



**Contracting authority:** European Commission

Local Authorities: Partnerships for sustainable cities

**Annex A.2 – Grant application form – Full application**

Budget line(s): BGUE-B2018-21.020802-C1-DEVCO

Reference:

EuropeAid/161146/DH/ACT/Multi

Number & title of lot	Lot 1: Partnerships for sustainable cities in Sub-Saharan Africa
Title of the action:	MaisPemba - A city to city and multistakeholder approach for an integrated, sustainable and inclusive urban development of the city of Pemba
Name of the lead applicant	Reggio Emilia Municipality – Comune di Reggio Emilia
Nationality of the lead applicant <sup>1</sup>	Italian

Dossier No	
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(for official use only)

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<sup>1</sup> An organisation's statutes must show that it was established under the national law of the country concerned and that the head office is located in an eligible country. Any organisation established in a different country cannot be considered an eligible local organisation. See the footnotes to the guidelines for the call.

## NOTICE

***How to adapt this standard grant application form:***

**Where you see < ... >, enter the information relevant to the call for proposal in question.**

The phrases within [ ] should only be included if appropriate, while the paragraphs shaded in grey should only need to be amended in exceptional cases, dictated by the requirements of a particular call for proposal procedure.

**In no circumstances may you alter any other part of these standard instructions.** Please remember to delete this paragraph, any other text with yellow highlighting and all such brackets in the final version

When processing your application, any personal data (e.g. names, addresses and CVs), will be processed<sup>2</sup> solely for the purposes of the performance management and monitoring of the call for proposal and of the contract by the data controller without prejudice to possible transmission to the bodies charge with monitoring or inspection tasks in application of Union law.

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<sup>2</sup> In order to avoid requesting the applicants for the same information more than once, information already available to the Contracting Authority may be used to the extent possible.

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The aim of the regulation is to align the provisions of Regulation (EC) no 45/2001 with the principles and rules laid down in Regulation (EU) 2016/679 applicable to the Member States.

<sup>4</sup> This link will lead you to the 'privacy statement' published as annex A13 to the practical guide general annexes.

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# FULL APPLICATION FORM

You **must follow** the instructions at the end of this document on how to fill in the full application

## 1 General information

Reference of the call for proposals	EuropeAid/161146/DH/ACT/Multi
[Lot number you are applying to:]	<b>Lot 1: Partnerships for sustainable cities in Sub-Saharan Africa</b>
Number of the proposal <sup>5</sup>	<i>Number applicable for Restricted procedure only.</i>
Name of the lead applicant	Municipality of Reggio Emilia
Title of the action	<b>MaisPemba - A city to city and multistakeholder approach for an integrated, sustainable and inclusive urban development of the city of Pemba</b>
Location of the action	[Do not fill in here if you are applying via PROSPECT] <i>specify country(ies) region(s) that will benefit from the action</i>
Duration of the action	[Do not fill in here if you are applying via PROSPECT]

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<sup>5</sup> When the contracting authority has evaluated the concept note it informs the lead applicant of the outcome and allocates a proposal number.

## 2 The action<sup>6</sup>

### 2.1. Description of the action

#### List of Acronyms:

- IUDP: Integrated Urban Development Plan
- CMP: Conselho Municipal da Cidade de Pemba – Pemba Municipality
- CRE: Comune di Reggio Emilia – Reggio Emilia Municipality
- CMI: Comune di Milano – Milano Municipality
- CNAPPC: Consiglio Nazionale degli Architetti, paesaggisti, pianificatori e conservatori – Italian national order of Architects
- IREN: IREN Spa – CRE Municipal Multiutility Company for Waste Management
- MM: Milano Metropolitane Spa – Milan Municipal Multiutility Company for water management
- E35: E35 Foundation for International Projects of Reggio Emilia Municipality
- UNIMONDLANE: Eduardo Mondlane University of Mozambique
- MICOA (now MITADER): Ministry for the Coordination of Environmental Affairs
- BIJTP: Balcão Informativo Juvenil de Trabalho de Pemba – Youth information office for employment of Pemba Municipality
- TAC: Thematic Action Cluster (A group of Activities)
- ECE: Early Childhood Education
- AICS: Italian Agency for International Cooperation
- USAID: United States Agency for International Cooperation
- CSOs: Civil Society Organizations
- LAs: Local Authorities
- WB: World Bank
- INE: Instituto Nacional de Estatística de Mozambique (National Statistic Institute of Mozambique)
- MZN: New Mozambique Metical (1 Euro = 69 MZN in November 2018)
- IFPELAC: Instituto de Formação Profissional e Estudos Laborais Alberto Cassimo (National Professional Training Institute of Mozambique)
- CDTUR: Cabo Delgado Tour, Association of Tourism Entrepreneurs of Cabo Delgado province
- CTA: Confederation of Economic Associations - Organization of Mozambique Entrepreneurs
- UPO: Urban Planning Office at Municipality of Pemba
- PPPP: Public Private People Partnership
- LP: Lead Partner

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<sup>6</sup> The evaluation committee will refer to information provided in the concept note as regards objectives and the relevance of the action.

