- d) inform the Contracting Authority of any change in the legal, financial, technical, organisational or ownership situation of any of the Co-Beneficiaries, as well as of any change in the name, address or legal representative of any of the Co-Beneficiaries;
- e) be responsible in the event of audits, checks, monitoring or evaluations, as described in Articles 10 and 17 of Annex II for providing all the necessary documents, without prejudice to Article 2.8 and to the Co-Beneficiary own responsibilities under Article 17 of annex II;
- f) have full financial responsibility for ensuring that the Action is implemented in accordance with this Agreement. This includes the implementation done by the Co-Beneficiaries. By exception, where a Co-Beneficiary's pillars have been positively assessed by the European Commission and the Organisation can demonstrate that amounts to be recovered under this Agreement only relate to activities that have or should have been implemented by the Co-Beneficiary in accordance with Annex I, the Contracting Authority shall recover these amounts from that Co-Beneficiary;
- g) be the sole recipient, on behalf of all of the Co-Beneficiaries, of the payments of the Contracting Authority. The Organisation shall establish the payment requests and ensure that the appropriate payments are then made to the Co-Beneficiaries without unjustified delay;
- h) where relevant, repay funds to the Contracting Authority in line with Article 15 of Annex II.
- 2.3 The Organisation and the Co-Beneficiaries shall:
  - a) carry out the Action jointly taking all necessary and reasonable measures to ensure that the Action is carried out in accordance with the description of the Action in Annex I and the conditions of this Agreement;
  - b) ensure that the Organisation has or obtains the data needed to draw up the reports, financial statements and other information or documents required by this Agreement and the annexes thereto, as well as, without prejudice to Article 2.8, any information needed in the event of monitoring, evaluations or financial checks, as described in Articles 10 and 17 of Annex II.
- 2.4 In duly justified cases, the Organisation may propose to terminate the participation of the Co-Beneficiary to this this Agreement. For this purpose, the Organisation should communicate to the Contracting Authority the reasons for the proposed termination of its participation and the date on which it should take effect, as well as a proposal on the reallocation of the tasks of the Co-Beneficiary whose participation is terminated, or on its possible replacement. The proposal shall be sent in good time before the termination is due to take effect. If the Contracting Authority agrees, the Agreement shall be amended accordingly in conformity with Article 11 of Annex II. If the Contracting Authority does not agree, either Party may terminate the Agreement in accordance with Article 13.3 of Annex II.
- 2.5 In duly justified cases, the Contracting Authority may suspend the participation of a Co-Beneficiary in the Agreement for the reasons referred to in Article 12.3 of Annex II or terminate the participation of a Co-Beneficiary in the Agreement for the reasons referred to in Article 13.1 of Annex II.
- 2.6 In the case of termination of the participation of a Co-Beneficiary in accordance with Article 2.4, the request for payment for the Co-Beneficiary concerned shall be included in the next payment request following termination communicated by the Organisation.
- 2.7 The ceiling of EUR 60.000 for simplified cost options set forth under Article 18.8 of Annex II applies to the Organisation and each Co-Beneficiary individually. Indirect costs shall not be eligible under the Agreement for a Co-Beneficiary who already receives an operating grant financed from the European Union budget during the period in question. Where the budget of the Action includes a breakdown per Co-Beneficiary and the Organisation, the Organisation and the Co-Beneficiaries are allowed to adjust the budget by transfers between themselves without an amendment to the Agreement.
- 2.8 Where the Organisation and a Co-Beneficiary have both concluded framework agreements with the European Commission, the framework agreement of each Beneficiary shall apply for the purpose of this Agreement, except regarding obligations on reporting and payments, to which only the Organisation's framework agreement shall apply.

#### **Article 3: Affiliated Entities**

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- 3.1 Where the Special Conditions contain a provision on any Affiliated Entity, costs incurred by such entity will be eligible under the same conditions as those applicable to the Organisation, provided that it satisfies the same conditions under Article 18-Eligible Costs of Annex II, and that the Organisation ensures that the Contracting Authority and the European Commission where it is not the Contracting Authority, OLAF, the European Court of Auditors and any authorised representatives may exercise their rights under Article 17 of Annex II also towards the Affiliated Entity.
- 3.2 The Organisation shall ensure that Articles 2-General obligations, 4-Liability towards third parties, 5-Conflict of interest, 6-Confidentiality, 7-Data protection, 8-Communication and visibility, 9-Ownership, right to use results and transfer of equipment, 10-Evaluation and monitoring of the Action, 16-Accounts and archiving, 23-No profit of Annex II and Article 1-Financial support to third parties of this Annex, are also applicable to the Affiliated Entity.

