e. g. with the Romanian-Orthodox Community, civic associations, helping to start a Bulgarian Association, and street social work in neighbourhoods with a large immigrant population.

Despite these efforts, there are still shortcomings with regard to fully address the multidimensionality of deprivation. There is still no concept available to reach families and especially women. This is all the more an obstacle for overcoming the problems as families are most often the key for education as well as for the empowerment of individuals to become employable and ready for integration into the labour market.

In the pilot, the target group is defined as families of immigrants arrived since 2014 from Bulgaria and Romania, residents of the City of Offenbach, unemployed or precariously employed and being entitled to receive basic protection benefits under SGB II. The clients will be referred to the project by the operational departments of the job-centre in coordination with a variety of agencies, which may be in contact with the target group, e. g. kindergarten-staff, teachers, volunteers working in civic initiatives etc. The project will address at least 150 persons within 30 months.

The operational implementation of the family service will be via hiring a full time staff member by the job-centre, on a temporary basis.

As an outcome we expect robust knowledge about

- how to access the target group,
- a map of the target group with regard to their socio-economic position, needs and – not the least – their potentials in terms of (overt or hidden) skills, informal sources of support (e. g. families, ethnic networks) and economic opportunities,
- the use of innovative methods of co-planning and co-design in the field,
- a map of local services and their potentials and shortcomings with regard to the needs of the target group
- a scalable “tool-box” for local policies to address the needs of the target-group effectively.

Further on we expect a lasting local impact with regard to

- raising awareness for the needs of the target group among the relevant service providers and institutions on the local level,
- find out and define procedures to effectively cooperate in a given legal and institutional framework,
- raise the efficiency of services by a better coordination, improved mutual knowledge of actors, their services and internal procedures and an effective management of inter-organizational interfaces.

With regard to the clients involved in the project we expect 120 cases with improved employability (according to a validated employability-scale) and 90 integrations into employment (with mandatory social insurance) or self-employment, of which the revenue should cover at least 80% of the livelihood of the respective family.

**Hungary**



In Hungary, the target group includes families receiving some form of housing support. Families and individuals struggling with a housing problem typically suffer from a multitude of other issues. Most of the time the core problem is unstable or low-paid jobs due to lack of appropriate education.

In the pilot location (7th district of Budapest) vulnerable families face complex difficulties including unemployment (or undeclared work), debts, physical and emotional neglect, relationship problems, violence in the family, substance abuse, mental problems, problems in parenting, behavioral and performance disorders. Due to recent changes in legislation affecting benefits, financial difficulties and housing insecurity are leading problems among clients. The level of benefits has decreased; the conditions and the rules of cash benefits are strict. Also, social workers of BJIHSC often find that clients' work motivation is low and a longer preparation period for job search must be planned.

Also, the target group is typically low educated, which limits their access to support from the relevant authorities and also implies that they face serious difficulties in integrating into the labor market, finding and retaining stable, long-term employment opportunities with reasonable salaries.

The Roma population is especially suffering from under-education and unemployment, which, together with employer discrimination, often leads to social exclusion and segregation.

The existing services of BJIHSC do not cover all the needs of the target population. The Centre maintains a job search club and also an individual employment counselling service, but these presuppose an independent functioning of the client. Debt management counselling is offered for residents with arrears to one of the public utility service providers (water, sewerage, garbage, electricity, gas) or the Real Estate Management Office of Erzsébetváros (Evin). Practical experience in recent years has shown that the housing costs of debt accumulators already exceed the income of households, which makes it difficult to achieve lasting results for vulnerable people.

Between 2014 and 2017, BJIHSC introduced a so-called *Territorial-based Service Model (TSM)*, which aimed to ensure the transparent performance of tasks and financing, cost optimisation, client-centred care and professionalization. The effect of the service organization approach related to the TSM model - support of alert system activity, service integration, competence-based task performance - can still be felt in the field of professional collaborations, but with weak consistency. A positive effect was a more flexible and effective service organisation in 33 areas (linked to the medical care). The initiative also included plans to establish a database and information sharing tools, but was not developed.

The size of the target group includes around 2800 clients that have financial difficulties affecting their housing conditions, based on the number of such cases treated by BJIHSC in 2019.

In the pilot, we plan to involve 150 persons, focusing on the most vulnerable families living in social housing /receiving housing benefit, with complex needs. In order to be able to test the integrated provision of employment services on a sufficiently large sample, we may also include some families who currently live in social housing and have the potential to move to privately rented housing.

The institutions involved in the pilot will include

- BJIHSC as partner
- Artemisszio Foundation as partner
- Relevant units of the Municipality of the 7th District as affiliated partners:

- Human Service Office – administering financial assistance such as housing benefits
- Property Management Office, makes decisions and controls the activities of the Real Estate Management Office
- Real Estate Management Office of Erzsébetváros (EVIN) – responsible for activities related to municipal real estate property, such as housing management

As all the above agencies work with the target group (with recipients of the housing benefit and families that live in council flats). The pilot will test new tools in their cooperation (such as regular meetings, IT tool for information sharing, new protocol for referrals) and also in working with NGOs.

BJIHSC and Artemisszió will provide services for 150 families in the target group and subcontract some additional services as needed. In the areas where BJIHSC staff need capacity development, Artemisszió will offer job-shadowing and supervision to support municipal social workers in applying their newly acquired skills and tools.

*Expected results, deliverables, outcomes are*

- increased take-up of enabling services
- increased stability of housing in participating families of the target population
- a minimum number of 150 people of the target group will have the possibility to participate in a new, individual-centric case management process and employability will be improved of a significantly higher share of participants as compared to other clients who only receive baseline services

## **Slovakia**

In Slovakia, the new tools and methods will be tested in two pilot localities: Lucenec and Levoca. The locations were selected on the basis of existing contacts between PIN and the municipalities. In Levoca district (Spisske Podhradie municipality), PIN operates an employment agency and training centre and in Lucenec PIN operates a Labour Agency. In these locations, PIN has good knowledge of the labour market and also has developed good relations with municipalities and self governing regions. Also, they represent two different contexts (urban and rural), while both locations have a large Roma community.

In both localities, the testing will involve the local labour office, local municipality, local NGOs and other stakeholders as necessary (local schools and variety of other service providers). Services will be provided for at least 150 participants belonging to the target group. At least 80% of participants will be of Roma origin.

The testing will involve:

- Modus operandi of the multiagency (multistakeholders) platform defined and accepted (regularity of the meetings, rules of the operations...)
- Use of new protocols for reaching out the target groups and specific clients defined (registered job seekers, people requesting the humanitarian assistance and homeless people, families in risk, etc.)
- Use of new models of mutual coordination defined
- NGOs providing integrated services to at least 150 clients in two localities

Expect outcomes include:

- direct experience with the integrated services provision lead by NGOs from two localities
- direct experience with subcontracting service provision to NGOs
- improved access to better services
- improvements regarding the client's self-esteem, responsibility and employability.

### **Activity 3 Monitoring and evaluation**

Activity 3 covers monitoring and evaluation, which is already described in Section 4 of the Description of the Action. To avoid repetition, this part only describes the *role division in the project team*, while the contents of monitoring and evaluation is provided in Section 4 above.

This activity is led by the Coordinator. Monitoring is managed internally, while the main part of evaluation is subcontracted to an external organisation. The Coordinator will also coordinate the preparation of project reports to the European Commission. The Coordinator will prepare a summary report of the qualitative evaluations based on contributions from evaluators in each pilot country. The Coordinator will contract the external evaluator conforming to regular rules of subcontracting (note that the envisaged budget for this is below the tendering limit).

All partners will contribute to designing the monitoring plan, reporting on the progress of activities, providing information for the qualitative evaluation and collecting information on the outputs and outcomes as defined in the monitoring plan and requested by the evaluators.

The Centre for social and psychological studies, Slovak Academy of Science will support to Coordinator in designing the in-depth qualitative evaluation of the project and will conduct the qualitative evaluation of the Slovak pilot, in cooperation with the external organisation conducting the quantitative evaluation.

The external evaluator will mainly be responsible for the quantitative evaluation but will also contribute to the qualitative evaluation of the project, especially in Germany and Hungary. The external evaluator will prepare a report on the quantitative evaluation covering all the three pilots. The external evaluator will be engaged within 6 months of starting the project to ensure that the identification strategy (the selection of control and treatment groups) is incorporated into the design of the interventions in the testing phase.

### **Activity 4. Dissemination and up-scaling within each country**

The overall lead of this activity is Bischitz Johanna Centre, Hungary. National level dissemination activities and upscaling efforts will be coordinated by each country. International dissemination will be coordinated by MainArbeit.

#### **Germany**

MainArbeit will disseminate the outcomes of the project in terms of concepts, tools and guidelines for developing and implementing integrated services at the national level through a variety of channels.

#### *National level dissemination activities*

- Publications in relevant journals, e. g. "Nachrichten des Deutschen Vereins für öffentlich und und private Fürsorge" (NDV), which has the highest circulation among social work and social policy journals in Germany. The project initiator has already published a number articles there.
- Publication of small handbook ("Guide to Service Integration"); the initiator has already published a number of handbooks on related issues over the last 25 years.
- Conduct of conferences with a thematic focus on the issue of the project (the initiator regularly conducts national conferences on SGB-II-issues with support of the national ministry of social affairs)
- Presentation at conferences and committee-meetings of the Deutscher Verein für öffentliche und private Fürsorge (DV), Berlin (the initiator is longstanding member of the policy committee on social policy and social work within DV)

#### *International level dissemination activities will include:*

- Presentation at Conferences of the European Social Network, in which the Matthias Schulze-Böing is founding member
- Presentations at Social Policy Conferences of the Council of European Municipalities and Regions (the initiator has served for 10 Years as chair of the committee on employment and social policy within CEMR, Brussels)

The project will also seek contact with other beneficiaries of this call in order to identify potential for sharing interim outputs, discussing lessons, co-organising dissemination events and other forms of mutual learning.

## **Hungary**

In the Hungarian team, the Bischitz Johanna Centre will be responsible for coordinating national level dissemination and upscaling efforts.

#### *Dissemination activities*

The main target groups of the dissemination activities will be:

- Social Professional Association with a membership of 170 organisations, 2000 individuals
- Eötvös Loránd University Faculty of Pedagogy and Psychology, and Faculty of Social Studies
- Wesley János University Faculty of Social work
- Associations and foundations working on related fields
- Free Towns Association
- other relevant institutions identified in the project period

A newsletter will be published at the end of each phase, in order to inform the target group of the dissemination activities (at least 5 newsletters).





There are several media forums in the district, online and offline surfaces of the Municipality, such as the municipalities 'Erzsébetváros' newspaper (online and offline), News of Erzsébetváros and Colourful Erzsébetváros Facebook pages. We plan to inform the residents of the district and other interested readers about the project, its aims, the process itself and the results.

BJIHSC also presents elements and events of the project in its web-site.

#### *Upscaling activities*

Upscaling activities will mainly target municipalities and municipal social service providers. As the results will be relevant mainly for urban municipalities, BJIHSC will initiate upscaling to other districts of Budapest and county centres via the Mayor of Budapest and relevant associations of municipalities. The Municipality of the 7th District of Budapest (as associate partner and location of the Hungarian pilot) has already secured the cooperation of a neighbouring municipality (the 6th District of Budapest).

Six times during the project period BJIHSC will organise round-table discussions with delegates of municipalities, of professionals of the social sector and NGOs. The round-table discussions will be built upon the problems raised on the activities of the project, and a dialogue will be encouraged in order to have a wider view of the difficulties of the sectors. These occasions will also strengthen the willingness for further cooperation and problem solving.

BJIHSC will also offer to share the outcomes of the development of information sharing tools, and if compatible with the systems of other municipalities, will be ready to share the documentation on the open source software it will use in developing its own information system.

## **Slovakia**

In Slovakia national level dissemination will include dissemination events, materials and close cooperation with the media.

#### *Dissemination events*

- o Series of 3 on-line dissemination events (2-hour online events focused on a specific aspects of the pilot) for experts
- o Presentation of the pilot on at least two high level conferences organized in Slovakia (e.g. Annual congress of the towns and municipalities in Slovakia)

Personal consultations with Union of municipalities of Slovakia and Union of Towns of Slovakia (umbrella organisations for local municipalities), K8 (umbrella organisation of regional municipalities), Ministry of Investments, Regional Development and Informatization and Ministry of Labour, Social Affairs and Family

#### *Cooperation with the media*

- o At least 2 concise presentations of the pilot in the national broadcasting media (in the form of feature or as a host of the discussion)
- o By-invitation media-brunch for specialised journalists

### Dissemination materials

- o Two promo videos recorded (cc 5 minute video stories)
- o Presentation of the pilot on the web sites all Slovak project partners
- o On-line booklet about the integrated services practice from the partner countries published in Slovak language

The upscaling plan for the Slovak pilot is to be developed and approved in the midterm of the project. The provisional plan includes:

- o Secure the commitment of at least 5 other local labour offices and 5 other municipalities to implement the approach
- o Initiate that the piloted model should be included into the investment plan of the ESF in Slovakia
- o Submit proposal to the ESF authority to develop a large scale ESF-funded project proposal allowing the upscaling of the model
- o Explore possibilities of using IT tools in supporting the upscaling of the model

### Activity 5. Transnational cooperation, sharing experiences

Transnational cooperation will ensure that (1) participants can learn directly from other institutions already operating good practices, and (2) share some of the work in developing solutions (3) provide peer-support in all activities of the project. The table below provides an overview of the main forms of transnational cooperation.

#### Overview of transnational cooperation

	i1 cooperation tools /forms	i2. IT for data- sharing	i3. subcontract NGOs	i4.-5. assessneeds, profiling and case- management	i6 innovation labs	s1. developing employment services	s2. developing outreach or other services
<b>working together</b>							
sharing inputs to literature review	De	Hu	Hu+SK	Hu+SK	De	Hu+SK	De
sharing and commenting on interim outputs (draft protocols, reports etc)		Hu+De , Si	Hu+SK	Hu+SK, Si		Hu+SK	De
peer reviewing final drafts	all	all	all	all	all	all	all
<b>meetings (provisional)</b>							
webinars on good practices		✓		✓			✓

study visit to good practice location	✓ De	✓ Si or De			✓ De		
peer workshops on similar tools			Hu+SK	Hu+SK		Hu+SK	
2 coordination meetings for all consortium partners		Hu or SK			De (kick off)		
2 meetings with the donor (1. kickoff 2. sharing results)	2 people delegated by the project Coordinator (to be organised by the COM)						

As the focus of the Hungarian and Slovak pilots include several similar tasks, the two teams will cooperate more closely and share interim outputs and hold bilateral virtual (and possibly in-person) meetings.

The allocation of the themes between events and the corresponding organisational tasks will be finalised at or shortly after the kick-off meeting, where partners discuss their interests and possible contributions to studying the transversal themes. The exact focus of the events may need to be adjusted according to the plans generated in the national innovation labs.

Each participant will organise at least one experience sharing event with the other participants. The German, Hungarian and Slovak teams will each organise at least two study trips, which provide opportunities for in-depth discussion of selected good practices. At least 3 webinars will be organised, which will be open to a wider audience outside project participants (e.g. to members of other projects financed from this call). These events will serve as a forum for discussing alternative solutions to the same problem or also to discuss first results of the pilots.

The German team will host at least one study visit to present existing tools used by MainArbeit in the provision of integrated services and to present the setup of innovation labs. The German team will also take an active role in organising webinars, e.g. on information sharing tools.

The Hungarian team plans to delegate mainly staff members of BJIHSC to the study visits.

The Slovak team plans to delegate 8 participants (most of the form the local labour offices) to 2 study visits each. The study visits are planned to last 2 days and will be organised in Germany and Slovenia.

The Slovak team will also participate in the regular transnational project meetings organized by project countries and online transnational learning events focused on the transversal themes.

The Slovene partner has committed to present the Slovenian service integration reforms in one or two webinars organized by the project, to provide professional support for a study visit in Ljubljana for project participants interested in the service integration tools applied in the Slovenian system (e.g. case management, case conferencing, information sharing), participate in webinars on selected transversal activities in the project, and participate in a study visit in one of the project countries on a selected transversal activity of interest to Slovenia.

## 10. Tasks to be subcontracted

### 10.1. Evaluation

In order to ensure the impartial evaluation of project implementation, evaluation will be sub-contracted to an external organisation. A potential candidate for undertaking the evaluation is the *Budapest Institute for Policy Analysis*, whose experts have considerable experience in the quantitative and qualitative evaluation of employment services and also have a good understanding of service integration initiatives (c.f. [Scharle et al 2018](#)).

