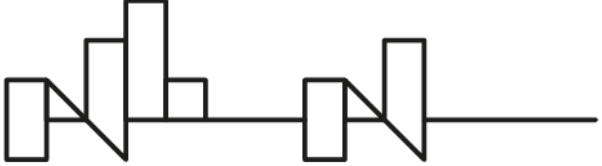


**Iceland**   
**Liechtenstein** **Norway**  
**Norway grants** **grants**

PROJECT CONTRACT

PROJECT No. 2018-1-0242:

COMPETENCE – CAPACITY BUILDING OF  
EMPLOYEES OF MUNICIPALITIES FOR BETTER  
PROVISION OF PUBLIC SERVICES

This Project Contract is entered into between

the **Fund Operator for the EEA and Norway Grants Fund for Regional Cooperation**, as represented by ECORYS Polska sp. z o.o., with registered address at Solec 38/105, 00-394 Warsaw, Poland, registered under the number 0000016606, represented by Mr Mateusz Halicki and Mrs Izabela Barczyk-Olszewska (“**ECORYS**”)

hereinafter referred to as the “**FO**”

**on the one part,**

and

**Budapest Főváros XI. Kerület Újbuda Önkormányzata (Local Government & Municipality of District 11 of Budapest, Újbuda)** with registered address at Bocskai út 39-41, 1113 Budapest, Hungary, registered under the number 735748, represented by Dr. Imre László

hereinafter referred to as the “**Lead Partner**”

**on the other part**

Hereinafter collectively referred to as the “**Parties**” or individually as a “**Party**”

#### WHEREAS

- According to Article 1 of Protocol 38c of the EEA Agreement on the EEA Financial Mechanism 2014-2021 (“**Protocol 38c**”), Iceland, Liechtenstein and Norway (the “**Donor States**”) shall contribute to the reduction of economic and social disparities in the European Economic Area (EEA) and to the strengthening of their relations with the Beneficiary States through financial contributions;
- According to Article 7 of Protocol 38c, the Global Fund for Regional Cooperation shall contribute to achieving the objectives of the EEA Financial Mechanism as defined in Article 1 of Protocol 38c;
- According to Article 1 of the Agreement between the Kingdom of Norway and the European Union on a Norwegian Financial Mechanism for the period 2014-2021, the Kingdom of Norway undertakes to contribute to the reduction of economic and social disparities in the EEA and to the strengthening of its relations with the Beneficiary States, through a separate Norwegian Financial Mechanism;
- According to Article 7 of the Agreement between the Kingdom of Norway and the European Union on a Norwegian Financial Mechanism for the period 2014-2021, the Global Fund for Regional Cooperation shall contribute to achieving the objectives of the Norwegian Financial Mechanism as defined in Article 1 of the Agreement between the Kingdom of Norway and the European Union on a Norwegian Financial Mechanism for the period 2014-2021;
- The Financial Mechanism Office (“**FMO**”), acting as the secretariat of the EEA and Norway Grants and as Programme Operator for the Global Fund for Regional Cooperation, launched a call for tenders to select an entity as FO for the implementation of the Global Fund for Regional Cooperation;

- The consortium of ECORYS and JCP has been selected as the FO and, according to the agreement concluded with the FMO, ECORYS has the right to represent the FO and to enter into a contract with the Lead Partner of the Project selected by the Financial Mechanism Committee (“**FMC**”), where the Lead Partner is the representative of the Project Consortium and it is the only interlocutor for the FO.

**HAVE AGREED**

to the Special Conditions (the “**Special Conditions**”) and the following Annexes:

Annex I – General Conditions (the “**General Conditions**”);

Annex II – Project Description;

Annex III – Ethical Guidelines;

which form an integral part of the Project Contract.

The provisions in the Special Conditions shall take precedence over the Annexes.

The provisions set out in the Annex I “General Conditions” shall take precedence over the other Annexes.

## SPECIAL CONDITIONS

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## 1. SUBJECT MATTER OF THE PROJECT CONTRACT

1. The FMC has decided to award a Grant under the terms and conditions set out in this Project Contract, for the Project titled "**COMPETENCE – Capacity building Of eMployees of municipaliTiEs for beTtEr provisioN of publiC sErviCes**", as described in Annex II ("the Project").
2. Without prejudice to Article 1(1) (*General principles*) of the General Conditions, the Project Consortium consists of the following other Project Partners:
  - 2.1  **Direcția de Asistență Socială Arad** (The Directorate for Social Welfare Arad) represented by Mrs Oana-Aurelia Pârvulescu, as Beneficiary Partner;
  - 2.2  **Městská část Praha 6** (Municipal district of Prague 6) represented by Ondřej Kolář, as Beneficiary Partner;
  - 2.3  **Grad Trogir** (City of Trogir) represented by Mr Ante Bilić, as Beneficiary Partner;
  - 2.4  **ΔΗΜΟΣ ΚΑΛΛΙΘΕΑΣ** (Municipality of Kallithea) represented by Mr Dimitrios Karnavos, as Beneficiary Partner;
  - 2.5  **ÅPENHET AS** represented by Mr Kleng Bråtveit, as Expertise Partner.
3. By signing the Project Contract, the Lead Partner accepts the Grant under the terms and conditions of this Project Contract including all Annexes and agrees to implement the Project under the set terms and conditions.

## 2. ENTRY INTO FORCE AND IMPLEMENTATION PERIOD OF THE PROJECT CONTRACT

1. The Project Contract enters into force on the date on which the last Party duly signs it.
2. The period for the implementation of the Project is **30** months starting on **01.07.2021** with its end date on **31.12.2023**.
3. The first date of eligibility of expenditures of the Project is **05.05.2021**. The final date of eligibility of expenditures is **30.03.2024**.

## 3. FINANCIAL PROVISIONS

1. The estimated total eligible Project costs are **EUR 1 181 489,00**.
2. The maximum amount of the Grant is **EUR 1 043 004,00**.
3. Project Grant Rate
  - 3.1 The maximum Project Grant rate for each Project Partner shall be a fixed rate for entire duration of this Project Contract and is dependent on Partners' status (as detailed hereafter):

- a. Non-governmental organisations<sup>[1]</sup>: up to 90% of their eligible expenditures, unless stipulated otherwise in Article 9 of the Project Contract;
- b. Universities and research organisations: up to 90% of their eligible expenditures;
- c. Expertise Partners from the Donor States: up to 100% of their eligible expenditures;
- d. Other entities: up to 85% of their eligible expenditures.

3.2 The actual Project Grant rate for each Project Partner shall be the following:

- a. As per Article 3 point 3.1d, the grant rate of **Budapest Főváros XI. Kerület Újbuda Önkormányzata (Local Government & Municipality of District 11 of Budapest, Újbuda)** shall constitute **85%** of the total eligible Partner's costs with required co-financing of **15%**;
- b. As per Article 3 point 3.1d, the grant rate of  **Direcția de Asistență Socială Arad (The Directorate for Social Welfare Arad)** shall constitute **85%** of the total eligible Partner's costs with required co-financing of **15%**;
- c. As per Article 3 point 3.1d, the grant rate of **Městská část Praha 6** (Municipal district of Prague 6) shall constitute **85%** of the total eligible Partner's costs with required co-financing of **15%**;
- d. As per Article 3 point 3.1d, the grant rate of **Grad Trogir (City of Trogir)** shall constitute **85%** of the total eligible Partner's costs with required co-financing of **15%**;
- e. As per Article 3 point 3.1d, the grant rate of **ΔΗΜΟΣ ΚΑΛΛΙΘΕΑΣ (Municipality of Kallithea)** shall constitute **85%** of the total eligible Partner's costs with required co-financing of **15%**;
- f. As per Article 3 point 3.1c, the grant rate of **ÁPENHET AS** shall constitute **100%** of the total eligible Partner's costs with required co-financing of **0%**.

3.3 The overall project grant rate may change during project implementation after approval of the interim reports, on the basis of the accepted eligible costs and in order to reflect the consortium composition and share of the incurred expenditure among the project consortium members. However, the maximum grant amount awarded cannot be exceeded.

#### 4. ADVANCE PAYMENT

1. The Lead Partner shall receive an Advance Payment of up to **EUR 206.000,00**. The Advance Payment shall be transferred to the Lead Partner's bank account, within 15 calendar days of submission of the following documents:

1.1 The duly signed Project Contract and the related Annexes;

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<sup>[1]</sup> Non-governmental organisation: a non-profit voluntary organisation established as a legal entity, having a non-commercial purpose, independent of local, regional and central government, public entities, political parties and commercial organisations. Religious institutions and political parties are not considered NGOs.

- 1.2 The original of the duly signed Partnership Agreement in accordance with the General Conditions Article 13 (*Partnership Agreement amongst the Project Partners*) prepared following the template provided by the FO;
- 1.3 The original of the financial guarantee issued in accordance with Article 32 of General Conditions on the template provided by the FO and covering the amount of the Advance Payment foreseen in Article 4 point 1. The Lead Partner is required to provide the financial guarantee within 60 calendar days starting from the entry into force of the Project Contract.

## 5. INTERIM AND FINAL PAYMENTS

1. The Interim and Final Payments shall be calculated based on the Project Partners' respective Project Grant rates as per Article 3 point 3.2 of the Special Conditions. The grant rates shall apply to eligible expenditures incurred by each Project Partner as accepted by the FO in each reporting period.
2. The total amount of the sum of the Advance Payment and Interim Payments cannot exceed 90% of the maximum amount of the Grant.
3. The amount retained for the Final Payment shall represent at least a minimum of 10% of the maximum amount of the Grant.

## 6. REPORTING PERIODS

1. The Project is divided in the following reporting periods:
  - Reporting period No. 1 – from the start date of the Project to 31 December 2021;
  - Reporting period No. 2 – from 1 January 2022 to 30 June 2022;
  - Reporting period No. 3 – from 1 July 2022 to 31 December 2022;
  - Reporting period No. 4 – from 1 January 2023 to 30 June 2023;
  - Reporting period No. 5 – from 1 July 2023 to the end date of the Project.

## 7. BANK ACCOUNT FOR PAYMENTS

1. All payments shall be made by the FO to the Lead Partner's dedicated bank account held in EUR currency as indicated below:

Bank Name: **OTP Bank Plc.**

Address of Bank Branch: **Hungary, 1051 Budapest, Nádor u. 16**

Name of account holder: **Budapest Főváros XI. Kerület Újbuda Önkormányzata**

IBAN / Account No. **HU50 1175 1841 0085 6887 0000 0000**

BIC / SWIFT CODE: **OTPVHUHB**

## 8. WRITTEN COMMUNICATIONS

1. All notifications and other forms of written communication relating to, or required under, the Project Contract must state the Project title and identification number and shall be sent in electronic version through EGREG system and/or to the following e-mail addresses of the Parties:
  - For the FO: eeagrants@ecorys.com
  - For the Lead Partner: laszlo.imre@ujbuda.hu; kiss.zoltan3@ujbuda.hu
2. In cases determined by the FO, the notification or communication shall be sent to the following addresses through a courier service or by registered letter or delivered in person.
  - For the FO: Solec 38 / 105, 00-394 Warsaw, Poland
  - For the Lead Partner: Bocskai út 39-41, 1113 Budapest, Hungary
3. Communications and notifications sent through the EGREG system/by e-mail are deemed to have been received on the date of their registration in the EGREG system/on the date of e-mail dispatch from the sender's account. Any notification or communication sent or delivered to the recipient's address shall be deemed to have been received (i) on the date of delivery as evidenced by the acknowledgment of receipt if delivered in person or by courier service and (ii) on the second business day following the mailing date (as per the postmark) if sent by registered letter.
4. Any Party may change the address to which notices are to be delivered or sent by giving the other Party written notice in the manner set forth in this Article.

## 9. SPECIAL CLAUSES

1. Due to the legal structure of the Lead Partner, the FO hereby accepts that the following costs may be qualified as eligible, provided they meet the eligibility criteria set forth in the General Conditions:
  - a. Staff costs in project activities of the Lead Partner: Budapest Főváros XI. Kerület Újbuda Önkormányzata (Local Government & Municipality of District 11 of Budapest, Újbuda), that will be implemented by the municipal office, and its employees, as being the executive organ of the Lead Partner in accordance with Article 41(1) and 41(2) of Act No. CLXXXIX of 2011 on Local Governments in Hungary as well as paragraph 1 of Article 6/C of Act No. CXCV of 2011 on Public Finance.

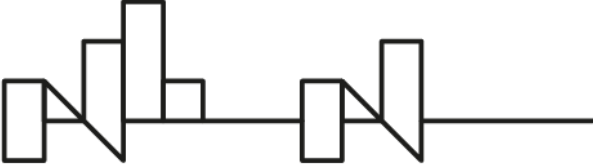
## 10. LANGUAGE OF THE PROJECT CONTRACT

1. The language of this Project Contract and of all written communications between the Lead Partner and the FO shall be English.



**IN WITNESS WHEREOF**, the Parties have executed this Project Contract in as many originals as there are Parties, each Party acknowledging receipt of one such original. Electronic signatures shall be deemed original signatures for purposes of this Project Contract, with such electronic signatures having the same legal effect as handwritten signatures.

<p>On behalf of Fund Operator for the EEA and Norway Grants Fund for Regional Cooperation, represented by ECORYS Polska sp. z o.o.:</p>	<p>On behalf of Lead Partner:</p>
<p>(Date and qualified electronic signature of ECORYS legal representatives')</p>	<p>(Date and qualified electronic signature of Lead Partner legal representative(s)')</p>

**Iceland**   
**Liechtenstein** **Norway**  
**Norway grants** **grants**

ANNEX I

GENERAL CONDITIONS

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## DEFINITIONS

**Access Rights** – rights to use results and rights, including copyright and other intellectual or industrial property rights, under the Project Contract.

**Award Decision** – the decision whereby the FMC awarded the Grant to the Project Consortium.

**Background** – inventions, outcomes, materials, methods, processes, products, programmes, software, findings, discoveries or any other information that has been generated by each Project Partner prior to or independent of the Project and which are necessary for the implementation of the Project or for the utilization of the results. This includes copyrights or other intellectual property rights pertaining to the Background.

**Beneficiary States** – the Beneficiary States of the EEA and Norwegian Financial Mechanisms 2014–2021: Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Greece, Hungary, Lithuania, Latvia, Malta, Poland, Portugal, Romania, Slovakia, Slovenia.

**Day** – calendar day unless otherwise specified.

**Donor States, Donors** – Iceland, the Principality of Liechtenstein and the Kingdom of Norway.

**EEA** – the European Economic Area.

**EEA and Norway Grants** – the Donors' contribution to reduce economic and social disparities and to strengthen bilateral relations with 15 EU countries in Central and Southern Europe and the Baltics.

**EFTA** - The European Free Trade Association.

**EGREG system** - Grants Management and Monitoring IT system, which shall be used for managing the Fund.

**Fair and reasonable conditions** – appropriate conditions, including possible financial terms or royalty-free conditions, taking into account the specific circumstances of the request for access, for example the actual or potential value of the results or rights, including copyright and other intellectual or industrial property rights, to which access is requested and/or the scope, duration or other characteristics of the exploitation envisaged.

**FMC** – the Financial Mechanism Committee (FMC) is the decision-making body for the EEA Grants. The Committee consists of representatives of the Ministries of Foreign Affairs of Iceland, Liechtenstein and Norway. The Norwegian Ministry of Foreign Affairs is the decision-making body of the Norway Grants.

**FMO** – the Financial Mechanism Office (FMO) is the Brussels-based secretariat for the Grants. The FMO is affiliated to the European Free Trade Association, but reports to the Foreign Ministries of Iceland, Liechtenstein and Norway.

**FO** – the Fund Operator which implements the Fund, consisting of a consortium of Ecorys Poland in partnership with JCP Srl Consulting Procurement. The Fund Operator is legally represented by Ecorys.

**Foreground** – the results, including information, whether or not they can be protected, which are generated under the Project. Such results include rights related to copyright and other industrial and intellectual property rights, and other documents relating to same or similar forms of protection.

**Fund** – the EEA and Norway Grants Fund for Regional Cooperation within the EEA and Norwegian Financial Mechanisms 2014 – 2021.

**Lead Partner** – the Lead partner is the entity, established in one of the 15 Beneficiary States, or in one of Donor States or as an international organization coordinating the Project Consortium and having submitted the Concept Note and the Full Proposal.

**Net revenues** - revenues minus any operating costs and replacement costs of short-life equipment incurred during the respective period.

**Pre-existing Right** – any industrial and intellectual property right on any material, document, technology or know-how which exists prior to a Project Partner using it for the production of the result in the performance of the Project Contract. It may consist in a right of ownership, a license right and/or right of use belonging to the Project Partners, the FMO/FO as well as to any other third parties.

**Project Consortium** – the consortium that has been awarded the Grant made up of the Lead Partner, Beneficiary Partner(s) and any Expertise Partner(s).

**Project Description** – the description of the Project contained in the full proposal, including any changes and/or conditions required by the FO, the FMO and/or the FMC during the project evaluation and grant award process and annexed to the Project Contract (Annex II)

**Project Partner(s)** – the Project Consortium member(s), including the Lead Partner, the Beneficiary Partner(s) and any Expertise Partner(s).

**Revenues** – cash inflows directly paid by users for goods or services provided by the Project, such as charges borne directly by users for the use of infrastructure, sale or rent of buildings, or payments for services.

**Substantial error** – any infringement of a provision of the Project Contract resulting from an act or omission of the Project Partners.

# PART I – GENERAL PROVISIONS

## GENERAL PROVISIONS

### 1. GENERAL PRINCIPLES

1. The Lead Partner shall represent and act on behalf of the other Project Partners. To this end, the Project Contract is signed only by the Lead Partner. This is in accordance with Article 13 (*Partnership Agreement amongst the Project Partners*).
2. The Lead Partner shall be the sole responsible for the execution of this Project Contract and the implementation of the Project in accordance with Article 11 (*Role of the Lead Partner*).
3. In case the agreement between the FO and the FMO is terminated, any rights and obligations of the FO vis-à-vis the Lead Partner shall automatically be transferred to the FMO which shall be entitled to retransfer them to any entity designated by the FMO to replace the FO.

### 2. TERMS FOR FINANCING

1. The Grant is awarded exclusively for the implementation of the Project.
2. Project Partners shall use the Grant exclusively for the implementation of the Project.
3. All payments by the FO shall be made to the Lead Partner . The Lead Partner shall be the sole responsible for transferring the respective payments to the other Project Partners in accordance with the Partnership Agreement.

### 3. DATA PROTECTION

1. Any personal data shall be processed solely for the purposes of the implementation, management and monitoring of the Project Contract by the FO, the FMO and the Donor States and may also be transferred to the bodies responsible for the monitoring or inspection tasks arising from this Project Contract and/or the laws applicable to the Project Partners.
2. The entity acting as data controller is the Fund Operator (FO).
3. If Project Partners have any queries concerning the processing of personal data, they shall address them to the FO.
4. The Project Partners shall process personal data under this Project Contract in compliance with Regulation (EU) 2016/679 of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation) and with the applicable national laws on data protection.
5. The Project Partners, also on behalf of their employees or any natural person involved in the implementation of the Project and acting under the authority of the related Project Partners, shall have the right of access their personal data and the right to rectify such data.
6. The Project Partners shall limit access and use of personal data to that which is strictly necessary for the performance, management and monitoring of the Project Contract and shall take all appropriate technical and organisational security measures necessary to preserve the strictest confidentiality and limit access to this data taking into account the processing risks and the nature of the personal data concerned.