Human Resources     I. I Balaries (gross salaries including social security charges and other related costs, local staff)     I.5.1 Technical     I.1.1.1 Project Coordinator IOM     I.1.1.2 IOM Technical support	Provide a narabive clinification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action). The Project Coordinator will be responsible for the overall coordination and implementation. Required for the full project period 24 months. Support to be provided regarding the coordinating activities and Frontex ked project activities foreseen under Results 1,3 and 4. CMA project start will be responsible for: - facilitation of organization of avents - collecting registration form a dat participants - reservation of fights for external experts and VB representatives flying into and out of VB region and organization and multi susce with all relevant pathens, serving as a point of contact for the WB processing of Registresponsible in OMA interpretations in OMA interpretations of a point contact - administrative processing of Registresponsible in OMA interpretations in OMA interpretations for a solutions - administration and assisting in Visa arrangements of applicable - - administration processing of Registresponsion IOMA interpretations of administration software - eadministration software in OMA interpretations of the months processing of Registresponsion in OMA interpretations for - eadministration processing of Registresponsions in OMA interpretations for the registresponsion of assisting in Visa arrangements of applicable - administration software.	Incude be based on real costs or on simplified cost options if allowed, as described in section 2.1.5 of the Guidelines for Grants Applicants The salary cost is budgeted based on applicable UNIOM salary scales and include all statutory staff cost IOM obliges to pay in relation to staff employment. The forceen percentage of time the staff will dedicate to the project is in line with the tasks allocated to these positions to staff explore the UNIOM salary scales and include all statutory staff costs calculated for 24 months. The average salary cost is budgeted based on the applicable UNIOM salary costs (DM solid) will dedicate to the project is in line with the tasks allocated to these positions to staff employment. The force percentage of time the staff will dedicate to the project is in line with the tasks allocated to these positions. Cost budgeted based on the applicable UNIOM salary costs and includes all statutory staff costs (DM solid) and any costs and includes all statutory staff costs (DM is obliged to the project is in line with the tasks allocated to the project is in line with the tasks allocated to these positions. Cost budgeted are for coverage of 10M staff supporting the action in 6 Countres (Setting, BH, Nabaria, Kosovo, Coverage) and the project is in line with the tasks allocated to the staff will be tasks allocated to the set positions. The task calculated are for coverage of 10M staff supporting the action in the staff will be tasks allocated to the set positions.	
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)     1.1.1 Technical     1.1.1.1 Project Coordinator IOM	Required for the full project period 24 months Support to be provided regarding the coordinating activities and Frontox led project activities foreseen under Results 1,3 and 4. (OM project staff will be responsible for: - lacktation of organization of events - collecting registration forms of all participants - reservation of fights for adarmat events and WB representatives flying into and out of WB region and organizing local transportation - maintaining communication on this issue with all relevant partners, serving as a point of contact for the WB participants - sending invitations and assisting in Visa arrangements if applicable	The salary cost is budgeted based on applicable UN/OM salary scales and include all statutory staff cost IOM obliges to pay in relation to staff employment. The foreseen percentage of time the staff will dedicate to the project is in line with the tasks allocated to these bogilions. Board on actual costs calculated for 24 months. The average salary cost is budgeted base on the applicable UN/IOM salary scales and includes all statutory staff costs IOM is obliged pay in relation to staff employment. The foreseen percentage of time the staff will dedicate the project is in line with the tasks allocated to these positions. Cost budgeted are for coverage of IOM staff supporting the action in 6 Countries (Settis, BH, Albaris, Rosovo.	
1.1.1 Technical 1.1.1.1 Project Coordinator IOM	Required for the full project period 24 months Support to be provided regarding the coordinating activities and Frontox led project activities foreseen under Results 1,3 and 4. (OM project staff will be responsible for: - lacktation of organization of events - collecting registration forms of all participants - reservation of fights for adarmat events and WB representatives flying into and out of WB region and organizing local transportation - maintaining communication on this issue with all relevant partners, serving as a point of contact for the WB participants - sending invitations and assisting in Visa arrangements if applicable	statutory staff cost IOM obliges to pay in rivation to staff employment. The foreseen percentage of time the staff will dedicate to the project is in ine with the tasks allocated to these positions. Based on actual costs calculated for 24 months. The average salary cost is budgeted base on the applicable UMIOM salary scales and includes al statutory staff costs IOM is obliged pay in relation to staff employment. The foreseen percentage of time the staff will dedicate the project is in line with the tasks allocated to these positions. Cost budgeted are for coverage of 100M staff supporting the action in 6 Countries (Settin, BH, Albania, Rossvo.	
1.1.1.1 Project Coordinator IOM	Required for the full project period 24 months Support to be provided regarding the coordinating activities and Frontox led project activities foreseen under Results 1,3 and 4. (OM project staff will be responsible for: - lacktation of organization of events - collecting registration forms of all participants - reservation of fights for adarmat events and WB representatives flying into and out of WB region and organizing local transportation - maintaining communication on this issue with all relevant partners, serving as a point of contact for the WB participants - sending invitations and assisting in Visa arrangements if applicable	statutory staff cost IOM obliges to pay in relation to staff employment. The foreseen percentage of time the staff will dedicate to the project is in ine with the tasks allocated to these positions. Based on actual costs calculated for 24 months. The average salary cost is budgeted base on the applicable UMIOM salary scales and includes all statutory staff costs IOM is obliged pay in relation to staff employment. The foreseen percentage of time the staff will dedicate the project is in line with the tasks allocated to these positions. Cost budgeted are for coverage of 100M staff supporting the action in 6 Countries (Settin, BH, Albanic, Kosovo.	
1.1.1.2 IOM Technical support	Increasen under Results 1,3 and 4. IOM project staff with be rasponsible for: - facilitation of organization of events - collecting registration forms of all participants - reservation of flights for axternal experts and WB representatives flying into and out of WB region and organizing local transportation - maintaining communication on this issue with all relevant partnera, serving as a point of contact for the WB participants - sending invitations and assisting in Visa arrangements if applicable	Based on actual costs calculated for 24 months. The average salary cost is budgeted base on the applicable UNICOM salary scales and includes all statutory staff costs IOM is obliged pay in relation to staff employment. The foreseen percentage of time the staff will dedicate I the project is in line with the tasks allocated to these positions. Cost budgeted are for coverage of IOM staff supporting the action in 6 Countries (Section, BAH, Nabaria, Kossov.	
	<ul> <li>administering Per Diem calculation and issuance to participants (External Experts and representatives of the WB countries)</li> <li>marking logistics for the events - identifying venue, translation services</li> <li>contracting the services in compliance of internal procument rules (selection to be done on the basis of competitive price offers solicited from competent service providers on the basis of procumenent regulations);</li> <li>preparation of service agreements and coordinating with relevant units at IOM HQ (Legal services);</li> </ul>	FYROM Montenegro) where activities are implemented.	
J.J.2.Admi(rjstrative/.socoort.staff 1.1.2.1 IOM Administrative/support.staff	Support to be provided regarding the coordinating activities and Frontex led project activities foreseen under Results 1, 3 and 4, IOM Administrative/copport staff (1 position per each country in the region with part-time involvement). - Finance Officer, This position will be responsible for coordination of administrative and financial management (Induding procession) experisors, financial monitoring and evaluation, financial forecast, supervision of compliance with EU and IOM rules and regulations, financial management (Induding processing) and the responsible for coordination of administrative and financial management (Induding processing) and Compliance with EU and IOM rules and regulations, financial transactions for the costs lincurring in IOM s accounting software. - Finance Assistants in all WB locations: with be performing administrative and financial tasks: processing financial transactions in IOM a accounting software for the costs lincurring in beir respective counties. VAT claims processing as applicable in the responsitor counties, proper- financial reports for Finance Officer on a regular basis and upon request; ensuring compliance with EU and IOM rules and regulations.	FYROM, Montenegro) where activities are implemented.	
<ol> <li>Salaries (gross salaries including social security charges and other related costs, expat/int, staff)</li> </ol>			
1.2.1 1.2.4 IPA II Project Team Frontex	Coordination of the project and implementation of the activities under Results 1, 3 and 4.	Based on actual costs: Project Coordinator FG IV, Return Specialist FG IV, Project Ass FG III, Mgration specialist FG IV: salary according to actual EU payrol. Calculations do 24 months. It is planned to keep project staff currently working for the phase I, however there will be one replacement - for Return Specialist, therefore the unit value is higher for position.	
1.2.5 - 1.2.11 Project Staff UNHCR (respectively 50% and 55% workload)	UNHCR Senior Regional Protection Officer (BIH RO) will be in chareg of the overall coordination. Other staff listed will support country-specific activities, in coordination with the Senior Regional Protection Officer, and would take part in the project-related events in line with the DoA.	Based on actual costs: UNHCR Senior Regional Protection Officer, P4 (8)IH RO, 50%), UNHCR Senior Protection Officer, P4 (FyROM, 5%), UNHCR Senior Protection Officer, (SER, 5%), UNHCR Protection Officer, P4 (BH, 5%), UNHCR Protecton Officer, NOC (Montenegro, 5%), UNHCR Senior Protection Associate (Abania, 5%), UNHCR Protec- Officer, NOC (Kosova, 5%) for 24 months. The average satisfy cost is budgeted based the applicable UNUNHCR satary scales and includes at atalutory staff costs UNHCR i obliged to pay in relation to staff employment. The foreseen percentage of time the staff dedicate to the project is in line with the tasks allocated to these positions.	
	Per diem payable to the participant slowpertizistall participating in the Coordinating activities and Results 1,3 and 4 to cover accommodation, meals and other incentives during their travel.	Average Daily Subsistence Allowance based on the standard EU rates (average rate for all WB countries). For each of the avent one additional overright stays are budgeted due to fight connectivity considerations between WB countries and WB + EU MS so as to ensure timely arrival/departure of the participants.	
ictivities and Frontex regional activities / 1.3.3. Per diem or other participants in Frontex national activities and ad ixic national activities	Per diem payable to the participants/experts/staff participating in the Coordinating activities (events of horizontal native such as the Kik-off / Closing Conference, Regional Steering Committe, National Steering Committees) and Results 1.3 and 4 to cover accommodation, meals and other incentives during their travel.	of the WB region - official (avarago) IOM DSA rate was taken into consideration.	
	Per diem payable to the UNHCR staff participating in the coordinating activities and project-related avoints as plunned under the Results 2 and 5, to cover accommodation, meals and other incentives during their travel.	Average Usery Subsistence Allowance based on the standard EU rates (average rate for all WB countries). For each of the event one additional overright stays are budgeted due to fight connectivity considerations between VB countries and WB - EU MS so as to ensure timely arrival/departure of the participants.	
ublotal Human Resources Travel			
	To cover the international air travel costs and national travel costs for the . Coordinating activities and Results 1, 3 and 4	Average cost of international travel to country of arrival, budgeted assuming round-trip travel by air based on economic rates and in line with EU travel policies. Calculation for national travels by participants from WB region based on average costs incurred during Phase I	
	To cover the international air travel costs and national travel costs for the coordinating activities and project-related events as planned under the Results 2 and 5.	Average cost of international travel to country of arrival, budgeted assuming round-trip travel by air based on economic rates and in line with EU travel policies.	
2 Local transportation	Results 1, 3 and 4.	Average cost of local fares for in-country transportation. The calculation was based on the real appenditures occurred in Phase 1.4 regional meetings x EUR 800 + 12 national meetings - EUR 0.800 - This amount was spent to cover the mileage costs for the	
ubtotal Travel		participants	
Equipment and supplies I Purchase or rent of vehicles			
2 Furniture, computer equipment			
5.1 Lease of equipment and facilities for Result 4	Result 4	The budget is based on competitive rates currently available at the market. Package price to be agreed and selected on the basis of competitive price offers solcited from competent service providers on the basis of procurement regulations, equipment specification.	
lablishing/providing refugee law urses/clinics(UNHCR)	Support universities in establishing and maintaining refugee law courses/clinics through provision of course materials, library on refugee law, communication and media equipment, as per Result 2.	Estimation based on needs/inputs provided by the universities and communicated through the operations in the region.	
3 Machines, toots 1 Spare parts/equipment for machines, tools			
5 Other (please specify)			
ibtotal Equipment and supplies			
Vehicle costs 2 Office rent			
Utike rent I Consumables - office supplies			