The *Budapest Institute* is an independent think tank with a mission to promote evidence based policy making and experience in programme evaluation, the design of employment services, and tackling prejudice against the Roma. BI also has considerable experience in managing international projects.

#### 10.2. NGO services

To ensure the provision of services needed by clients in the testing phase, and also to test the newly developed subcontracting framework, the Hungarian and the Slovak pilots will involve subcontracting NGOs for selected services. These will be services that are not feasible or efficient to be developed for in-house provision by the participating public service providers, such as highly specialised services that are needed by few clients.

#### 10.3. External expertise

In the first activity (preparing institutions), all partners may need to engage some external experts for some smaller sub-tasks to ensure that the innovation labs have the necessary expertise for each of the themes and to provide external quality assurance. In Hungary, an IT expert is likely to be needed for the review and development of the information system.



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## PART A — LEGAL AND ADMINISTRATIVE PROVISIONS

### ARTICLE II.1 — DEFINITIONS

The following definitions apply for the purpose of the Agreement:

**‘Action’:** the set of activities or the project for which the grant is awarded, to be implemented by the beneficiaries as described in Annex I.

**‘Breach of obligations’:** failure by a beneficiary to fulfil one or more of its contractual obligations.

**‘Confidential information or document’:** any information or document (in any format) received by either party from the other or accessed by either party in the context of the implementation of the Agreement that any of the parties has identified in writing as confidential. It does not include information that is publicly available.

**‘Conflict of interests’:** a situation where the impartial and objective implementation of the Agreement by a beneficiary is compromised for reasons involving family, emotional life, political or national affinity, economic interest, any other direct or indirect personal interest or any other shared interest with the Commission or any third party related to the subject matter of the Agreement.

**‘Direct costs’:** those specific costs which are directly linked to the implementation of the action and can therefore be attributed directly to it. They may not include any indirect costs;

**‘Force majeure’:** any unforeseeable, exceptional situation or event beyond the control of the parties that prevents either of them from fulfilling any of their obligations under the Agreement, which is not attributable to error or negligence on their part or on the part of the subcontractors affiliated entities or third parties in receipt of financial support and which proves to be inevitable despite their exercising due diligence. The following cannot be invoked as *force majeure*: labour disputes, strikes, financial difficulties or any default of a service, defect in equipment or materials or delays in making them available, unless they stem directly from a relevant case of *force majeure*;

**‘Formal notification’:** form of communication between the parties made in writing by mail or electronic mail which provides the sender with compelling evidence that the message was delivered to the specified recipient;

**‘Fraud’:** any act or omission relating to the use or presentation of false, incorrect or incomplete statements or documents, which has as its effect the misappropriation or wrongful retention of funds or assets from the Union budget, the non-disclosure of information in violation of a specific obligation, with the same effect or the misapplication of such funds or assets for purposes other than those for which they were originally granted.

**‘Grave professional misconduct’:** a violation of applicable laws or regulations or ethical standards of the profession to which a person or entity belongs, or any wrongful conduct of a person or entity which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence.

**‘Implementation period’:** the period of implementation of the activities forming part of the action, as specified in Article I.2.2;

**‘Indirect costs’:** those costs which are not specific costs directly linked to the implementation of the action and which therefore cannot be attributed directly to it. They may not include any costs identifiable or declared as eligible direct costs;

**‘Irregularity’:** any infringement of a provision of Union law resulting from an act or omission by a beneficiary, which has or would have the effect of prejudicing the Union’s budget;

**‘Maximum amount of the grant’:** the maximum EU contribution to the action, as defined in Article I.3.1;

**‘Pre-existing material’:** any materials, document, technology or know-how which exists prior to the beneficiary using it for the production of a result in the implementation of the action;

**‘Pre-existing right’:** any industrial and intellectual property right on pre-existing material; it may consist in a right of ownership, a licence right and/or a right of use belonging to the beneficiary or any other third parties;

**‘Related person’:** any natural or legal person who is a member of the administrative, management or supervisory body of the beneficiary or who has powers of representation, decision or control with regard to the beneficiary;

**‘Starting date’:** the date on which the implementation of the action starts as provided for in Article I.2.2;

**‘Subcontract’:** a procurement contract within the meaning of Article II.10, which covers the implementation by a third party of tasks forming part of the action as described in Annex I.

## **ARTICLE II.2 — GENERAL OBLIGATIONS AND ROLES OF THE BENEFICIARIES**

### **II.2.1 General obligations and role of the beneficiaries**

The beneficiaries:

- (a) are jointly and severally liable for carrying out the *action* in accordance with the Agreement. If a beneficiary fails to implement its part of the *action*, the other beneficiaries become responsible for implementing this part (but without increasing the *maximum amount of the grant*);
- (b) must comply jointly or individually with any legal obligations they are bound by under applicable EU, international and national law;
- (c) must make appropriate internal arrangements to implement the *action* properly. The arrangements must be consistent with the terms of the Agreement. If provided for in the Special Conditions, those arrangements must take the form of an internal cooperation agreement between the beneficiaries.

## II.2.2 General obligations and role of each beneficiary

Each beneficiary must:

- (a) inform the coordinator immediately of any events or circumstances of which the beneficiary is aware, that are likely to affect or delay the implementation of the *action*;
- (b) inform the coordinator immediately:
  - (i) of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative;
  - (ii) of any change in the legal, financial, technical, organisational or ownership situation of its affiliated entities and of any change in their name, address or legal representative;
  - (iii) of any change regarding the exclusion situations listed in Article 136 of Regulation (EU) 2018/1046, including for its affiliated entities;
- (c) submit in due time to the coordinator:
  - (i) the data needed to draw up the reports, financial statements and other documents provided for in the Agreement;
  - (ii) all the necessary documents required for audits, checks or evaluations as provided for in Article II.27.
  - (iii) any other information to be provided to the Commission under the Agreement, except if the Agreement requires such information to be submitted directly by the beneficiary.

## II.2.3 General obligations and role of the coordinator

The coordinator:

- (a) must monitor the implementation of the *action* in order to make sure that the *action* is implemented in accordance with the terms of the Agreement;
- (b) is the intermediary for all communications between the beneficiaries and the Commission, except if provided otherwise in the Agreement. In particular, the coordinator:
  - (i) must immediately inform the Commission:
    - of any change in the name, address, legal representative of any of the beneficiaries or of their affiliated entities;
    - of any change in the legal, financial, technical, organisational or ownership situation of any of the beneficiaries or of their affiliated entities;
    - of any events or circumstances of which the coordinator is aware, that are likely to



affect or delay the implementation of the *action*;

- of any change regarding the exclusion situations listed in Article 136 of Regulation (EU) 2018/1046, for any of the beneficiaries or their affiliated entities.

- (ii) is responsible for supplying the Commission with all documents and information required under the Agreement, except if provided otherwise in the Agreement itself. If information is required from the other beneficiaries, the coordinator is responsible for obtaining and verifying this information before passing it on to the Commission;
- (c) must make the appropriate arrangements for providing any financial guarantees required under the Agreement;
- (d) must draw up the requests for payment in accordance with the Agreement;
- (e) if it is designated as the sole recipient of payments on behalf of all of the beneficiaries, it must ensure that all the appropriate payments are made to the other beneficiaries without unjustified delay;
- (f) is responsible for providing all the necessary documents required for checks and audits initiated before the payment of the balance or documents required for evaluation as provided for in Article II.27.

The coordinator may not subcontract any part of its tasks to the other beneficiaries or to any other party.

## **ARTICLE II.3 — COMMUNICATION BETWEEN THE PARTIES**

### **II.3.1 Form and means of communication**

Any communication relating to the Agreement or to its implementation must:

- (a) be made in writing (in paper or electronic form);
- (b) bear the number of the Agreement; and
- (c) be made using the communication details identified in Article I.7.

If a party requests written confirmation of an electronic communication within a reasonable time, the sender must provide an original signed paper version of the communication as soon as possible.

### **II.3.2 Date of communications**

Any communication is considered to have been made when the receiving party receives it, unless the Agreement states that communication is considered to have been made on the date when the communication was sent.

Email is considered to have been received by the receiving party on the day of dispatch of that email, provided that it is sent to the email address indicated in Article I.7. The sending party must be able to prove the date of dispatch. If the sending party receives a non-delivery report, it must make every effort to ensure that the other party actually receives the communication

by email or mail. In such a case, the sending party is not held in breach of its obligation to send such communication within a specified deadline.

Mail sent to the Commission using the postal or courier services is considered to have been received by the Commission on the date on which it is registered by the department identified in Article I.7.2.

*Formal notifications* are considered to have been received by the receiving party on the date of receipt indicated in the proof received by the sending party that the message was delivered to the specified recipient.

## ARTICLE II.4 — LIABILITY FOR DAMAGES

**II.4.1** The Commission may not be held liable for any damage caused or sustained by any of the beneficiaries, including any damage caused to third parties as a consequence of or during the implementation of the *action*.

**II.4.2** Except in cases of *force majeure*, 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.

## ARTICLE II.5 — CONFLICT OF INTERESTS

**II.5.1** The beneficiaries must take all necessary measures to prevent any situation of *conflict of interests*.

**II.5.2** The beneficiaries must inform the Commission without delay of any situation constituting or likely to lead to a *conflict of interests*. They must take immediately 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.

## ARTICLE II.6 — CONFIDENTIALITY

**II.6.1** During implementation of the *action* and for five years after the payment of the balance, the parties must treat with confidentiality any *confidential information and documents*.

**II.6.2** The parties may only use *confidential information and documents* for a reason other than to fulfil their obligations under the Agreement if they have first obtained the prior written agreement of the other party.

**II.6.3** The confidentiality obligations do not apply if:

- (a) the disclosing party agrees to release the other party from those obligations;
- (b) the *confidential information or documents* become public through other means than a breach of the confidentiality obligations;
- (c) the disclosure of the *confidential information or documents* is required by law.

## ARTICLE II.7 — PROCESSING OF PERSONAL DATA

### **II.7.1 Processing of personal data by the Commission**

Any personal data included in the Agreement must be processed by the Commission in accordance with Regulation (EU) No 2018/1725.<sup>1</sup>

Such data must be processed by the data controller identified in Article I.7.1 solely for implementing, managing and monitoring the Agreement or to protect the financial interests of the EU, including checks, audits and investigations in accordance with Article II.27.

The beneficiaries have the right to access, rectify or erase their own personal data and the right to restrict or, where applicable, the right to data portability or the right to object to data processing in accordance with Regulation (EU) No 2018/1725. For this purpose, they must send any queries about the processing of their personal data to the data controller identified in Article I.7.1.

The beneficiaries may have recourse at any time to the European Data Protection Supervisor.

### **II.7.2 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 beneficiary must ensure that the personnel authorised to process personal data has committed itself to confidentiality or is under appropriate statutory obligation of confidentiality.

The beneficiaries must adopt appropriate technical and organisational security measures having regard to the risks inherent in the processing and to the nature, scope, context and purposes of processing of the personal data concerned. This is in order to ensure, as appropriate:

- (a) the pseudonymisation and encryption of personal data;
- (b) the ability to ensure the ongoing confidentiality, integrity, availability and resilience of processing systems and services;
- (c) the ability to restore the availability and access to personal data in a timely manner in the event of a physical or technical incident;
- (d) a process for regularly testing, assessing and evaluating the effectiveness of technical and organisational measures for ensuring the security of the processing;

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<sup>1</sup> Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC.



- (e) measures to protect personal data from accidental or unlawful destruction, loss, alteration, unauthorised disclosure of or access to personal data transmitted, stored or otherwise processed.

## **ARTICLE II.8 — VISIBILITY OF UNION FUNDING**

### **II.8.1 Information on Union funding and use of the European Union emblem**

Unless the Commission requests or agrees otherwise, any communication or publication made by the beneficiaries jointly or individually that relates to the *action*, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, in electronic form, etc.), must:

- (a) indicate that the *action* has received funding from the Union; and
- (b) display the European Union emblem.

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

The obligation to display the European Union emblem does not confer on the beneficiaries a right of exclusive use. The beneficiaries may not appropriate the European Union emblem or any similar trademark or logo, either by registration or by any other means.

For the purposes of the first, second and third subparagraphs and under the conditions specified therein, the beneficiaries may use the European Union emblem without first obtaining permission from the Commission.

### **II.8.2 Disclaimers excluding Commission responsibility**

Any communication or publication that relates to the *action*, made by the beneficiaries jointly or individually in any form and using any means, must indicate:

- (a) that it reflects only the author's view; and
- (b) that the Commission is not responsible for any use that may be made of the information it contains.

## **ARTICLE II.9 — PRE-EXISTING RIGHTS AND OWNERSHIP AND USE OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)**

### **II.9.1 Ownership of the results by the beneficiaries**

The beneficiaries retain ownership of the results of the *action*, including industrial and intellectual property rights, and of the reports and other documents relating to it, unless stipulated otherwise in the Agreement.

### **II.9.2 Pre-existing rights**

If the Commission sends the beneficiaries a written request specifying which of the results it intends to use, the beneficiaries must:

- (a) establish a list specifying all *pre-existing rights* included in those results; and
- (b) provide this list to the Commission at the latest with the request for payment of the balance.

The beneficiaries must ensure that they or their affiliated entities have all the rights to use any *pre-existing rights* during the implementation of the Agreement.

### **II.9.3 Rights of use of the results and of pre-existing rights by the Union**

The beneficiaries grant the Union the following rights to use the results of the *action*:

- (a) for its own purposes and in particular to make available to persons working for the Commission, other Union institutions, agencies and bodies and to Member States' institutions, as well as to copy and reproduce in whole or in part and in an unlimited number of copies;
- (b) reproduction: the right to authorise direct or indirect, temporary or permanent reproduction of the results by any means (mechanical, digital or other) and in any form, in whole or in part;
- (c) communication to the public: the right to authorise any display performance or communication to the public, by wire or wireless means, including making the results available to the public in such a way that members of the public may access them from a place and at a time individually chosen by them; this right also includes communication and broadcasting by cable or by satellite;
- (d) distribution: the right to authorise any form of distribution of results or copies of the results to the public;
- (e) adaptation: the right to modify the results;
- (f) translation;
- (g) the right to store and archive the results in line with the document management rules applicable to the Commission, including digitisation or converting the format for preservation or new use purposes;
- (h) where the results are documents, the right to authorise the reuse of the documents in conformity with Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents if that Decision is applicable and if the documents fall within its scope and are not excluded by any of its provisions. For the sake of this provision, the terms 'reuse' and 'document' have the meanings given to them by Decision 2011/833/EU.

The above rights of use may be further specified in the Special Conditions.

Additional rights of use for the Union may be provided for in the Special Conditions.

The beneficiaries must ensure that the Union has the right to use any *pre-existing rights* included in the results of the *action*. The *pre-existing rights* must be used for the same



purposes and under the same conditions as applicable to the rights of use of the results of the *action*, unless specified otherwise in the Special Conditions.

Information about the copyright owner must be inserted in cases where the result is divulged by the Union. The copyright information must read: '© — year — name of the copyright owner. All rights reserved. Licenced to the European Union under conditions.'

If the beneficiaries grant rights of use to the Commission, this does not affect its confidentiality obligations under Article II.6 or the beneficiaries' obligations under Article II.2.1.

## **ARTICLE II.10 — AWARD OF CONTRACTS NECESSARY FOR THE IMPLEMENTATION OF THE ACTION**

**II.10.1** If the implementation of the *action* requires the beneficiaries to procure goods, works or services, they may award the contract in accordance with their usual purchasing practices provided that the contract is awarded to the tender offering best value for money or, as appropriate, to the tender offering the lowest price. In doing so, they must avoid any *conflict of interests*.

The beneficiaries must ensure that the Commission, the European Court of Auditors and the European Anti-Fraud Office (OLAF) can exercise their rights under Article II.27 also towards the beneficiaries' contractors.

**II.10.2** Beneficiaries that are 'contracting authorities' within the meaning of Directive 2014/24/EU<sup>2</sup> or 'contracting entities' within the meaning of Directive 2014/25/EU<sup>3</sup> must comply with the applicable national public procurement rules.

The beneficiaries must ensure that the conditions applicable to them under Articles II.4, II.5, II.6 and II.9 are also applicable to the contractors.

**II.10.3** The beneficiaries remain solely responsible for carrying out the *action* and for compliance with the Agreement.

**II.10.4** If the beneficiaries breach their obligations under Article II.10.1 the costs related to the contract concerned are considered ineligible in accordance with Article II.19.2 (c), (d) and (e).

If the beneficiaries breach their obligations under Article II.10.2 the grant may be reduced in accordance with Article II.25.4.