#### 4. CONFLICT OF INTEREST

1. The Lead Partner shall take all necessary measures to prevent any situation that could compromise the impartial and objective performance of the Project Contract. Such conflict of interest could arise, in particular, as a result of economic interest, political or national affinity, family or emotional ties, or any other relevant connection or shared interest. Any conflict of interest which could arise during the implementation of the Project must be notified to the FO in writing without delay. In the event of such conflict, the Lead Partner shall immediately take all necessary steps to resolve it.
2. The FO reserves the right to verify that such measures are adequate and may require additional measures to be taken, if necessary, within the assigned time limit. The Lead Partner shall ensure that its staff and Board of Directors are not in a situation that could give rise to a conflict of interest. Without prejudice to Article 10 (*General obligations of the Project Partners*), the Lead Partner shall replace, immediately and without compensation from the FO, any member of its staff exposed to such a situation.
3. The Lead Partner is responsible for compliance with the provisions of this Article, also for the compliance by the other Project Partners, any sub-contractors and other third parties involved in the implementation of the Project.
4. The Lead Partner shall abstain from any contact that could potentially compromise its independence.
5. The Lead Partner declares that:
  - 5.1 it has not made and shall not make any offer of any type, whatsoever, from which an advantage can be derived under the Project Contract;
  - 5.2 it has not granted and shall not grant, has not sought and shall not seek, has not obtained and shall not attempt to obtain, and has not accepted and shall not accept, any advantage, financial or in kind, to or from any party whatsoever, where such advantage constitutes an illegal practice or involves corruption, either directly or indirectly, inasmuch as it is an incentive or reward relating to the implementation of the Project.

#### 5. CONFIDENTIALITY

1. The FO and Project Partners accept to preserve the confidentiality of any information, irrespective of its form, disclosed in writing or orally in relation to the implementation of the Project Contract and identified in writing as confidential until at least 5 years after the transfer of the Final Payment.
2. The Project Partners shall not use information mentioned in paragraph 1 for any purpose other than fulfilling their obligations under the Project Contract unless otherwise agreed with the FO.
3. The Project Partners and their staff shall maintain confidentiality for the duration of the Project Contract and after completion thereof.
4. Each Project Partner may disclose information or documents referred to paragraph 1 that are linked to the performance of the Project Contract if the disclosure is required by the law or following prior agreement of the FO.



## 6. VISIBILITY

1. The Lead Partner shall take all necessary steps to publicise and widely and effectively disseminate to the public information on the EEA and Norway Grants.
2. To this end, the Lead Partner shall follow and comply with the Communication and Design manual as made available at the time of the signature of the Project Contract.

## 7. INFORMATION AND COMMUNICATION ACTIVITIES

1. Without prejudice to Article 11 (*Role of the Lead Partner*), the Lead Partner shall adopt all necessary measures in order to ensure:
  - 1.1 The implementing of the Project level communication plan with clear actions to ensure visibility of the EEA and Norway Grants and the Fund;
  - 1.2 The increasing of public awareness about the contribution and role played by the Donors through the EEA and Norway Grants and the Fund.
  - 1.3 The largest availability of information across the countries involved in the implementation of the Project, as well as Iceland, Lichtenstein and Norway;
  - 1.4 The strengthening of public awareness of, and engagement with, the objectives and activities of the Fund and the issues they address;
  - 1.5 The mentioning of the EEA and Norway Grants and the Fund in all publications and activities for which the Fund is used;
  - 1.6 The giving of prominence to the name of the Donors and logos of the EEA and Norway Grants on all publications, posters, webpages and other products and infrastructure, as well as any events carried out under the Project;
  - 1.7 The establishing of dedicated websites in English for the Project where information about the Project, its progress, achievements and results, relevant photos and/or videos, contact information, a clear reference to the EEA and Norway Grants and the Fund is included, as well as general information about the three Donor States and the EEA and Norway Grants;
  - 1.8 The organising of at least one major and two minor annual information activities on progress, achievements and results in the projects, such as a seminar or a conference with stakeholders, a press conference or press event, including a launch activity/event as well as a closing activity/event for the project;
  - 1.9 The providing of information and reporting on results and impact to the public on the Project supported by the Fund as part of the narrative report in line with Article 28 (*Reporting*).
  - 1.10 The communication to the FO of any communication campaigns, media appearances or other publicity for the Project.
2. Project information and communication activities may be performed in the national languages of target groups, provided that summaries and key information are also presented in English.
3. Project Partners shall authorise the FO and the FMO to publish, in and by any means, the following information:
  - 3.1 The names of all Parties;
  - 3.2 Contact data of Project managers;

- 3.3 The Project name;
- 3.4 The summary of Project activities;
- 3.5 The objectives of the Project and the subsidy;
- 3.6 The Project start and end dates;
- 3.7 The Grant awarded and the total eligible cost of the Project;
- 3.8 The geographical location of the Project implementation;
- 3.9 Any other information regarding the Project implementation.

## 8. INTELLECTUAL AND INDUSTRIAL PROPERTY, OWNERSHIP AND USE OF RESULTS

1. Unless otherwise stipulated in the Special Conditions, Project Partners retain ownership of the Foreground.
2. The Project Partner that contributes the Background to the Project implementation retains the title to such a Background. Without prejudice to Article 49 (*Record keeping*), the Project Partner concerned shall inform the FO as soon as possible of any limitation to the granting of Access Rights to Background, or of any other restriction which might substantially affect the granting of Access Rights.
3. Project Partners must ensure that they have all the rights to use any Pre-existing Rights during the implementation of the Project. The Project Partners must ensure that the FO, the FMO and the Donor States have the right to use any Pre-existing Rights. Unless specified otherwise in the Special Conditions, 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 Project results.
4. Each Project Partner shall enjoy Access Rights to the results and the rights foreseen in this Article of another member of the Project Consortium if this is needed by the former to exploit its own results. Such Access Rights shall be granted under fair and reasonable conditions.
5. Project Partners shall grant the FO, the FMO and the Donor States the following rights to use the Foreground:
  - 5.1 Royalty-free use, limited to non-commercial and non-competitive use, and in particular, making available to persons working for the FO, the FMO and the Donor States, as well as, copying and reproducing entirely or partially and in unlimited number of copies;
  - 5.2 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, entirely or partially;
  - 5.3 Communication to the public: subject to any restrictions due to security rules or legitimate interest, the right to authorise any display performance or communication to the public, by wire or wireless means, including making available to the public the results in such a way that the public may access them from a place and at a time individually chosen by them; this right also includes the communication and broadcasting by cable or by satellite;
  - 5.4 Distribution: the right to authorise any form of distribution of results or copies of the results to the public;
  - 5.5 Adaptation: the right to modify the results;
  - 5.6 Translation.

6. In case natural, recognizable persons are depicted in a photograph or film, the Lead Partner shall submit a statement signed by these persons giving their permission for the described use of their images. The above does not refer to photographs taken, or films shot in public places where random members of the public are identifiable only hypothetically and to public persons acting in their public activities.
7. Granting rights of use to the FO, the FMO and the Donor States does not affect their confidentiality obligations under Article 5 (*Confidentiality*).

## ROLES, OBLIGATIONS AND RESPONSIBILITIES

### 9. PRINCIPLES OF PROJECT IMPLEMENTATION AND ETHICAL GUIDELINES

1. The implementation of the Project and its activities shall be based on the common values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities.
2. The Project and its activities shall follow the principles of good governance; they shall be participatory and inclusive, accountable, transparent, responsive, effective and efficient. There shall be zero-tolerance towards corruption.
3. The Project and its activities shall be consistent with sustainable development, long-term economic growth, social cohesion and environmental protection.
4. The Lead Partner shall implement the Project in compliance with the Ethical Guidelines (Annex III). The Lead Partner undertakes to ensure that all Project Partners comply with the principles mentioned in this Article and the Ethical Guidelines. The partnership agreement between the Project Partners shall refer expressly to the Ethical Guidelines.

### 10. GENERAL OBLIGATIONS OF THE PROJECT PARTNERS

1. Each Project Partner, as part of its obligations, shall implement the Project with due care, efficiency, transparency and due diligence in accordance with the best professional practice.
2. Each Project Partner shall be directly involved in the implementation of the Project.
3. Each Project Partner shall be responsible for regular updates of information concerning the Project implementation as well as regular registration of incurred expenditure on a monthly basis at least, using the EGREG system;
4. Each Project Partner, as part of its obligations, shall respect and abide by all applicable laws and regulations in force in the country where it is established and shall ensure that its staff also respects and abides by all such laws and regulations.
5. Each Project Partner must provide any information about the implementation of the Project, including information in electronic format within 15 calendar days starting from the receipt of the FO request, unless otherwise indicated by the FO.
6. The representatives of each Project Partner shall take part in events and trainings organised by the FO.

### 11. ROLE OF THE LEAD PARTNER

1. The Lead Partner shall mobilise all the financial, human and material resources required for the full implementation of the Project as described in the Project Description (Annex II).
2. The Lead Partner shall:

- 2.1 Undertake to ensure that other Project Partners comply with their obligations set out in the Partnership Agreement and with the obligations resulting from this Project Contract.
  - 2.2 Be responsible in case other Project Partners do not implement the Project in compliance with the provisions set out in this Project Contract.
  - 2.3 Comply with all the obligations specified in the Project Contract, including its Annexes;
  - 2.4 Implement the Project under its own responsibility and in accordance with the provisions of the Project Contract and its Annex II in order to achieve the results included therein;
  - 2.5 Not delegate any tasks relating to its coordinating and managing role to any other Project Partner;
  - 2.6 Undertake all necessary and reasonable measures to implement the Project in collaboration with the other Project Partners;
  - 2.7 Monitor on a daily basis all communication and notifications made in the EGREG system;
  - 2.8 Inform without any delay the FO of all issues that could affect the Project implementation, performance of the Project Contract or its validity;
  - 2.9 Inform the FO without delay on any event and issue which could lead to the termination of the Project by the FO in accordance with Article 45 (*Termination by the FO*);
  - 2.10 Provide the FO without any delay with relevant information regarding any change in the legal, financial, technical, organisational or ownership situation of any Project Partner, as well as regarding any change in the name, address or legal representative of any Project Partner;
  - 2.11 Undertake to reimburse to the FO the amounts that are recoverable according to Article 50 (*Recovery*) and Article 51 (*Recovery procedure*).
3. The Lead Partner shall be in charge of, and responsible for, all reporting and communication with the FO on behalf of the Project Consortium, though this does not prevent the FO, the FMO or the Donors from any communication with the other Project Partners.
  4. The Lead Partner shall be the sole responsible vis-à-vis the FO for any breach of obligations by any Project Partners.

## 12. LIABILITY

1. The Donors, the EFTA, its Secretariat, including the FMO, its officials or employees cannot, under any circumstances or for any reason whatsoever, be held liable for damages or injuries of whatever nature suffered by the Project Partners or any other third person in connection, be it direct or indirect, with this Project Contract. The FO cannot accept any claims for compensation or increases in payment in connection with such damage or injury.
2. The Donors, the EFTA, its Secretariat, including the FMO, its officials or employees, and the FO shall not be liable to any third parties for any harm or loss incurred as a result of acts or omissions of the Project Partners or their sub-contractors.
3. Each Project Partner shall obtain and maintain adequate insurance in connection with the performance of any activities under the Project Contract, including for any involvement of sub-contractors against public/third party liability.
4. The Project Partners shall assume the sole liability, towards third parties, including liability for damage or injury of any kind as a result of any action or omission or as a consequence of the

Project. The Project Partners shall discharge the FO from any liability arising from any claim or action brought as a result of an infringement of rules or regulations by the Project Partners or by their employees or individuals for whom those employees are responsible, or as a result of a breach of a third party's rights.

### 13. PARTNERSHIP AGREEMENT AMONGST THE PROJECT PARTNERS

1. The Project Partners shall enter into a Partnership Agreement, developed as per the model provided by the FO, defining the rights and obligations of the Project Partners and setting forth the terms and conditions of their cooperation in the implementation of the Project.
2. The Lead Partner shall ensure that the relevant obligations and responsibilities described in this Project Contract are applicable to all Project Partners.
3. The Lead Partner shall submit a project of the Partnership Agreement for FO approval prior to its signature by the Project Partners.
4. One duly signed original of the Partnership Agreement shall be provided by the Lead Partner to the FO within 30 calendar days from the day of the last signature of this Project Contract.

## PROJECT IMPLEMENTATION

### 14. ASSIGNMENT

1. The Lead Partner shall not, without the prior written consent of the FO, assign the Project Contract or any part thereof, or any right, benefit or interest thereunder. Any assignment without such consent shall be null and void.
2. In the event of an assignment, the Lead Partner and the assignee shall each individually and severally remain fully liable for performance of the Project Contract.

### 15. SUB-CONTRACTING

1. Sub-contracting cannot cover core tasks of the project partners.
2. Each Project Partner may conclude one or more contracts with sub-contractors complying with procurement rules set out in Article 18 (*Procurement*).
3. Each Project Partner is responsible for the work performed by its sub-contractors, and Article 10 (*General obligations of the Project Partners*) shall apply to any sub-contractors involved in the Project implementation.
4. Without prejudice to Article 11 (*Role of the Lead Partner*), the Project Partners may sub-contract tasks forming part of the Project, provided that recourse to sub-contracting is justified having regard to the nature of the Project and what is necessary for its implementation.
5. Project Partners are not allowed to sub-contract activities to other Project Partners.
6. Each Project Partner entering into one or more contracts with sub-contractors shall ensure that sub-contractors comply with Articles 1 (*General principles*), 3 (*Data protection*), 4 (*Conflict of interest*), 5 (*Confidentiality*), 6 (*Visibility*), 8 (*Intellectual and Industrial Property, Ownership and use of results*), 9 (*Principles of Project implementation and Ethical Guidelines*), 12 (*Liability*), 48 (*Accounts*) and 49 (*Record keeping*).

## AMENDMENTS

### 16. AMENDMENTS TO THE PROJECT CONTRACT

1. Either party may request in writing an amendment to the Project Contract.
2. An amendment may not have the purpose or the effect of making changes to the Project Contract which would call into question the decision awarding the Grant or be contrary to the equal treatment of applicants.
3. Amendment requests must be duly justified and be accompanied by appropriate supporting documents and/or information justifying the modifications proposed.
4. Any request for amendment on behalf of the Project Consortium must be submitted to the FO by the Lead Partner without delay via the EGREG system.
5. Amendments shall take effect on the date agreed by the Parties or, in the absence of such an agreed date, on the date of the last signature on the written addendum.
6. The Lead Partner is deemed to act on behalf of the other Project Partners when submitting a request, or when it accepts or rejects an amendment request. The Lead Partner shall ensure that adequate proof of the Project Consortium's agreement to such an amendment exists and is made available in the event of an audit or upon request of the FO.
7. Amendments shall be evidenced by means of a written addendum to the Project Contract prepared by the FO. The addendum shall become an integral part of the Project Contract; all other provisions remain unchanged and continue to have full effect.

### 17. BUDGET TRANSFERS NOT REQUIRING AN AMENDMENT TO THE PROJECT CONTRACT

1. Budget transfers do not require prior approval by the FO and do not require an amendment to the Project Contract, provided that:
  - 1.1 The total maximum Grant amount is not exceeded, the total eligible expenditure per Project Partner is not exceeded, the Project is implemented as described in Annex II and the outcomes are not affected, and
  - 1.2 Transfers between work packages and between budget headings do not cumulatively exceed 10% of the respective budget entry contained in the estimated project budget set out in Annex II. The 10% shall be calculated on the basis of the source or target budget entry, whichever is lower.

## OTHER PROVISIONS

### 18. PROCUREMENT

1. Where the implementation of the Project requires Project Partners to procure goods, services or works, the provisions contained in this Article shall apply.
2. Project Partners shall ensure the application of adequate and effective means to prevent illegal or corrupt practices. No offer, gifts, payments or benefit of any kind, which would or could, either directly or indirectly, be construed as an illegal or corrupt practice shall be made. Conflicts of interest shall be avoided.
3. Contracts shall be awarded in accordance with the principles of proportionality, free competition and best economic practices, including accountability. Project Partners must

- award the contract in accordance with the criterion of the most economically advantageous tender.
4. Project Partners which are contracting authorities within the meaning of the Directives 2014/24/EU and 2014/25/EU must comply with the applicable EU and national procurement rules.
  5. Project Partners which are not contracting authorities within the meaning of the Directives 2014/24/EU and 2014/25/EU must comply, as a minimum, with the following:
    - 5.1. If the estimated value of the contract is equal or higher than EUR 15,000 but below EUR 200,000, Project Partners shall organise the procedure in a manner that at least three comparable tenders can be submitted. The selection needs to be based on criteria previously set and provided to the bidders.
    - 5.2. If the estimated value of the contract is equal to or higher than EUR 200,000, an open procurement procedure has to be followed, meaning that any economic operator may submit a tender. The invitation to tender needs to be published at least on the Project website, as well as on all consortium members' websites and in other relevant media. The tender documents need to include clear and precise exclusion, selection and award criteria. The selection process needs to be documented. The minimum time limit for the submission of tenders is 35 days from the publication date of the contract notice.
  6. In case of doubts about the procedure to be used, the Lead Partner and any other Project Partner shall, via the Lead Partner, contact the FO for clarification. Where the Project Partners to whom paragraph 5 of this Article applies reasonably consider that there is an objective justification for not complying with the provisions set in paragraph 5, they shall seek prior approval from the FO, setting out the reasons for non-compliance.
  7. Project Partners shall apply the strictest procurement procedure applicable to them.
  8. Where the Project Partner is an International Organisation, it shall apply its own procurement rules.
  9. In order to demonstrate compliance with procurement rules, the project partners shall ensure that records of the execution and award of contracts are retained in line with Article 49 (*Record keeping*) and provided to the FO, the FMO, the EFTA Board of Auditors, the Office of the Auditor General of Norway and any bodies appointed by them, upon request.

## 19. STATE AID

1. The European Union, the EEA and national rules on State aid shall apply during the implementation of the Project.
2. Any support under the Fund shall comply with the applicable EU rules on State aid.

## 20. AGREEMENT SUCCESSION

1. In case of legal succession involving any Project Partner, the respective Project Partner shall transfer all its obligations under the Project Contract to the legal successor.
2. In the case mentioned in paragraph 1 of this Article, the Lead Partner shall submit an amendment request in accordance with Article 16 (*Amendments to the Project Contract*).



## PART II – FINANCIAL AND ADMINISTRATIVE PROVISIONS

### PROJECT EXPENDITURES

#### 21. GENERAL CRITERIA FOR ELIGIBILITY OF EXPENDITURES

1. Eligible expenditures of the Project are those actually incurred within the Project by the Project Partners, which meet the following criteria:
  - 1.1 They are incurred between the first and final dates of eligibility of the Project, unless otherwise specified in the Special Conditions;
  - 1.2 They are connected with the subject of the Project as described in Annex II and they are indicated in the budget of the Project;
  - 1.3 They are proportionate and necessary for the implementation of the Project;
  - 1.4 They must be used for the sole purpose of achieving the objective(s) of the Project and its expected outcome(s), in a manner consistent with the principles of economy, efficiency and effectiveness;
  - 1.5 They are identifiable and verifiable, in particular through being recorded in the accounting records of the Project Partners and determined according to the applicable accounting standards and generally accepted accounting principles; and
  - 1.6 They comply with the requirements of applicable tax and social legislation.
2. Expenditures are considered to have been incurred when the cost has been invoiced, paid and the subject matter delivered (in case of goods) or performed (in case of services and works). Depreciation of equipment is considered to have been incurred when it is recorded in the accounts of the Project Partners.
3. The final date for eligibility of expenditure shall be no later than 30 April 2024.