, Justification of the Budget for the Action Costs	Clarification of the budget items	Justification of the estimated costs
	Current automotion in a budget normal Provide a marsitive charification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action).	Juavity auton of the extended occurs of the stimpted costs. Note that the estimation Provide a justification of the calculation of the stimpted costs. Note that the estimation should be based on real costs or on implified cost options if allowed, as described in section 21.6 of the Guidelines for Grants Applicants
1.4 Other services (tel/fax, electricity/heating,		
including communications, supplies, utilities, other)		ON local office costs are directly linked to the implementation of the project and are incurred in the context of the implementation of the action, comply with the stightly criteria of the general conditions and will be supported by accounting documentation which allows for a fair and equilable affocation of these costs to the action. Rent and other office costs are calculated based on the number of square meters occupied by staff working directly on the project for the acut timeshare adocated to the action. These costs are not included under the administrative costs heading. The calculation for Serbia (managing) mission was made a per square meters, built in this calculation for Serbia (managing) mission was made costs for other missions, as well.
Subtotal Local office		
5. Other costs, services		
	In support of the number of activities as stated under the Results 2 and 5 of the Grant Application Form, Annex A 2.	Estimation based on the relevant costs incured by similar activities in the region.
	In support of the number of activities as stated under the Results 2 and 5 of the Grant Application Form, Annex A 2.	Estimation based on the relevant costs incured by similar activities in the region.
5.3 Expenditure verification/Audit		
5.4 Évaluation costs		
5.5 Translation, Interpreters 5.5.1. Translation of publications, training materials, reports, deliverables (coordinating activities and Frontex activities)	Coordinating activities and Results 1, 3 and 4	Translation services per applicable rates, calculated based on real expenditures incurred in Phase I.
5.5.2. Interpretation (including equipment rental if needed) for coordinating ativities, Frontex regional activities, Frontex national and ad hoc activities	Coordinating activities and Results 1, 3 and 4	The calculation was based on the real expenditures occurred in Phase I, 15 regional meetings x 3 languages x 2 interpretars each x 3 days (average) x 300 euro (daily translatior fee) + 4 national meeting (2 Kosowo' and 2 Attonia) x 1 language x 2 interpreters x 5 days x 300 euro (daily translation fee) + 15 regional meeting x 3 days + 4 national meeting x 5 days x 300 euro (translation equipment fee per day)
5.5.3 Translation of studies/research papers on integration, handbooks, country of origin information	In support of the number of activities as stated under the Results 2 and 5 of the Grant Application Form, Annex A 2.	Estimation based on the relevant costs incured by similar activities in the region.
5.6 Financial services (bank guarantee costs etc.)	Intermediary bank costs	
5.7 Costs of conferences/seminars <sup>6</sup> 5.7.1 - 5.7.4 Seminar and meeting costs	Coordinating activities and Results 1, 3 and 4	Average other costs per meeting, excluding transportation, interpretation, international travel and per diems (including costs such as venue renta), additional equipment rental, additional catering and other costs). The calculation was based on the real expenditures occured in Phase 1 (average costs at the level of 60 euro per day).
5.7.5 Costs of conferences/seminars/workshops/trainings (anch/dimor, refreshments, facility/venue, audio-video equipment) (UNHCR)	In support of the number of activities as stated under the Results 2 and 5 of the Grant Application Ferm, Annex A 2.	Estimation based on similar costs regularly incured across the region.
	Operational cost required to support Partners, stakeholdere, community representatives and other non-UNHCR staff participating in project-related coordination events as planned under the Results 2 and 5.	Operational cost estimate done as per UNHCR rules and regulations applicable for Non- UNHCR staff (Partners) participating in the UNHCR-organized coordination events.
5.8. Visibility actions <sup>10</sup>		
5.8.1. Layout and production of learning, training, reference and promotional materials	Coordinating activities and Results 1, 3 and 4	The calculation was based on the teal expenditures occured in Phase 1. Package price to be agreed and selected on the basis of competitive price offers colicited from competent servic providers on the basis of procurement regulations
5.8.2 Promotions, fundraising support and other work related visibility activities (UNHCR) Subtotal Other costs, services	In support of the Outputs 2.3 and 2.8 under the Result 2 of the Grant Application Form, Annex A 2.	Estimation based on costs incured by similar activities in the region over the past 1-2 years.
6. Other		
6.1. Development of Masterplans under Result 1	Result 1	Estimation, per service. The Materplans will be procured through a competitive procedure based on detailed ToR to be developed under Phase I.
8.2 Expert fees related to supporting Frontex in analysis of capacities and business processes of the WB beneficiaries	Results 1, 3 and 4	Per teo, based on possible costs. All hoc consultanty is envisaged for developing analysis, operating processes and / or procedures for which Frontex would need external opperts apport. The calculation was based on the notal opperatives occurred in Phase 1.12 nation trainings x.3 trainers x.8 working days (Consultants are usally ergaged only for the national trainings).
6.3 Expert fees for international experts (training activities)	Results 1, 3 and 4	Per fee, Ad hoc consultanty is envisaged for developing analysis, operating processes and i or procedures for which Frontex would need external experts support. The calculation was based on the real expenditures occurred in Phasen 1.12 national trainings x3 trainers x 6 working days (Consultants are usaily engaged for the national trainings).
6.4 Ad hoc administrative/logistical support for Frontex activities organized in Poland	Results 1, 3 and 4	Per year, based on actual costs: e.g. transport locally to other institutions: ete visits in- country (bus); other ad hoc needs related to conferences (stationary and printing material, coffee breaks etc); Frontex is not charging office and other running costs, not overhead.
6.5 Support establishment&building up research capacities of Legal Clinics and setting up scholarship awarding aystem for retugee students in universities across the region (UNHCR)	In support of the Result 2 of the Grant Application Form, Annex A 2.	Support Partner's staffing costs and related operational activities.
6.6 Support development/implementation of the national integration strategies and effective naturalization of persons granted international protection through individualized approach (UNHCR)	In support of the Result 5 of the Grant Application Form, Annex A 2.	Support Partner's staffing costs and related operational activities, including expert fees
	Operational cost required to support judges/prosecutors/BAS ass /CS, and their study visits in the	