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<sup>2</sup> 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

<sup>3</sup> 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

## ARTICLE II.11 — SUBCONTRACTING OF TASKS FORMING PART OF THE ACTION

**II.11.1** Beneficiaries may subcontract tasks forming part of the *action*. If they do so, they must ensure that, in addition to the conditions specified in Article II.10, the following conditions are also complied with:

- (a) subcontracting does not cover core tasks of the *action*;
- (b) recourse to subcontracting is justified because of the nature of the *action* and what is necessary for its implementation;
- (c) the estimated costs of the subcontracting are clearly identifiable in the estimated budget set out in Annex III;
- (d) any recourse to subcontracting, if not provided for in Annex I, is communicated by the coordinator and approved by the Commission. The Commission may grant approval:
  - (i) before any recourse to subcontracting, if the beneficiaries request an amendment as provided for in Article II.13; or
  - (ii) after recourse to subcontracting if the subcontracting:
    - is specifically justified in the interim or final technical report referred to in Articles I.4.3 and I.4.4; and
    - does not entail changes to the Agreement which would call into question the decision awarding the grant or be contrary to the equal treatment of applicants;
- (e) the beneficiaries ensure that the conditions applicable to them under Article II.8 are also applicable to the subcontractors.

**II.11.2** If the beneficiaries breach their obligations under Article II.11.1 (a), (b), (c) or (d), the costs related to the contract concerned are considered ineligible in accordance with Article II.19.2 (f).

If the beneficiaries breach their obligation under Article II.11.1 (e) the grant may be reduced in accordance with Article II.25.4.

## ARTICLE II.12 — FINANCIAL SUPPORT TO THIRD PARTIES

**II.12.1** If, while implementing the *action*, the beneficiaries have to give financial support to third parties, the beneficiaries must give such financial support in accordance with the conditions specified in Annex I. Under those conditions, the following information must be stated at least:

- (a) the maximum amount of financial support. This amount may not exceed EUR 60 000 for each third party except if achieving the objective of the *action* as specified in Annex I would otherwise be impossible or overly difficult;
- (b) the criteria for determining the exact amount of the financial support;
- (c) the different types of activity that may receive financial support, on the basis of a fixed list;
- (d) the persons or categories of persons which may receive financial support;

(e) the criteria for giving the financial support.

**II.12.2** As an exception to Article II.12.1, if the financial support takes the form of a prize, the beneficiaries must give such financial support in accordance with the conditions specified in Annex I. Under those conditions, the following information must at least be stated:

(a) the eligibility and award criteria;

(b) the amount of the prize;

(c) the payment arrangements.

**II.12.3** The beneficiaries must ensure that the conditions applicable to them under Articles II.4, II.5, II.6, II.8, II.9 and II.27 are also applicable to the third parties receiving financial support.

## **ARTICLE II.13 — AMENDMENTS TO THE AGREEMENT**

**II.13.1** Any amendment to the Agreement must be made in writing.

**II.13.2** An amendment may not have the purpose or the effect of making changes to the Agreement which would call into question the decision awarding the grant or be contrary to the equal treatment of applicants.

**II.13.3** Any request for amendment must:

(a) be duly justified;

(b) be accompanied by appropriate supporting documents; and

(c) be sent to the other party in due time before it is due to take effect, and in any case one month before the end of the *implementation period*.

Point (c) does not apply in cases duly substantiated by the party requesting the amendment if the other party agrees.

**II.13.4** A request for amendment on behalf of the beneficiaries must be submitted by the coordinator. If a change of coordinator is requested without its agreement, the request must be submitted by all other beneficiaries and must be accompanied by the opinion of the coordinator or proof that this opinion has been requested in writing.

**II.13.5** Amendments enter into force on the date on which the last party signs or on the date of approval of the request for amendment.

Amendments take effect on a date agreed by the parties or, in the absence of such an agreed date, on the date on which the amendment enters into force.

## **ARTICLE II.14 — ASSIGNMENT OF CLAIMS FOR PAYMENTS TO THIRD PARTIES**

**II.14.1** 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 made on behalf of the beneficiaries.

If the Commission does not accept the assignment or the terms of it are not complied with, the assignment has no effect on it.

**II.14.2** In no circumstances may an assignment release the beneficiaries from their obligations towards the Commission.

## **ARTICLE II.15 — *FORCE MAJEURE***

**II.15.1** A party faced with *force majeure* must send a *formal notification* to the other party without delay, stating the nature of the situation or of the event, its likely duration and foreseeable effects.

**II.15.2** The parties must take the necessary measures to limit any damage due to *force majeure*. They must do their best to resume the implementation of the *action* as soon as possible.

**II.15.3** The party faced with *force majeure* may not be considered in breach of its obligations under the Agreement if it has been prevented from fulfilling them by *force majeure*.

## **ARTICLE II.16 — SUSPENSION OF THE IMPLEMENTATION OF THE ACTION**

### **II.16.1 Suspension of implementation by the beneficiaries**

The coordinator, on behalf of the beneficiaries, may suspend the implementation of the *action* or any part of it, if exceptional circumstances make such implementation impossible or excessively difficult, in particular in the event of *force majeure*.

The coordinator must immediately inform the Commission, stating:

- (a) the reasons for suspension, including details about the date or period when the exceptional circumstances occurred; and
- (b) the expected date of resumption.

Once the circumstances allow the beneficiaries to resume implementing the *action*, the coordinator must inform the Commission immediately and present a request for amendment of the Agreement as provided for in Article II.16.3. This obligation does not apply if the Agreement or the participation of a beneficiary is terminated in accordance with Articles II.17.1, II.17.2 or points (c) or (d) of Article II.17.3.1.

### **II.16.2 Suspension of implementation by the Commission**

#### **II.16.2.1 Grounds for suspension**

The Commission may suspend the implementation of the *action* or any part thereof:



- (a) if the Commission has evidence that a beneficiary has committed *irregularities, fraud* or *breach of obligations* in the award procedure or while implementing the Agreement;
- (b) if the Commission has evidence that a beneficiary has committed systemic or recurrent *irregularities, fraud* or serious *breach of obligations* in other grants funded by the Union or the European Atomic Energy Community ('Euratom') awarded to the beneficiary under similar conditions and the *irregularities, fraud* or *breach of obligations* have a material impact on this grant; or
- (c) if the Commission suspects *irregularities, fraud* or *breach of obligations* committed by a beneficiary in the award procedure or while implementing the Agreement and needs to verify whether they have actually occurred.

#### **II.16.2.2 Procedure for suspension**

**Step 1** — Before suspending implementation of the *action*, the Commission must send a *formal notification* to the coordinator:

- (a) informing it of:
  - (i) its intention to suspend the implementation;
  - (ii) the reasons for suspension;
  - (iii) the necessary conditions for resuming the implementation in the cases referred to in points (a) and (b) of Article II.16.2.1; and
- (b) inviting it to submit observations within 30 calendar days of receiving the formal notification.

**Step 2** — If the Commission does not receive observations or decides to pursue the procedure despite the observations it has received, it must send a *formal notification* to the coordinator informing it of:

- (a) the suspension of the implementation;
- (b) the reasons for suspension; and
- (c) the final conditions for resuming the implementation in the cases referred to in points (a) and (b) of Article II.16.2.1; or
- (d) the indicative date of completion of the necessary verification in the case referred to in point (c) of Article II.16.2.1.

The coordinator must immediately inform the other beneficiaries of the suspension. The suspension takes effect five calendar days after the *formal notification* is received by the coordinator or on a later date specified in the *formal notification*.

Otherwise, the Commission must send a *formal notification* to the coordinator informing it that it is not continuing the suspension procedure.

#### **II.16.2.3 Resuming implementation**

In order to resume the implementation, the beneficiaries must meet the notified conditions as soon as possible and must inform the Commission of any progress made.

If the conditions for resuming the implementation are met or the necessary verifications are carried out, the Commission must send a *formal notification* to the coordinator:

- (a) informing it that the conditions for lifting the suspension are met; and
- (b) requiring it to present a request for amendment of the Agreement as provided for in Article II.16.3. This obligation does not apply if the Agreement or the participation of a beneficiary is terminated in accordance with Articles II.17.1, II.17.2 or points (c), (g) or (h) of Article II.17.3.1.

### **II.16.3 Effects of the suspension**

If the implementation of the *action* can be resumed and the Agreement has not been terminated, an amendment to the Agreement must be made in accordance with Article II.13 in order to:

- (a) set the date on which the *action* is to be resumed;
- (b) extend the duration of the *action*; and
- (c) make other changes necessary to adapt the *action* to the new situation.

The suspension is 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 the period of suspension that relate to the implementation of the suspended *action* or the suspended part of it may not be reimbursed or covered by the grant.

Suspending implementation of the *action* does not affect the Commission's right to terminate the Agreement or to terminate the participation of a beneficiary in accordance with Article II.17.3, reduce the grant or recover amounts unduly paid in accordance with Articles II.25.4 and II.26.

Neither party may claim damages due to suspension by the other party.

## **ARTICLE II.17 — TERMINATION OF THE AGREEMENT**

### **II.17.1 Termination of the Agreement by the coordinator**

The beneficiaries may terminate the Agreement.

The coordinator must send a *formal notification* of termination to the Commission, stating:

- (a) the reasons for termination; and
- (b) the date on which the termination takes effect. This date must be set after the *formal notification*.

If the coordinator does not state the reasons for the termination or if the Commission considers that the reasons do not justify termination, the Agreement is considered to have been terminated improperly.

The termination takes effect on the day specified in the *formal notification*.



## **II.17.2 Termination of the participation of one or more beneficiaries by the coordinator**

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

The coordinator must send a *formal notification* of termination to the Commission and inform the beneficiary concerned by termination.

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

The *formal notification* must include:

- (a) the reasons for termination;
- (b) the opinion of the beneficiary concerned by termination (or proof that this opinion has been requested in writing);
- (c) the date on which the termination takes effect. This date must be set after the *formal notification*; and
- (d) a request for amendment as provided for in Article II.17.4.2(a).

If the coordinator or beneficiary does not state the reasons for the termination or if the Commission considers that the reasons do not justify termination, the participation will be considered to have been terminated improperly.

The termination takes effect on the day specified in the *formal notification*.

## **II.17.3 Termination of the Agreement or the participation of one or more beneficiaries by the Commission**

### **II.17.3.1 Grounds for termination**

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

- (a) a change to the beneficiary's legal, financial, technical, organisational or ownership situation is likely to affect the implementation of the Agreement substantially or calls into question the decision to award the grant, or a change regarding the exclusion situations listed in Article 136 of Regulation (EU) 2018/1046, that calls into question the decision to award the grant;
- (b) following the termination of the participation of any one or several beneficiaries, the necessary modifications to the Agreement would call into question the decision awarding the grant or would result in unequal treatment of applicants;
- (c) the beneficiaries, any *related person* or any natural person who is essential for the award or for the implementation of the Agreement have committed serious *breach of obligations*, including improper implementation of the *action* as described in Annex I;
- (d) the implementation of the *action* is prevented or suspended due to *force majeure* or exceptional circumstances and either:

- (i) resumption is impossible; or
  - (ii) the necessary changes to the Agreement would call into question the decision awarding the grant or be contrary to the equal treatment of applicants;
- (e) a beneficiary or a natural or legal person that assumes unlimited liability for the debts of that beneficiary:
  - (i) is declared bankrupt, is subject to insolvency or winding up procedures, its assets are being administered by a liquidator or by a Court, has entered into an agreement with creditors, has suspended business activities or is in any analogous situation arising from a similar procedure provided for under the Union or national law;
  - (ii) is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;
- (f) a beneficiary or any *related person* or any natural person who is essential for the award or for the implementation of the Agreement has committed:
  - (i) *grave professional misconduct* proven by any means;
  - (ii) fraud;
  - (iii) corruption;
  - (iv) conduct related to criminal organisations;
  - (v) money laundering;
  - (vi) terrorism-related crimes (including terrorism financing);
  - (vii) child labour or other offences concerning trafficking of human beings;
- (g) the Commission has evidence that a beneficiary or any *related person* or any natural person who is essential for the award or for the implementation of the Agreement has committed *irregularities, fraud or breach of obligations* in the award procedure or while implementing the Agreement, including if that beneficiary, *related person* or natural person has submitted false information or failed to provide required information;
- (h) the Commission has evidence that a beneficiary has committed systemic or recurrent *irregularities, fraud* or serious *breach of obligations* in other Union or Euratom grants awarded to it under similar conditions and such *irregularities, fraud or breach of obligations* have a material impact on this grant;
- (i) a beneficiary or any *related person* or any natural person who is essential for the award or for the implementation of the Agreement has created an entity under a different jurisdiction with the intend to circumvent fiscal, social or any other legal obligations in the jurisdiction of its registered office, central administration or principal place of business;
- (j) a beneficiary or any *related person* has been created with the intend referred to in point (i) or
- (k) the Commission has sent a beneficiary, through the coordinator, a *formal notification* asking it to end the participation of its affiliated entity because that entity is in a situation provided for in points (e) to (j) and that beneficiary has failed to request an amendment ending the participation of the entity and reallocating its tasks.



### **II.17.3.2 Procedure for termination**

**Step 1** — Before terminating the Agreement or participation of one or more beneficiaries, the Commission must send a *formal notification* to the coordinator:

- (a) informing it of:
  - (i) its intention to terminate;
  - (ii) the reasons for termination; and
- (b) requiring it, within 45 calendar days of receiving the formal notification,:
  - (i) to submit observations on behalf of all beneficiaries; and
  - (ii) in the case of point (c) of Article II.17.3.1, to inform the Commission of the measures to ensure compliance with the obligations under the Agreement.

**Step 2** — If the Commission does not receive observations or decides to pursue the procedure despite the observations it has received, it will send a *formal notification* to the coordinator informing it of the termination and the date on which it takes effect. The coordinator must immediately inform the other beneficiaries of the termination.

Otherwise, the Commission must send a *formal notification* to the coordinator informing it that the termination procedure is not continued.

The termination takes effect:

- (a) for terminations under points (a), (b), (c) and (e) of Article II.17.3.1: on the day specified in the *formal notification* of termination referred to in the second subparagraph (i.e. in Step 2 above);
- (b) for terminations under points (d), (f) and points (g) to (k) of Article II.17.3.1: on the day after the coordinator receives the *formal notification* of termination referred to in the second subparagraph (i.e. in Step 2 above).

### **II.17.4 Effects of termination**

#### **II.17.4.1 Effects of terminating the Agreement:**

Within 60 calendar days from the day on which the termination takes effect, the coordinator must submit a request for payment of the balance as provided for in Article I.4.4.

If the Commission does not receive the request for payment of the balance by the above deadline, only costs or contributions which are included in an approved technical report and, where relevant, in an approved financial statement, are reimbursed or covered by the grant.

If the Agreement is terminated by the Commission because the coordinator has breached its obligation to submit the request for payment, the coordinator may not submit any request for payment after termination. In that case the second subparagraph applies.

The Commission calculates the final grant amount as referred to in Article II.25 and the balance as referred to in Article I.5.4 on the basis of the reports submitted. Only activities

undertaken before the date when the termination takes effect or the end date of the *implementation period* as specified in Article I.2.2, whichever is the earliest, must be taken into account. Where the grant takes the form of reimbursement of costs actually incurred as provided for in Article I.3.2(a)(i), only costs incurred before termination takes effect are reimbursed or covered by the grant. Costs relating to contracts due for execution only after termination are not taken into account and are not reimbursed or covered by the grant.

The Commission may reduce the grant in accordance with Article II.25.4 in case of:

- (a) improper termination of the Agreement by the coordinator within the meaning of Article II.17.1; or
- (b) termination of the Agreement by the Commission on any of the grounds set out in points (c), (f) and points (g) to (j) of Article II.17.3.1.

Neither party may claim damages on the grounds that the other party terminated the Agreement.

After termination, the beneficiaries' obligations continue to apply, in particular those under Articles I.4, II.6, II.8, II.9, II.14, II.27 and any additional provisions on the use of the results, as set out in the Special Conditions.

#### **II.17.4.2 Effects of terminating the participation of one or more beneficiaries:**

(a) The coordinator must submit a request for amendment including:

- (i) a proposal to reallocate the tasks of the beneficiary or beneficiaries concerned by the termination; and
- (ii) if necessary, the addition of one or more new beneficiaries to succeed the beneficiary or beneficiaries concerned in all their rights and obligations under the Agreement.

If the Commission terminates the participation of a beneficiary, the coordinator must submit the request for amendment within 60 calendar days from the day on which the termination takes effect.

If the coordinator terminates the participation of a beneficiary, the request for amendment must be included in the *formal notification* of termination referred to in Article II.17.2.

If termination takes effect after the end of the *implementation period*, no request for amendment must be provided unless the beneficiary concerned is the coordinator. In this case, the request for amendment must propose a new coordinator.