#### 22. ELIGIBLE DIRECT EXPENDITURES

1. The eligible direct expenditures in the Project are those expenditures which are identified by the Project Partners, in accordance with their accounting principles and usual internal rules, as specific expenditures directly linked to the implementation of the Project and which can therefore be booked to it directly.
2. Direct expenditures are eligible provided that they satisfy the criteria foreseen in Article 21 (*General criteria for eligibility of expenditures*) and fall under the following budget headings (BH):
  - 2.1 Staff costs (BH1): The cost of staff assigned to the Project, either full- or part- time, comprising actual salaries plus social security contributions and other statutory costs included in the remuneration, provided that these costs are in line with each Project Partner's usual policy on remuneration. Staff can either be already employed by the Project Partner entity or staff specifically employed for the Project. The corresponding salary costs of staff of national administrations are eligible to the extent that they relate to the cost of activities which the relevant public authority would not carry out if the Project concerned were not undertaken;



- 2.2 Travel costs and related subsistence allowances (BH2): Travel expenses and related subsistence allowances of staff taking part in the Project, provided that these costs are in line with each Project Partner's usual practices on travel. Any accommodation allowances must not exceed the per diem rates published on the following website [http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems\\_en](http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en) in force at the moment of travel. As a general principle, the most cost-efficient means of transport shall be used;
  - 2.3 Consumables and supplies (BH3): The costs of consumables and supplies, provided that they are identifiable and assigned to the Project;
  - 2.4 Equipment costs (BH4): Cost of equipment provided that it is depreciated in accordance with generally accepted accounting principles applicable to the Project Partner and generally accepted for items of the same kind. Only the portion of the depreciation corresponding to the duration of the Project and the rate of actual use for the purposes of the Project may be eligible. In case the Project Partner determines that the equipment is an integral and necessary component for achieving the outcomes of the Project, the entire purchase price may exceptionally be eligible;
  - 2.5 Project contract requirements costs (BH5): Costs arising directly from the requirements imposed by the Project Contract (report by an independent auditor, cost of financial guarantees etc.);
  - 2.6 Subcontracting costs (BH6): Costs entailed by other contracts awarded by a Project Partner for the purposes of carrying out the Project provided that the award complies with the Article 18 (*Procurement*).
3. Where the entire purchase price of equipment is eligible in accordance with paragraph 2.4 of this Article, the Lead Partner shall ensure that:
    - 3.1. the equipment is kept in the ownership of the relevant Project Partner for a period of at least 5 years following the completion of the Project and continues to be used for the benefit of the Project's overall objective for the same period;
    - 3.2. the equipment is kept properly insured by the relevant Project Partner against losses such as fire, theft or other normally insurable incidents both during the implementation of the Project and for at least 5 years after the completion of the Project;
    - 3.3. the relevant Project Partner sets aside appropriate resources for the maintenance of the equipment for at least 5 years after the completion of the Project.
  4. The FO may waive the above obligations with respect to any specifically identified equipment where the FO is satisfied that, having regard to all relevant circumstances, continued use of that equipment for the overall objectives of the Project would serve no useful economic purpose.

### 23. ELIGIBLE INDIRECT COSTS

1. A flat rate of 15% of the total eligible staff costs of the Project is eligible under the Budget Heading 7- Indirect Costs.
2. The indirect costs represent the general administrative costs which cannot be attributed to the direct eligible expenditure of the Project.
3. Where in-kind contribution in the form of voluntary work constitutes part of the Project co-financing in accordance with Article 25 (*Project co-financing and in-kind contribution*) and the

voluntary work is carried out under the responsibility of the relevant Project Partner, the value of that voluntary work shall be taken into account when calculating the indirect costs.

4. Indirect costs calculated in accordance with the paragraph 1 and paragraph 3 of this Article do not need to be supported by the proof of expenditure.

#### 24. INELIGIBLE COSTS

1. The following costs shall not be considered eligible:
  - 1.1. Interest on debt, debt service charges and late payment charges;
  - 1.2. Charges for financial transactions and other purely financial costs, except costs specifically required by the applicable law and costs of financial services imposed by the Project Contract;
  - 1.3. Costs related to purchase of land or real estate;
  - 1.4. Provisions for losses or potential future liabilities;
  - 1.5. Exchange rate losses;
  - 1.6. Recoverable VAT;
  - 1.7. Costs that are covered by other sources;
  - 1.8. Fines, penalties and costs of litigation, except where litigation is an integral and necessary action for achieving the outcomes of the Project; and
  - 1.9. Excessive or reckless expenditure.

#### 25. PROJECT CO-FINANCING AND IN-KIND CONTRIBUTION

1. The required co-financing for the Project shall be provided by all Project Partners, as set forth in the Special Conditions.
2. In case of Project Partner with the status of non-governmental organisation, in-kind contribution in the form of voluntary work may constitute up to 50% of the co-financing required from this Partner. In exceptional cases, and where specified in the Special Conditions, in-kind contribution in the form of voluntary work may constitute up to 100% of the co-financing required from this Partner.
3. The hourly rate for the voluntary work shall be in accordance with salary normally paid for such work in the relevant Project Partner's country of legal registration, including the required social security contributions. The hourly rates may vary depending on the region in which the work is performed or the type of voluntary work and may be adjusted during the implementation of the Project in order to take into account changes in salaries.
4. In-kind contribution may only be based on volunteers working for the Project Partners. A beneficiary of the Project cannot be included as a volunteer.
5. Records showing the nature of activities undertaken by volunteers to justify the hourly rate used as well as timesheets must be kept.

#### 26. NO PROFIT PRINCIPLE

1. The Grant may not have the purpose or the effect of producing a profit within the context of the Project.

2. Any net revenues generated as a direct consequence of the Project during its implementation and until the date of submission of the Final Report by the Lead Partner to the FO shall be reported within the Interim and Final Reports. The total amount of the net revenues shall be deducted from the amount of the total eligible expenditures presented in the Interim and/or Final Report and consequently shall reduce the amount of Interim and /or Final Payment.
3. Where not all project expenditures are eligible, the net revenue shall be allocated pro rata to the eligible and non-eligible parts of the expenditures.
4. Each Project Partner shall keep accounts documenting all revenues generated following Project activities for control purposes in accordance with the Article 49 (*Record Keeping*).

## 27. CURRENCY FOR FINANCIAL REPORTING AND PAYMENTS

1. Payments of the Grant shall be made in Euro.
2. The Lead Partner shall draw up the Interim and Financial Reports and Payment Requests in Euro.
3. In case costs have been incurred in another currency than Euro, the costs must be converted into Euros using the monthly accounting rate of the European Commission ([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)) of the month when the expenditure has been paid.
4. The Parties shall not be accountable or liable for losses or gains due to currency fluctuations.

## REPORTING AND VERIFICATION OF REPORTS

### 28. REPORTING

1. The Lead Partner shall certify that the expenditure claimed either in Interim or Final Reports complies with the principles of economy, effectiveness, and efficiency.
2. Reports, either Interim or Final, shall be drawn up using the templates provided by FO in the EGREG system. Each report consists of the narrative part and the financial part that includes the Payment Request.
3. Interim Reports shall be submitted by the Lead Partner on behalf of the Consortium within 30 calendar days after the end date of the relevant reporting period foreseen in Article 6 (*Reporting Periods*) of the Special Conditions; whereas the Final Report shall be submitted no later than 90 calendar days after the Project end date set in the Special Conditions. The timely submission of reports is a substantial obligation under this Contract.
4. In case reported voluntary work exceeds the co-financing value applicable to the Project Partner in given reporting period, the value of in-kind contribution will be decreased to the highest acceptable level.
5. Should the verification of Interim and/or Final Reports raise no concerns, the FO shall inform the Lead Partner of its approval.
6. Should the verification raise concerns or doubts, the FO shall inform the Lead Partner thereof and request necessary corrections, explanations and/or modifications to be submitted within a deadline set by the FO. Such a request by the FO triggers the suspension of payment deadline under Article 31 (*General rules and Payment procedure*). Should the Lead Partner fail to submit

the required corrections, explanations and/or modifications, the FO may suspend payments in accordance with Article 41 (*Suspension of payments*) and may apply financial corrections in accordance with Article 40 (*Financial Corrections*). Failure to comply may also lead to termination of the contract in accordance with Article 45 (*Termination by the FO*).

## 29. PROOF OF EXPENDITURE

1. All expenditure incurred by the Project Partners shall be supported by receipted invoices, or alternatively by accounting documents of equivalent probative value.
2. For the purpose of verification of expenditure by the FO, the proof of expenditure to be submitted may take the form of:
  - 2.1. Supporting documents, such as receipted invoices, or, alternatively, accounting documents of equivalent probative value; or
  - 2.2. A report of factual findings on expenditures declared under an Interim/Final Report by an independent auditor qualified to carry out statutory audits of accounting documents, or a report issued by a competent and independent public officer recognised by the relevant national authorities as having a budget and financial control capacity over the entity incurring the costs and who has not been involved in the preparation of the financial statements, certifying that expenditure declared in an Interim/Final Report has been incurred in accordance with the provisions of the Project Contract, national law and relevant national accounting principles. Auditors shall draw up a report using the template provided by the FO.
3. When the maximum amount of the Grant awarded to a Project Partner is less than EUR 200,000, that Project Partner may choose the option under point 2.1 or the option under point 2.2. Should the Project Partner choose the option under point 2.1, all supporting documents shall be provided in support of each Interim and the Final Report. Should the Project Partner choose the option under point 2.2, the Project Partner(s) shall provide the report annually and with the Final Report (for the expenditure incurred in the last period not covered by the previous annual audit report(s)). If the Project duration is less than 2 years, such a report shall be provided at the end of the Project, along with the Final Report. Supporting documents shall be provided upon the request of the FO.
4. When the maximum amount of the Grant awarded to a Project Partner is equal or above EUR 200,000, that Project Partner(s) shall provide the report foreseen in point 2.2. The Audit Report under point 2.2 shall be submitted at least annually or whenever the total incurred expenditure reported by the Project Partner is equal or above EUR 200,000 when cumulated with all previously reported incurred expenditure for which an Audit Report has not been submitted. An Audit Report shall always be provided at the time of the Final Report (for the expenditure incurred in the last period not covered by the previous annual audit report (s)). If the Project duration is less than 2 years, such Audit Report shall be provided together with the Final Report, as well as when the cumulative incurred expenditure reported exceeds EUR 200,000.
5. Should a Project Partner select an auditor in accordance with point 2.2, the Lead Partner shall notify the FO of the choice of the auditor at least 7 calendar days before contracting the Auditor by the Project Partner.
6. The FO reserves the right to require that auditor(s) foreseen in point 2.2 selected directly by the Project Partner(s), be replaced if previously unknown circumstances cast doubts on the auditor(s)'s independence or professional standards. The FO reserves the right to require that

the Auditor, except for public officers mentioned in paragraph 2.2, shall meet at least one of the formal following conditions:

- 6.1. The Auditor and/or the firm is a member of a national accounting or auditing body or institution which in turn is a member of the International Federation of Accountants (IFAC);
  - 6.2. The Auditor and/or the firm is a member of a national accounting or auditing body or institution. Although this organisation is not member of the IFAC, the Auditor holds valid internationally recognised certification, and commits him/herself to undertake this engagement in accordance with the IFAC standards and ethics;
  - 6.3. The Auditor and/or the firm is registered as a statutory auditor in the public register of a public oversight body in an EU member state in accordance with the principles of public oversight set out in Directive 2006/43/EC of the European Parliament and of the Council (this applies to auditors and audit firms based in an EU member state);
  - 6.4. The Auditor and/or the firm is registered as a statutory auditor in the public register of a public oversight body in a third country and this register is subject to principles of public oversight as set out in the legislation of the country concerned (this applies to auditors and audit firms based in a third country).
7. All supporting documents submitted as proof of expenditure shall be accompanied by an English translation.
  8. The FO reserves the right to ask the Project Partners to submit proof of expenditure foreseen in paragraph 1 during the performance of a monitoring visit, an audit or a check.
  9. Project Partner(s) which are international organisations shall provide proof of expenditure according to their internal rules and as specified in the Special Conditions.

### 30. BUDGET FORECAST

The Lead Partner shall prepare and submit to the FO an updated detailed budget forecast for each six months period at the time of submission of the Interim Reports.

## PAYMENTS

### 31. GENERAL RULES AND PAYMENT PROCEDURE

1. The Lead Partner shall be entitled to Advance, Interim and Final Payments in accordance with the procedures, schedule and time limits stipulated in the Project Contract.
2. Payments shall be transferred to the Lead Partner in Euro in full sums, rounded down with EUR 1 precision to the dedicated bank account as foreseen in Article 7 (*Bank account for Payments*) of the Special Conditions.
3. The FO may at any moment suspend the payment deadline foreseen in Article 33 (*Interim Payments*) and in Article 34 (*Final Payment*) if necessary corrections, explanations and/or modifications are required for Interim and/or Final Reports and/or additional checks, reviews, audits or investigations are necessary.
4. The FO shall formally notify the Lead Partner of the suspension of the payment deadline and the reasons for the suspension. The suspension shall take effect the day of the notification sent by the FO. If the reasons for suspending the payment deadline are no longer valid, the suspension shall be lifted and the payment deadline shall resume.

5. The Lead Partner shall ensure that the other Project Partners receive the amount of the Grant due to them in accordance with the provisions foreseen in the Special Conditions. No amount shall be deducted or withheld and no specific charge or other charge with equivalent effect shall be levied that would reduce that amount for the Project Partners.
6. The date when the regranting account is debited is considered as the payment date.
7. All payments are conditional upon submission of a duly signed Partnership Agreement to the Fund Operator.

### 32. ADVANCE PAYMENT AND FINANCIAL GUARANTEE

1. In the event of Advance Payment, the financial guarantee shall be provided in the form of an irrevocable, unconditional, paid on the first demand guarantee. The text of the financial guarantee shall be in accordance with the template provided by the FO. The financial guarantee shall be issued by a credible financial institution such as a bank, an insurance company or any other financial institution legally established in the EEA, which is authorised to issue such financial guarantee.
2. The choice of issuer of the financial guarantee shall require the prior approval of the FO. The FO reserves the right to request for any additional documents necessary for verification of the issuer's credibility.
3. In case of Advance Payment, the FO shall transfer the Advance Payment to the Lead Partner within 15 calendar days after FO's approval of the documents indicated in Article 4 of the Special Conditions.
4. The FO reserves the right to exceed the deadline foreseen in paragraph 3 of this Article if verification of the requested documents requires more time. In these cases, the FO shall notify via the EGREG system a reasoned note to the Lead Partner.

### 33. INTERIM PAYMENTS

1. The Interim Payment is subject to the approval by the FO of the Interim Report. Such approval does not imply recognition of the compliance, authenticity, completeness or correctness of the contents of the Interim Report.
2. The FO shall transfer the Interim Payment due to the Lead Partner within 70 calendar days after the FO has received the respective Interim Report, unless the deadline for payment has been suspended in accordance with the Article 31 (*General rules and Payment Procedure*).
3. The FO reserves the right not to accept – in part or in full – expenditure claimed to be reimbursed if, due to the results of verifications and/or audits, the incurred expenditure is considered ineligible.

### 34. FINAL PAYMENT

1. Payment is subject to the approval of the Final Report by FO. Its approval does not imply recognition of the compliance, authenticity, completeness or correctness of its content.
2. The Final Grant amount is calculated based on total accepted eligible expenditures, possible deductions deriving from errors, irregularities, net revenues and the Grant Rate.
3. Without prejudice to paragraph 2 of this Article, the FO shall transfer the Final Payment to the Lead Partner within 70 calendar days starting from the receipt of the Final Report, unless the

deadline for payment has been suspended in accordance with the Article 31 (*General rules and Payment Procedure*).

4. If the verification of the Final Report reveals that payments already made are higher than the total amount of the Final Grant, the FO shall recover the difference in accordance with Article 50 (*Recovery*) and Article 51 (*Recovery Procedure*).

## MONITORING, CHECKS AND AUDITS

### 35. GENERAL RULES

1. The FO, the FMO, the EFTA Board of Auditors and the Office of the Auditor General of Norway or experts authorised to do so on their behalf, may, during the implementation of the Project and up to 5 years starting from the date of the Final Payment, carry out monitoring visits, checks and audits in relation to the proper implementation of the Project and compliance with the obligations under the Project Contract.
2. The persons performing monitoring visits, checks and audits shall be granted by each Project Partner prompt, full, and unimpeded access to all information, documents, persons, locations and facilities, relevant to the monitoring visits and audits.
3. Information and documents provided in the framework of monitoring visits, checks or audits must be treated on a confidential basis.

### 36. DESK CHECKS

1. The FO shall check the proper implementation of the Project and compliance with the obligations under the Project Contract, including verification of the Interim and Final Reports. For this purpose, the FO may request additional information. Information provided must be accurate, precise and complete and in the format requested, including electronic format.
2. Should the check reveal findings, recourse may be had to any of the remedies provided for in this Contract, in accordance with the procedures foreseen.

### 37. ON-THE-SPOT MONITORING

1. The on-the-spot monitoring visits are on-site checks carried out by the FO on the Project at any time of the Project implementation.
2. The on-the-spot monitoring visits shall involve:
  - 2.1. Monitoring related to actual progress in the Project implementation;
  - 2.2. Financial control of the Project expenditure and its eligibility, as well as compliance with the applicable legislation and the Project Contract by all Project Partners.
3. If the Project is selected for an on-the-spot monitoring visit according to paragraph 1 of this Article, the Lead Partner and the Project Partner concerned shall be informed by FO about the visit at least 15 calendar days before the date of the planned visit.
4. The Project Partner concerned must ensure that information and documents are ready and available at the moment of the on-the-spot visit and that information and documents requested are handed over in an appropriate form.
5. The FO shall draw up a report of the on-the-spot monitoring visit within 21 calendar days after the last day of the visit. The FO reserves the right to exceed this time-limit. In this case, the FO shall inform the Project Partner concerned about the delay and the reasons for the delay.



6. Once the result of the on-the-spot monitoring visit are communicated to the Project Partner(s) concerned, it/they has/have the right to provide corrections and/or remarks within 7 calendar days from the receipt of the report. Should the Project Partner fail to do so within the time given, the FO reserves the right to decide on further actions to be undertaken.
7. Should the on-the-spot monitoring visit reveal findings, the FO has the right to suspend payments in accordance with Article 41 (*Suspension of payments*), reject the ineligible expenditures, apply financial corrections in accordance with the Article 40 (*Financial Corrections*) or terminate the Project Contract in accordance with the Article 45 (*Termination by the FO*) and, if necessary, recover undue payments in accordance with Article 50 (*Recovery*) and Article 51 (*Recovery Procedure*).