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and Frontex regional activities       42.000,00         5.7.2. Seminar and meeting costs: lunch, coordination dinner, refreshments and materials for participants in Frontex national activities       Per person       1.400       60.00       Per person       700       60.00         5.7.3. Other seminar and meeting costs (facilities and equipment, venue in case Authorities do not have available)       Per event       30       1.666,67       50.000,00       Per event       15       1.666,67         5.7.4. Training materials/ supplies for the trainings under Result 1.3 and Result 4       Per beneficiary       6       1.204,50       7.227,00       Per beneficiary       6       1.204,50         5.7.5. Costs of conferences/seminars/workshops/trainings (funch/inner, refreshments, facility/venue, audio-video equipment) (UNHCR)       Per event       54       500,00       27.000,00       Per event       27       500,00         5.7.6 Operational costs related to participation of partners and stakeholders in UNHCR-organized events (UNHCR)       Per event       54       1.742,370       94.088,00       Per event       27       1.742,37         5.8. Visibility actions <sup>10</sup> Per beneficiary       6       8.333,33       50.000,00       Per beneficiary       38.333,33       50.000,00       Per beneficiary       38.333,33       50.000,00       Per beneficiary       4.775,00       19.100,00       Per event	21.000,1 42.000,1 25.000,1 7.227,1 13.500,( 47.044,( 0,( 25.000,( 9.550,(
venue in case Authorities do not have available)       Per baneficiary       Per beneficiary       Per beneficiary <t< td=""><td>7.227,( 13.500,( 47.044,( 0,( 25.000,(</td></t<>	7.227,( 13.500,( 47.044,( 0,( 25.000,(
and Result 4Fer orientediary01.204,301.224,00Per beheficiarly01.204,305.7.5 Costs of conferences/seminars/workshops/trainings (lunch/dinner, refreshments, facility/venue, audio-video equipment) (UNHCR)Per event54500,0027.000,00Per event27500,005.7.6 Operational costs related to participation of partners and stakeholders in UNHCR-organized events (UNHCR)Per event541.742,370494.088,00Per event271.742,3775.8. Visibility actions <sup>10</sup> 0,00 </td <td>13.500.( 47.044.( 0.( 25.000.(</td>	13.500.( 47.044.( 0.( 25.000.(
(lunch/dinner, refreshments, facility/venue, audio-video equipment) (UNHCR)       Per event       54       500,00       27.000,00       Per event       27       500,00         5.7.6 Operational costs related to participation of partners and stakeholders in UNHCR-organized events (UNHCR)       Per event       54       1.742,3704       94.088,00       Per event       27       1.742,370         5.8. Visibility actions <sup>16</sup> 0,00       0       0       0       0       0         5.8.1 Layout and production of learning, training, reference and promotional materials (Frontex)       Per beneficiary       6       8.333,33       50.000,00       Per beneficiary       3       8.333,33         5.8.2 Promotions, fundraising support and other work related visibility activities (UNHCR)       Per event       4       4.775,00       19.100,00       Per event       2       4.775,00	47.044.( 0,( 25.000,(
stakeholders in UNHCR-organized events (UNHCR)       Per event       54       1.742,3704       94.088,00       Per event       27       1.742,37         5.8. Visibility actions <sup>16</sup> 0,00       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0	0,(
5.8. Visibility actions <sup>10</sup> 0,00         5.8. Visibility actions <sup>10</sup> 0,00         5.8. Visibility actions <sup>10</sup> 0,00         5.8.1. Layout and production of learning, training, reference and promotional materials (Frontex)       Per beneficiary       6       8.333,33       50.000,00       Per beneficiary       3       8.333,33         5.8.2 Promotions, fundraising support and other work related visibility activities (UNHCR)       Per event       4       4.775,00       19.100,00       Per event       2       4.775,00	0,(
promotional materials (Frontex) 5.8.2 Promotions, fundraising support and other work related visibility activities (UNHCR) Per event 4 4.775,00 19.100,00 Per event 2 4.775,00	25.000,(
activities (UNHCR) Per event 4 4.775,00 19.100,00 Per event 2 4.775,00	9,550 (
Subtotal Other costs, services 745.945.00	0.000.1
	376.570,5
6. Other 6.1. Development of Masterplans under Result 1 Per service 1 800.000.00 800.000.00 Per service 1 800.000.00	
	800.000.(
and business processes of the WB beneficiaries Per day 330 450,00 148,500,00 Per day 200 450,00	90.000,0
6.3 Expert fees for international experts (training activities) Per day 216 150,00 32.400,00 Per day 116 150,00	17.400.(
6.4 Ad hoc administrative/logistical support for Frontex activities Per event 2 2.500,00 Per event 1 2.500,00	2.500,(
6.5 Support establishment&building up research capacities of Legal Clinics and setting up scholarship awarding system for refugee students in universities across the region (UNHCR) Per activity 4 14.500,00 58.000,00 Per activity 2 14.500,00	
In initial integration all region (DVHCN)       Per activity       4       14.500,00       S8.000,00       Per activity       2       14.500,00         6.6 Support development/implementation of the national integration strategies and effective naturalization of persons granted international protection through individualized approach (UNHCR)       Per beneficiary       122       1.000,00       122.000,00       Per beneficiary       61       1.000,00	29.000,(
6.7 Study visits for judges/prosecutors/BAS ass./CS, Field visits for Legal Clinics students, Regional Integration Forum (UNHCR) Per event 6 10.000,00 60.000,00 Per event 3 10.000,00 Subtotal Other 1.225:900,00	30.000,C 1.029,900,C
7. Subtotal direct eligible costs of the Action (1-6) 3.274.582.44	2.065.104,7
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs	CO 000 C
of the Action) 125.261,87	62.630,9
9. Total eligible costs of the Action, excluding reserve (7+ 8). 3.399.844,31	2.128.735.6
10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct elicible scete of the Action)*	
direct eligible costs of the Action) *         155,69           11. Total eligible costs (9+10)         3,400,000,00	2.128.735,6
12 Taxes <sup>11</sup> Contributions in kind <sup>12</sup>	
- Contributions in kind <sup>12</sup> 13. Total accepted <sup>11</sup> costs of the Action (11+12) 3.400.000,00	2.128.735.6