If the request for amendment is rejected by the Commission, the Agreement may be terminated in accordance with Article II.17.3.1 (b). The request for amendment may be rejected if it calls into question the decision awarding the grant or is contrary to the equal treatment of applicants.

(b) The beneficiary concerned by termination must submit to the coordinator:

- (i) a technical report; and



- (ii) where applicable, a financial statement covering the period from the end of the last reporting period to the date when termination takes effect.

The coordinator must include this information in the payment request for the next reporting period.

Only activities undertaken before the date when the termination takes effect must be taken into account. Where the grant takes the form of reimbursement of costs actually incurred as provided for in Article I.3.2(a)(i), only costs incurred by the beneficiary concerned before termination takes effect are reimbursed or covered by the grant. Costs relating to contracts due for execution only after termination are not reimbursed or covered by the grant.

The Commission may reduce the grant in accordance with Article II.25.4. in case of:

- (a) improper termination of the participation of a beneficiary by the coordinator within the meaning of Article II.17.2 or
- (b) termination of the participation of a beneficiary by the Commission on any of the grounds set out in points (c), (f), (g), (h) or (i) of Article II.17.3.1.

Neither party may claim damages on the grounds that the other party terminated the participation of a beneficiary.

After termination, the concerned beneficiary's obligations continue to apply, in particular those under Articles I.4, II.6, II.8, II.9, II.14, II.27 and any additional provisions on the use of the results, as set out in the Special Conditions.

## **ARTICLE II.18 — APPLICABLE LAW, SETTLEMENT OF DISPUTES AND ENFORCEABLE DECISIONS**

**II.18.1** The Agreement is governed by the applicable Union law, complemented, where necessary, by the law of Belgium.

**II.18.2** In accordance with Article 272 TFEU, the General Court or, on appeal, the Court of Justice of the European Union, has sole jurisdiction to hear any dispute between the Union and any beneficiary concerning the interpretation, application or validity of the Agreement, if such dispute cannot be settled amicably.

**II.18.3** In accordance with Article 299 TFEU, for the purposes of recovery within the meaning of Article II.26, the Commission may adopt an enforceable decision to impose pecuniary obligations on persons other than States.

An *action* may be brought against such decision before the General Court of the European Union in accordance with Article 263 TFEU.

## PART B — FINANCIAL PROVISIONS

### ARTICLE II.19 — ELIGIBLE COSTS

#### II.19.1 Conditions for the eligibility of costs

*Eligible costs* of the *action* are costs actually incurred by the beneficiary and which meet the following criteria:

- (a) they are incurred within the *implementation period*, with the exception of costs relating to the request for payment of the balance and the corresponding supporting documents referred to in Article I.4.4;
- (b) they are indicated in the estimated budget of the *action*. The estimated budget is set out in Annex III;
- (c) they are incurred in connection with the *action* as described in Annex I and are necessary for its implementation;
- (d) they are identifiable and verifiable, in particular they are recorded in the beneficiary's accounting records and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the beneficiary's usual cost accounting practices;
- (e) they comply with the requirements of applicable tax and social legislation; and
- (f) they are reasonable, justified and comply with the principle of sound financial management, in particular regarding economy and efficiency.

#### II.19.2 Eligible direct costs

To be eligible, the *direct cost* of the *action* must comply with the eligibility conditions set out in Article II.19.1.

In particular, the following categories of costs are eligible *direct costs*, provided that they satisfy the eligibility conditions set out in Article II.19.1 as well as the following conditions:

- (a) the costs of personnel working under an employment contract with the beneficiary or an equivalent appointing act and assigned to the *action*, provided that these costs are in line with the beneficiary's usual policy on remuneration.

Those costs include actual salaries plus social security contributions and other statutory costs included in the remuneration. They may also comprise additional remunerations, including payments on the basis of supplementary contracts regardless of the nature of those contracts, provided that they are paid in a consistent manner whenever the same kind of work or expertise is required, independently from the source of funding used;

The costs of natural persons working under a contract with the beneficiary other than an employment contract or who are seconded to the beneficiary by a third party against payment may also be included under such personnel costs, provided that the following conditions are fulfilled:

- (i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);

- (ii) the result of the work belongs to the beneficiary (unless exceptionally agreed otherwise); and
  - (iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract with the beneficiary;
- (b) costs of travel and related subsistence allowances, provided that these costs are in line with the beneficiary's usual practices on travel;
- (c) the depreciation costs of equipment or other assets (new or second-hand) as recorded in the beneficiary's accounting statements, provided that the asset:
  - (i) is written off in accordance with the international accounting standards and the beneficiary's usual accounting practices; and
  - (ii) has been purchased in accordance with Article II.10.1 if the purchase occurred within the *implementation period*;

The costs of renting or leasing equipment or other assets are also eligible, provided that these costs do not exceed the depreciation costs of similar equipment or assets and are exclusive of any finance fee;

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Only the portion of the equipment's depreciation, rental or lease costs corresponding to the *implementation period* and the rate of actual use for the purposes of the *action* may be taken into account when determining the eligible costs. By way of exception, the full cost of purchase of equipment may be eligible under the Special Conditions, if this is justified by the nature of the *action* and the context of the use of the equipment or assets;

- (d) costs of consumables and supplies, provided that they:
  - (i) are purchased in accordance with Article II.10.1; and
  - (ii) are directly assigned to the *action*;
- (e) costs arising directly from requirements imposed by the Agreement (dissemination of information, specific evaluation of the *action*, audits, translations, reproduction), including the costs of requested financial guarantees, provided that the corresponding services are purchased in accordance with Article II.10.1;
- (f) costs entailed by *subcontracts* within the meaning of Article II.11, provided that the conditions laid down in Article II.11.1 (a), (b), (c) and (d) are met;
- (g) costs of financial support to third parties within the meaning of Article II.12, provided that the conditions laid down in that Article are met;
- (h) duties, taxes and charges paid by the beneficiary, notably value added tax (VAT), provided that they are included in eligible *direct costs*, and unless specified otherwise in the Agreement.



### **II.19.3 Eligible indirect costs**

To be eligible, *indirect costs* of the *action* must represent a fair apportionment of the overall overheads of the beneficiary and must comply with the conditions of eligibility set out in Article II.19.1.

Eligible *indirect costs* must be declared on the basis of a flat rate of 7 % of the total eligible *direct costs* unless otherwise specified in Article I.3.2.

### **II.19.4 Ineligible costs**

In addition to any other costs which do not fulfil the conditions set out in Article II.19.1, the following costs may not be considered eligible:

- (a) return on capital and dividends paid by a beneficiary;
- (b) debt and debt service charges;
- (c) provisions for losses or debts;
- (d) interest owed;
- (e) doubtful debts;
- (f) exchange losses;
- (g) costs of transfers from the Commission charged by the bank of a beneficiary;
- (h) costs declared by the beneficiary under another action receiving a grant financed from the Union budget. Such grants include grants awarded by a Member State and financed from the Union budget and grants awarded by bodies other than the Commission for the purpose of implementing the Union budget. In particular, beneficiaries receiving an operating grant financed by the EU or Euratom budget may not declare indirect costs for the period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action.
- (i) contributions in kind from third parties;
- (j) excessive or reckless expenditure;
- (k) deductible VAT.

## **ARTICLE II.20 — IDENTIFIABILITY AND VERIFIABILITY OF THE AMOUNTS DECLARED**

### **II.20.1 Declaring costs and contributions**

Each beneficiary must declare as eligible costs or as a requested contribution:

- (a) for actual costs: the costs it actually incurred for the *action*;
- (b) for unit costs or unit contributions: the amount obtained by multiplying the amount per unit specified in Article I.3.2(a)(ii) or (b) by the actual number of units used or produced;
- (c) for lump sum costs or lump sum contributions: the global amount specified in Article I.3.2(a)(iii) or (c), if the corresponding tasks or part of the *action* as described in Annex I have been implemented properly;
- (d) for flat-rate costs or flat-rate contributions: the amount obtained by applying the flat rate specified in Article I.3.2(a)(iv) or (d);
- (e) for financing not linked to costs: the global amount specified in Article I.3.2(e), if the corresponding results or conditions as described in Annex I have been properly achieved or fulfilled;

- (f) for unit costs declared on the basis of the beneficiary's usual cost accounting practices: the amount obtained by multiplying the amount per unit calculated in accordance with the beneficiary's usual cost accounting practices by the actual number of units used or produced;
- (g) for lump sum costs declared on the basis of the beneficiary's usual cost accounting practices: the global amount calculated in accordance with its usual cost accounting practices, if the corresponding tasks or part of the *action* have been implemented properly;
- (h) for flat-rate costs declared on the basis of the beneficiary's usual cost accounting practices: the amount obtained by applying the flat rate calculated in accordance with the beneficiary's usual cost accounting practices.

For the forms of grant referred to in points (b), (c), (d), (f), (g) and (h), the amounts declared must comply with the conditions specified in points (a) and (b) of Article II.19.1.

## **II.20.2 Records and other documentation to support the costs and contributions declared**

Each beneficiary must provide the following if requested to do so in the context of the checks or audits described in Article II.27:

- (a) for actual costs: adequate supporting documents to prove the costs declared, such as contracts, invoices and accounting records.

In addition, the beneficiary's usual accounting and internal control procedures must permit direct reconciliation of the amounts declared with the amounts recorded in its accounting statements and with the amounts indicated in the supporting documents;

- (b) for unit costs or unit contributions: adequate supporting documents to prove the number of units declared.

The beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, such as accounting statements, to prove the amount declared per unit;

- (c) for lump sum costs or lump sum contributions: adequate supporting documents to prove that the *action* has been properly implemented.

The beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, such as accounting statements, to prove the amount declared as a lump sum;

- (d) for flat-rate costs or flat-rate contributions: adequate supporting documents to prove the eligible costs or requested contribution to which the flat rate applies.

The beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, such as accounting statements, for the flat rate applied;

- (e) for financing not linked to costs: adequate supporting documents to prove that the *action* has been properly implemented;

The beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, such as accounting statements, to prove the amount declared as a financing not linked to costs;

- (f) for unit costs declared on the basis of the beneficiary's usual cost accounting practices: adequate supporting documents to prove the number of units declared;
- (g) for lump sum costs declared on the basis of the beneficiary's usual cost accounting practices: adequate supporting documents to prove that the *action* has been properly implemented;
- (h) for flat-rate costs declared on the basis of the beneficiary's usual cost accounting practices: adequate supporting documents to prove the eligible costs to which the flat rate applies.

### **II.20.3 Conditions to determine the compliance of cost accounting practices**

**II.20.3.1** In the case of points (f),(g) and (h) of Article II.20.2, the beneficiary does not need to identify the actual eligible costs covered, but it must ensure that the cost accounting practices used for the purpose of declaring eligible costs are in compliance with the following conditions:

- (a) the cost accounting practices used constitute its usual cost accounting practices and are applied in a consistent manner, based on objective criteria independent from the source of funding;
- (b) the costs declared can be directly reconciled with the amounts recorded in its general accounts; and
- (c) the categories of costs used for the purpose of determining the costs declared are exclusive of any ineligible cost or costs covered by other forms of grant as provided for in Article I.3.2.

**II.20.3.2** If the Special Conditions so provide, the beneficiary may submit to the Commission a request asking it to assess the compliance of its usual cost accounting practices. If required by the Special Conditions, the request must be accompanied by a certificate on the compliance of the cost accounting practices ('certificate on the compliance of the cost accounting practices').

The certificate on the compliance of the cost accounting practices must be:

- (a) produced by an approved auditor or, if the beneficiary is a public body, by a competent and independent public officer; and
- (b) drawn up in accordance with Annex VIII.

The certificate must certify that the beneficiary's cost accounting practices used for the purpose of declaring eligible costs comply with the conditions laid down in Article II.20.3.1 and with the additional conditions that may be laid down in the Special Conditions.

**II.20.3.3** If the Commission has confirmed that the beneficiary's usual cost accounting practices are in compliance, costs declared in application of these practices may not be challenged *ex post*, if:

- (a) the practices actually used comply with those approved by the Commission; and



- (b) the beneficiary did not conceal any information for the purpose of the approval of its cost accounting practices.

## **ARTICLE II.21 — ELIGIBILITY OF COSTS OF ENTITIES AFFILIATED TO THE BENEFICIARIES**

If the Special Conditions contain a provision on entities affiliated to the beneficiaries, costs incurred by such an entity are eligible, if:

- (a) they satisfy the same conditions under Articles II.19 and II.20 as apply to the beneficiary; and
- (b) the beneficiary to which the entity is affiliated ensures that the conditions applicable to the beneficiary under Articles II.4, II.5, II.6, II.8, II.10, II.11 and II.27 are also applicable to the entity.

## **ARTICLE II.22 — BUDGET TRANSFERS**

Beneficiaries are allowed to adjust the estimated budget set out in Annex III by transfers between themselves and between the different budget categories, if the *action* is implemented as described in Annex I. This adjustment does not require an amendment of the Agreement as provided for in Article II.13.

However, the beneficiaries may not add costs relating to *subcontracts* not provided for in Annex 1, unless such additional *subcontracts* are approved by the Commission in accordance with Article II.11.1(d).

As an exception to the first subparagraph, if beneficiaries want to change the value of the contribution to which each of them is entitled, as referred to in point (c) of the third subparagraph of II.26.3, the coordinator must request an amendment as provided for in Article II.13.

The first three subparagraphs do not apply to amounts which, as provided for in Article I.3.2(a)(iii) or (c), take the form of lump sums or which, as provided for in Article I.3.2(e), take the form of financing not linked to cost.

## **ARTICLE II.23 — NON-COMPLIANCE WITH REPORTING OBLIGATIONS**

The Commission may terminate the Agreement as provided for in Article II.17.3.1(c) and may reduce the grant as provided for in Article II.25.4 if the coordinator:

- (a) did not submit a request for interim payment or payment of the balance accompanied by the documents referred to in Articles I.4.3 or I.4.4 within 60 calendar days following the end of the corresponding reporting period; and
- (b) still fails to submit such a request within further 60 calendar days following a written reminder sent by the Commission.

## **ARTICLE II.24 — SUSPENSION OF PAYMENTS AND TIME LIMIT FOR PAYMENT**

### **II.24.1 Suspension of payments**

#### **II.24.1.1 Grounds for suspension**

The Commission may at any moment suspend, in whole or in part, the pre-financing payment and interim payments for one or more beneficiaries or the payment of the balance for all beneficiaries:

- (a) if the Commission has evidence that a beneficiary has committed *irregularities, fraud or breach of obligations* in the award procedure or while implementing the Agreement;
- (b) if the Commission has evidence that a beneficiary has committed systemic or recurrent *irregularities, fraud* or serious *breach of obligations* in other grants funded by the Union or the European Atomic Energy Community ('Euratom') awarded to the beneficiary under similar conditions and such *irregularities, fraud or breach of obligations* have a material impact on this grant; or
- (c) if the Commission suspects *irregularities, fraud or breach of obligations* committed by a beneficiary in the award procedure or while implementing the Agreement and needs to verify whether they have actually occurred.

#### **II.24.1.2 Procedure for suspension**

**Step 1** — Before suspending payments, the Commission must send a *formal notification* to the coordinator:

- (a) informing it of:
  - (i) its intention to suspend payments;
  - (ii) the reasons for suspension;
  - (iii) in the cases referred to in points (a) and (b) of Article II.24.1.1, the conditions that need to be met for payments to resume; and
- (b) inviting it to submit observations within 30 calendar days of receiving the *formal notification*.

**Step 2** — If the Commission does not receive observations or decides to pursue the procedure despite the observations it has received, it must send a *formal notification* to the coordinator informing it of:

- (a) the suspension of payments;
- (b) the reasons for suspension;
- (c) the final conditions under which payments may resume in the cases referred to in points (a) and (b) of Article II.24.1.1;
- (d) the indicative date of completion of the necessary verification in the case referred to in point (c) of Article II.24.1.1.

The coordinator must immediately inform the other beneficiaries of the suspension. The suspension takes effect on the day the Commission sends *formal notification* of suspension (Step 2).

Otherwise, the Commission must send a *formal notification* to the coordinator informing it that it is not continuing with the suspension procedure.

### **II.24.1.3 Effects of suspension**

During the period of suspension of payments the coordinator is not entitled to submit:

- (a) any requests for payments and supporting documents referred to in Articles I.4.2, I.4.3 and I.4.4; or
- (b) where the suspension concerns the pre-financing payments or interim payments for one or several beneficiaries only, any requests for payments and supporting documents relating to the participation of the concerned beneficiary or beneficiaries in the *action*.

The corresponding requests for payments and supporting documents may be submitted as soon as possible after resumption of payments or may be included in the first request for payment due following resumption of payments in accordance with the schedule laid down in Article I.4.1.