### 38. AUDITS BY THE FO

1. The FO may carry out audits on the proper implementation of the Project and compliance with the obligations under the Project Contract.
2. Except in urgent cases, Project Partners shall be notified about the planned audit at least 15 calendar days before the planned visit. The Project Partner must provide, within the specified deadline, any necessary information to verify compliance.
3. The audited Project Partner must allow access to its sites and premises and must ensure that information requested is ready and available. Information provided must be accurate, precise and complete and in the format requested, including electronic format. In case Project Partners impede access to or do not provide, within the given deadline, any information and data requested, Article 41 (*Suspension of payments*) shall apply.
4. On the basis of the audit findings, a 'draft audit report' shall be drawn up and notified to the audited Project Partner, which shall have 14 calendar days to formally submit observations. This period may be extended in justified cases.
5. The 'final audit report' shall take into account observations from the audited Project Partner.
6. On the basis of the final audit findings, the FO, the FMO and the FMC may take the measures they deem necessary.
7. Should the audit reveal findings, the FO has the right to suspend payments in accordance with Article 41 (*Suspension of payments*), reject the ineligible expenditures, apply financial corrections in accordance with the Article 40 (*Financial Corrections*) or terminate the Project Contract in accordance with the Article 45 (*Termination by the FO*) and, if necessary, recover undue payments in accordance with Article 50 (*Recovery*) and Article 51 (*Recovery Procedure*).

## IRREGULARITIES AND FINANCIAL CORRECTIONS

### 39. DEFINITION AND DETECTION OF IRREGULARITIES

1. An irregularity shall mean any breach:
  - 1.1 Of the Project Contract and its Annexes;
  - 1.2 Of any provision of European Union law; or
  - 1.3 By a Project Partner, of any provision of its national law, which affects or prejudices the implementation of the Project or the Fund.



2. The Lead Partner shall make every effort possible to prevent, detect, and nullify the effect of any cases of irregularities and shall undertake to ensure that the other Project Partners make such an effort.

#### 40. FINANCIAL CORRECTIONS

1. The FO may make any appropriate financial corrections, consisting of cancelling all or part of the Grant amount.
2. The FO shall base its financial corrections on individual cases of irregularity identified, taking account of the systemic nature of the irregularity to determine whether a flat-rate or extrapolated correction should be applied, or whether the corrected amount can be based on the actual amount detected as irregular. The FO shall, when deciding the amount of a correction, take account of the nature and gravity of the irregularity and the extent and financial implications of the deficiencies found.
3. In case of irregularities leading to financial corrections, the Grant amount shall be reduced by the amount of the financial correction (net reduction).
4. The FO reserves the right to take all reasonable measures to recover any amount unduly paid to the Lead Partner, including using any available judicial or administrative remedies. In addition, the FO is entitled to resort to recovery by offsetting against any amount owed to the Lead Partner or to the Project Partner(s), including under other contractual relationships than this Project Contract.

### SUSPENSION AND TERMINATION OF THE PROJECT CONTRACT

#### 41. SUSPENSION OF PAYMENTS

1. The FO may suspend, at any moment, payments, in whole or in part, if during the implementation of the Project a Project Partner (or a natural person who has the power to represent or take decision on its behalf) has committed or is suspected of having committed:
  - 1.1 Substantial errors, irregularities or fraud; or
  - 1.2 Breach of obligations under the Project Contract.
2. The FO may suspend payments and request reimbursement from the Lead Partner in case decision on such action is taken by the FMO and/or the FO.
3. If payments are suspended, the FO may make partial payment(s) for the part(s) not suspended. If suspension concerns the Final Payment, once the suspension is lifted, the payment or the recovery of the amount(s) concerned shall be considered the Final Payment that closes the Project.
4. Before suspending payments, the FO shall send a written notification to the Lead Partner:
  - 4.1 Informing of its intention to suspend payments and the reasons grounding this decision; and
  - 4.2 Inviting the submission of observations within 30 calendar days of receiving the FO's notification.
5. At the end of the aforementioned 30 calendar days' period, the FO shall analyse the Lead Partner's observations, if any, and decide whether to pursue the procedure or to reconsider the decision. If the FO decides to pursue the procedure, it shall formally notify the confirmation of the suspension and the reasons therefore and this decision shall be effective

immediately. If the FO decides to reconsider the suspension, it shall formally notify the discontinuation of the suspension procedure.

6. If the conditions for resuming payments are met, the suspension shall be lifted. The FO shall formally notify the Lead Partner of such lifting of the suspension.
7. During the period of suspension of payments, the Lead Partner is not entitled to submit any Payment Requests. Within 7 calendar days from the receipt of the FO's decision to resume payment(s), the Lead Partner shall submit pending Payment Request(s), if any.

#### 42. SUSPENSION OF THE PROJECT IMPLEMENTATION BY THE LEAD PARTNER

1. The Lead Partner, on behalf of the Project Consortium, may request to suspend the implementation of the Project or any part of it, if exceptional circumstances make the implementation impossible or excessively difficult, in particular in the event of Force Majeure within the meaning of Article 47. The Lead Partner must immediately inform the FO stating:
  - 1.1 The reasons for suspension including details about the date or period when the exceptional circumstances occurred; and
  - 1.2 The expected date of resumption.
2. Should the FO not approve the request and Lead Partner confirms that Project implementation cannot continue, the Project Contract may be terminated in accordance with Article 44 (*Termination by either Party*) or Article 45 (*Termination by the FO*).
3. The Lead Partner must immediately notify the other Project Partners of the suspension.
4. Costs incurred during the period of suspension for the implementation of the suspended Project or the suspended part of the Project are not eligible and may not be reimbursed or covered by the Grant.
5. In case the Project implementation is suspended for more than 180 continuous calendar days, the FO reserves the right to terminate the Project Contract in accordance with Article 45 (*Termination by the FO*).
6. Once the circumstances allow resuming the implementation of the Project, the Lead Partner must inform the FO immediately.
7. In order to resume the implementation of the Project, the Project Partners must demonstrate in writing that the reasons for suspension no longer exist. If the implementation of the Project can be resumed and the Project Contract is not terminated, the FO's communication shall set the date on which the Project is to be resumed. The suspension is lifted with effect from the resumption date.
8. In cases foreseen in this Article, an amendment to the Project Contract may be required. The Project Contract shall be amended through a written amendment in accordance with Article 16 (*Amendments to the Project Contract*) to set the date on which the Project shall be resumed.
9. Neither Party may claim from the other Party damages due to suspension of the Project implementation.

#### 43. SUSPENSION OF THE PROJECT IMPLEMENTATION BY THE FUND OPERATOR

1. The FO may suspend the implementation of the Project or any part thereof in the event of exceptional circumstances, notably of Force Majeure as provided for in Article 47 (*Force Majeure*).

2. The FO may also suspend the implementation of the Project or any part thereof if the FO suspects substantial errors, irregularities, fraud or breach of obligations committed by a Project Partner, in the award procedure or in the implementation of the Project Contract and needs to verify whether such events have actually occurred.
3. Before suspending the implementation of the Project, the FO must send a written notification to the Lead Partner informing it of its intention to suspend the implementation of the Project and the reasons for suspension. By such notification, the FO shall invite the Lead Partner to submit observations within 30 calendar days. The FO shall analyse the Lead Partner's observations, if any, and decide whether or not to proceed with the suspension of the Project implementation. If the FO decides to suspend the Project implementation, it shall formally notify the confirmation of the suspension and the reasons therefore and such decision shall be effective immediately.
4. The Lead Partner must immediately notify the other Project Partners of the suspension.
5. Costs incurred during the period of suspension for the implementation of the suspended Project or the suspended part of the Project are not eligible and may not be reimbursed or covered by the Grant.
6. In order to resume the implementation of the Project in cases of suspension further to paragraph 2, the Project Partners must demonstrate in writing that the reasons for suspension no longer apply. If the implementation of the Project can be resumed and the Project Contract is not terminated, the FO's communication shall set the date on which the Project is to be resumed. The suspension is lifted with effect from the resumption date.
7. In cases foreseen in this Article, an amendment to the Project Contract may be required. The Project Contract shall be amended through a written amendment in accordance with Article 16 (*Amendments to the Project Contract*) to set the date on which the Project shall be resumed.
8. Suspension of the Project implementation does not affect the FMO and/or the FO's right to terminate the Project Contract in accordance with Article 45 (*Termination by the FO*), reduce the Grant or recover amounts unduly paid in accordance with Articles 50 (*Recovery*) and 51 (*Recovery procedure*).
9. Neither Party may claim from the other Party damages due to suspension of the Project implementation.

#### 44. TERMINATION BY EITHER PARTY

1. Either Party may terminate the Project Contract by submitting a formal prior written notice.
2. The written notice must indicate:
  - 2.1 The reasons for termination; and
  - 2.2 The date the termination shall take effect. This date shall not be earlier than 30 calendar days from the date of the notification.
3. Request for Termination initiated by the Lead Partner may lead to a full or partial cancellation of the Grant awarded, a full or partial recovery of funds and/or to a request from the FO for damages.

#### 45. TERMINATION BY THE FO

1. The FO may terminate the Project Contract if the Lead Partner:

- 1.1 Implements the Project deviating substantially from the Project Description set out in Annex II or does not comply with obligations set out in the Project Contract;
  - 1.2 Fails to adopt all appropriate measures to remedy the irregularities that have been detected;
  - 1.3 Does not fulfil the conditions set out in Articles 31 (*General rules and Payment Procedure*), 41 (*Suspension of payments*) and 43 (*Suspension of the Project implementation by the Fund Operator*);
  - 1.4 Is declared bankrupt, is wound up, has its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning such matters, or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
  - 1.5 Has been convicted of an offence concerning its professional conduct by a judgment which has the force of *res judicata*;
  - 1.6 Has been guilty of grave professional misconduct proven by any means which the FO can justify;
  - 1.7 Has not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or with those of the country applicable to the Project Contract or those of the country where the Project Contract is to be performed;
  - 1.8 Is suspected of fraud, corruption, involvement in a criminal organisation or any illegal activity in the implementation of the Project;
  - 1.9 In cases foreseen in Article 43 (*Suspension of the Project implementation by the Fund Operator*), it cannot carry out all activities needed to implement effectively or appropriately the Project Contract for a period equal to or more than 180 calendar days;
  - 1.10 Is guilty of misrepresentation in supplying the information required by the FO or the FMO as a condition for participation in the procedure of award of the Grant;
  - 1.11 Undergoes a change in its legal, financial, technical, organisational or ownership situation which could, in the FO's opinion, have a significant effect on the performance of the Project Contract;
  - 1.12 Fails to ensure consortium stability and is unable to present the FO with a Partnership Agreement signed by all Project Partners listed in the Project Contract.
  - 1.13 In case a decision to terminate the Project is taken by the FMO and/or the FMC.
2. Prior to the termination under paragraphs 1.1 to 1.13 of this Article, the Lead Partner shall be given the opportunity to submit its observations within 30 calendar days starting from the receipt of the FO's notification. The FO shall analyse the Lead Partner's observations, if any, and decide whether to terminate the Project Contract. If the FO decides to terminate the Project Contract, it shall send a written notification to the Lead Partner informing it of the termination and the date on which it takes effect. The Lead Partner must immediately notify the other Project Partners of the termination.
  3. Any of the events foreseen in paragraphs 1.1 to 1.13 of this Article related to a Project Partner other than the Lead Partner shall also be deemed to be a reason for termination of the Project Contract by the FO.

#### 46. EFFECTS OF TERMINATION

1. In the event the FO terminates the Project Contract and without prejudice to any other measures provided for in the Project Contract, the termination will not result in any liability of the FO, the FMO or FMC to the Lead Partner or any Partner.
2. In the event the FO terminates the Project Contract, the FO may require reimbursement of all or part of the Grant already disbursed to the Lead Partner and/or other Project Partners.
3. Within 45 calendar days from the day on which the termination takes effect, the Lead Partner must submit a Final Report as referred in Article 6 (*Reporting periods*) of the Special Conditions. If the FO does not receive the Final Report within the above deadline, only costs which are included in approved Interim Reports are reimbursed or covered by the Grant.
4. If the Project Contract is terminated by the FO in accordance with in Article 45 (*Termination by the FO*), the Lead Partner may not submit any Payment Request after the termination.
5. The FO calculates the Final Grant amount as referred to in Article 34 (*Final Payment*) on the basis of the Interim and Final Reports submitted. Only costs incurred until termination takes effect may be reimbursed or covered by the Grant. The termination of the Project Contract does not release the Project Partners from their record keeping obligations in accordance with Article 49 (*Record keeping*), and equipment maintenance in accordance with Article 22 (*Eligible direct expenditures*). The termination of the Project Contract does not result in any waiver of the right of the FO, the FMO, the EFTA Board of Auditors and the Office of the Auditor General of Norway or experts authorised to do so on their behalf, to perform monitoring visits, checks and audits in accordance with Article 35 (*General Rules*).

#### 47. FORCE MAJEURE

1. *Force majeure* shall mean any unforeseeable and unavoidable situation or event beyond the control of a Party, which reasonably prevents or delays the said Party from fulfilling any of its obligations under the Project Contract, and that is not due to error or negligence on its part or on the part of a sub-contractor, and could not have been avoided by the exercise of due diligence. Defects in equipment or material or delays in making it available, labour disputes, strikes or financial problems cannot be invoked as force majeure unless they stem directly from a relevant case of force majeure.
2. A Party faced with *force majeure*, shall notify the other Party without delay in writing, stating the nature of the situation or event, its likely duration and foreseeable effects.
3. The Party faced with *force majeure* may not be considered in breach of its obligations under the Project Contract if it has been prevented from fulfilling them by *force majeure*.
4. The Parties shall take the necessary measures to limit damage to a minimum. They must do their best to resume the implementation of the Project as soon as possible.

### RETENTION OF DOCUMENTS

#### 48. ACCOUNTS

1. Each Project Partner shall keep accurate and regular accounts of the implementation of the Project using an appropriate accounting and double-entry book-keeping system or an adequate accounting code for all transactions relating to the Project without prejudice to national accounting rules. These systems may either be an integrated part of each Project Partner's regular system or an addition to that system. This system shall be run in accordance

with the accounting and bookkeeping policies and rules that apply in the country of the Project Partner concerned.

2. Accounts and expenditure relating to the Project must be easily identifiable and verifiable. This can be done by using separate accounts for the Project concerned or by ensuring that expenditure for the activity concerned can be easily identified and traced to and within each Project Partner's accounting and bookkeeping systems.

#### 49. RECORD KEEPING

1. Each Project Partner shall keep full accurate and systematic records and accounts in accordance with the laws of the country where it is established. The Lead Partner shall be responsible for record keeping by itself and ensure that the Project Partners keep appropriate records.
2. Records, accounting and supporting documents must be kept for a 5-year period starting from the day after the Final Payment is made and, in any case, until any on-going audit, verification, appeal, litigation or pursuit of claim has been disposed of. These documents include any documentation concerning the implementation of the Project.
3. In addition to the reports mentioned in Article 28 (*Reporting*), documents referred to in this Article include, but are not limited to:
  - 3.1 Accounting records (computerized or manual) from each Project Partner's accounting system such as general ledger, sub-ledgers and payroll accounts, fixed assets registers and other relevant accounting information;
  - 3.2 Proof of procurement procedures such as tendering documents, bids from tenderers and evaluation reports;
  - 3.3 Proof of commitments such as contracts and order forms;
  - 3.4 Proof of delivery of services such as approved reports, time sheets, transport tickets, proof of attending seminars, conferences and training courses (including relevant documentation and material obtained, certificates);
  - 3.5 Proof of receipt of goods such as delivery slips from suppliers;
  - 3.6 Proof of completion of works, such as acceptance certificates;
  - 3.7 Proof of purchase such as invoices and receipts;
  - 3.8 Proof of payment such as bank statements, debit notices, proof of settlement by the contractor;
  - 3.9 Proof that taxes and/or VAT that have been paid cannot currently be reclaimed;
  - 3.10 For fuel and oil expenses, a summary list of the distance covered, the average consumption of the vehicles used, fuel expenditures and maintenance expenditures;
  - 3.11 Staff and payroll records such as contracts, salary statements and time sheets.
4. All the aforementioned documents shall be easily accessible and filed so as to facilitate its examination. All the supporting documents shall be available in the original form, including in electronic form, and an English courtesy version shall be provided upon the FMO/ FO's request.

## RECOVERY

### 50. RECOVERY

1. If the revised final Grant amount is lower than the amount of already transferred payments, the FO shall recover the difference.
2. Where an amount is to be recovered, the Lead Partner shall repay to the FO the amount in question, even if it was not the final recipient of the amount due.
3. After the Final Payment, any Financial Corrections as a consequence of irregularity shall take the form of recovery.

### 51. RECOVERY PROCEDURE

1. Before recovery, the FO shall send a written notification to the Lead Partner informing of its intention to recover the amount unduly paid, specifying the amount due and the reasons for recovery and inviting the Lead Partner to make any observations within 30 calendar days on behalf of Project Consortium.
2. If, after having analysed the observations, if any, the FO decides to pursue the recovery procedure, the FO confirms the recovery by sending a letter for reimbursement, specifying the terms for repayment.
3. The Lead Partner must transfer the repayment amount in EUR to the account, as specified in the FO's letter for reimbursement, within 45 calendar days after receiving the notification.
4. Any delay in making the repayment gives the FO the right to demand from the Lead Partner penalty interest starting on the due date and ending on the value day of actual repayment at the rate applied by the European Central Bank to its main refinancing transactions in Euro, as published in the Official Journal of the European Union, C series, on the first day of the month in which the deadline expired, plus 3.5 percentage points.
5. Should the Lead Partner refuse to reimburse, the FO shall be free to deduct adequate amounts from the financial guarantee, unless otherwise provided in the Special Conditions.
6. Partial payments shall be first credited against charges and late-payment interest and then against the principal.

## PART III - FINAL PROVISIONS

### 52. WAIVER

Nothing contained in the Project Contract shall be construed or interpreted as imposing upon the FMO, the FMC, the Donor States or the EFTA any responsibility of any kind for the execution of the tasks assigned to the FO or the Project Partners under the Project Contract.

### 53. PARTIAL INVALIDITY AND UNINTENTIONAL GAPS

If a provision of the Project Contract is or becomes invalid or if the Project Contract contains unintentional gaps or misprints, this shall not affect the validity of the other provisions of the Project Contract. The Parties shall replace any invalid provision by a valid provision that is as close as possible to the purpose and intent of the invalid provision.

#### 54. APPLICABLE LAW AND DISPUTE RESOLUTION

1. Belgian law is the law governing the Project Contract.
2. In the event of any dispute concerning the Project Contract, the Parties shall in the first instance attempt to resolve the dispute in an amicable manner.
3. Should no amicable settlement be achieved within 60 calendar days of the initial notification of the dispute, the dispute shall be subject to mediation in accordance with the CEPANI Mediation Rules, it being understood that the place of mediation shall be Brussels and that the proceedings shall be conducted in the English language.
4. In the event that no settlement is reached within 90 days of the filing of the request for mediation or in the event that at any time during the said 90 day period the mediator notifies the CEPANI Secretariat that one or other party has refused to participate in, or continue, the mediation or that the mediation has failed the mediation shall immediately cease.
5. In the event that the mediation ceases without any settlement being achieved the dispute shall be subject to the jurisdiction of the French-speaking courts of Brussels.