1. The description of items must be sufficiently detailed and all items broken down into their main components. The number of units and the unit value must be specified for each item depending on the indications provided. The budget has to include costs related to the Action as a whole, regardless the part financed by the Contracting Authority.

2. This section must be completed if the Action is to be implemented over more than one reporting period (usually 12 months).

3. The budget may be established in euro or in the currency of the country of the Contracting Authority. Costs and unit values are rounded to the nearest euro cent.

4. If staff are not working full time on the Action, the percentage should be indicated alongside the description of the item and reflected in the number of units (not the unit value).

5. Indicate the country where the per diems are incurred. Per diems are not considered a simplified cost option for the purposes of Union financing when the Grant Beneficiary reimburses a fixed amount to its staff according to its staff rules and asks for the reimbursement of that same amount in the action budget. That is an actual cost. Otherwise, if the Beneficiary proposes a reimbursement on the basis of simplified costs option (for instance a "unit cost"), it must specify "UNIT COST per diem" in the "unit value" column and the applicable rates (in any case the

final eligible cost may not exceed the rates published by the E.C. at the time of such mission).

6. Costs for CO2 offsetting of air travel may be included. CO2 offsetting shall in that case be achieved by supporting CDM/Gold Standard projects (evidence must be included as part of the supporting documents) or through airplane company programmes when available. Indicate the place of departure and the destination. If information is not available, enter a global amount.

7. Please separate cost for purchase or rental.

8. Specify the typology of costs or services, Global amounts will not be accepted.

9. Only indicate here when fully subcontracted.

10. Communication and visibility activities should be properly planned and budgeted at each stage of the project implementation.

11. Only to be filled in when provided for in the Call for Proposal (i.e. taxes are not eligible and the beneficiary(ies) can show they cannot reclaim them). Please see glossary of terms (Annex A 1) of the Practical Guide to contract procedures for EU external actions for the definition of taxes. Please note that direct taxes are not included (such as taxes on salary of staff working for the action which are part of the gross salary). Note: Where the Call for Proposal does not exclude the coverage of taxes and the beneficiary can show it cannot reclaim, taxes may be eligible and should be included in each relevant heading. Taxes that can be reclaimed are not considered as eligible nor accepted costs.

12. Only to be filled in when contributions in kind as may be accepted as co-financing. The amount indicated must be identical to the one indicated in worksheet 3 "expected sources of funding"

13. Use "UNIT COST per flight/month/kit etc..." or "LUMPSUM" or "FLAT RATE" in case of simplified cost options. Use different lines for each type of simplified cost options and per beneficiary. In worksheet 2, the methods user to determine and calculate them must be clearly described and substantiated and the Beneficiary proposing and using them must be univocally identified. (for more guidance see Annex K - Guidelines-Checklist for simplified cost options)

NB: The Beneficiary(ies) alone are responsible for the correctness of the financial information provided in these tables.