The suspension of payments does not affect the right of the coordinator to suspend the implementation of the *action* as provided for in Article II.16.1 or to terminate the Agreement or the participation of a beneficiary as provided for in Articles II.17.1 and II.17.2.

### **II.24.1.4 Resuming payments**

In order for the Commission to resume payments, the beneficiaries must meet the notified conditions as soon as possible and must inform the Commission of any progress made.

If the conditions for resuming payments are met, the suspension will be lifted. The Commission will send a *formal notification* to the coordinator informing it of this.

## **II.24.2 Suspension of the time limit for payments**

**II.24.2.1** The Commission may at any moment suspend the time limit for payment specified in Articles I.5.2, I.5.3 and I.5.4 if a request for payment cannot be approved because:

- (a) it does not comply with the Agreement;
- (b) the appropriate supporting documents have not been produced; or
- (c) there is a doubt about the eligibility of the costs declared in the financial statements and additional checks, reviews, audits or investigations are necessary.

**II.24.2.2** The Commission must send a *formal notification* to the coordinator informing it of:

- (a) the suspension; and
- (b) the reasons for the suspension.

The suspension takes effect on the day the Commission sends the *formal notification*.

**II.24.2.3** 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 because the technical reports or financial statements do not comply with the Agreement and the revised report or statement is not submitted or was submitted but is also rejected, the Commission may terminate the Agreement or the participation of the beneficiary as provided for in Article II.17.3.1(c) and reduce the grant as provided for in Article II.25.4.

## **ARTICLE II.25 — CALCULATION OF THE FINAL AMOUNT OF THE GRANT**

The final amount of the grant depends on the extent to which the *action* has been implemented in accordance with the terms of the Agreement.

The final amount of the grant is calculated by the Commission at the time of the payment of the balance. The calculation involves the following steps:

Step 1 — Application of the reimbursement rate to the eligible costs and addition of the financing not linked to costs, unit, flat-rate and lump sum contributions

Step 2 — Limit to the *maximum amount of the grant*

Step 3 — Reduction due to the no-profit rule

Step 4 — Reduction due to improper implementation, *irregularity*, *fraud* or breach of other obligations.

### **II.25.1 Step 1 — Application of the reimbursement rate to the eligible costs and addition of the financing not linked to costs, unit, flat-rate and lump sum contributions**

This step is applied as follows:

- (a) If, as provided for in Article I.3.2(a)(i), the grant takes the form of the reimbursement of eligible costs actually incurred, the reimbursement rate specified in that Article is applied to those eligible costs as approved by the Commission for the corresponding categories of costs, beneficiaries and affiliated entities
- (b) If, as provided for in Article I.3.2(a) (ii) to (v), the grant takes the form of the reimbursement of eligible unit costs, lump sum costs or flat rate costs, the reimbursement rate specified in that Article is applied to those eligible costs as approved by the Commission for the corresponding categories of costs, beneficiaries and affiliated entities;

The accepted amount of volunteers' work for the corresponding beneficiaries and affiliated entities must be limited to the following amount, whichever is the lowest:

- (i) the total sources of financing as indicated in the estimated budget set out in Annex III and as accepted by the Commission multiplied by fifty per cent; or
  - (ii) the amount of volunteers' work as indicated in the final financial statement.
- (c) If, as provided for in Article I.3.2(b), the grant takes the form of a unit contribution, the unit contribution specified in that Article is multiplied by the actual number of

units approved by the Commission for the corresponding beneficiaries and affiliated entities;

- (d) If, as provided for in Article I.3.2(c), the grant takes the form of a lump sum contribution, the Commission applies the lump sum specified in that Article for the corresponding beneficiaries and affiliated entities if it finds that the corresponding tasks or part of the *action* were implemented properly in accordance with Annex I;
- (e) If, as provided for in Article I.3.2(d), the grant takes the form of a flat-rate contribution, the flat rate referred to in that Article is applied to the eligible costs or to the contribution approved by the Commission for the corresponding beneficiaries and affiliated entities;
- (f) If, as provided for in Article I.3.2(e), the grant takes the form of financing not linked to costs, the Commission applies the amount specified in that Article for the corresponding beneficiaries and affiliated entities if it finds that [the conditions specified in Annex I were fulfilled][and][the results specified in Annex I were achieved].

If Article I.3.2 provides for a combination of different forms of grant, the amounts obtained must be added together.

#### **II.25.2 Step 2 — Limit to *maximum amount of the grant***

The total amount paid to the beneficiaries by the Commission may in no circumstances exceed the *maximum amount of the grant*.

If the amount obtained following Step 1 is higher than this maximum amount, the final amount of the grant is limited to the latter.

If volunteers' work is declared as part of direct eligible costs, the final amount of the grant is limited to the amount of total eligible costs and contributions approved by the Commission minus the amount of volunteers' work approved by the Commission.

#### **II.25.3 Step 3 — Reduction due to the no-profit rule**

The grant may not produce a profit for the beneficiaries, unless specified otherwise in the Special Conditions.

The profit must be calculated as follows:

- (a) calculate the surplus of the total receipts of the action, over the total eligible costs of the action, as follows:

{ receipts of the action

minus

consolidated total eligible costs and contributions approved by the Commission corresponding to the amounts determined in accordance with Article II.25.1 }

The receipts of the action are calculated as follows:

{ the revenue generated by the *action* for beneficiaries and affiliated entities other than non-profit organisations

plus

the amount obtained following Steps 1 and 2 }

where the revenue generated by the *action* is the consolidated revenue established, generated or confirmed for beneficiaries and affiliated entities other than non-profit organisations on the date on which the request for payment of the balance is drawn up by the coordinator.

In-kind and financial contributions by third parties are not considered receipts.

- (b) If the amount calculated under point (a) is positive, this amount will be deducted from the amount calculated following Steps 1 and 2, in proportion to the final rate of reimbursement of the actual eligible costs of the *action* approved by the Commission for the categories of costs referred to in Article I.3.2(a)(i).

#### **II.25.4 Step 4 — Reduction due to improper implementation, irregularity, fraud or breach of other obligations**

The Commission may reduce the *maximum amount of the grant* if the *action* has not been implemented properly as described in Annex I (i.e. if it has not been implemented or has been implemented poorly, partially or late), or in case of *irregularity, fraud* or breach of an obligation under the Agreement.

The amount of the reduction will be proportionate to the degree to which the *action* has been implemented improperly or to the seriousness of the *irregularity, fraud* or *breach of obligation*.

Before the Commission reduces the grant, it must send a *formal notification* to the coordinator:

(a) informing it of:

- (i) its intention to reduce the *maximum amount of the grant*;
- (ii) the amount by which it intends to reduce the grant;
- (iii) the reasons for reduction;

(b) inviting it to submit observations within 30 calendar days of receiving the formal notification.

If the Commission does not receive any observations or decides to pursue reduction despite the observations it has received, it will send a *formal notification* informing the coordinator of its decision.

If the grant is reduced, the Commission must calculate the reduced grant amount by deducting the amount of the reduction (calculated in proportion to the improper implementation of the

*action* or to the seriousness of the *irregularity, fraud or breach of obligations*) from the *maximum amount of the grant*.

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

- (a) the amount obtained following Steps 1 to 3; or
- (b) the reduced grant amount following Step 4.

## **ARTICLE II.26 — RECOVERY**

### **II.26.1 Recovery at the time of payment of the balance**

Where the payment of the balance takes the form of a recovery, the coordinator must repay the Commission the amount in question, even if it was not the final recipient of the amount due.

### **II.26.2 Recovery after payment of the balance**

Where an amount is to be recovered as provided for in Articles II.27.6, II.27.7 and II.27.8, the beneficiary concerned by the audit or OLAF findings must repay the Commission the amount in question. Where the audit findings do not concern a specific beneficiary (or its affiliated entities), the coordinator must repay the Commission the amount in question, even if it was not the final recipient of the amount due.

Each beneficiary is responsible for the repayment of any amount unduly paid by the Commission as a contribution towards the costs incurred by its affiliated entities.

### **II.26.3 Recovery procedure**

Before recovery, the Commission must send a *formal notification* to the beneficiary concerned:

- (a) informing it of its intention to recover the amount unduly paid;
- (b) specifying the amount due and the reasons for recovery; and
- (c) inviting the beneficiary to make any observations within a specified period.

If no observations have been submitted or if, despite the observations submitted by the beneficiary, the Commission decides to pursue the recovery procedure, the Commission may confirm recovery by sending a *formal notification* to the beneficiary consisting of a debit note, specifying the terms and the date for payment.

If payment has not been made by the date specified in the debit note, the Commission will recover the amount due:

- (a) by offsetting it, without the beneficiary's prior consent, against any amounts owed to the beneficiary by the Commission or an executive agency (from the Union or the European Atomic Energy Community (Euratom) budget) ('offsetting');

In exceptional circumstances, to safeguard the financial interests of the Union, the Commission may offset before the due date.

An action may be brought against such offsetting before the General Court of the European Union in accordance with Article 263 TFEU;

- (b) by drawing on the financial guarantee where provided for in accordance with Article I.5.2 ('drawing on the financial guarantee');
- (c) by holding the beneficiaries jointly and severally liable up to the maximum EU contribution indicated, for each beneficiary, in the estimated budget (Annex III as last amended);
- (d) by taking legal action as provided for in Article II.18.2 or in the Special Conditions or by adopting an enforceable decision as provided for in Article II.18.3.

#### **II.26.4 Interest on late payment**

If payment is not made by the date in the debit note, the amount to be recovered will be increased by late-payment interest at the rate set out in Article I.5.6 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 must first be credited against charges and late-payment interest and then against the principal.

#### **II.26.5 Bank charges**

Bank charges incurred in the recovery process must be borne by the beneficiary concerned, unless Directive 2007/64/EC<sup>4</sup> applies.

### **ARTICLE II.27 — CHECKS, AUDITS AND EVALUATIONS**

#### **II.27.1 Technical and financial checks, audits, interim and final evaluations**

The Commission may, during the implementation of the *action* or afterwards, carry out technical and financial checks and audits to determine that the beneficiaries are implementing the *action* properly and are complying with the obligations under the Agreement. It may also check the beneficiaries' statutory records for the purpose of periodic assessments of lump sum, unit cost or flat-rate amounts.

Information and documents provided as part of checks or audits must be treated on a confidential basis.

In addition, the Commission may carry out an interim or final evaluation of the impact of the *action*, measured against the objective of the Union programme concerned.

Commission checks, audits or evaluations may be carried out either directly by the Commission's own staff or by any other outside body authorised to do so on its behalf.

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<sup>4</sup> Directive 2007/64/EC of the European Parliament and of the Council of 13 November 2007 on payment services in the internal market amending Directives 97/7/EC, 2002/65/EC, 2005/60/EC and 2006/48/EC and repealing Directive 97/5/EC.



The Commission may initiate such checks, audits or evaluations during the implementation of the Agreement and during a period of five years starting from the date of payment of the balance. This period is limited to three years if the *maximum amount of the grant* is not more than EUR 60 000.

The check, audit or evaluation procedures are considered to be initiated on the date of receipt of the letter of the Commission announcing it.

If the audit is carried out on an affiliated entity, the beneficiary concerned must inform that affiliated entity.

#### **II.27.2 Duty to keep documents**

The beneficiaries must keep all original documents, especially accounting and tax records, stored on any appropriate medium, including digitalised originals when they are authorised by their respective national law and under the conditions laid down therein, during a period of five years starting from the date of payment of the balance.

The period during which documents must be kept is limited to three years if the *maximum amount of the grant* is not more than EUR 60 000.

The periods set out in the first and second subparagraphs are longer if there are ongoing audits, appeals, litigation or pursuit of claims concerning the grant, including in the cases referred to in Article II.27.7. In such cases, the beneficiaries must keep the documents until such audits, appeals, litigation or pursuit of claims have been closed.

#### **II.27.3 Obligation to provide information**

Where a check, audit or evaluation is initiated before the payment of the balance, the coordinator must provide any information, including information in electronic format, requested by the Commission or by any other outside body authorised by the Commission. Where appropriate, the Commission may request that a beneficiary provides such information directly.

Where a check or audit is initiated after payment of the balance, the information referred to in the previous subparagraph must be provided by the beneficiary concerned.

If the beneficiary concerned does not comply with the obligations set out in the first and second subparagraphs, the Commission may consider:

- (a) any cost insufficiently substantiated by information provided by the beneficiary as ineligible;
- (b) any financing not linked to costs, unit, lump sum or flat-rate contribution insufficiently substantiated by information provided by the beneficiary as undue.

#### **II.27.4 On-the-spot visits**

During an on-the-spot visit, the beneficiaries must allow Commission staff and outside personnel authorised by the Commission to have access to the sites and premises where the *action* is or was carried out, and to all the necessary information, including information in electronic format.

They must ensure that the information is readily available at the moment of the on-the-spot visit and that information requested is handed over in an appropriate form.

If the beneficiary concerned refuses to provide access to the sites, premises and information as required in the first and second subparagraphs, the Commission may consider:

- (a) any cost insufficiently substantiated by information provided by the beneficiary as ineligible;
- (b) any financing not linked to costs, unit, lump sum or flat-rate contribution insufficiently substantiated by information provided by the beneficiary as undue.

## **II.27.5 Contradictory audit procedure**

On the basis of the findings made during the audit, a provisional report ('draft audit report') must be drawn up. It must be sent by the Commission or its authorised representative to the beneficiary concerned, which must have 30 calendar days from the date of receipt to submit observations. The final report ('final audit report') must be sent to the beneficiary concerned within 60 calendar days of expiry of the time limit for submission of observations.

## **II.27.6 Effects of audit findings**

On the basis of the final audit findings, the Commission may take the measures it considers necessary, including recovery at the time of payment of the balance or after payment of the balance of all or part of the payments made by it, as provided for in Article II.26.

In the case of final audit findings after the payment of the balance, the amount to be recovered corresponds to the difference between the revised final amount of the grant, determined in accordance with Article II.25, and the total amount paid to the beneficiaries under the Agreement for the implementation of the *action*.

## **II.27.7 Correction of systemic or recurrent irregularities, fraud or breach of obligations**

**II.27.7.1** The Commission may extend audit findings from other grants to this grant if:

- (a) the beneficiary concerned is found to have committed systemic or recurrent *irregularities, fraud or breach of obligations* in other EU or Euratom grants awarded under similar conditions and such *irregularities, fraud or breach of obligations* have a material impact on this grant; and
- (b) the final audit findings are sent to the beneficiary concerned through a *formal notification*, together with the list of grants affected by the findings within the period referred to in Article II.27.1.

The extension of findings may lead to:

- (a) the rejection of costs as ineligible;
- (b) reduction of the grant as provided for in Article II.25.4;
- (c) recovery of undue amounts as provided for in Article II.26;
- (d) suspension of payments as provided for in Article II.24.1;
- (e) suspension of the *action* implementation as provided for in Article II.16.2;
- (f) termination as provided for in Article II.17.3.

**II.27.7.2** The Commission must send a *formal notification* to the beneficiary concerned informing it of the systemic or recurrent *irregularities, fraud or breach of obligations* and of its intention to extend the audit findings, together with the list of grants affected.

(a) If the findings concern eligibility of costs the procedure is as follows:

**Step 1** — The *formal notification* must include:

- (i) an invitation to submit observations on the list of grants affected by the findings;
- (ii) a request to submit revised financial statements for all grants affected;
- (iii) where possible, the correction rate for extrapolation established by the Commission to calculate the amounts to be rejected on the basis of the systemic or recurrent *irregularities, fraud or breach of obligations*, if the beneficiary concerned:

- considers that the submission of revised financial statements is not possible or practicable; or

- will not submit revised financial statements.

**Step 2** — The beneficiary concerned has 60 calendar days from when it receives the *formal notification* to submit observations and revised financial statements or to propose a duly substantiated alternative correction method. This period may be extended by the Commission in justified cases.

**Step 3** — If the beneficiary concerned submits revised financial statements that take account of the findings the Commission will determine the amount to be corrected on the basis of those revised statements.

If the beneficiary proposes an alternative correction method and the Commission accepts it, the Commission must send a *formal notification* to the beneficiary concerned informing it:

- (i) that it accepts the alternative method;
- (ii) of the revised eligible costs determined by applying this method.

Otherwise the Commission must send a *formal notification* to the beneficiary concerned informing it:

- (i) that it does not accept the observations or the alternative method proposed;
- (ii) of the revised eligible costs determined by applying the extrapolation method initially notified to the beneficiary.