## EEA and Norway Grants Fund for Regional Cooperation

### Common Challenges – Shared Solutions

#### PROJECT DESCRIPTION

Project Index No.: 2018-1-0242

Project title : **COMPETENCE – Capacity building Of eMployees of municIPalitiEs for beTtEr provisioN of publiC sErVICES**

Lead partner : **Local Government & Municipality of District 11 of Budapest, Újbuda**

Fund operated by



## SECTION 1 - Project overview

### 1.1 General Information

Fund	EEA and Norway Grants Fund for Regional Cooperation
Fund priority sectors	• Culture, Civil Society, Good Governance and Fundamental Rights
Project title	COMPETENCE – Capacity building Of eMployees of municIPalitiEs for beTtEr provisioN of publiC sERvices
Project index number	2018-1-0242
Name of the lead partner organisation (in English)	Local Government & Municipality of District 11 of Budapest, Újbuda
Country of the lead partner organisation	Hungary
Estimated start date of implementation	01/07/2021
Estimated end date of implementation	31/12/2023
Project duration (in months)	30
Total estimated eligible Project costs (in EUR)	€ 1.181.489,00
Maximum requested grant amount (in EUR)	€ 1.043.004,00

### 1.2 Project summary

Please update the project summary. Provide a short description of your project idea with focus on goals and expected results. Make sure this section is well edited and presents your project in the most accurate and concise form. Make sure the following elements are covered:

- the priority sector(s) and programme area(s) you are addressing in your project
- relevance of project proposal in relation to the objective, principles and priorities of the call
- the expected change your project will make to the current situation
- the direct target groups and the end beneficiaries of the project
- the transnational added value of the project
- the expected sustainability of the project beyond the end of the funding period

Nowadays Europe is experiencing a recession of liberal democratic values, many democracy-related indicators are heading in a negative direction. At the same time, there is a tendency of dissatisfaction with the quality of public services delivery in EU countries. These processes are more pronounced in South-Eastern Europe countries. In a rapidly changing social environment, it is crucial for public institutions to establish a close connection with a society and quickly adapt to its new needs and requirements. It will help to prevent marginalization and exclusion of vulnerable social groups. That is why it is strictly necessary to exchange good practice between partners in the field of adult education, to build capacity of employees of governmental entities and to improve delivery, accessibility and quality of public services in target regions.

The main objective of the project is to improve the quality of services provided by municipalities through building capacity of civil servants.

The following results will be achieved:

- improved professional skills of employees of municipalities;
- better connection between government and society;
- intensified international cooperation and specific knowledge transfers concerning further education within the public sector;
- application of educational programs based on good practice from abroad;
- overcoming prejudice about communication with foreigners.

Therefore, implementation of the project will lead to better work of municipalities and other public institutions in target regions, their inclusion and readiness to respond effectively to changes in social environment.

Project outputs:

- study visits organized;
- conferences for stakeholders held;
- action plan developed;
- training course developed;
- number of civil servants with improved professional skills.

Target groups:

- employees of municipalities, who will participate in the newly developed training course for modernization of their skills;
- local and regional public authorities, who will adapt their services to meet the needs of modern society;
- interest groups including NGOs, that provide social services and are interested in capacity building for their employees.

End beneficiaries - all citizens of target regions in general, with an emphasis on vulnerable social groups.

The transnational added value of the project is the transfer of methods and approaches between transnational partners for achieving project results, the exchange of experiences and a joint development of an intellectual product (a training course).

The achievement of project outcomes and outputs will be measured by following indicators:

- 5 transnational study visits organized in each partner country;
- 4 conferences for stakeholders held with the involvement of governmental institutions and stakeholders;

- 1 action plan for improving services of public institutions developed;
- 1 training course for providers of public services developed in English and translated into national languages of all partners;
- 200 employees of municipalities completed a training course during project implementation;
- 30 public entities/NGOs that provide public services encouraged to use training course to enhance their staff's qualifications.

Sustainability: All partner municipalities will include the training course in their institutional strategies, as well as in the entry-level education (courses for new employees). Therefore courses of capacity building will continue to be provided.

The created website will ensure applicability and replicability of the project results. It will contain the training course, which will be publicly available and free of charge. Therefore any interested organisations will have an access to the developed course. In case of any questions, users will be able to contact partner organisations.

The budget includes 5 work packages: Project management, Communication, Action plan, Study visits, Training course. Responsibilities of leading the work packages are divided among partners.

## SECTION 2 - Partners

<b>2.1 Lead partner</b>	
Project partner number	1
Name of organisation in English	Local Government & Municipality of District 11 of Budapest, Újbuda
Address	
Country	Hungary
Postal address	H-1113 Budapest, Bocskai street 39-41.
Website	<a href="http://www.ujbuda.hu">http://www.ujbuda.hu</a>
Legal information	
Legal status	Public
Type of identification number	Registry No
Identification number	735748
Legal representative name(s)	Mr Imre László
Contact information	
Contact person's name	Zoltan Kiss
Contact person's e-mail address	<a href="mailto:kiss.zoltan3@ujbuda.hu">kiss.zoltan3@ujbuda.hu</a>
Contact person's telephone number	+36 30 748 2738

<b>Beneficiary partner</b>	
Project partner number	2
Name of organisation in English	The Directorate for Social Welfare Arad
Address	
Country	Romania
Postal address	Arad, 250, Radnei Street
Website	<a href="http://www.dasarad.ro">http://www.dasarad.ro</a>
Legal information	
Legal status	Public
Type of identification number	Registry No
Identification number	13934937
Legal representative name(s)	Parvulescu Oana-Aurelia

Contact information	
Contact person's name	Anamaria Varga
Contact person's e-mail address	ama.varga@gmail.com
Contact person's telephone number	+40720216698

<b>Beneficiary partner</b>	
Project partner number	3
Name of organisation in English	MUNICIPALITY OF KALLITHEA
Address	
Country	Greece
Postal address	76 Matzagriotaki st., 176 76 Kallithea, Greece
Website	<a href="http://www.kallithea.gr/">http://www.kallithea.gr/</a>
Legal information	
Legal status	Public
Type of identification number	Tax No
Identification number	090001251
Legal representative name(s)	Mr DIMITRIOS KARNAVOS
Contact information	
Contact person's name	Maria Psychogyiou
Contact person's e-mail address	dm_program@kallithea.gr
Contact person's telephone number	2132070432

<b>Beneficiary partner</b>	
Project partner number	4
Name of organisation in English	City of Trogir
Address	
Country	Croatia
Postal address	Trg Ivana Pavla II no. 1, Trogir, Croatia, 21220
Website	<a href="http://www.trogir.hr">http://www.trogir.hr</a>
Legal information	

Legal status	Public
Type of identification number	Personal identification number (assigned by the Tax administration)
Identification number	84400309496
Legal representative name(s)	Mr Ante Bilic
Contact information	
Contact person's name	Josko Jarebic
Contact person's e-mail address	josko.jarebic@trogir.hr
Contact person's telephone number	+38521444588

<b>Beneficiary partner</b>	
Project partner number	5
Name of organisation in English	Municipal district of Prague 6
Address	
Country	Czech Republic
Postal address	Ceskoslovenské armády 601/23, 160 52 Praha 6-Bubeneč
Website	<a href="http://www.praha6.cz/">http://www.praha6.cz/</a>
Legal information	
Legal status	Public
Type of identification number	Registry No
Identification number	00063703
Legal representative name(s)	Ondrej Kolár
Contact information	
Contact person's name	Martin Pawinger
Contact person's e-mail address	mpawinger@praha6.cz
Contact person's telephone number	+420 220 189 123

<b>Expertise partner</b>	
Project partner number	6
Name of organisation in English	Åpenhet AS
Address	

Country	Norway
Postal address	OVRE SLOTTSGATE 3, 0157, OSLO
Website	<a href="https://apenhet.com/">https://apenhet.com/</a>
Legal information	
Legal status	Private
Type of identification number	National registry of Brønnøysund
Identification number	NO 916202342
Legal representative name(s)	Kleng Bråtveit
Contact information	
Contact person's name	Kleng Bråtveit
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## SECTION 3 - Project description

### 3.1 Project objectives and expected outcomes

#### Project objective

*What is the problem that the project is going to address? What are the needs of the target group(s) (end beneficiaries)? What is the project's objective and how does it link to the Fund's objective, principles and priorities, as outlined in the call for proposals?*

The main objective of the project is to improve the quality of services provided by municipalities through building capacity of civil servants.

The project meets Fund's principles of good governance, sustainable development, long-term economic growth and social cohesion.

Nowadays there is a tendency of dissatisfaction with the quality of public services delivery in EU countries, as well as a recession in democracy. It is more pronounced in the south-eastern countries, which are included in the project partnership. General statistics on quality in service delivery in 2016 are presented below:

CZ - 19th place from 35 OECD members;

HU - 27th place;

GR - 28th place.

More detailed statistical data on citizens' satisfaction with public services and institutions are as follows:

Citizens satisfaction with the health care system: CZ - 71%, HU - 50%, GR - 31%;

Citizens satisfaction with the education system and the schools: CZ - 73%, HU - 48%, GR - 42%;

Citizen confidence with the judicial system and the courts: CZ - 53%, HU - 46%, GR - 42%.

Statistical data from OECD Serving Citizens Framework was taken as a basis: [https://read.oecd-ilibrary.org/governance/government-at-a-glance-2017\\_gov\\_glance-2017-en#page227](https://read.oecd-ilibrary.org/governance/government-at-a-glance-2017_gov_glance-2017-en#page227).

The above-mentioned issues and challenges addressed in this project correspond to the Priority Sector "Culture, Civil Society, Good Governance and Fundamental Rights and Freedoms" and to the Programme area "Good Governance, Accountable Institutions, Transparency".

#### Project outcomes

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No	Name of the outcome
1	Accountability and transparency of public administration increased
2	Enhanced cooperation and improved mutual knowledge and understanding between the donor and beneficiary states.

### Outcomes indicators

Outcome name	Indicators	Unit of measurement	Baseline value	Baseline year	Target values
Accountability and transparency of public administration increased	employees of municipalities who completed the developed training course	Number of employees of municipalities completed a training course during project implementation	0,00	2019	200,00
	Encouraged public entities/NGOs to enhance their staff's qualifications	Number of public entities/NGOs that provide public services encouraged to use training course to enhance their staff's qualification.	0,00	2019	30,00
	Number of new products/technologies developed	Number of pages of the curricula materials	0,00	2019	400,00
	Study visits and stakeholder conferences organized	Number of participants on the stakeholder conferences (10 in each country)	0,00	2019	50,00
Enhanced cooperation and improved mutual knowledge and understanding between the donor and beneficiary states.	Level of trust between cooperating entities in Beneficiary States and Donor States	Scale 1-7	0,00	2019	5,00
	Level of satisfaction with the partnership	Scale 1-7	0,00	2019	5,00
	Share of cooperating organisations who apply the knowledge acquired from bilateral partnership	Percentage	0,00	2019	50,00

### Project outputs

Please give a general description of your project outputs, then define the specific outputs contributing to project outcomes

The three main outputs of the project are:

- the Action plan on further increasing the professional qualifications of public officers regarding intercultural communication.
- Study visits between partner municipalities and public institutions, followed by a discussion conference with the target group during each visit.
- Training course curricula developed base on the action plan and the study visits - the curricula will be pilot tested on a selected group of employees from each partner municipality.

In order to develop the action plan, it is important to carry out initial research in each partner municipality. After each Study visit, the visiting partners will elaborate a feedback report. The action plan combined with the feedback reports will be the basis for the main project output which is the training course curricula. The training courses are intended mainly for public officers and other employees providing public service. The developed curricula will be pilot-tested by each partner.

Outcome	Output title	Output Description	Due date
Accountability and transparency of public administration increased	Transnational study visits	5 transnational study visits organized in each partner country for sharing experience and good practice in the field of professional communication with the public (including intercultural skills for communication with foreigners).	31/12/2022
	Conferences for stakeholders	4 conferences for stakeholders held with the involvement of governmental institutions and stakeholders. These will take place in each of the beneficiary partner countries during the respective study visits.	31/12/2022
	Training course curricula	Training course for providers of public services focused on intercultural competences and public communication. Developed in English and translated into national languages of all partners.	31/08/2023
	Pilot courses	Pilot courses will be held at each of the partner public institution (5 partner courses in total).	30/11/2023
Enhanced cooperation and improved mutual knowledge and understanding between the	Action plan	Action plan for improving services of public institutions.	31/07/2022

donor and beneficiary states.	Interactive online toolkit	An interactive online toolkit for municipalities referencing good practices, contact points, methods and tools to enhance the quality of public service delivery	15/12/2023
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**What is the project's approach/method in addressing the challenges of the chosen support area(s)?**

*Please make sure to address the chosen support area or areas if the project concerns more than one. Describe the approach in detail and include references to the research/good practice/experiences it rests on. Include information on how to reach and work with the target group(s) and other stakeholders.*

The project is aimed to address the challenges that meet such areas of support as:

Institutional capacity-building;

Delivery, accessibility, and quality of public services.

To achieve the programme objectives and project results, the following activities have been planned:

1. Organization of 6 study visits (2nd, 7th, 13th, 18th, 22nd, 26th months of the project implementation). Study visits will be organized by each partner to share their practices and experience in capacity-building of employees of municipalities. After each event partners will jointly do the SWOT analysis to evaluate the organization of the work in municipalities and provide suggestions on how to improve it.
2. Development of an action plan (2nd - 12th months). An action plan will be focused on:
  - the requirements for employees of municipalities on the one hand;
  - their needs on the other hand;
  - methods and actions for better provision of public services;
  - steps for the creation of qualitative materials for the training course and how to implement them.
3. Creation of the training course (13th - 22nd months). The training course will be aimed to improve soft skills (such as communication culture, foreign language use, problem analysis, conflict resolution, the ability to make compromises, strengthening tolerance, etc.) of employees who work directly with consumers of public services.
4. Providing courses in target regions (23rd - 29th months). All partner organizations will primarily take part in training courses and then will promote it for local and regional stakeholders.

The scope of visibility actions was also planned for the dissemination of good practice among governmental organizations, NGOs, other local, regional public entities. Consequently, it

will include:

- Opening conference (2nd month);
- Creation of a website and Facebook page (5th - 7th months);
- 5 conferences with the involvement of stakeholders (in the same dates as study visits);
- 6 press events (in the same dates as study visits);
- Final conference (30th month).

### 3.2 Project relevance

#### What are the European challenges to be addressed by the project?

*Place your project within the context described in the call. Relate it to the challenges in the countries participating in the project. Please refer to relevant research/statistics/facts to support your text.*

European challenges that are addressed by the project are as follows:

1. Moving towards a human-centered economy. Among the main priorities of European countries can be highlighted: enhancing citizens' well-being, ethical and legal protection, providing social support through free access to quality public services and ensuring high quality of life.
2. Creating inclusive, innovative and reflective society, ensuring equality of rights and freedoms regardless of race, gender, religion, etc. and preventing marginalization and exclusion of vulnerable groups.
3. Building relevant, trusted and responsive government. The changing nature of communication, public discourse, and news are putting new pressures on democracy, and Europe is experiencing a rise of populism and authoritarianism and a decline in citizen's trust in EU institutions and European governments. The Economist Intelligence Unit's (EIU) Democracy Index, shows a decline in the European Union's average democracy score from 8.13 to 7.89 between 2006 and 2016 - an overall descent from "full" to "flawed" democracy. The EIU's 2017 index confirms the downward trend: Western European democracy scores declined very slightly in 2017; while Eastern European scores once again worsened to their lowest-ever levels.

Overall change in Europe's democracy index scores (source: <http://carnegieeurope.eu/2018/02/26/recession-and-renewal-in-european-democracy-pub-75601>):

- Czech Republic: - 0,35
- Romania: - 0,45
- Greece: - 0,87
- Hungary: - 0,8
- Croatia: - 0,3.

Therefore, one of the priority tasks now is to strengthen the relations between government and society and to restore the trust in the government.

The project addresses common challenges for Europe by creating a transnational partnership consisting of representatives of 7 countries.

**Project partners may cooperate in one of two ways:**

1. **Regional cross-border cooperation** between eligible countries (regional focus)
2. **Transnational cooperation** between eligible countries

*Please explain why the project goals cannot be efficiently reached acting only on a national/regional/local level and/or describe what benefits the project partners/target groups/project area will gain in taking a transnational or regional cross-border approach. For projects with an expertise partner from a Donor State, please explain how the project will contribute to strengthening the relations between the Donor State and the other countries in the project consortium.*

Through this composition of the partnership, relations will be straightened between countries-representatives of Northern (NO), Central (CZ, HU), Southern (GR, HR) and Eastern (RO) Europe.

A transnational way of cooperation was chosen for the implementation of this project.

It was crucial to involve Greece and Serbia into consortium because of their experience in facing the problem of a huge influx of migrants. This is one of the significant issues for Europe in the current situation, which will be discussed within the frame of the project.

As an expertise partner was chosen a Norwegian NGO with many years of practice in the educational sphere and consequently a significant experience. Its participation in the partnership enhances the relevance and quality of future project outputs, especially the main one that is a training course, jointly developed by all partners including the expertise partner.

If to consider all the challenges presented above only on a local or national level, it will be impossible to avoid the influence of such factors as mentality, prejudices of society. They will restrain the region/country from the introduction of innovative, non-typical methods that can only be developed through cooperation with other countries.

*What is the target group of your project? Please describe briefly what are your direct target groups and end beneficiaries?*

The project is aimed at working with staff of municipalities and public institutions, who are responsible for providing the citizens with more reliable, effective and modern public services. That is why the main groups that will benefit from the project implementation are:

1. staff of municipalities, who will participate in the newly developed training course for modernization of their skills. Taking into account a difference in capacity of the municipalities involved in the project, in the number of their employees, the number of course participants from each partner organisation will vary. Generally we are planning to reach 200 course participants during the project implementation.
2. local and regional public institutions, which will be involved to adapt their services in order to meet the needs of modern society (15 entities in general).
3. interest groups including NGOs, that provide social services and are interested in capacity building of their employees (15 organisations).

Target groups	Description of the target groups	Target value
Adults (30-64)	Employees of institutions providing public services and institutions of local governments. Actively involved will be the staff of partner municipalities and institutions (Prague 6, Budapest-Újbuda, Trogir, Kallithea, and Arad)	200,00

### 3.3 Sustainability and transferability of project outputs and results

*How will the project ensure that outputs and outcomes have a lasting effect beyond project duration?*

*Describe concrete measures (including institutional structures, financial resources, etc.) taken during and after the project implementation to ensure and/or strengthen the sustainability of the project's outputs and outcomes. Briefly explain how outputs will be further used once the project is finalised and, if relevant, explain who will be responsible and/or who will be the owner of the outputs*

*Briefly explain how outputs will be further used once the project is finalised and, if relevant, explain who will be responsible and/or who will be the owner of the outputs.*

All partner municipalities will ensure the sustainability of the project results by including the training course in their institutional strategies, as well as in the entry-level education (courses for new employees). Therefore courses of capacity building will continue to be provided.

Project partner 4 will run the website and Facebook page, adding there news about organisations that have introduced courses for their employees and other useful information about relevant public services, new tendencies, etc.

Course materials will be created in the international language, English, and will be translated into all languages of partner countries. Partners, therefore, will have equal access and ownership rights, so they will be able to present and promote all these materials developed during the implementation of the project to local and regional stakeholders.

*How will the project ensure that project results are applicable and replicable by other organisations/regions/countries outside of the current partnership?*

Describe to what extent it will be possible to transfer the project results to other organisations/regions/countries outside of the current partnership.

The created website will serve as the main tool for applicability and replicability of the project results. It will contain the training course, which will be publicly available and free of charge. Therefore any organizations that are interested in improving the soft skills of their employees will have access to the developed course. In case of any questions, users will be able to contact partner organizations (contact information, as well as a contact form, will be available on the website).