\* Administrative costs are eligible only in relation to the portion of incurred costs by the co-beneficiaries IOM and UNHCR.

Annex III Budget for the Action IPA/2018/404-200 <sup>1</sup>	All Years			Year 1				
Costs	Unit <sup>11</sup>	# of units	Unit value	Total Cost	Unit	# of units	Unit value	Total Cost Y1 (in EUR)
Human Resources		FRANK STRATE	(in EUR)	/in EUR) <sup>a</sup>			(in EUR)	(In EUK)
numan Resources								
.1 Salaries (gross salaries including social security charges and								
ther related costs, local staff) <sup>4</sup>								
1.1.1 Technical	Por menth	24	1.275,00	30.600,00	Per month	12	1.275,00	15.300,0
1.1.1.1 Project Coordinator IOM	Per month				Card Concerns and the Second Second			18.900,0
1.1.1.2 IOM Technical support	Per month	24	1.575,00	37.800,00	Per month	12	1.575,00	18.900,0
1.1.2 Administrative/ support staff	and the state of t							
1.1.2.1 IOM Administrative/support staff	Per month	24	2.500,00	60.000,00	Per month	12	2.500,00	30.000,0
.2 Salaries (gross salaries including social security							1	
harges and other related costs, expat/int. staff) 1.2,1. Frontex Project coordinator (FG IV)	Per month	24	4.000.00	00 000 89	Per month	12	4.000,00	48.000.0
1.2.2. Frontex Migration specialist (FG IV)	Per month	24	4.000,00		Per month	12	4.000,00	48.000,0
1.2.3. Frontex Return Specialist (FG IV)	Per month	24	5.000,00	120.000,00		12	5.000,00	60.000,0
1.2.4. Frontex Project Assistant (FG III)	Per month	24	3.000,00	72.000,00	Per month	12	3.000,00	36.000,0
1.2.5. UNHCR Senior Regional Protection Officer (P4), RO Sarajevo							6 700 74	60.070
50%)	Per month	24	5.739,71	137.752,96		12	5.739.71	68.876.4
1.2.6. UNHCR Senior Protection Officer (P4), Serbia (5%)	Per month	24	597.66 565,21		Per month Per month	12	565,21	6.782,5
1.2.7. UNHCR Senior Protection Officer (P4), Macedonia (5%) 1.2.8. UNHCR Protection Officer (P4), BiH (5%)	Per month Per month	24	573,97		Per month	12	573,97	6.887,6
1.2.9. UNHCR Protection Officer (NOC), Montenegro (5%)	Per month	24	247,20		Per month	12	247.20	2.966,3
1.2.10. UNHCR Senior Protection Associate (G7), Albania (5%)	Per month	24	154,26		Per month	12	154,26	1.851,
1.2.11.UNHCR Protection Officer (NOC), Kosovo (5%)	Per month	24	259,14	6.219,45	Per month	12	259,14	3.109.1
1. D. T								
I.3 Per diems for missions/travel <sup>5</sup>								
1.3.1. Per diem Frontex staff/experts assigned to the Action	Per diem	300	213,00	63.900,00	Per diem	150	213,00	31.950,0
1.3.2. Per diem for other participants in coordinating activities and	Per diem	920	140,00	128.800,00	Per diem	460	140.00	64,400,
Frontex regional activities	reruien	520	140,00	120.000,00		400	140,00	
1.3.3. Per diem for other participants in Frontex national activities and	Per diem	400	140,00	56.000,00	Per diem	200	140.00	28.000,0
ad hoc national activities								
2.4 UNUCD stellevende padialaction, condiana canta	0	200	100 50	47 700 00	Des diam	180	132,50	23.850,
1.3.4. UNHCR staff/experts participation, perdiem costs	Per diem	360	132,50	47.700,00	Per diem	100	132,30	502.045,
Sublotal Human Resources	and a set of the	100000000000000000000000000000000000000		1.004.091,44		TAL A CONTRACT	entrie d'action de la company	302.045,
2. Travel <sup>®</sup> 2.1. International travel								
	Per flight	140	500,00	70.000.00	Per flight	70	500.00	35.000,
2.1.1. Flights Frontex staff/experts	Peringin	140	300,00	10.000,00	i ci ingin		000,00	55.000,
2.1.2. Travel costs: other participants of coordinating activities and	Per travel	225	400,00	90.000,00	Per travel	125	400,00	50.000,
Frontex regional activities								
2.1.3. Travel costs: other participants of Frontex national activities and	Per travel	96	400,00	38.400,00	Per travel	48	400,00	19.200,
ad hoc national activities								
2.1.4 UNHCR staff/experts participation, travel costs	Per flight	104	350,00	36 400 00	Per flight	52	350,00	18.200,
2.2 Local transportation	Per transfer	200	50,00		Per transfer	100	50,00	5.000,
Subtotal Travel	A STATE OF SALES			244.800,00		Contraction of the		127.400,
3. Equipment and supplies <sup>7</sup>								
3.1 Purchase or rent of vehicles				der versche Ede Britsten der Hanne die Alder von der Merkel				
3.2 Furniture, computer equipment								
3.3 Machines, tools					-	-		
3.4 Spare parts/equipment for machines, tools								
3.5.1 Lease of equipment and facilities for Result 4	Per set	1	6.500,00	6.500,00	Per set	1	6.500,00	6.500
3.5.2 Provision of equipment to universities establishing/providing					Constant of Male and States and States			
refugee law courses/clinics	Per set	4	9.000,00	36.000,00		2	9.000,00	18.000.
Subtotal Equipment and supplies	are spirit topic in	1-11-11-11-11-11-11-11-11-11-11-11-11-1	A CONTRACTOR OF THE	42,500,00		Contraction of the second		24.500
4. Local office								
4.1 Vehicle costs				an a	· [	-		
4.2 Office rent 4.3. Consumables - office supplies		+						
4.3. Consumables - Unice supplies				*****	-			
4.4 Other services (tel/fax, electricity/heating, maintenance)								
4.4.1. Office rent/costs for IOM Missions in the region (including			171.00	11 070 0	Deservette	10	474.00	5.688
communications, supplies, utilities, other)	Per month	24	474.00	11.376,00	Per month	12	474,00	5.000
Subtotal Local office	Palet es a Francia			11.376,00			1200年1月1日日本	5.688
5. Other costs, services <sup>8</sup>					L			
5.1 Publications <sup>0</sup>								
5.1.1 Development/printing/dissemination of UNHCR text books, handbooks, studies/research papers and tool guidelines (UNHCR)	Per set	4	13.750.00	55.000,00	Perset	2	13.750,00	27.500
5.2 Studies, research <sup>9</sup>	n ci adt	4	10.700,00		1. 5. 561	1	10.700,00	21,000
5.2.1 Development/compilation/printing/dissemination of UNHCR								
materials, studies/research papers and tool guidelines (UNHCR)	Per set	4	22.500.00	90.000.00	) Per set	2	22.500,00	45.000
5.3 Expenditure verification/Audit		-						
5.4 Evaluation costs								
5.5 Translation, interpreters								
5.5.1. Translation of publications, training materials, reports.	Par pros	0.000	10.00	20.000.0	Perman	1.000	10,00	10.000
	Per page	2.000	10.00	20.000,00	) Per page	1.000	10,00	10.000
deliverables (coordinating activities and Frontex activities)	1							
deliverables (coordinating activities and Frontex activities)		1			Per beneficiary	3	18.750,00	56.250
	Per beneficiary	6	18.750.00	112.500,00	all as a an an and a start and a	1		
deliverables (coordinating activities and Frontex activities) 5.5.2. Interpretation (including equipment rental if needed) for	Per beneficiary	6	18.750,00	112.500,0				
deliverables (coordinating activities and Frontex activities) 5.5.2. Interpretation (including equipment rental if needed) for coordinating ativities, Frontex regional activities, Frontex national and a hoc activities)	Per beneficiary	6	18.750.00	112.500,0				an a
deliverables (coordinating activities and Frontex activities) 5.5.2. Interpretation (including equipment rental if needed) for coordinating ativities, Frontex regional activities, Frontex national and a	Per beneficiary Per document	30	3.133,33		) Per document	15	3.133,33	47.000
deliverables (coordinating activities and Frontex activities) 5.5.2. Interpretation (including equipment rental if needed) for coordinating ativities, Frontex regional activities. Frontex national and a hoc activities) 5.5.3 Translation of studies/research papers on integration,					) Per document	15	Contraction distances and a post-	47.000