If the systemic or recurrent *irregularities, fraud or breach of obligations* are found after the payment of the balance, the amount to be recovered corresponds to the difference between:

- (i) the revised final amount of the grant, determined in accordance with Article II.25 on the basis of the revised eligible costs declared by the beneficiary and approved by the Commission or on the basis of the revised eligible costs after extrapolation; and
- (ii) the total amount paid to the beneficiaries under the Agreement for the implementation of the *action*;

- (b) If the findings concern improper implementation or a breach of another obligation the procedure is as follows:

**Step 1** — The *formal notification* must include:

- (i) an invitation to the beneficiary to submit observations on the list of grants affected by the findings and
- (ii) the correction flat rate the Commission intends to apply to the *maximum amount of the grant* or to part of it, according to the principle of proportionality.

**Step 2** — The beneficiary concerned has 60 calendar days from receiving the *formal notification* to submit observations or to propose a duly substantiated alternative flat-rate.

**Step 3** — If the Commission accepts the alternative flat rate proposed by the beneficiary, it must send a *formal notification* to the beneficiary concerned informing it:

- (i) that it accepts the alternative flat-rate;
- (ii) of the corrected grant amount by applying this flat rate.

Otherwise the Commission must send a *formal notification* to the beneficiary concerned informing it:

- (i) that it does not accept the observations or the alternative flat rate proposed;
- (ii) of the corrected grant amount by applying the flat rate initially notified to the beneficiary.

If the systemic or recurrent *irregularities, fraud* or *breach of obligations* are found after the payment of the balance, the amount to be recovered corresponds to the difference between:

- (i) the revised final amount of the grant after flat-rate correction; and
- (ii) the total amount paid to the beneficiaries under the Agreement for the implementation of the *action*.

## **II.27.8 Rights of OLAF**

The European Anti-Fraud Office (OLAF) has the same rights as the Commission, particularly the right of access, for the purpose of checks and investigations.

Under Council Regulation (Euratom, EC) No 2185/96<sup>5</sup> and Regulation (EU, Euratom) No 883/2013<sup>6</sup> OLAF may also carry out on-the-spot checks and inspections in accordance with the procedures laid down by Union law for the protection of the financial interests of the Union against *fraud* and other *irregularities*.

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<sup>5</sup> Council Regulation (Euratom, EC) No 2185/96 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.

<sup>6</sup> 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).

Where appropriate, OLAF findings may lead to the Commission recovering amounts from beneficiaries.

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

#### **II.27.9 Rights of the European Court of Auditors and EPPO**

The European Court of Auditors and the European Public Prosecutor's Office established by Council Regulation (EU) 2017/1939<sup>7</sup> ('the EPPO') have the same rights as the Commission, particularly the right of access, for the purpose of checks, audits and investigations.

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<sup>7</sup> Council Regulation (EU) 2017/1939 of 12 October 2017 implementing enhanced cooperation on the establishment of the European Public Prosecutor's Office





## Budget

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<b>Total cost of the action</b>	<b>1 350 414.17</b>
<b>Total eligible costs (D + I)</b>	<b>1 350 414.17</b>
<b>Total eligible direct costs (D)</b>	<b>1 262 169.00</b>
<b>Heading 1 - Staff costs</b>	
Management.....	172 224.00
Administration.....	680 805.00
Secretariat.....	21 450.00
Accounting.....	102 450.00
Other staff.....	0.00
<b>Total - Staff costs.....</b>	<b>976 929.00</b>
<b>Heading 2 - Travel, accommodation and subsistence allowances</b>	
Travel.....	29 100.00
Subsistence allowances (accommodation, meals, etc.).....	38 540.00
<b>Total - Travel, accommodation and subsistence allowances.....</b>	<b>67 640.00</b>
<b>Heading 3 - Costs of services</b>	
Information dissemination.....	9 200.00
Translations.....	3 400.00
Reproductions and publications.....	1 600.00
Specific evaluation.....	60 000.00
Interpretations.....	15 000.00
External expertise.....	100 650.00
Other services.....	9 200.00
<b>Total - Costs of services.....</b>	<b>199 050.00</b>
<b>Heading 4 - Administration costs</b>	
Depreciation for purchase of equipment.....	2 000.00
Hire of rooms.....	16 050.00
Hire of interpreting booths.....	500.00
Audits.....	0.00
Financial services.....	0.00
Other administrative costs.....	0.00
<b>Total - Administration costs.....</b>	<b>18 550.00</b>

<b>Total eligible indirect costs (I)</b>	<b>88 245.17</b>
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**Heading 5 - Overheads**

Total overheads.....	88 245.17
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<b>Total revenue of the action</b>	<b>1 350 414.17</b>
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<b>Income</b>	<b>1 350 414.17</b>
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**Income**

Total financial contribution (own resources).....	270 082.83
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Revenue generated by the action.....	0.00
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Union grant.....	1 080 331.34
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<b>Total Income.....</b>	<b>1 350 414.17</b>
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## Budget by applicant

<b>Total cost of the action</b>	<b>1 350 414.17</b>
Artemisszió .....	225 683.97
CSPS SAS .....	86 902.00
Humán Szolgáltató /BJIHSC .....	229 737.71
MainArbeit .....	448 511.49
PIN SK .....	320 236.00
UPSVR COLS .....	39 343.00
<b>Total eligible costs (D + I)</b>	<b>1 350 414.17</b>

<b>Total eligible direct costs (D)</b>	<b>1 262 169.00</b>
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### Heading 1 - Staff costs

Artemisszió .....	145 560.00
CSPS SAS .....	66 000.00
Humán Szolgáltató /BJIHSC .....	162 100.00
MainArbeit .....	314 324.00
PIN SK .....	268 185.00
UPSVR COLS .....	20 760.00
<b>Total - Staff costs.....</b>	<b>976 929.00</b>

### Heading 2 - Travel, accommodation and subsistence allowances

Artemisszió .....	10 860.00
CSPS SAS .....	7 002.00
Humán Szolgáltató /BJIHSC .....	12 008.00
MainArbeit .....	9 346.00
PIN SK .....	12 336.00
UPSVR COLS .....	16 088.00
<b>Total - Travel, accommodation and subsistence allowances.....</b>	<b>67 640.00</b>

### Heading 3 - Costs of services

Artemisszió .....	47 500.00
CSPS SAS .....	7 200.00
Humán Szolgáltató /BJIHSC .....	35 800.00
MainArbeit .....	95 500.00
PIN SK .....	13 050.00
<b>Total - Costs of services.....</b>	<b>199 050.00</b>



**Heading 4 - Administration costs**

Artemisszió .....	7 000.00
CSPS SAS .....	1 100.00
Humán Szolgáltató /BJIHSC .....	4 800.00
PIN SK .....	5 650.00
<b>Total - Administration costs.....</b>	<b>18 550.00</b>

<b>Total eligible indirect costs (I)</b>	<b>88 245.17</b>
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**Heading 5 - Overheads**

Artemisszió .....	14 763.97
CSPS SAS .....	5 600.00
Humán Szolgáltató /BJIHSC .....	15 029.71
MainArbeit .....	29 341.49
PIN SK .....	21 015.00
UPSVR COLS .....	2 495.00
<b>Total overheads.....</b>	<b>88 245.17</b>

<b>Total revenue of the action</b>	<b>1 350 414.17</b>
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<b>Income</b>	<b>1 350 414.17</b>
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**Income**

Artemisszió .....	46 243.69
CSPS SAS .....	17 120.43
Humán Szolgáltató /BJIHSC .....	45 683.86
PIN SK .....	64 247.29
UPSVR COLS .....	7 628.67
Applicant's contribution after budget revision.....	89 158.89
Revenue generated by the action.....	0.00
Union grant.....	1 080 331.34
<b>Total Income.....</b>	<b>1 350 414.17</b>



## Heading 1 - Staff costs

### Management/Coordination (transnational and national)

Profile/category of personnel (Project Manager, Coordinator, etc.) + N° of persons per category	Name of the organisation	Types of employment (permanent/ temporary) and work patterns (full-time/part- time)	Indicative daily salary cost	Number of days	Total
<b>Artemisszió</b>					
Project Coordinator	Artemisszió	Permanent, Full-time	90.00	300.00	27 000.00
<b>CSPS SAS</b>					
1 Project Manager	CSPS SAS	Permanent, Full-time	120.00	60.00	7 200.00
<b>Humán Szolgáltató /BJIHSC</b>					
Project Coordinator	BJIHSC	Permanent, Full-time	90.00	300.00	27 000.00
<b>MainArbeit</b>					
Project Manager	MainArbeit	Temporary, Full-Time	102.00	562.00	57 324.00
<b>PIN SK</b>					
1 Project Manager	PIN	Permanent, Full-time	105.00	280.00	29 400.00
1 Project Assistant	PIN	Permanent, Part-time	75.00	280.00	21 000.00
<b>UPSVR COLS</b>					
1 Project Manager	COLSAF	Permanent, Full-time	110.00	30.00	3 300.00

Total cost of management/coordination ..... 172 224.00

### Implementation of the project

Profile/category of personnel (Project officer, senior , junior etc.) + N° of persons per category	Name of the organisation	Types of employment (permanent/ temporary) and work patterns (full-time/part- time)	Indicative daily salary cost	Number of days	Total
<b>Artemisszió</b>					
Project manager (Training plan and new protocols for BJIHSC)	Artemisszió	Permanent, Full-time	85.00	132.00	11 220.00
Case manager (Preparing new protocols for case management)	Artemisszió	Permanent, Full-time	85.00	72.00	6 120.00
Consultant (Creating NGO pool and protocol contribution)	Artemisszió	Permanent, Full-time	85.00	72.00	6 120.00
2 trainers (Sensitization training, case management training)	Artemisszió	Permanent, Full-time	85.00	81.00	6 885.00
Trainer (related to on the job trainings in outreach to BJIHSC)	Artemisszió	Permanent, Full-time	85.00	48.00	4 080.00
Coach, consultant	Artemisszió	Permanent, Full-time	85.00	60.00	5 100.00
2 specialist (participatory process management)	Artemisszió	Permanent, Full-time	85.00	128.00	10 880.00
1 specialist (Swot analysis among service providers)	Artemisszió	Permanent, Full-time	85.00	80.00	6 800.00

Monitoring specialist	Artemisszió	Permanent, Full-time	85.00	60.00	5 100.00
Pilot project manager	Artemisszió	Permanent, Full-time	85.00	203.00	17 255.00
<b>CSPS SAS</b>					
3 Senior researchers	CSPS SAS	Permanent, Full-time	150.00	220.00	33 000.00
2 Senior researchers	CSPS SAS	Permanent, Full-time	150.00	30.00	4 500.00
2 Senior researchers	CSPS SAS	Permanent, Full-time	150.00	60.00	9 000.00
2 Senior researchers	CSPS SAS	Permanent, Full-time	150.00	30.00	4 500.00
1 Senior researcher	CSPS SAS	Permanent, Full-time	150.00	20.00	3 000.00
<b>Humán Szolgáltató /BJHSC</b>					
6 Case managers	BJHSC	Permanent, Full-time	80.00	600.00	48 000.00
10 Social workers	BJHSC	Permanent, Full-time	60.00	200.00	12 000.00
Consultant	BJHSC	Permanent, Full-time	90.00	20.00	1 800.00
8 Specialists, consultants	BJHSC	Permanent, Full-time	80.00	320.00	25 600.00
4 Specialist to elaborate services	BJHSC	Permanent, Full-time	90.00	60.00	5 400.00
4 Consultants	BJHSC	Permanent, Full-time	90.00	100.00	9 000.00
<b>MainArbeit</b>					
Case Manager	MainArbeit	Permanent, Full-time	450.00	500.00	225 000.00
Project Manager	MainArbeit	Temporary, Full-Time	420.00	30.00	12 600.00
Project Manager	MainArbeit	Temporary, Full-Time	420.00	20.00	8 400.00
Assistant	MainArbeit	Permanent, Part-Time	100.00	20.00	2 000.00
<b>PIN SK</b>					
Coordinator of the activity	PIN	Permanent, Full-time	105.00	280.00	29 400.00
Employment counselor	PIN	Permanent, Full-time	65.00	420.00	27 300.00
Employment counselor	PIN	Permanent, Full-time	65.00	560.00	36 400.00
Employment counselor	PIN	Permanent, Full-time	65.00	560.00	36 400.00
Assistant coordinator	PIN	Permanent, Part-time	85.00	225.00	19 125.00
Methodological supervisor	PIN	Permanent, Full-time	112.00	280.00	31 360.00
<b>UPSVR COLS</b>					
2 Advisors	COLSAF	Permanent, Full-time	90.00	90.00	8 100.00
2 Advisors	COLSAF	Permanent, Full-time	90.00	60.00	5 400.00
2 Advisors	COLSAF	Permanent, Full-time	90.00	10.00	900.00
2 Advisors	COLSAF	Permanent, Full-time	90.00	10.00	900.00
2 Advisors	COLSAF	Permanent, Full-time	90.00	24.00	2 160.00

**Total cost of Implementation of the project..... 680 805.00**

### Secretarial cost

Profile/category of personnel (Secretary, etc.) + N° of persons per category	Name of the organisation	Types of employment (permanent/ temporary) and work patterns (full-time/part- time)	Indicative daily salary cost	Number of days	Total
<b>Artemisszió</b>					
Assistant	Artemisszió	Permanent, Full-time	80.00	150.00	12 000.00
<b>Humán Szolgáltató /BJIHSC</b>					
2 Assistants	BJIHSC	Permanent, Full-time	70.00	90.00	6 300.00
<b>MainArbeit</b>					
Assistant	MainArbeit	Permanent, Part-Time	70.00	45.00	3 150.00

Total cost of secretarial..... 21 450.00

### Accounting

Profile/category of personnel (Senior, junior financial officer, etc.) + N° of persons per category	Name of the organisation	Types of employment (permanent/ temporary) and work patterns (full-time/part- time)	Indicative daily salary cost	Number of days	Total
<b>Artemisszió</b>					
1 Financial manager	Artemisszió	Permanent, Full-time	90.00	300.00	27 000.00
<b>CSPS SAS</b>					
1 Project manager	CSPS SAS	Permanent, Full-time	80.00	60.00	4 800.00
<b>Humán Szolgáltató /BJIHSC</b>					
1 Financial manager	BJIHSC	Permanent, Full-time	90.00	300.00	27 000.00
<b>MainArbeit</b>					
Accountant	MainArbeit	Permanent, Part-Time	130.00	45.00	5 850.00
<b>PIN SK</b>					
1 Financial manager	PIN	Permanent, Full-time	100.00	280.00	28 000.00
1 Financial assistant	PIN	Permanent, Part-time	70.00	140.00	9 800.00

Total cost of accounting..... 102 450.00

### Other staff [ No data entered ]

Total cost of Other staff..... 0.00

Total staff costs..... 976 929.00

## Heading 2 - Travel, accommodation and subsistence allowances

### Travel, accommodation and subsistence allowance

The "Daily cost per person" covers accommodation costs and the daily subsistence allowance (DSA).