English language version will ensure the use of the courses on the international level.

### 3.4 Risk assessment

What risks are relevant for the project? What actions will be taken to minimise their impact?

Risk type	Likelihood	Impact	Relevance	Mitigation
Poor performance of project partners	very unlikely	minimal	1	poor performance of project partners is very unlikely to happen because all the partners are either public institutions or well-established organizations, thus they already proved themselves to be functional, well organized and generally effective. In the unlikely event of poor performance from any of the partners, the consortium will work together to find a common solution and to improve the general performance. The lead partner will be in charge of distributing tasks and responsibilities among the consortium and it will also be in charge of solving any problem that might arise from poor performance, by addressing the topic with the interested partner, proposing solutions and supporting the correctional process at every stage.
Poor communication/cooperation within the consortium	very unlikely	minimal	1	Mitigation: poor communication and cooperation within the consortium is



				<p>also very unlikely to happen, because of the above mentioned previous cooperation between project partners. In the past, the consortium managed its working relationships very smoothly; every partner was an active participant to conversations, decisions-making processes and joint actions/activities. In the unlikely event of poor communication/cooperation within the consortium, a shared strategy will be implemented among the partners to solve issues and increase communication and cooperation. The City Municipality of Savski Venac will be in charge of the communication/cooperation among partners, meaning that it will deal with and solve any issue that might arise related to this topic, by addressing the problem with the interested partner/s and solving it through communication with them and improvement of their contribution to the project.</p>
Staff turnover	likely	minimal	3	<p>staff turnover is likely to happen because both the lead partner and beneficiary partners are based in countries that are quickly developing and are subject to high turnovers in the job market. However, in case of any staff turnover, the impact on the project would be minimal, as the majority of the local staff would still be in place and the lead partner will make sure</p>

				to be in control of this phenomenon by providing rapid and effective assistance to new staff members of any partner. Experienced staff members of every partner organization would also help to smoothly overcome this issue by providing assistance to their new co-workers. Part of the mitigation process to solve this issue is also to be found in the nature of partner organizations: lead and beneficiary partners are municipal/government/city entities and their employees always receive a very specific and effective training before starting their job path.
Legal and regulatory changes	very unlikely	minimal	1	legal and regulatory changes are very unlikely to happen at any level and for any partner organization; the impact of this event would also be minimal because changes would apply to new projects for which the approval and subsequent funding would be delivered after the changes actually take place. Legal and regulatory changes would not affect this current project if they happen after the final approval and funding. If any major change is implemented, it will be mandatory for every partner of the consortium to take care of the situation in advance and conform to the new regulation by consulting a legal firm and applying due measures to comply with new rules or laws.

## SECTION 4 - Planned work packages

### WP 1

<b>Work package title</b>	Management
<b>Responsible partner</b>	Local Government & Municipality of District 11 of Budapest, Újbuda
<b>Budget</b>	€ 367.206,00

*How will the management on the strategic and operational level be carried out in the project? What will be the structure, responsibilities and procedures for the day-to-day management and co-ordination? What will the internal communication within the partnership look like? What will be the reporting and evaluation procedures? How will the risk and quality management be ensured? Indicate whether it is foreseen to outsource certain project management tasks.*

WP Communication will introduce effective strategic project management by setting up common methodologies for actions. For this purpose, each partner will dedicate a project manager who will be responsible for the management and communication. For the project implementation, each partner will form an executive team responsible for the completion of designated tasks and activities. For the purpose of smoother cooperation, a project team will be formed. The project team will consist of project managers and representatives from the executive teams from all partner countries. The project team will be the main body for internal monitoring and evaluation of project results and will give additional advice on the successful implementation of the project. Regular meetings of the project team will be set up. In addition, there will be regular skype meetings. The lead partner will be responsible for the overall management, coordination, and implementation of the project. It will communicate with the partners regarding the content and activities. Project managers will be responsible for the organization of activities and tasks within respective work packages. Administrative and financial project management will be in full responsibility of the lead partner. Partners will be responsible for the preparation of partner reports and for implementation of all required procedures and tasks.

<b>Start date</b>	01/07/2021
<b>End date</b>	31/12/2023

### Activities

*Please indicate activities within this WP. Attribute the start and end dates and responsible project partner to each activity. Please remember the partner shall be responsible for both implementation of the activity and its costs. Add as many rows as you need.*

Activities	Forecasted start date	Forecasted end date	Name of responsible partner
Strategic project management	01/07/2021	31/12/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
Common administrative and financial project management	01/07/2021	31/12/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
Project monitoring and evaluation	01/07/2021	31/12/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
Project management - Municipality of Újbuda	01/07/2021	31/12/2023	Local Government & Municipality of District 11 of Budapest, Újbuda

Project management - Social Care Directorate Arad	01/07/2021	31/12/2023	The Directorate for Social Welfare Arad
Project management - Municipality of Prague 6	01/07/2021	31/12/2023	Municipal district of Prague 6
Project management - City of Trogir	01/07/2021	31/12/2023	City of Trogir
Project management - Apenhet	01/07/2021	31/12/2023	Åpenhet AS
Project management - Municipality of Kallithea	01/07/2021	31/12/2023	MUNICIPALITY OF KALLITHEA
Mandatory meetings with the FO (Újbuda)	01/07/2021	31/12/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
Financial guarantee	01/07/2021	31/12/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
Administrative and financial project management - Social Care Directorate Arad	01/07/2021	31/12/2023	The Directorate for Social Welfare Arad
Administrative and financial project management - Municipality of Prague 6	01/07/2021	31/12/2023	Municipal district of Prague 6
Administrative and financial project management - City of Trogir	01/07/2021	31/12/2023	City of Trogir
Administrative and financial project management - Municipality of Kallithea	01/07/2021	31/12/2023	MUNICIPALITY OF KALLITHEA

## WP 2

<b>Work package title</b>	Communication
<b>Responsible partner</b>	Local Government & Municipality of District 11 of Budapest, Újbuda
<b>Budget</b>	€ 189.700,00

*What can communications do to help reach the outcomes of the project? What are the goals of the communication activities? (i.e. arise awareness, increase knowledge, influence attitude, change behaviour...). What kind of strategy and related approaches and/or innovative tactics will be used to reach these goals? What are the target groups of the communication tasks?*

*Please refer to the minimum requirements on effective communication and dissemination of results in the projects described in the Call for Proposals – Full Proposal Phase document under chapter “Communication and Visibility Measures”.*

This Work package consists of three specific outputs designed to assure smooth and effective communication between project partners as well as the PR communication with the general public. The main responsibility for internal communication will be on the lead partner. The PR itself will be however handled by the project partners in their respective countries. A project communication strategy will be developed in order to define exact objectives and activities to communicate and disseminate the COMPETENCE project. It will thoroughly describe the exact target groups and define the most effective and appropriate communication tools. The strategy will also define processes to guarantee an effective communication workflow within the partnership and assign precise roles and responsibilities to the partners involved. Mailing list of all project co-workers and with specified responsibilities will be established in order to allow the simplest exchange of information and ensure vertical communication among partners. In addition, effective internal knowledge dissemination among partners will be facilitated through internal tools such as meetings (live and web-based), documentation area (shared online storage), and communication toolbox. The project webpage and social media PR communication will be established. It will be used as a communication and dissemination channel for project results and the main interface with both the target groups and the general public. A social media campaign will include establishing project accounts on online applications such as Facebook, LinkedIn, and Twitter, which will ensure fast, precise and daily mutual communication with the general audience and target groups.

part of the communication strategy is the final dissemination conference at the end of the project presenting the project results to target groups and the general public. The plan is to gather representatives from local municipalities and NGOs who might be interested and encouraged to use the project result (training course fostering the intercultural competencies of employees). The purpose of the conference is twofold: to promote the main result of the project and to motivate and encourage both public and private bodies to support the improvement of communication and intercultural skills of their staff.

<b>Start date</b>	01/07/2021
<b>End date</b>	31/12/2023

### Activities

*Please indicate activities within this WP. Attribute the start and end dates and project partner to each activity. Please remember the partner shall be responsible for both implementation of the activity and its costs. Add as many rows as you need.*

<b>Activities</b>	<b>Forecasted start date</b>	<b>Forecasted end date</b>	<b>Name of responsible partner</b>
Project communication	01/07/2021	31/12/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
Project website and social media campaign	01/07/2021	31/12/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
Final dissemination conference	22/10/2023	31/10/2023	Municipal district of Prague 6
Kick off meeting and launch event	01/07/2021	01/12/2021	Local Government & Municipality of District 11 of Budapest, Újbuda
Communication management for the Social Care Directorate Arad	01/07/2021	31/12/2023	The Directorate for Social Welfare Arad
Communication management for the Municipality of Prague 6	01/07/2021	31/12/2023	Municipal district of Prague 6
Communication management for the City of	01/07/2021	31/12/2023	City of Trogir

Trogir			
Communication management for Apenhet	01/07/2021	31/12/2023	Ápenhet AS
Communication management for the Municipality of Kallithea	01/07/2021	31/12/2023	MUNICIPALITY OF KALLITHEA
Launch event and project promotion in Social Care Directorate Arad	01/07/2021	31/12/2023	The Directorate for Social Welfare Arad
Launch event and project promotion in Municipality of Prague 6	01/07/2021	31/12/2023	Municipal district of Prague 6
Launch event and project promotion in Municipality of Kallithea	01/07/2021	31/12/2023	MUNICIPALITY OF KALLITHEA
Launch event and project promotion in Municipality of City of Trogir	01/07/2021	31/12/2023	City of Trogir

### WP 3

<b>Work package title</b>	Action Plan
<b>Responsible partner</b>	Local Government & Municipality of District 11 of Budapest, Újbuda
<b>Budget</b>	€ 189.865,00

*Please describe the work package.*

*What is the purpose of the work package? What are the target groups of the work package (if applicable)? What activities will be undertaken within the work package? How will activities undertaken in this work package contribute to the outputs and outcomes of the project?*

This work package aims to create a coherent action plan for implementation of the topic of the project into practice. The WP will consist of an initial analysis of the state of art in terms of intercultural and communication competencies of staff providing public service (mainly in relation to foreigners). This research will be done by each partner municipality/institution among its employees. The analysis will be followed by a thorough and coherent action plan defining further steps in the project (in terms of specific issues, challenges) and will also contain recommendations for public bodies outside the consortium.

With the contribution of the EP expertise, each partner will conduct research among its employees and gather their feedback on the topic. The areas of the research will be agreed upon with the LP and EP and will serve as a basic methodology for devising the Action plan document itself. The action plan will gather the analysis of the state of affairs in all the respective partner municipalities and draw a conclusive recommendation (strong role of the EP) for further action concerning the course topics. The action plan will include chapters covering the analysis of each municipality including local circumstances influencing the ability to deal with foreigners, current education processes on the topic, practical experience of the public servants, and identification of potential risk and problems.

The strong and weak points of every partner approach will be identified and the action plan will also determine which methods and approaches are universally transferable between public bodies in different countries. The action plan will also include a SWOT analysis of competencies of employees working at partner municipalities.

In regards to the indicated timeframe of the project implementation, this Work Package will be worked on simultaneously with the WP Study visits within the first 13 months of the project implementation.

The Action Plan will help develop further outputs of the project, mainly the training course curricula as well as provide a baseline for further improvements outside the consortium in regards to communication and intercultural competencies among the staff of institutions/organizations providing public services.

The responsibility of the whole WP will be in hand of the Lead Partner which will work closely with the Norwegian partner in order to ensure that the plan is applicable in practice and reflects all of the crucial competencies that need to be addressed during the second stage of the project.. This Work package does not actively involve any of the stated target groups, however, it will be potentially usable by institutions and organizations providing public service. The contribution of the EP will also shape the plan to be usable to public bodies dealing with foreign clients outside the project partnership. The final document will include a practical handbook for the upcoming project stage.

<b>Start date</b>	01/07/2021
<b>End date</b>	31/07/2022

### Outcomes and Outputs

*Please select the outcomes and outputs to which this work package will contribute.*

<b>Outcome</b>	<b>Outputs</b>
Enhanced cooperation and improved mutual knowledge and understanding between the donor and beneficiary states.	Action plan

### Outputs and Activities

*For each output, which will be produced in this work package, describe the activities needed to achieve it. Please indicate start and end dates and project partner to each activity. Please remember the Partner shall be responsible for both implementation of the activity and its costs.*

<b>Outputs</b>	<b>Activities</b>	<b>Forecasted start date</b>	<b>Forecasted end date</b>	<b>Name of responsible partner</b>
Action plan	Initial research - data collection by the Municipality of Budapest Ujbuda	01/07/2021	31/05/2022	Local Government & Municipality of District 11 of Budapest, Újbuda
	Initial research - data collection by the Social Care Directorate Arad	01/07/2021	31/05/2022	The Directorate for Social Welfare Arad
	Initial research - data collection by the Municipality of Prague 6	01/07/2021	31/05/2022	Municipal district of Prague 6

Initial research - data collection by the City of Trogir	01/07/2021	31/05/2022	City of Trogir
Initial research - data procession by Apenhet	01/07/2021	31/05/2022	Åpenhet AS
Action plan	30/04/2022	31/07/2022	Local Government & Municipality of District 11 of Budapest, Újbuda
Initial research - data collection by the Municipality of Kallithea	01/07/2021	31/05/2022	MUNICIPALITY OF KALLITHEA
Policy benchmark	01/07/2021	31/07/2022	Åpenhet AS

#### WP 4

<b>Work package title</b>	Study Visits
<b>Responsible partner</b>	Local Government & Municipality of District 11 of Budapest, Újbuda
<b>Budget</b>	€ 138.508,75

*Please describe the work package.*

*What is the purpose of the work package? What are the target groups of the work package (if applicable)? What activities will be undertaken within the work package? How will activities undertaken in this work package contribute to the outputs and outcomes of the project?*

Study visits will consist of 5 visits in the partner countries, where each partner will send representatives to each visit in order to share good practice and exchange experience regarding the project topic. The hosting partner will organize round table discussion with the relevant departments of the municipal office (mainly those dealing with day to day service towards the citizens) and a discussion with the head of the municipal office to understand the overall policy of the organization and methods of education of the crucial employees who serve foreigners seeking assistance.

After each visit, all the visiting partners will write a visit report and provide feedback to the hosting partner on the policies and procedures applied by the staff in regards to the project topic (Professional communication and intercultural competence). This way, the share of good practice and experience in dealing with the problem of professional intercultural communication will be assured.

Each visit will be accompanied by a conference with stakeholders from the respective country (public officers, employees of local municipality) – this conference will have a form of discussion between the stakeholders and the project team in order to get to know the day to day reality and motivating (or demotivating) factors of the public officers to improve their professional intercultural communication competencies. These discussions and exchanges of views are important as the stakeholders are potential participants of the developed course, thus providing a good input for the curricula.



The conferences will introduce the topic and aim of the project to the stakeholders and at the same time give the floor to them as they might produce valuable inputs for the project partners (be it representatives of NGOs, Social Services organizations, or other municipal bodies). The main focus of the conferences will be to identify the strong points as well as the weak points of the project initiative and gain important feedback from people who deal with minorities in the context of any public service. The project partners must get familiarized with situations in other countries to be able to reflect on it once the course curriculum is compiled. These conferences will take place in each of the beneficiary partner countries during the respective study visits. As per the duration of the event, we expect the conferences to last no more than 5 hours.

The public officers and employees of municipalities as a target group will be actively involved in this Work Package through the conferences.

The responsibility for individual visits will be on the partner, who is hosting the visit. The visits will be carried out simultaneously with the WP Action Plan as the reports and feedbacks from each visit will be used for the development of the Action Plan and subsequently training curriculum.

<b>Start date</b>	01/07/2021
<b>End date</b>	31/12/2022

### Outcomes and Outputs

*Please select the outcomes and outputs to which this work package will contribute.*

<b>Outcome</b>	<b>Outputs</b>
Accountability and transparency of public administration increased	Transnational study visits
	Conferences for stakeholders

### Outputs and Activities

*For each output, which will be produced in this work package, describe the activities needed to achieve it. Please indicate start and end dates and project partner to each activity. Please remember the Partner shall be responsible for both implementation of the activity and its costs.*

<b>Outputs</b>	<b>Activities</b>	<b>Forecasted start date</b>	<b>Forecasted end date</b>	<b>Name of responsible partner</b>
Transnational study visits	Study visit in the Municipality of District 11 of Budapest - Újbuda	31/10/2021	30/11/2021	Local Government & Municipality of District 11 of Budapest, Újbuda
	Study visit in City Quarter of Prague 6	28/02/2022	31/03/2022	Municipal district of Prague 6
	Study visit in City of Trogir	31/05/2022	30/06/2022	City of Trogir
	Study visit in the Social Care Directorate Arad	30/09/2022	31/10/2022	The Directorate for Social Welfare Arad
	Åpenhet involvement and study visit in Oslo	01/07/2021	31/12/2022	Åpenhet AS
	Involvement of the Municipality of Kallithea	01/07/2021	31/12/2022	MUNICIPALITY OF KALLITHEA

Conferences for stakeholders	Conference for stakeholders in the municipality of District 11 of Budapest - Újbuda	31/10/2021	30/11/2021	Local Government & Municipality of District 11 of Budapest, Újbuda
	Conference for stakeholders in the City Quarter of Prague 6	28/02/2022	31/03/2022	Municipal district of Prague 6
	Conference for stakeholders in the City of Trogir	31/05/2022	30/06/2022	City of Trogir
	Conference for stakeholders in the Social Care Directorate Arad	30/09/2022	31/10/2022	The Directorate for Social Welfare Arad

## WP 5

<b>Work package title</b>	Training Course
<b>Responsible partner</b>	Local Government & Municipality of District 11 of Budapest, Újbuda
<b>Budget</b>	€ 296.209,80

*Please describe the work package.*

*What is the purpose of the work package? What are the target groups of the work package (if applicable)? What activities will be undertaken within the work package? How will activities undertaken in this work package contribute to the outputs and outcomes of the project?*

Based on the study visits and according to the developer action plan, a curriculum for training courses will be created. Then, the developer course will be pilot-tested by each partner municipality. The training curricula will be created based on the results of the initial research and action plan, both developed in WP1. The topics and form of the curricula will be chosen based on the results of the study visits and discussions with stakeholders from WP2. The curricula may consist of courses such as conversational language lessons, situational language lessons (focused on picked phrases and wording crucial for communication with a foreigner in need), an additional situation management courses focused on what to do in certain situations, and intercultural courses aimed at increasing the awareness of differences in communication, perception or behaviour between cultures. The concrete content of the course will be decided based on the results of WP1 and WP2.

Contribution of EP Åpenhet to the training courses curricula, international policy and training support will consist of: sharing competence (including legal instruments, training materials produced by secretariats and examples of international best practices) from the key international institutions (OECD, Council of Europe, European Public Administration Network and European Institute of Public Administration) and developing recommendations in order to improve public service with the aim to increase competencies of public servants in communication with foreign clients. This activity will contribute to the project's training curriculum and training materials on the topic of effective and professional communication with foreigners seeking assistance chosen by findings from WP3 and WP4. The end deliverable will be elements added and referenced in the curriculum, training materials and in the interactive toolkit".

After the Course curricula are developed, each partner municipality will organize a pilot course with its employees (mostly public officers). The participants will be chosen based on the possibility, that they will encounter a person of a different culture when providing public service. The logic is to involve department and office managers, who will then pass the experience to their subordinates.