2 Justification of the Budget for the Action	All Yer					
Costs	Clarification of the budget items Justification of the estimated costs Provide a narrow clarification of each budget item demonstrating the necessity of the costs and Provide a narrow clarification of the calculation of the estimated costs. Note how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action). Description of the Action.					
		Erojest Partnar	UNHOR	IOM asiminiataassi	ERONTEX	
8. Indirect costs (maximum 7% of 7, subtatal of direct eligible costs of the Action)	For IOM: Cakulated as 7% of direct costs of IOM (EUR 59,841.37) Coordinating activities and Results 1, 3 and 4. IOM Administrative cost of 7% of the direct eligible costs to cover costs of the implementation which are indexify elated to the Action, but which are not easily identifiable with the degree of accuracy required to comply with the conditions for direct eligible costs. For UNHCB: Cakulation based on 7% of UNHCR share in the budget (EUR 65,420.55) The budgeted administrativo overheads contribute to provision of the institutional framework and cover the services which ensure a continuous basis for the project specific operations: general management, organisational services lar eccurance, presonnel administration, travel management, communication, documentation, training, legis service, etc.	Share of direct costs	934 579, 44	854.875,00	1.485.127,00	
		Share of Indirect costs (7% od direct costs)	65,420,56	59841, 32	0	
		Total per partner	1.000.000,00	914.717, 32	1.485.127,00	
		Contingencies	155,69			
		TOTAL BUDGET	3.400.000			
7. Total eligible costs of the Action, excluding reserve 7+ 8}	warren and a second					
<ol> <li>Provision for contingency reserve (maximum 5% of , subtotal of direct eligible costs of the Action)</li> </ol>			the of the decision of the second			
1. Total eligible costs (9+10)			and the second second second second second			
2 Taxes <sup>11</sup> - Contributions in kind <sup>12</sup>						
3. Total accepted" costs of the Action (11+12)						the state of the s

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# 3. Expected sources of funding & summary of estimated costs<sup>1</sup>

	т.	Amount EUR	Percentage %
Expected sources of fu	unding		
EU/EDF contribution sou	ight in this application (A)	3,400,000	]
Other contributions (App	licant, other Donors etc)		
Name	Conditions <sup>6</sup>		1
			]
Revenue from the Action			]
To be inserted if applicab In-kind contributions <sup>5</sup>	le and allowed by the guidelines:		]
Expected TOTAL CONTRI	BUTIONS	3,400,000	]
Estimated Costs		]	
Estimated TOTAL ELIGIBI EU/EDF contribution express	LE COSTS <sup>2</sup> (B) sed as a percentage of total eligible costs <sup>4</sup> (A/B x 100)	3,400,000	100
To be inserted if applicab Taxes/In-kind contributio	le and allowed by the guidelines: ns <sup>5</sup>		
Estimated TOTAL ACCEPT EU/EDF contribution express	TED COSTS <sup>3</sup> (C) sed as a percentage of total accepted costs <sup>4</sup> (A/C x 100)	3,400,000	100

1. Expected sources of funding and estimated costs must be in balance. It is reminded that the figures introduced in the table shall respect all the points included in the checklist for the full application form (part 7 of the full application form)

2. as per heading 11 of the Budget of the Action

1

3. as per heading 13 of the Budget of the Action

4. do not round, enter percentage with 2 decimals (e.g. 74,38%)

5. as per heading 12 of the Budget of the Action

6. with reference to art.17.4 (b) of the General Conditions

# **Request for payment for PAGODA**

Date of the request for payment 31/12/2018

For the attention of European Commission Directorate-General for Neighbourhood and Enlargement Negotiations Contracts and Finance, Unit R5 For the attention of Text removed - Head of Unit Justification 1 Rue de la Loi 15, 1000 Brussels, Belgium

Reference number of the Agreement: CN IPA/2018/404-200

Title of the Agreement: "Regional support to protection-sensitive migration management systems in the Western Balkans and Turkey - PHASE II – Contract 1"

Name and address of the Organisation:

Request for payment number: ...