Purpose of the travel	Place of the event	Average travel cost per person	Number of people	Travel sub-total	Daily Cost per person	Number of people	Number of days	Subsistence and accommodation sub-total	Total
<b>Artemisszió</b>									
Kick-off meeting	Germany	250.00	2.00	500.00	225.00	2.00	2.00	900.00	1 400.00
Sharing results	Germany	250.00	4.00	1 000.00	225.00	4.00	2.00	1 800.00	2 800.00
Transnational (coordination) meeting	Germany	250.00	2.00	500.00	225.00	2.00	2.00	900.00	1 400.00
Peer workshop	Slovakia	100.00	4.00	400.00	154.00	4.00	3.00	1 848.00	2 248.00
Study visit to practice location	Slovenia	150.00	4.00	600.00	201.00	4.00	3.00	2 412.00	3 012.00
<b>CSPS SAS</b>									
meetings with the local labour offices	Lucenec	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
meetings with the local labour offices	Lucenec	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
meetings with the local labour offices	Spišská Nová Ves	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
meetings with the local labour offices	Spišská Nová Ves	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
monitoring of the activities on the place	Lucenec	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
monitoring of the activities on the place	Lucenec	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
monitoring of the activities on the place	Lucenec	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
monitoring of the activities on the place	Spišská Nová Ves	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
monitoring of the activities on the place	Spišská Nová Ves	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
monitoring of the activities on the place	Spišská Nová Ves	30.00	2.00	60.00	74.00	2.00	1.00	148.00	208.00
Participation on the transnational study trip and project consortia meeting and mutual learning events in Germany	Germany	350.00	1.00	350.00	225.00	1.00	2.00	450.00	800.00
Participation on the transnational study trip and project consortia meeting and mutual learning events in Germany	Germany	350.00	1.00	350.00	225.00	1.00	2.00	450.00	800.00
Participation on the transnational study trip Slovenia	Slovenia	300.00	1.00	300.00	201.00	1.00	2.00	402.00	702.00
participation on the transnational study trip (country TBC)	TBC	350.00	1.00	350.00	180.00	1.00	2.00	360.00	710.00
participation on the transnational study trip (country TBC)	TBC	350.00	1.00	350.00	180.00	1.00	2.00	360.00	710.00
participation on the project meeting with donor (compulsory)	Brussels	700.00	1.00	700.00	250.00	1.00	2.00	500.00	1 200.00
<b>Humán Szolgáltató /BJHSC</b>									
Kick-off meeting	Germany	250.00	2.00	500.00	225.00	2.00	2.00	900.00	1 400.00

Sharing results	Germany	250.00	3.00	750.00	225.00	3.00	2.00	1 350.00	2 100.00
Transnational coordination meeting	Germany	250.00	2.00	500.00	225.00	2.00	2.00	900.00	1 400.00
Peer workshops (3)	Slovakia	100.00	4.00	400.00	154.00	4.00	6.00	3 696.00	4 096.00
Practice location	Slovenia	150.00	4.00	600.00	201.00	4.00	3.00	2 412.00	3 012.00
<b>MainArbeit</b>									
Meeting of transnational partners	Budapest	450.00	1.00	450.00	184.00	1.00	3.00	552.00	1 002.00
Meeting of transnational partners	Slovakia	450.00	4.00	1 800.00	174.00	2.00	3.00	1 044.00	2 844.00
Meeting of transnational partners	Budapest	450.00	4.00	1 800.00	184.00	2.00	3.00	1 104.00	2 904.00
Meeting with EUC	Brussels	450.00	1.00	450.00	212.00	2.00	2.00	848.00	1 298.00
Meeting with EUC	Brussels	450.00	1.00	450.00	212.00	2.00	2.00	848.00	1 298.00
<b>PIN SK</b>									
Participation on the transnational study trip and project consortia meeting and mutual learning events in Germany	Germany	350.00	2.00	700.00	225.00	2.00	2.00	900.00	1 600.00
Participation on the transnational study trip and project consortia meeting and mutual learning events in Germany	Germany	350.00	2.00	700.00	225.00	2.00	2.00	900.00	1 600.00
Participation on the transnational study trip Slovenia	Slovenia	300.00	2.00	600.00	174.00	2.00	2.00	696.00	1 296.00
participation on the transnational study trip (country TBC)	TBC	350.00	1.00	350.00	180.00	1.00	2.00	360.00	710.00
participation on the transnational study trip (country TBC)	TBC	350.00	1.00	350.00	180.00	1.00	2.00	360.00	710.00
participation on the project meeting with donor (compulsory)	Brussels	700.00	1.00	700.00	250.00	1.00	2.00	500.00	1 200.00
organizing transport to field L Lucenec, Levoca for the participants of transnational meeting	Lucenec, Levoca/ Slovakia	100.00	15.00	1 500.00	0.00	0.00	15.00	0.00	1 500.00
Field visits Levoca, Lucenec	Lucenec, Levoca/ Slovakia	3 000.00	1.00	3 000.00	12.00	1.00	60.00	720.00	3 720.00
<b>UPSVR COLS</b>									
Participation on the transnational study trip and project consortia meeting and mutual learning events in Germany	Germany	350.00	4.00	1 400.00	225.00	4.00	2.00	1 800.00	3 200.00
Participation on the transnational study trip and project consortia meeting and mutual learning events in Germany	Germany	350.00	4.00	1 400.00	225.00	4.00	2.00	1 800.00	3 200.00
Participation on the transnational study trip Slovenia	Slovenia	300.00	4.00	1 200.00	201.00	4.00	2.00	1 608.00	2 808.00
participation on the transnational study trip (country TBC)	TBC	350.00	4.00	1 400.00	180.00	4.00	2.00	1 440.00	2 840.00
participation on the transnational study trip (country TBC)	TBC	350.00	4.00	1 400.00	180.00	4.00	2.00	1 440.00	2 840.00

participation on the project meeting with donor (compulsory)	Brussels	700.00	1.00	700.00	250.00	1.00	2.00	500.00	1 200.00
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**Total of travel costs.....** 29 100.00

**Total of subsistence and accommodation costs.....** 38 540.00

**Total - Travel, accommodation and subsistence allowances.....** 67 640.00





## Heading 3 - Cost of services

### Information dissemination

Nature of costs	Quantity	Unit cost	Total
<b>CSPS SAS</b>			
Promo video (used also as a learning material)	2.00	1 000.00	2 000.00
<b>MainArbeit</b>			
Information Material	4.00	1 800.00	7 200.00

**Total information dissemination**..... 9 200.00

### Translations

Total number of languages (the document is translated to), cost per page (1 page=1500 characters without blanks)

Description of documents to be translated	Languages from ... to ...	Total number of languages	Cost per page	Number of pages	Total
<b>Artemisszió</b>					
translation of materials	Slovenian, German, English to Hungarian	1.00	15.00	100.00	1 500.00
<b>CSPS SAS</b>					
Materials the project partners	English to Slovak	1.00	10.00	100.00	1 000.00
<b>MainArbeit</b>					
translation of information for target group (leaflets, social media)	German to Bulgarian; German to Turkish; German to Romanian	1.00	25.00	36.00	900.00

**Total translations**..... 3 400.00

### Reproductions and publications

Document	Number of pages	Unit cost	Total
<b>MainArbeit</b>			
Layout Online Publication	80.00	20.00	1 600.00

**Total reproductions and publications**..... 1 600.00

### Specific evaluation

Evaluator	Cost	Total
<b>MainArbeit</b>		
Budapest Institute for Policy Analysis	60 000.00	60 000.00

**Total specific evaluation**..... 60 000.00

### Interpretations

Meeting	Languages	Number of interpreters	Number of days	Daily cost per interpreter	Total
<b>CSPS SAS</b>					
Final conference	2	2.00	1.00	300.00	600.00
Experience sharing events	2	2.00	2.00	300.00	1 200.00
<b>Humán Szolgáltató /BJHSC</b>					
Peer workshops	2	1.00	6.00	300.00	1 800.00
<b>MainArbeit</b>					
Discussions	2	2.00	5.00	500.00	5 000.00
Translation at Co-Production Labs	2	1.00	8.00	800.00	6 400.00

Total interpretations..... 15 000.00

#### External expertise

Task	Number of days	Daily cost	Total
<b>Artemisszió</b>			
Provide specific services such as organisation development, social work, training, facilitating, research, analysis, experts involved in planning and implementation	180.00	200.00	36 000.00
Provide specific services related to the planning and implementation of pilot projects	50.00	200.00	10 000.00
<b>Humán Szolgáltató /BJIHSC</b>			
Specific services in order to improve the situation of members of the target group (eg: mental disorders, tutoring, lawyer)	125.00	200.00	25 000.00
IT development	30.00	300.00	9 000.00
<b>MainArbeit</b>			
Fee	12.00	1 200.00	14 400.00
<b>PIN SK</b>			
Trainings	15.00	150.00	2 250.00
Legal services	8.00	500.00	4 000.00

Total external expertise..... 100 650.00

#### Other Services

Service	Amount	Total
<b>CSPS SAS</b>		
Catering for final conference	2 400.00	2 400.00
<b>PIN SK</b>		
Project publicity	5 000.00	5 000.00
Catering for 2 days long transnational meeting	1 800.00	1 800.00

Total other services..... 9 200.00

Total - Costs of services..... 199 050.00

## Heading 4 - Administration costs

### Depreciation for purchase of equipment

Type of equipment	Estimated depreciation cost
<b>Humán Szolgáltató /BJIHSC</b>	
4 laptops	1 200.00
<b>PIN SK</b>	
Computer	800.00

**Total depreciation.....** 2 000.00

### Hire of rooms

Meeting	Number of days	Unit cost per day	Number of rooms	Total
<b>Artemisszió</b>				
Training rooms with services	70.00	100.00	1.00	7 000.00
<b>CSPS SAS</b>				
Final conference	1.00	600.00	1.00	600.00
<b>Humán Szolgáltató /BJIHSC</b>				
Discussions	6.00	100.00	6.00	3 600.00
<b>PIN SK</b>				
Transnational meeting	2.00	400.00	1.00	800.00
Trainings	15.00	250.00	1.00	3 750.00
Business breakfast for media	1.00	300.00	1.00	300.00

**Total hire of rooms.....** 16 050.00

### Hire of interpreting booths

Meeting	Languages	Number of booths	Number of days	Unit cost per day	Total
<b>CSPS SAS</b>					
Final conference	SK-EN	1.00	1.00	500.00	500.00

**Total Hire of interpreting booths.....** 500.00

### Audits [ No data entered ]

**Total audits.....** 0.00

### Financial costs [ No data entered ]

**Total financial costs.....** 0.00

### Other administrative costs [ No data entered ]

**Total Other Administrative costs.....** 0.00

**Total - Administration costs.....** 18 550.00

## Heading 5 - Overheads

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### Applicant's overheads

Overheads are not eligible for operating grants

Incurring by	Amount
MainArbeit	29 341.49
Humán Szolgáltató /BJIHSC	15 029.71
Artemisszió	14 763.97
CSPS SAS	5 600.00
UPSVR COLS	2 495.00
PIN SK	21 015.00

**Total** ..... 88 245.17



## Heading 6 - Income

<b>Total Income (T = C + R + S)</b> .....	1 350 414.17
<b>Revenue generated by the action (R)</b> .....	0.00
<b>Union grant (S)</b> .....	1 080 331.34
<b>Total financial contribution (own resources) (C = C1 + C2 + C3)</b> .....	270 082.83
<b>Applicant's contribution after budget revision (C1)</b> .....	89 158.89

### Co-applicants' contribution (C2)

Please be aware that the contribution of a co-applicant has to include the amount of its affiliated entities participating in this action

Co-applicant	Contribution
Humán Szolgáltató /BJIHSC	45 683.86
Artemisszió	46 243.69
CSPS SAS	17 120.43
UPSVR COLS	7 628.67
PIN SK	64 247.29

**Total co-applicants' contribution (C2)**..... 180 923.94

**Third parties' contribution (C3) [ No data entered ]**

**Total third parties' contribution (C3)**..... 0.00







**Central Office of Labour, Social Affairs and Family**

**Špitálska č. 8, 812 67 Bratislava, SLOVAKIA**

behalf the grant agreement and its possible subsequent amendments with the European Commission.

2. In case the proposal is selected and the grant agreement signed, mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that if the grant agreement is signed, the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate and if the grant agreement is signed, the coordinator alone is entitled to receive funds from the Commission and distribute the amounts corresponding to the beneficiary's participation in the action.

I hereby accept that the beneficiary will do everything in its power to help the coordinator fulfil its obligations under the grant agreement, and in particular, to provide to the coordinator, on its request, whatever documents or information may be required.

I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

**SIGNATURE**

Ing. Marián Valentovič, MBA

General Director

Ústredie práce,  
sociálnych vecí a rodiny,  
Špitálska 8 812 67 Bratislava  
IČO: 30 794 536  
-31-

Done at Bratislava, 9.10.2020

In duplicate in English



**Central Office of Labour, Social Affairs and Family**

**Špitálska č. 8, 812 67 Bratislava, SLOVAKIA**

**ANNEX IV  
MANDATE<sup>1</sup>**

I, the undersigned,

Ing. Marián Valentovič, MBA

representing,

Ústredie práce, sociálnych vecí a rodiny [UPSVaR]

Government organisation

Registration number: 30794536

Official full address: Špitálska 8, 812 67 Bratislava, Slovak Republic

VAT number: 202177780

hereinafter referred to as "the co-applicant", and if the grant is awarded, "the beneficiary",

for the purposes of the submission of the application and, if the proposal is selected, for the signature and the implementation of the grant agreement with the European Commission (hereinafter referred to as "the grant agreement")

hereby:

**1. Mandate**

MainArbeit. Kommunales Jobcenter Offenbach / Stadt Offenbach am Main

Municipality

Berliner Str. 190, 63067 Offenbach am Main

VAT number 04426628041,

represented by Dr. Matthias Schulze-Böing, managing director

(hereinafter referred to as "the coordinator")

to submit the application for the action: *Establishing and testing integrated interventions aimed at supporting people in (the most) vulnerable situations* and, in the case the proposal is selected for funding, and provided there are no changes in the proposal with an impact on my participation and role in the implementation of the action, to sign in my name and on my

---

<sup>1</sup> One original version of this Annex to be included for each beneficiary except for the coordinator.



## Človek v ohrození



2. In case the proposal is selected and the grant agreement signed, mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that if the grant agreement is signed, the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate and if the grant agreement is signed, the coordinator alone is entitled to receive funds from the Commission and distribute the amounts corresponding to the beneficiary's participation in the action.

I hereby accept that the beneficiary will do everything in its power to help the coordinator fulfil its obligations under the grant agreement, and in particular, to provide to the coordinator, on its request, whatever documents or information may be required.

I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Mgr. Andrea Najvirtová, Executive Director



Človek v ohrození, n.o.  
Baštová 343/5  
811 03 Bratislava  
iČO: 50 082 001

Done at Bratislava, 7.10.2020

In duplicate in English

# Človek v ohrození



## ANNEX IV MANDATE<sup>1</sup>

I, the undersigned,

Mgr. Andrea Najvirtová,

representing

Človek v ohrození, n.o. /ČVO/

Non-profit organization

Registration number: OVVS 24106/502/2017-NO

Official full address: Baštová 343/5, 811 03 Bratislava, Slovak Republic

VAT number: N/A

hereinafter referred to as "the co-applicant", and if the grant is awarded, "the beneficiary",

for the purposes of the submission of the application and, if the proposal is selected, for the signature and the implementation of the grant agreement with the European Commission (hereinafter referred to as "the grant agreement")

hereby:

### 1. Mandate

MainArbeit. Kommunales Jobcenter Offenbach / Stadt Offenbach am Main

Municipality

Berliner Str. 190, 63067 Offenbach am Main

VAT number 04426628041,

represented by Dr. Matthias Schulze-Böding, managing director

(hereinafter referred to as "the coordinator")

to submit the application for the action: *Establishing and testing integrated interventions aimed at supporting people in (the most) vulnerable situations* and, in the case the proposal is selected for funding, and provided there are no changes in the proposal with an impact on my participation and role in the implementation of the action, to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the European Commission.

<sup>1</sup> One original version of this Annex to be included for each beneficiary except for the coordinator.

to submit the application for the action: *Establishing and testing integrated interventions aimed at supporting people in (the most) vulnerable situations* and, in the case the proposal is selected for funding, and provided there are no changes in the proposal with an impact on my participation and role in the implementation of the action, to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the European Commission.

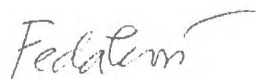
2. In case the proposal is selected and the grant agreement signed, mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that if the grant agreement is signed, the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate and if the grant agreement is signed, the coordinator alone is entitled to receive funds from the Commission and distribute the amounts corresponding to the beneficiary's participation in the action.

I hereby accept that the beneficiary will do everything in its power to help the coordinator fulfil its obligations under the grant agreement, and in particular, to provide to the coordinator, on its request, whatever documents or information may be required.

I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE 

Denisa Fedáková, PhD.

Director of CPSV SAV

Done at Bratislava, 7.10.2020

In duplicate in English



**ANNEX IV**  
**MANDATE<sup>1</sup>**

I, the undersigned,

Denisa Fedáková, PhD.

(future beneficiary in case the proposal is selected for funding )

representing,

**Centrum spoločenských a psychologických vied Slovenskej akadémie vied (CSPV SAV)**

Public Law Entity, Research Institution

registration number: 00596795

Full official address: Šancová 56, 811 05 Bratislava, Slovak Republic

VAT: n/a

hereinafter referred to as "the co-applicant", and if the grant is awarded, "the beneficiary",

for the purposes of the submission of the application and, if the proposal is selected, for the signature and the implementation of the grant agreement with the European Commission (hereinafter referred to as "the grant agreement")

hereby:

**1. Mandate**

MainArbeit. Kommunales Jobcenter Offenbach / Stadt Offenbach am Main

Municipality

Berliner Str. 190, 63067 Offenbach am Main

VAT number 04426628041,

represented by Dr. Matthias Schulze-Böing, managing director

(hereinafter referred to as "the coordinator")

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<sup>1</sup> One original version of this Annex to be included for each beneficiary except for the coordinator.





BISCHITZ JOHANNA - JUTOGRAFIAI HUMÁN SZOLGÁLTATÁSOK KFT. - 1051 BUDAPEST, KÖNYV-ÉRTÉKELŐ UTCA 10. SZÁM 10. EMELET

participation and role in the implementation of the action, to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the European Commission.