The responsibility for the curriculum will be on the whole consortium. The pilot testing will be handled by the individual partner municipalities.

<b>Start date</b>	01/12/2022
<b>End date</b>	31/12/2023

### Outcomes and Outputs

*Please select the outcomes and outputs to which this work package will contribute.*

<b>Outcome</b>	<b>Outputs</b>
Accountability and transparency of public administration increased	Training course curricula
	Pilot courses
Enhanced cooperation and improved mutual knowledge and understanding between the donor and beneficiary states.	Interactive online toolkit

### Outputs and Activities

*For each output, which will be produced in this work package, describe the activities needed to achieve it. Please indicate start and end dates and project partner to each activity.*

*Please remember the Partner shall be responsible for both implementation of the activity and its costs.*

<b>Outputs</b>	<b>Activities</b>	<b>Forecasted start date</b>	<b>Forecasted end date</b>	<b>Name of responsible partner</b>
Training course curricula	Contribution to the training courses curricula, international policy and training support	01/12/2022	30/06/2023	Åpenhet AS
	Training course curricula specialist from the Municipality of Budapest-Ujbuda	01/12/2022	30/06/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
	Training course curricula specialist from the Municipality of Prague 6	01/12/2022	30/06/2023	Municipal district of Prague 6
	Training course curricula specialist from the City of Trogir	01/12/2022	30/06/2023	City of Trogir
	Training course curricula specialist from the Social Service Directorate Arad	01/12/2022	30/06/2023	The Directorate for Social Welfare Arad

	Translation of the created curricula into 6 partner languages	01/07/2023	31/08/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
	Training course curricula specialist from the Municipality of Kallithea	01/12/2022	30/06/2023	MUNICIPALITY OF KALLITHEA
Pilot courses	A pilot course at the Municipality of Budapest-Ujbuda	01/07/2023	31/07/2023	Local Government & Municipality of District 11 of Budapest, Újbuda
	A pilot course at the Municipality of Prague 6	01/08/2023	31/08/2023	Municipal district of Prague 6
	A pilot course at the City of Trogir	01/09/2023	30/09/2023	City of Trogir
	A pilot course at the Social Service Directorate Arad	01/10/2023	31/10/2023	The Directorate for Social Welfare Arad
	A pilot course at the Municipality of Kallithea	01/11/2023	30/11/2023	MUNICIPALITY OF KALLITHEA
Interactive online toolkit	Interactive online toolkit	01/11/2023	30/11/2023	Åpenhet AS

## SECTION 5 - Project budget

### 5.1 Detailed Project Budget

Activity	Cost description	Budget heading	Unit type	Nb. of units	Unit cost (EUR)	Amount (EUR)	Total estimated eligible direct costs per activity (EUR)
Strategic project management	Costs for project main administrator of the lead partner (Újbuda) - 45 hours/month, duration 30 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	30,00	1.260,00	37.800,00	37.800,00
Common administrative and financial project management	personal costs for project main financial manager of the lead partner (Újbuda) - 50 hours/month, duration 30 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	30,00	1.355,00	40.650,00	45.750,00
	Costs for external financial audit of the project	BH5 - Project Contract Requirements Costs	Service	6,00	850,00	5.100,00	
Project monitoring and evaluation	Costs for evaluation of the project	BH6 - Subcontracting Costs	Service	1,00	15.000,00	15.000,00	15.000,00
Project management - Municipality of Újbuda	Personal costs for project manager of Újbuda - 50 hours/month, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	1.300,00	39.000,00	39.000,00

Project management - Social Care Directorate Arad	Personal costs for project management (incl.: project manager, assistant manager, accounting and financial coordinator; target group manager) of the social directorate Arad – 50 hours/month for 4 persons total, duration 30 months, estimated number of staff: 4 persons	BH1 - Staff Costs	Month	30,00	718,00	21.540,00	21.540,00
Project management - Municipality of Prague 6	Personal costs for project manager of the City Quarter of Prague 6 - 50 hours/month, duration 30 months, estimated number of staff: 4 persons	BH1 - Staff Costs	Month	30,00	860,00	25.800,00	25.800,00
Project management - City of Trogir	Personal costs for project manager of the city of Trogir - 50 hours/month, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	1.018,00	30.540,00	30.540,00
Project management - Apenhet	Personal costs for project manager of the Apenhet - 50 hours/month, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	1.350,00	40.500,00	45.600,00

	Costs for external financial audit of the project	BH5 - Project Contract Requirements Costs	Service	6,00	850,00	5.100,00	
Project management - Municipality of Kallithea	Personal costs for project manager of the Municipality of Kallithea - 50 hours/month, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	951,00	28.530,00	28.530,00
Mandatory meetings with the FO (Újbuda)	Travel and accomodation costs for 2 participants of the mandatory meetings with FO (Újbuda)	BH2 - Travel Costs and Related Subsistence Allowances	Set	3,00	1.500,00	4.500,00	4.500,00
Financial guarantee	Financial guarantee for the advance payment cost	BH5 - Project Contract Requirements Costs	Set	1,00	15.000,00	15.000,00	15.000,00
Administrative and financial project management - Social Care Directorate Arad	Costs for external financial audit of the project	BH5 - Project Contract Requirements Costs	Service	6,00	759,00	4.554,00	4.554,00
Administrative and financial project management - Municipality of Prague 6	Costs for external financial audit of the project	BH5 - Project Contract Requirements Costs	Service	6,00	805,00	4.830,00	4.830,00
Administrative and financial project management - City of Trogir	Costs for external financial audit of the project	BH5 - Project Contract Requirements Costs	Service	6,00	759,00	4.554,00	4.554,00

Administrative and financial project management - Municipality of Kallithea	Costs for external financial audit of the project	BH5 - Project Contract Requirements Costs	Service	6,00	759,00	4.554,00	4.554,00
Project communication	Staff costs for communication manager of the Újbuda - responsible for composing the communication strategy, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	800,00	24.000,00	24.000,00
Project website and social media campaign	Website and Social media development and campaigning	BH6 - Subcontracting Costs	Service	1,00	4.000,00	4.000,00	4.000,00
Final dissemination conference	Costs for organizing a final conference (subcontracting may be used), 1 day, est. 80 participants	BH6 - Subcontracting Costs	Service	1,00	5.000,00	5.000,00	7.500,00
	Office supplies and consumable equipment for the conference (flipcharts, banners, pens, notebooks)	BH3 - Consumables and Supplies	Set	1,00	2.500,00	2.500,00	
Kick off meeting and launch event	Costs for organizing a Kickoff meeting (subcontracting may be used) - travel costs will be covered by the first study visit to Újbuda, 4 hours, est. 40 participants	BH6 - Subcontracting Costs	Service	1,00	5.000,00	5.000,00	7.500,00



	Office supplies and consumable equipment for the conference (flipcharts, banners, pens, notebooks)	BH3 - Consumables and Supplies	Set	1,00	2.500,00	2.500,00	
Communication management for the Social Care Directorate Arad	Staff costs for communication and dissemination of results coordinator of the social directorate Arad, 30 hours/month, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	600,00	18.000,00	18.000,00
Communication management for the Municipality of Prague 6	Staff costs for communication manager of the City Quarter of Prague 6, 30 hours/month, duration 30 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	30,00	800,00	24.000,00	24.000,00
Communication management for the City of Trogir	Staff costs for communication manager of the City of Trogir, 30 hours/month, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	800,00	24.000,00	24.000,00

Communication management for Apenhet	Staff costs for communication manager of the Apenhet, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	1.000,00	30.000,00	30.000,00
Communication management for the Municipality of Kallithea	Staff costs for communication manager of the Municipality of Kallithea, 30 hours/month, duration 30 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	30,00	600,00	18.000,00	18.000,00
Launch event and project promotion in Social Care Directorate Arad	Cost covering the organization of a official project launch event, promotion material, venue, catering costs etc., 4 hours, est. 30 participants	BH6 - Subcontracting Costs	Set	1,00	3.000,00	3.000,00	3.000,00
Launch event and project promotion in Municipality of Prague 6	Cost covering the organization of a official project launch event, promotion material, venue, catering costs etc., 4 hours, est. 30 participants	BH6 - Subcontracting Costs	Set	1,00	3.000,00	3.000,00	3.000,00

Launch event and project promotion in Municipality of Kallithea	Cost covering the organization of a official project launch event, promotion material, venue, catering costs etc., 4 hours, est. 30 participants	BH6 - Subcontracting Costs	Set	1,00	3.000,00	3.000,00	3.000,00
Launch event and project promotion in Municipality of City of Trogir	Cost covering the organization of a official project launch event, promotion material, venue, catering costs etc., 4 hours, est. 30 participants	BH6 - Subcontracting Costs	Set	1,00	3.000,00	3.000,00	3.000,00
Initial research - data collection by the Municipality of Budapest Ujbuda	Staff costs for researcher of the Municipality of Újbuda, duration 10 months, estimated number of staff: 9 person	BH1 - Staff Costs	Month	10,00	1.680,00	16.800,00	16.800,00
Initial research - data collection by the Social Care Directorate Arad	Staff costs for researchers of the Social Care Directorate Arad, 40 hours/month, duration 10 months, estimated number of staff: 5 persons	BH1 - Staff Costs	Month	10,00	1.680,00	16.800,00	16.800,00

Initial research - data collection by the Municipality of Prague 6	Staff costs for researcher of the City Quarter of Prague 6, 40 hours/month, duration 10 months, estimated number of staff: 5 persons	BH1 - Staff Costs	Month	10,00	1.300,00	13.000,00	13.000,00
Initial research - data collection by the City of Trogir	Staff costs for researcher of the City of Trogir, duration 10 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	10,00	1.680,00	16.800,00	16.800,00
Initial research - data procession by Apenhet	Staff costs for research facilitator of the Apenhet, duration 10 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	10,00	3.000,00	30.000,00	30.000,00
Action plan	Staff costs for action plan development, duration 30 months, estimated number of staff: 3 person	BH1 - Staff Costs	Month	30,00	840,00	25.200,00	25.200,00
Initial research - data collection by the Municipality of Kallithea	Staff costs for researcher of the Municipality of Kallithea, 40 hours/month, duration 10 months, estimated number of staff: 1 person	BH1 - Staff Costs	Month	10,00	1.550,00	15.500,00	15.500,00

Policy benchmark	Staff costs for desinging a methodology through collecting and disseminating and international policy benchmark survey on chosen practices and relevant topics based on initial data collection. duration 10 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	10,00	3.100,00	31.000,00	31.000,00
Study visit in the Municipality of District 11 of Budapest - Újbuda	Staff costs for specialist from Újbuda, carrying out the feedback/report after each visit, estimated workload 315 hours, estimated number of staff: 2 persons	BH1 - Staff Costs	Hour	315,00	17,00	5.355,00	21.355,00
	Costs for organizing the study visit in Újbuda	BH6 - Subcontracting Costs	Set	1,00	4.000,00	4.000,00	
	Travel and accomodation costs for participants from Újbuda to other study visits (to Arad, Prague 6, Trogir, Oslo) 3 persons/4 visits; 1 set = 1 person per visit, 2 working days	BH2 - Travel Costs and Related Subsistence Allowances	Set	12,00	1.000,00	12.000,00	

Study visit in City Quarter of Prague 6	Staff costs for specialist from the City Quarter of Prague 6, carrying out the feedback/report after each visit, estimated workload 290 hours, estimated number of staff: 2 persons	BH1 - Staff Costs	Hour	290,00	20,00	5.800,00	21.800,00
	Costs for organizing the study visit in the City Quarter of Prague 6	BH6 - Subcontracting Costs	Set	1,00	4.000,00	4.000,00	
	Travel and accomodation costs for participants from the City Quarter of Prague 6 to other study visits (to Arad, Budapest, Trogir and Oslo) 3 persons/4 visits; 1 set = 1 person per visit, 2 working days	BH2 - Travel Costs and Related Subsistence Allowances	Set	12,00	1.000,00	12.000,00	
Study visit in City of Trogir	Staff costs for specialist from the City of Trogir, carrying out the feedback/report after each visit, estimated workload 290 hours, estimated number of staff: 2 persons	BH1 - Staff Costs	Hour	290,00	20,00	5.800,00	21.800,00
	Costs for organizing the study visit in the City of Trogir	BH6 - Subcontracting Costs	Set	1,00	4.000,00	4.000,00	

	Travel and accomodation costs for participants from Trogir to 5 other study visits (to Arad, Prague, Budapest-Ujbuda and Oslo) 3 persons/4 visits; 1 set = 1 person per visit, 2 working days	BH2 - Travel Costs and Related Subsistence Allowances	Set	12,00	1.000,00	12.000,00	
Study visit in the Social Care Directorate Arad	Staff costs for specialist from the Social Care Directorate Arad, carrying out the feedback/report after each visit, estimated workload 290 hours, estimated number of staff: 2 persons	BH1 - Staff Costs	Hour	290,00	13,00	3.770,00	19.770,00
	Costs for organizing the study visit in Social Care Directorate Arad	BH6 - Subcontracting Costs	Set	1,00	4.000,00	4.000,00	
	Travel and accomodation costs for participants from Arad to other study visits (to Budapest-Ujbuda, Prague, Trogir and Oslo) 3 persons/4 visits; 1 set = 1 person per visit, 2 working days	BH2 - Travel Costs and Related Subsistence Allowances	Set	12,00	1.000,00	12.000,00	

Åpenhet involvement and study visit in Oslo	Staff costs for specialist from Apenhet, facilitation and peer review of the feedbacks/reports from the visits, total estimated workload 290 hours, estimated number of staff: 2 persons	BH1 - Staff Costs	Hour	290,00	30,00	8.700,00	20.700,00
	Costs for organizing the study visit by Apenhet	BH6 - Subcontracting Costs	Service	1,00	4.000,00	4.000,00	
	Travel and accomodation costs for Flaksibel Utdanning Travel and accomodation costs for Apenhet to attend 4 study visits (to Prague, Budapest-Ujbuda, Trogir and Arad) 2 persons/4 visits; 1 set = 1 person per visit, 2 working days	BH2 - Travel Costs and Related Subsistence Allowances	Set	8,00	1.000,00	8.000,00	
Involvement of the Municipality of Kallithea	Staff costs for specialist from the Municipality of Kallithea, carrying out the feedback/report after each visit, estimated workload 290 hours, estimated number of staff: 2 persons	BH1 - Staff Costs	Hour	290,00	20,00	5.800,00	15.800,00



	Travel and accomodation costs for the Municipality of Kallithea to attend all 5 study visits (to Prague, Budapest-Ujbuda, Arad, Oslo and Trogir) 2 persons/5 visits; 1 set = 1 person per visit, 2 working days	BH2 - Travel Costs and Related Subsistence Allowances	Set	10,00	1.000,00	10.000,00	
Conference for stakeholders in the municipality of District 11 of Budapest - Újbuda	Costs for organizing conference for stakeholders during the study visits. 5 hours, est. 30 participants	BH6 - Subcontracting Costs	Service	1,00	3.000,00	3.000,00	3.000,00
Conference for stakeholders in the City Quarter of Prague 6	Costs for organizing conference for stakeholders during the study visits. 5 hours, est. 30 participants	BH6 - Subcontracting Costs	Service	1,00	3.000,00	3.000,00	3.000,00
Conference for stakeholders in the City of Trogir	Costs for organizing conference for stakeholders during the study visits. 5 hours, est. 30 participants	BH6 - Subcontracting Costs	Service	1,00	3.000,00	3.000,00	3.000,00
Conference for stakeholders in the Social Care Directorate Arad	Costs for organizing conference for stakeholders during the study visits. 5 hours, est. 30 participants	BH6 - Subcontracting Costs	Service	1,00	3.000,00	3.000,00	3.000,00

Contribution to the training courses curricula, international policy and training support	Accessing the competence from the key international institutions to improve the standard of the training curriculum and materials for the selected topics chosen by findings from WP1 and WP2. Investigating recommendations that have been signed by the member states and hold the status as legal instruments, training materials produced by secretariats and examples of international best practices. The end deliverable will be elements added and referenced in the curriculum, training materials and tool	BH1 - Staff Costs	Month	12,00	3.500,00	42.000,00	42.000,00
Training course curricula specialist from the Municipality of Budapest-Ujbuda	Staff cost on course curricula specialist from the Municipality of Újbuda, 30 hours/month, duration 8 months, estimated number of staff: 9 person	BH1 - Staff Costs	Month	8,00	2.000,00	16.000,00	16.000,00

Training course curricula specialist from the Municipality of Prague 6	Staff cost on course curricula specialist from the City Quarter of Prague 6, 30 hours/month, duration 8 months, estimated number of staff: 5 persons	BH1 - Staff Costs	Month	8,00	1.912,50	15.300,00	15.300,00
Training course curricula specialist from the City of Trogir	Staff cost on course curricula specialist from the City of Trogir, 30 hours/month, duration 8 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	8,00	1.912,50	15.300,00	15.300,00
Training course curricula specialist from the Social Service Directorate Arad	Staff cost on course curricula specialists from the Social Service Directorate Arad, 30 hours/month, duration 8 months, estimated number of staff: 5 persons	BH1 - Staff Costs	Month	8,00	1.269,00	10.152,00	10.152,00
Translation of the created curricula into 6 partner languages	Costs on translation (inc. lecturing) of the created curricula into 6 partner languages (to be used during the pilot testing); 200 pages curricula * 6 languages; 1 page/25 EUR	BH6 - Subcontracting Costs	Item	1.360,00	25,00	34.000,00	34.000,00

Training course curricula specialist from the Municipality of Kallithea	Staff cost on course curricula specialist from the Municipality of Kallithea, 30 hours/month, duration 8 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	8,00	1.850,00	14.800,00	14.800,00
A pilot course at the Municipality of Budapest-Ujbuda	Costs for organizing pilot course at the Municipality of Újbuda (including costs for a tutor, rent of a venue etc.)	BH6 - Subcontracting Costs	Service	1,00	20.000,00	20.000,00	20.000,00
A pilot course at the Municipality of Prague 6	Costs for organizing pilot course at the City Quarter of Prague 6 (including costs for a tutor, rent of a venue etc.)	BH6 - Subcontracting Costs	Service	1,00	20.000,00	20.000,00	20.000,00
A pilot course at the City of Trogir	Costs for organizing pilot course at the City of Trogir (including costs for a tutor, rent of a venue etc.)	BH6 - Subcontracting Costs	Service	1,00	20.000,00	20.000,00	20.000,00
A pilot course at the Social Service Directorate Arad	Costs for organizing pilot course at the Social Service Directorate Arad (including costs for a tutor, rent of a venue etc.)	BH6 - Subcontracting Costs	Service	1,00	20.000,00	20.000,00	20.000,00

A pilot course at the Municipality of Kallithea	Costs for organizing pilot course at the Social Municipality of Kallithea (including costs for a tutor, rent of a venue etc.)	BH6 - Subcontracting Costs	Service	1,00	20.000,00	20.000,00	20.000,00
Interactive online toolkit	Staff costs for developing an online toolkit for municipalities containing good practices , methods and tools to enhance public service quality. duration 5 months, estimated number of staff: 2 persons	BH1 - Staff Costs	Month	5,00	5.500,00	27.500,00	27.500,00
<b>Total estimated eligible direct costs (EUR)</b>							1.069.929,00
<b>BH7 - Indirect cost (15% of BH1+BH1A) (EUR)</b>							111.560,00
<b>Total estimated eligible project costs (EUR)</b>							1.181.489,00