Period covered by the request for payment: ...

Dear Madam,

I hereby request payment of pre-financing under the Agreement mentioned above.

The amount requested is EUR ...

The payment should be made to the following bank account:...

Please when making the payment indicate the following communication: ...

I hereby certify on honour that the information contained in this request for payment is full, reliable and true, that the costs incurred can be considered eligible in accordance with the Agreement and that this request for payment is substantiated by adequate supporting documents that can be checked.

Yours faithfully,

<signature>

N.B.: Instalments of pre-financing, interim payments and final payments shall be made upon approval of the payment request accompanied by a progress or final report (see Articles 19 and 26 of the General Conditions of Agreement).



#### FINANCIAL IDENTIFICATION

PRIVACY STATEMENT http://gc.europa.eu/budget/contracts\_grants/info\_contracts/financial\_id/financial\_id\_en.cfm#en

Please use CAPITAL LETTERS and LATIN CHARACTERS when filling in the form.

BANKING DETAILS (1)						
ACCOUNT NAME (2)	Text removed - Justification 1					
IBAN/ACCOUNT NUM	IBER ③ Text removed - Justific	ation 1		nanangeren gemeinten an de en eine de eine de eine de eine an de la gemeinte eine eine de eine de eine de eine Nanangeren gemeinten an de eine de eine de eine de eine de eine de gemeinte eine de eine de eine de eine de eine		
CURRENCY	EUR					
BIC/SWIFT CODE	Text removed - Justification 1	BRANC	CH CODE ④			
BANK NAME	Text removed - Justification	1				
	ADDRESS O	F BANK BRAN	сн			
STREET & NUMBER	Text removed - Justification	1				
STREET & NOWBER						
TOWN/CITY	Brussels	]	POSTCODE	1000		
COUNTRY	Belgium	an de angelinge en voget hege op en en verse hegen te gebieden. Noere en voere het heg en de se opferjege op naam de ferheter het offe				
ACCOUNT HOLDER'S DATA AS DECLARED TO THE BANK						
ACCOUNT HOLDER	European Commission					
STREET & NUMBER	EET & NUMBER					
TOWN/CITY	Brussels		POSTCODE	1049		
COUNTRY	Belgium					
REMARK						
BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE (S) DATE (Oblight 27/1172015						
- atta		ACCOUNT HO	LDER (Obligatory) tification 1			

- ① Enter the final bank data and not the data of the intermediary bank.
- ② This does not refer to the type of account. The account name is usually the one of the account holder. However, the account holder may have chosen to give a different name to its bank account.
- ③ Fill in the IBAN Code (International Bank Account Number) if it exists in the country where your bank is established
- (4) Only applicable for US (ABA code), for AU/NZ (BSB code) and for CA (Transit code). Does not apply for other countries.
- (5) It is preferable to attach a copy of RECENT bank statement. Please note that the bank statement has to confirm all the information listed above under 'ACCOUNT NAME', 'ACCOUNT NUMBER/IBAN' and 'BANK NAME'. With an attached statement, the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder and the date are ALWAYS mandatory.

Text removed - Justification 1

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# Annex VI

# **Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey**

(Phase II)

# **COMMUNICATION AND VISIBILITY PLAN**

A - Objectives B- Communication Activities

C- Resources

# A- Objectives

### 1. Overall communication objectives

The overall objectives of this Communication and Visibility Plan are:

- Present the impact of the action's results on improving protection sensitive border management mechanisms in the target countries;
- Show EU visibility as the project donor.

## 2. Target groups

- National authorities responsible for migration and border management in the Western Balkan Region (Albania, Bosnia and Herzegovina, Serbia, the former Yugoslav Republic of Macedonia, Montenegro, Kosovo<sup>\*1</sup>) and Turkey;
- Senior and mid-management and operational officials from national agencies involved in migration and border management (at central and local level), mainly border guard service/border police, migration and asylum services: educational institutions responsible for training and education of border guards, migration and asylum officials;
- Persons in need of international/special protection, such as asylum seekers, potential victims of human trafficking, unaccompanied minors and other vulnerable categories.

<sup>&</sup>lt;sup>1</sup> \* This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence, and is applicable throughout this document, also when referring to "Beneficiary Countries".











- Public authorities defending citizens' rights (e.g. ombudsman's offices or equivalent, and NGOs), representatives of the local communities will be also involved in the action;
- 3. Specific objectives for each target group, related to the action's objectives and the phases of the project cycle
- Communicate the positive results of the partnership between the EU, Frontex, IOM and UNCHR, and beneficiary institutions within targeted countries;
- Ensure timely communication to relevant state institutions, civil society, and/or international organisations;
- Ensure effective communication between partners and with the donor, establishing a stream of information reaching vertically and horizontally all parties involved;
- Ensure optimum results for all communications and project expectations;
- Secure a high level of transparency;
- Prevent overlap and duplication;
- Monitor and evaluate the results of the communication strategy execution to revise and adjust its activities in the course of the implementation.

## **B-** Communication Activities

# 4. Main activities that will take place during the period covered by the communication and visibility plan

- Kick-off and Closing Conference;
- Regional Steering Committee and National Steering Committees;
- Other events and visits in each Beneficiary country (such as seminars / workshops / trainings).

### 5. Communication tools chosen

The action will utilise a range of communication tools including:

- Project promotional items;
- Stickers for the identification of donor and implementing partners on procured material, equipment, and vehicles;
- Press releases;









- News articles and feature stories;
- Press kit;
- Interviews;
- Factsheets, brochures and flyers;
- Newsletters;
- Social media;
- Roll- ups and posters;
- Photographs;
- Audio-visual Productions (if/when feasible).

### 6. Completion of the communication objectives

The abovementioned objectives and their completion will be monitored by the IPA II teams in Frontex / IOM / UNHCR and will be discussed during frequent Project Partners Meetings. The regular reporting to DG NEAR will be ensured throughout entire Phase II implementation.

# C- Resources

#### 8. Human Resources

The IPA II project teams assigned for this Action in Frontex / IOM / UNHCR will be responsible for achieving the objectives set in this Communication and Visibility Plan.

### 9. Financial resources

The visibility actions support by IPA II funding are foreseen by the Project Partners under Phase II.

### Dedicated budget lines were created by:

- Frontex: 5.8.1 Layout and production of learning, training, reference and promotional materials (EUR 50,000);
- UNHCR: Promotions, fundraising support and other work related activities (EUR 19,100).