2. In case the proposal is selected and the grant agreement signed, mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that if the grant agreement is signed, the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate and if the grant agreement is signed, the coordinator alone is entitled to receive funds from the Commission and distribute the amounts corresponding to the beneficiary's participation in the action.

I hereby accept that the beneficiary will do everything in its power to help the coordinator fulfil its obligations under the grant agreement, and in particular, to provide to the coordinator, on its request, whatever documents or information may be required.

~~I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.~~

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

  
Tünde Farkas, director



Done at Budapest, 2/10/2020

In duplicate in English



1072 BUDAPEST, NYÁR UTA 10. TEL: +36 1 414 3611. FAX: +36 1 414 3676. E-MAIL: INFO@BISCHITZJHUMAN.HU

#### ANNEX IV MANDATE<sup>1</sup>

I, the undersigned,

Tünde PARKAS

representing,

Bischitz Johanna Integrált Humán Szolgáltató Központ (HUMÁN SZOLGÁLTATÓ)

public body

507224

1072 Budapest, Nyár utca 10.

15507228-2-42,

hereinafter referred to as "the co-applicant", and if the grant is awarded, "the beneficiary",

for the purposes of the submission of the application and, if the proposal is selected, for the signature and the implementation of the grant agreement with the European Commission (hereinafter referred to as "the grant agreement")

hereby:

1. Mandate

MainArbeit, Kommunales Jobcenter Offenbach / Stadt Offenbach am Main Municipality

Berliner Str. 190, 63067 Offenbach am Main

VAT number 04426628041,

represented by Dr. Matthias Schulze-Böing, managing director

(hereinafter referred to as "the coordinator")

to submit the application for the action: [title of the action/proposal] and, in the case the proposal is selected for funding, and provided there are no changes in the proposal with an impact on my

<sup>1</sup> One original version of this Annex to be included for each beneficiary except for the coordinator.

2. In case the proposal is selected and the grant agreement signed, mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement

I hereby confirm that if the grant agreement is signed, the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate and if the grant agreement is signed, the coordinator alone is entitled to receive funds from the Commission and distribute the amounts corresponding to the beneficiary's participation in the action.

I hereby accept that the beneficiary will do everything in its power to help the coordinator fulfil its obligations under the grant agreement, and in particular, to provide to the coordinator, on its request, whatever documents or information may be required.

I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE



Diana Szántó, Chair of Board of Trustees  
KÖZMŰVELISÉGI ALAPITVÁNY  
116 Bp. Mészáros u. 10.  
19099855-1-41

Done at Budapest, 08/10/2020

In duplicate in English

ANNEX IV  
MANDATE<sup>1</sup>

I, the undersigned,

Diana Szántó,

representing,

Artemisszió Alapítvány  
foundation

01-01-0007089

10. Mészáros u., 1016 Budapest, Hungary  
18089855-1-41,

hereinafter referred to as "the co-applicant", and if the grant is awarded, "the beneficiary",

for the purposes of the submission of the application and, if the proposal is selected, for the signature and the implementation of the grant agreement with the European Commission (hereinafter referred to as "the grant agreement")

hereby

mandate :

MainArbeit. Kommunles Jobcenter Offenbach am Main

Municipality

represented by Dr. Matthias Schulze-Böing, managing director

(hereinafter referred to as "the coordinator")

Berliener St. 190. 63067 Offenbach am Main

vat: 04426628041

represented by Dr. Matthias Schulze-Böing, managing director

(hereinafter referred to as "the coordinator")

to submit the application for the action: [title of the action/proposal] and, in the case the proposal is selected for funding, and provided there are no changes in the proposal with an impact on my participation and role in the implementation of the action, to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the European Commission.

<sup>1</sup> One original version of this Annex to be included for each beneficiary except for the coordinator.



# ANNEX TO THE GRANT AGREEMENT

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Final technical report template related to activities launched using funding from the European Union Programme for Employment and Social Innovation

## **EaSI 2014-2020**

This exercise should tell us how the EU-funded action under EaSI Programme (Regulation EU No 1296/2013) has progressed and what was achieved in the funding period.

This form must be completed in English.

**The deadline for returning BOTH hard and electronic versions of your report is indicated in the Special Conditions of your grant agreement.**

# QUALITATIVE INFORMATION

## Results

### Main objectives

List the original goals and objectives of the action as set out in the grant agreement, and explain how they were met during the implementation period.

### Policy themes

## Summary of the implementation of the activities

Please summarise your action as well as any difficulties you have faced in implementing it.

Please report separately on each group of activities and/or component of your action.

### Activity

#### Planned

Please shortly present your project plan/activity plan as outlined in the approved action grant agreement.

#### Implemented

Please describe the activities and results of the action

#### Changes

Was there any variance from the original action plan?

- ☐ Yes  
☐ No

Describe any variance from the original action plan. Describe how and why, provide justification of the change(s) made and impact on project implementation.

### Target groups involved

- ☐ National, regional and local authorities  
☐ Employment services  
☐ Specialist bodies provided for under Union law  
☐ Social partners  
☐ Non-governmental organisations  
☐ Higher education institutions and research institutes  
☐ Experts in evaluation and in impact assessment  
☐ National statistical offices  
☐ Media  
☐ Others

### Mention the other target groups

**Issues addressed by the project**

- ☐ Youth employment
- ☐ Combat long-term unemployment
- ☐ Fight against poverty and social exclusion
- ☐ Promotion of equality between women and men
- ☐ Promotion of a high level of quality and sustainable employment
- ☐ Guarantee adequate and decent social protection
- ☐ Combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation; pay particular attention to vulnerable groups, such as young people
- ☐ Transnational dimension

**How were those issues addressed?**

**Key messages, conclusions and policy follow-up**

**Key messages**

**Conclusions**

What are the most important conclusions and lessons learned from the action?

**Policy follow-up**



# EXECUTIVE SUMMARY

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Beneficiaries/contractors must provide in the final technical implementation report, or upon specific request, an executive summary regarding the results /impact achieved by the project.

The executive summary will be published. It should be a stand-alone summary of the action and its implications. It should be concise (max 7500 characters), written in plain language and be made available to the Commission in **English**. Other EU languages are welcome but optional.

The executive summary must include the following::

## 1. Short description of the action:

Context and policy areas, main objectives, target group(s) and key activities and deliverables (provide also the publication and website address).

- **The context of the action.** Please describe why your organisation or consortium decided to implement this particular action. Is this action a follow-up to any previously implemented activities funded either by national or EU funds? Where does this action fit in the overall activities/strategy of your organisation? To which of the local/national/EU level policies your action contributes?
- **Main policy areas and sub-areas.** Please mention policy areas and sub-areas where your action is expected to take an effect. For example, a policy area can be indicated as 'social protection and social inclusion,' while 'long term care' could be a sub-area. Please elaborate where exactly your action aims to contribute in terms of the indicated policy areas and sub-areas.
- **Main objectives.** Please indicate what your action aimed to achieve.
- **Key activities.** Please indicate the main activities that you implemented to achieve the objectives listed in the section above. If you have introduced any significant changes to what was planned in the beginning of the project, please explain why these changes were necessary and what effect they had on the outcomes of the action.
- **Target groups.** Please indicate the target groups of your action. Please comment if you took any actions in order to involve groups that are vulnerable (e.g. young people, long-term unemployed). Did you take any actions in order to ensure that women and men are equally included in your activities?
- **Deliverables.** Please indicate what are the main deliverables of your action? Were they published in paper or on-line? If so, please provide the links/references to publications. Please explain how have the main deliverables of the project contributed to achievement of the project objectives listed above? If available, please also provide a website of your action.

## 2. Conclusions:

Description of results, impacts and EU added value.

- **Results of the action.** List all the relevant results of your action. Please directly address the issue whether your action achieved everything that you have planned. For this, please compare your results with the objectives that you have indicated above. In case you have not achieved everything that was planned, please explain why this was the case.
  - **Impacts of the action.** Please list the impacts of your action (actual or expected). Since it might take time for the impacts to materialise, please also reflect on the expected impacts. Please indicate the impacts of your action on: the population (local, national or EU), your organisation, other national or EU organisations, policy (at the local, national, EU or international level). Will the achieved impacts be sustainable? What are the factors suggesting the sustainability or unsustainability of the impacts?
  - **EU added value.** According to the Better Regulation Guidelines, EU-added value looks for changes, which (as it can be reasonably argued) are due to EU intervention rather than any other factors. EU added value may result from different factors e.g. co-ordination gains, improved legal certainty, greater effectiveness or complementarity. Please indicate:
    - a. Could you have implemented a similar action without the EU funding? Where exactly the EU funding has mostly contributed in your action's budget?
    - b. Has a given effect of the action been achieved at a lower cost for taxpayers because the intervention took place at EU level?
    - c. Has your action implemented or led to networking among the national/EU organisations?
- In addition, depending on the type and nature of the action, please try to answer the following questions:
- d. Has your action contributed to implementing the EU legislation or ensuring that the legislation is correctly implemented?
  - e. Have you implemented/promoted any "best practices" identified under your previous activities? Could you mention such practices?
  - f. Have you implemented any activities that allowed for benchmarking among the Member States (such as peer reviews, mutual learning events)? Do you have any examples of decisions based on such benchmarking activities?
  - g. Have your activities allowed for mitigation of any cross-border risks that might have harmed your activities if they were implemented only at the national level? Please explain.
  - h. Has your action contributed to the free movement of persons? If yes, please explain how.

**When completing this part, please focus in particular on pointing out the potential good practices implemented during the project.**

Good practice is a process or a methodology that has been proven to work well and produce good results, and is therefore recommended as a model or as a useful example. To indicate the potential good practices, please consider the following questions:

- Are there any elements of the project that could be transferred/up-scaled to other similar contexts? Is it foreseen?

- Are there any elements of the project that you consider innovative?
- Was new policy evidence (studies, reports, methodologies, etc.) produced as a result of the project?
- What are the key impacts of your action?
- Were there any elements of the project that could not have been implemented without the EU support?
- Will the results/impacts of the project be sustainable after it finishes? How will the sustainability of the project impacts be ensured?
- Did you develop new partnerships (national/EU/international) as a result of this action? Are these partnerships lasting?

### 3. Policy follow-up:

Description of the policy follow up and recommendations.

- **The expected policy follow-up.** Please indicate whether your or other organisations (to the best of your knowledge) have plans to replicate or up-scale this action. Will the action be continued without the EU funding? Will other organisations implement a similar action because they have learned from your action? Will any other actions be taken as a follow-up for your action?
- **Lessons and recommendations.** Please provide a short list of lessons and recommendations resulting from your projects. What have you learned from the implementation of this action that could be used in the future by other organisations implementing similar actions? What obstacles have you faced and how did you react? Based on your action, what would you recommend for other similar organisations working in the same policy area?

#### Short description of the action

Context and policy areas, main objectives, target group(s) and key activities and deliverables (provide also the publication and website address)

#### Conclusions

Description of achievements, impacts and EU added value

#### Policy follow-up

Description of the policy follow-up and recommendations

### Translations

You can now add the translations of the executive summary entered before. This information will also be published on the website allowing more people to know about your action.

#### Translation

##### Title of the action

##### Language

##### Short description of the action

Context and policy areas, main objectives, target group(s) and key activities and deliverables (provide also the publication and website address)

##### Conclusions

Description of achievements, impacts and EU added value

##### Policy follow-up

Description of the policy follow-up and recommendations

## QUANTITATIVE INFORMATION

Please enter the information on outputs delivered by the action.

### Analytical outputs

Enter the number of outputs irrespective of whether they were published or not. An output produced in several languages counts as a single output.

Number of newly developed and/or maintained quantitative and qualitative databases

Number of common methodologies, classifications, micro-simulations, indicators and benchmarks

Number of reports: surveys, studies, analyses and expertise

Number of evaluations and impact assessments

Number of monitoring and assessment reports on the transposition and implementation of Union law

Has your project implemented social policy experimentation as a method for testing and evaluating innovative solutions?

☐ Yes  
☐ No

#### Outputs dissemination

Please explain how and to whom the reports were disseminated: target audiences (e.g. EU, national, regional or local policy-makers, socio-economic partners, etc.) and means used (e.g. printed copies, Internet, etc.)(Max 2000 characters)

### Output dissemination

Enter the number of outputs related to mutual learning, awareness raising and dissemination.  
(1) Provide the list of participants: name, sex, type of organisation, country and e-mail addresses.

#### Training sessions of legal and policy practitioners (1)

Number of sessions

Number of women

Number of men

Total number of participants

#### Exchanges of good practice, peer reviews and mutual learning events (1)

Number of events

Number of women

Number of men

Total number of participants

### Conferences, seminars and other high-level events (1)

Number of events

Number of women

Number of men

Total number of participants

Number of guides, educational material

Number of information systems  
developed and maintained in order to  
exchange and disseminate information

Other information and communication  
actions (including those targeted to the  
media)

### Output dissemination

Please explain how and to whom were the  
outputs disseminated: target audiences (e.g. EU,  
national, regional or local policy-makers, socio-  
economic partners, etc.) and means used (e.g.  
newsletters, newspapers, community of practices,  
etc.)(Max 2000 characters)

### Support outputs

Enter the number of outputs related to capacity building and support to actors.

(1) Provide the list of participants: name, sex, type of organisation, country and email addresses.

Number of EU multilingual digital  
platforms and electronic exchange  
systems

Number of provisions of information,  
counsellings, placements and  
recruitment services

### Number of events supporting capacity building actions (1)

Please indicate the number of events supporting capacity building actions for national, regional and local administrations, specialist services responsible for promoting geographical mobility, civil society organisations, social partners, microcredit providers

Number of events

Number of women

Number of men

Total number of participants

**Number of working groups organised for national officials to monitor the implementation of Union law (1)**

Please indicate the number of working groups organised for national officials to monitor the implementation of Union law

Number of events

Number of women

Number of men

Total number of participants

**Number of events supporting networking and cooperation meetings (1)**

Please indicate the number of events supporting networking and cooperation meetings among specialist bodies and other relevant stakeholders, national, regional and local authorities and employment services at European level

Number of events

Number of women

Number of men

Total number of participants

**Number of exchanges of personnel between national, regional and local administrations (1)**

Please indicate the number of exchanges of personnel between national, regional and local administrations, employment services, civil society organisations, social partners, international organisations or other organisations

Number of events

Number of women

Number of men

Total number of participants

Please enter the number of participants belonging to:

National, regional and  
local administrations

Employment services

Civil society  
organisations,  
including NGOs

Social partners



International  
organisations

European-level  
observatories

Microcredit providers and investors in social  
enterprises

### Dissemination

Please explain how and to whom were the actions disseminated: target audiences (e.g. EU, national, regional or local policy-makers, socio-economic partners, etc.) and means used (e.g. newsletters, newspapers community of practices, etc.)  
(Max 2000 Characters)

### Notice to participants of events to be announced by the organisers:

Persons taking part in this event will be registered in a document called 'the list of participants', which will include at least their first and last names and e-mail addresses. Depending on particular cases, it might also include participants' sex, organisation and country details. The personal data included in the list of participants -is necessary and will be used for the monitoring of the EU Programme for Employment and Social Innovation (EaSI), including for surveys carried out throughout the programme duration. Each participant will therefore be asked to give his/her specific consent to a Privacy Statement on the processing of his/her personal data. A model Privacy Statement is available on the Europa Website of the EaSI Programme(11).

The participants in EaSI-supported events may be contacted through surveys carried out by the European Commission or by an external contractor responsible for the monitoring of the EaSI programme in order to have their views and opinions about an EaSI-supported event to which they have participated, e.g. a conference, meeting, seminar or other type of event funded fully or partially by the EaSI programme.

The collected personal data and all information related to the above mentioned surveys is stored on a server of the external contractor of the European Commission, who guarantees the data protection and confidentiality required by the Regulation (EU) 2018/1725.

When you receive the survey, you will be able to verify, which personal data is stored, have it modified, corrected, or deleted. You will also have the possibility to ask questions regarding surveys or on the processing of information in the context of the surveys.

In case you have any questions concerning the monitoring requirements, please contact the external contractor currently responsible for monitoring the EaSI programme (PPMI) at EaSI@ppmi.lt.

(11) <https://ec.europa.eu/social/main.jsp?catId=1081&langId=en&furtherCalls=yes&callType=2>



# SIGNATURE

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## Declaration

**Title**

**First name**

**Surname**

**Position held in the organisation**

**Organisation name**

I confirm that I am duly authorised to sign this declaration on behalf of the organisation named. I certify that the information given in this report is correct, accurate, current, and adopted or approved by the organisation for which I lead.

I understand that the Commission may contact me to clarify any details in this report, including providing any supplementary information as applicable. I confirm that I am authorised by my organisation for this purpose.

**On behalf of the organisation: date and signature**