### 5.2 Overview table WP/Output/Activity

WP	WP total budget	Output	Output total budget	Activity	Activity total budget
Management	367.206,00	Management outputs	367.206,00	Strategic project management	43.470,00
				Common administrative and financial project management	51.847,50
				Project monitoring and evaluation	15.000,00
				Project management - Municipality of Újbuda	44.850,00
				Project management - Social Care Directorate Arad	24.771,00
				Project management - Municipality of Prague 6	29.670,00

				Project management - City of Trogir	35.121,00
				Project management - Apenhet	51.675,00
				Project management - Municipality of Kallithea	32.809,50
				Mandatory meetings with the FO (Újbuda)	4.500,00
				Financial guarantee	15.000,00
				Administrative and financial project management - Social Care Directorate Arad	4.554,00
				Administrative and financial project management - Municipality of Prague 6	4.830,00
				Administrative and financial project management - City of Trogir	4.554,00
				Administrative and financial project management - Municipality of Kallithea	4.554,00
Communication	189.700,00	Communication outputs	189.700,00	Project communication	27.600,00
				Project website and social media campaign	4.000,00
				Final dissemination conference	7.500,00
				Kick off meeting and launch event	7.500,00
				Communication management for the Social Care Directorate Arad	20.700,00
				Communication management for the Municipality of Prague 6	27.600,00

				Communication management for the City of Trogir	27.600,00
				Communication management for Apenhet	34.500,00
				Communication management for the Municipality of Kallithea	20.700,00
				Launch event and project promotion in Social Care Directorate Arad	3.000,00
				Launch event and project promotion in Municipality of Prague 6	3.000,00
				Launch event and project promotion in Municipality of Kallithea	3.000,00
				Launch event and project promotion in Municipality of City of Trogir	3.000,00
Action Plan	189.865,00	Action plan	189.865,00	Initial research - data collection by the Municipality of Budapest Ujbuda	19.320,00
				Initial research - data collection by the Social Care Directorate Arad	19.320,00
				Initial research - data collection by the Municipality of Prague 6	14.950,00
				Initial research - data collection by the City of Trogir	19.320,00
				Initial research - data procession by Apenhet	34.500,00
				Action plan	28.980,00

				Initial research - data collection by the Municipality of Kallithea	17.825,00
				Policy benchmark	35.650,00
Study Visits	138.508,75	Transnational study visits	126.508,75	Study visit in the Municipality of District 11 of Budapest - Újbuda	22.158,25
				Study visit in City Quarter of Prague 6	22.670,00
				Study visit in City of Trogir	22.670,00
				Study visit in the Social Care Directorate Arad	20.335,50
				Åpenhet involvement and study visit in Oslo	22.005,00
				Involvement of the Municipality of Kallithea	16.670,00
		Conferences for stakeholders	12.000,00	Conference for stakeholders in the municipality of District 11 of Budapest - Újbuda	3.000,00
				Conference for stakeholders in the City Quarter of Prague 6	3.000,00
				Conference for stakeholders in the City of Trogir	3.000,00
				Conference for stakeholders in the Social Care Directorate Arad	3.000,00
Training Course	296.209,80	Training course curricula	164.584,80	Contribution to the training courses curricula, international policy and training support	48.300,00
				Training course curricula specialist from the Municipality of Budapest-Ujbuda	18.400,00



			Training course curricula specialist from the Municipality of Prague 6	17.595,00
			Training course curricula specialist from the City of Trogir	17.595,00
			Training course curricula specialist from the Social Service Directorate Arad	11.674,80
			Translation of the created curricula into 6 partner languages	34.000,00
			Training course curricula specialist from the Municipality of Kallithea	17.020,00
	Pilot courses	100.000,00	A pilot course at the Municipality of Budapest-Ujbuda	20.000,00
			A pilot course at the Municipality of Prague 6	20.000,00
			A pilot course at the City of Trogir	20.000,00
			A pilot course at the Social Service Directorate Arad	20.000,00
			A pilot course at the Municipality of Kallithea	20.000,00
	Interactive online toolkit	31.625,00	Interactive online toolkit	31.625,00

### 5.3 Project co-financing

*Please describe the consortium's operational and financial capacity to provide the required co-financing.*

All the partners are aware of the co-financing duty since the concept note phase and took it into consideration also in the full proposal. In cases of partner public institution, the institutions reflect the project cofinancing in their budget planning.

1	Local Government & Municipality of District 11 of Budapest, Újbuda	Hungary	Lead partner	Public	€ 359.625,75	% 85,00	€ 305.681,89	€ 53.943,86	€ 0,00
2	The Directorate for Social Welfare Arad	Romania	Beneficiary partner	Public	€ 127.355,30	% 85,00	€ 108.252,01	€ 19.103,30	€ 0,00
3	MUNICIPALITY OF KALLITHEA	Greece	Beneficiary partner	Public	€ 132.578,50	% 85,00	€ 112.691,73	€ 19.886,78	€ 0,00
4	City of Trogir	Croatia	Beneficiary partner	Public	€ 152.860,00	% 85,00	€ 129.931,00	€ 22.929,00	€ 0,00
5	Municipal district of Prague 6	Czech Republic	Beneficiary partner	Public	€ 150.815,00	% 85,00	€ 128.192,75	€ 22.622,25	€ 0,00
6	Åpenhet AS	Norway	Expertise partner	Private	€ 258.255,00	% 100,00	€ 258.255,00	€ 0,00	€ 0,00

<b>Total estimated eligible project costs (in EUR)</b>	€ 1.181.489,00
<b>Maximum estimated project grant (in EUR)</b>	€ 1.043.004,00
<b>Total estimated project co-financing (in EUR)</b>	€ 138.485,00

#### 5.4 Work package cost per budget headings

	BH1 - Staff Costs	BH1a - Voluntary Work	BH2 - Travel Costs and Related Subsistence Allowances	BH3 - Consumables and Supplies	BH4 - Equipment Costs	BH5 - Project Contract Requirements Costs	BH6 - Subcontracting Costs	BH7 - Indirect Costs
Management	264.360,00	0,00	4.500,00	0,00	0,00	43.692,00	15.000,00	39.654,00
Communication	138.000,00	0,00	0,00	5.000,00	0,00	0,00	26.000,00	20.700,00
Action Plan	165.100,00	0,00	0,00	0,00	0,00	0,00	0,00	24.765,00
Study Visits	35.225,00	0,00	66.000,00	0,00	0,00	0,00	32.000,00	5.283,75
Training Course	141.052,00	0,00	0,00	0,00	0,00	0,00	134.000,00	21.157,80

### 5.5 Partners versus Budget headings

	BH1 - Staff Costs	BH1a - Voluntary Work	BH2 - Travel Costs and Related Subsistence Allowances	BH3 - Consumables and Supplies	BH4 - Equipment Costs	BH5 - Project Contract Requirements Costs	BH6 - Subcontracting Costs	BH7 - Indirect Costs
Local Government & Municipality of District 11 of Budapest, Újbuda	204.805,00	0,00	16.500,00	2.500,00	0,00	20.100,00	85.000,00	30.720,75
The Directorate for Social Welfare Arad	70.262,00	0,00	12.000,00	0,00	0,00	4.554,00	30.000,00	10.539,30
MUNICIPALITY OF KALLITHEA	82.630,00	0,00	10.000,00	0,00	0,00	4.554,00	23.000,00	12.394,50
City of Trogir	92.440,00	0,00	12.000,00	0,00	0,00	4.554,00	30.000,00	13.866,00
Municipal district of Prague 6	83.900,00	0,00	12.000,00	2.500,00	0,00	4.830,00	35.000,00	12.585,00
Åpenhet AS	209.700,00	0,00	8.000,00	0,00	0,00	5.100,00	4.000,00	31.455,00

### 5.6 Work packages versus partners

	Local Government & Municipality of District 11 of Budapest, Újbuda	The Directorate for Social Welfare Arad	MUNICIPALITY OF KALLITHEA	City of Trogir	Municipal district of Prague 6	Åpenhet AS
Management	174.667,50	29.325,00	37.363,50	39.675,00	34.500,00	51.675,00
Communication	39.100,00	23.700,00	23.700,00	30.600,00	38.100,00	34.500,00
Action Plan	48.300,00	19.320,00	17.825,00	19.320,00	14.950,00	70.150,00
Study Visits	25.158,25	23.335,50	16.670,00	25.670,00	25.670,00	22.005,00
Training Course	72.400,00	31.674,80	37.020,00	37.595,00	37.595,00	79.925,00

### 5.7 Summary of project budget per work packages, partners and budget headings

Work package title	Total estimated eligible costs per work package	Percent of total eligible costs
Management	367.206,00	% 31,08

Communication	189.700,00	% 16,06
Action Plan	189.865,00	% 16,07
Study Visits	138.508,75	% 11,72
Training Course	296.209,80	% 25,07

Partner name	Total estimated eligible costs per partner	Percent of total eligible costs
Local Government & Municipality of District 11 of Budapest, Újbuda	359.625,75	% 30,44
The Directorate for Social Welfare Arad	127.355,30	% 10,78
MUNICIPALITY OF KALLITHEA	132.578,50	% 11,22
City of Trogir	152.860,00	% 12,94
Municipal district of Prague 6	150.815,00	% 12,76
Åpenhet AS	258.255,00	% 21,86

Budget heading	Total estimated eligible costs per budget heading	Percent of total eligible costs
BH1 - Staff Costs	743.737,00	% 62,95
BH1a - Voluntary Work	0,00	% 0,00
BH2 - Travel Costs and Related Subsistence Allowances	70.500,00	% 5,97
BH3 - Consumables and Supplies	5.000,00	%0,42
BH4 - Equipment Costs	0,00	% 0,00
BH5 - Project Contract Requirements Costs	43.692,00	% 3,70
BH6 - Subcontracting Costs	207.000,00	% 17,52
BH7 - Indirect Costs	111.560,55	% 9,44

### 5.8 Project costs in relation to outcomes

Please note that costs of the Management and Communication work packages is distributed (pro-rata) on all project outcomes.

Outcomes	Total estimated eligible costs (in EUR)	Percent of total eligible costs
Accountability and transparency of public administration increased	762.509,38	% 64,54

Enhanced cooperation and improved mutual knowledge and understanding between the donor and beneficiary states.	418.980,17	% 35,46
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### 5.9 Work package cost per outcome

Please note that the costs of Management and Communication work packages is distributed pro-rata on all outcomes.

	Accountability and transparency of public administration increased	Enhanced cooperation and improved mutual knowledge and understanding between the donor and beneficiary states.
Management	236.987,30	130.218,70
Communication	122.428,53	67.271,47
Action Plan	0,00	189.865,00
Study Visits	138.508,75	0,00
Training Course	264.584,80	31.625,00

### 5.10 Budget forecast per implementation periods

Partner	Period 1	Period 2	Period 3	Period 4	Period 5	Total
	01 July 2021 - 31 December 2021	01 January 2022 - 30 June 2022	01 July 2022 - 31 December 2022	01 January 2023 - 30 June 2023	01 July 2023 - 31 December 2023	01 July 2021 - 31 December 2023
Local Government & Municipality of District 11 of Budapest, Újbuda	63.700,00	78.900,00	71.225,75	72.900,00	72.900,00	359.625,75
The Directorate for Social Welfare Arad	23.155,30	22.000,00	22.490,00	27.355,00	32.355,00	127.355,30
MUNICIPALITY OF KALLITHEA	18.183,50	26.600,00	27.595,00	34.600,00	25.600,00	132.578,50
City of Trogir	23.350,00	31.920,00	32.160,00	32.200,00	33.230,00	152.860,00
Municipal district of Prague 6	23.551,00	24.930,00	36.644,00	32.840,00	32.850,00	150.815,00
Åpenhet AS	40.823,00	54.275,00	55.732,00	54.330,00	53.095,00	258.255,00
<b>Total</b>	192.762,80	238.625,00	245.846,75	254.225,00	250.030,00	1.181.489,00

### 5.11 System of payments

Advance payment	Yes
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<b>Reimbursement of costs incurred</b>	No
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<b>Estimated requested amount of advance payment</b>	<b>% of the total grant amount</b>
206.000,00	% 19,75

*Please describe the capacity of your entity to deliver appropriate financial guarantee, including previous experience with financial institutions in providing similar instruments. In case of failure to provide the financial guarantee, your system of payments will be automatically changed to reimbursement of costs incurred. Please describe how will you ensure financial viability of the project in such event.*

Most of the partners are public institutions with their designated budgets and sufficient financial capacities to guarantee proper management of the grant. The NGOs have are well established and under state regulation.

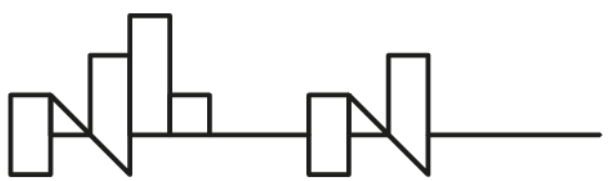
### **5.12 Revenue and state aid**

Is there any revenue foreseen in the project?

No

Are there any state aid implications related to the project? Any support under the Fund shall comply with the state aid rules. In case any project activity having potential impact on state aid mark YES and provide additional clarification in annex.

No

**Iceland**   
**Liechtenstein** **Norway**  
**Norway grants** **grants**

ANNEX III  
ETHICAL GUIDELINES

## INTRODUCTION AND GENERAL RULES

1. Unless otherwise specified, all terms used in the Ethical Guidelines have the same meaning as in the Project Contract General Conditions.
2. All information should be considered and treated as confidential, unless specifically stated otherwise, and should not be disclosed to any non-authorised personnel or members of the public.
3. The use of the Ethical Guidelines aims to mitigate any risk of abuse of power or ethics dumping by the Project Partners and their staff. The Ethical Guidelines also set the key measures to be taken by the FO in case abusive practices occur, in order to reduce their negative effects and protect the public image of the EEA and the Norway Grants. In case of any ethical violations, the FO will notify the FMO, and, if necessary, the European and national ethics bodies of such violations.
4. The compliance with the Ethical Guidelines shall be required during the entire Project implementation period from everyone involved in the Project. As stipulated in paragraph 3 of this Article, the FO will report to the FMO immediately any circumstance that may create a potential conflict of interest, violation, abuse or any irregularity.
5. Project Partners are committed to the rigorous investigation of any allegation of fraud, corruption and bribery within their staff, and where fraud, corruption, bribery or other criminal act is proven, to ensure that wrongdoers are appropriately dealt with.
6. In instances where such a question might subsist after full disclosure, corrective steps shall be taken to mitigate the impact and to avoid the problem in the future. Without prejudice to employees' rights under national laws, the Project Partners shall replace immediately any member of its staff involved in such a situation.
7. Investigations and measures adopted to solve any problem should be executed professionally and confidentially and protect the anonymity of the whistle-blowers.

## CODE OF CONDUCT

### VALUES AND RESPECT OF HUMAN RIGHTS

1. Project Partners' staff and any person participating in the Project implementation are equal before the law. Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited.
2. Focusing on individual rights alongside those of the larger group or culture, prudence dictates one's human dignity and personal rights secured through proper moral behaviour.
3. Project Partners ensure the honest and equal treatment of Project Partners' staff and of any person involved in the Project implementation:
  - (1) Project Partners do not hire or fire, reward or punish, award or deny contracts based on personal considerations, including but not limited to, favouritism, nepotism, or bribery.
  - (2) Project Partners do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.
  - (3) Project Partners apply the rules of Ethical Guidelines without favouritism or prejudice.
4. Project Partners' value is to demonstrate professionalism, integrity, respect, honesty and ability to work in a team. In this respect, Project Partners will implement the Project forming a team



composed by people from different organisations, countries and sometimes cultures in order to disseminate and implement the funds entrusted by the Donor in the best possible way.

5. Each Project Partners' staff is expected to:
  - (1) treat each other with fairness, dignity, and respect
  - (2) display utmost courtesy and tolerance
  - (3) respect the individuality and personal values of their colleagues
  - (4) be inclusive, supportive and listen actively to others;
  - (5) be respectful and mindful of individual work/life balance goals
  - (6) take responsibility for own safety, and that of their colleagues, in the workplace
  - (7) abide by all applicable health, safety, environmental laws and policies
  - (8) report all health, safety, or environmental hazards.

## LAW

1. Project Partners, their staff and any person involved in the Project implementation are required to comply with ethical standards foreseen in these Guidelines, the common values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities and national law.
2. Project Partners, their staff and any person involved in Project's implementation abide by rules of UN and ILO conventions, EU law and national law of the country concerned. In particular, Project Partners, their staff and any person involved in the Project implementation abide by rules of the UN Universal Declaration of Human Rights and follow the UN Convention on the Rights of Children and ILO eight conventions on fundamental labour standards, such as child labour, forced labour, unions and collective bargaining, and discrimination in the workplace.

## CULTURE

1. Project Partners aim to fulfil all Donors' and FO's requirements and rules set for the Project.
2. Project Partners' main goal is to implement and close the Project, by acting based on the highest standards, ensuring the best possible results and benefits for the Project's beneficiaries and thanks to it, for the social and business environment.
3. During the project implementation period, Project Partners shall comply with the following requirements of ethical behaviour:
  - (1) mutual respect, openness and frankness;
  - (2) treating the entrusted funds with the utmost care and caution;
  - (3) responsible attitude towards every Project activity;
  - (4) proactive attitude to tasks and inspiring one another;
  - (5) taking into consideration each stakeholder;
  - (6) designing user-friendly procedures;
  - (7) thinking about final results of their work;
  - (8) being professional.
4. Project Partners shall recognise that everyone is entitled to work in a harassment-free environment. Display of physical anger, sarcasm, ridicule or belittlement, whether in private or in front of a group, is unacceptable.

## ANTI-CORRUPTION

1. It will be the general policy during the Project implementation to purchase all materials and supplies on the basis of price, quality and service. It is an offence under national laws for any

individual to pay, offer, request or accept a bribe. A Project Partner's staff member may also commit an offense if an individual gives or offers a bribe with the intention of retaining or obtaining business for the Project or gaining a benefit or advantage on behalf of the Project.

2. Project Partners must have a zero tolerance policy towards corruption, they will neither pay nor accept any bribe, gratuity or similar payment (such as facilitation payment) from anyone in connection with the Project's business.
3. If an employee is in doubt as to whether the acceptance of any gift, benefit or hospitality could be perceived to give rise to a potential conflict of interest, he/she should inform his/her own supervisor under the Project or Lead Partner Project's Key Personnel.
4. Any Project Partner's staff member who has (or believes that he/she may have) a personal or financial interest which might conflict with these Ethical Guidelines, should immediately make all the facts known to the Lead Partner's project manager or to his/her direct supervisor under the Project.
5. Project Partners must take a very serious view of any fraudulent or other improper behaviour, corruption, bribery or other serious malpractice and general abuse occurring in the workplace. Any Project Partners' staff suspected of such behaviour will be investigated under the relevant entity's disciplinary policies.
6. A Project Partners' staff who become aware of possible malpractice should report it to the Lead Partner's project manager or to their direct supervisor under the Project. Any Project Partner's staff making such a disclosure will be protected by national laws and legislation and the matter will be treated with the utmost confidentiality and will be immediately investigated. Following an investigation, the Project Partners' staff raising the initial concern will be informed of the outcome of the investigation, and of any proposed actions. If the outcome of any investigation is that the complaint has been brought maliciously this will be regarded as a serious disciplinary matter and will be dealt with under the Project Partner's managing personnel decision.