## 2.1.1. Description (max 13 pages)

### **INTRODUCTION: MAISPEMBA – A CITY TO CITY COOPERATION: PEMBA, REGGIO EMILIA, MILAN**

The Municipality of Reggio Emilia promotes Mais Pemba action in strong partnerships with the City of Pemba (Mozambique) and the City of Milan as relevant and integrated programme upscaling several projects already in place in Pemba. MaisPemba builds upon the long history of cooperation between the municipalities of Reggio Emilia (IT) and Pemba (MZ), started in 1967 when the Municipality of Reggio Emilia (CRE) supported Mozambique in its fight for freedom. The 2 cities are cooperating since the 1975 with the signature of the pact of friendship, institutionally renewed with a twinning agreement signed in 2012. In these years they have been cooperating in several solidarity actions (ie ships of solidarity, decentralized cooperation projects in health care and educational areas, water management, young engagement). In the last eight years, they have developed a number of projects addressing strategic sectors for Pemba: EDUCA (development of early childhood education system), DECOR (involvement of citizens in sustainable development policies), PARTICIDADE (improvement of local competencies on urban planning, education and vocational training). The approach followed by CRE in these projects has always been to recognize to Pemba Municipality, the autonomy and the direct definition of interventions and policies, always engaging directly the Municipality in being responsible for actions on the field and towards the local communities. In these sense, CRE has always acknowledged the role of CMP as decentralized actor for implementing policies, recognizing to Pemba direct management of financial resources (funding directly channeled through the Local Authority) to support the empowerment of the local government, accompanying the capacity development of the municipal staff and political level. These have been challenging choices, but essential to really improve during years the ownership and political engagement for the development of the city. This process has also led to the opening of “*Casa da Bahia*” in 2015 an office within Pemba municipality dedicated to international relations and decentralized cooperation projects. Moreover, the partnership has always engaged multilevel stakeholders from local communities, building up community to community relationships and leveraging on several actors.

### **WHY MAISPEMBA? MAIN CHALLENGES AND NEEDS**

Throughout the implementation of these projects three relevant uncontested issues have emerged:

- The importance of improving capacity and technical knowledge of decision-makers and technicians from CMP, enhancing their capacities to plan and implement integrated urban dimension of the city considering more relevant sectors of development (social, economic and environmental) and building up specific units to manage directly the interventions on the field
- The importance of making these units able to support greater inclusion and participation of citizens and improving accountability practices, acknowledging participation from the grassroots,
- The relevance to include – together with urban planning and educational one – the area of waste management as urgent issues to be tackled in the city of Pemba and strategic assets to plan and implement effective urban programme
- The need to carry out pilot infrastructural interventions to tangibly improve the physical and environmental conditions of the neighborhoods and to experiment on fields sound impact of concrete integration with the socio-economic actions.

From the early 2000s, the City of Pemba began a rapid urbanization linked to the discovery of important natural resources in the Province of Cabo Delgado that attracted numerous workers from the rural areas on the outskirts of the city. The City Council of Pemba (CMP) has taken as one of its priorities the good governance of the territory to deal with the negative effects of this rapid and uncontrolled urbanization. For this reason, there have been different initiatives activated, but each of this project is focused on a specific sector; there is now the need to proceed with an incremental shift, and to build, in Pemba, the capacity of planning and managing the urban environment in a comprehensive way, including all the dimensions of urban management, multi-sectoral and multi-stakeholder approach. Furthermore, there have been several attempts to address adaptation, but these were mainly top-down programs applying in Pemba “prepared” solutions. This has led to the production of several studies, but not to the proper engagement of the city as a whole, in terms of both involvement of the local government (political and staff level) and citizens/community, and the related guarantee of an accountable process of policy making considering environmental and economic dimensions (*resilient and sustainable*). For this reason, CMP has asked CRE to collaborate for defining an integrated programme and capitalize these experiences, by pushing municipal staff in adopting an integrated approach to urban management, and including climate adaptation into local strategies. The action represents the first project addressing Pemba urban development in an integrated way, considering CMP perspective and including social, environmental and economic dimensions in one single approach to urban planning and management of the city.

**RELEVANCE OF THE ACTION TO THE OBJECTIVES/SECTORS/THEMES/SPECIFIC PRIORITIES OF THE CALL FOR PROPOSALS:** According to *Local authorities: partnership for sustainable cities* call, MaisPemba action is highly relevant since it addresses sustainable urban development in Pemba through capacity building and

technical assistance in all the strategic field of the action, enhancing service-delivery in sectors such as waste management, land management and early education. The project responds to **SDG11 “Make Cities inclusive, safe, resilient and sustainable”** by tackling the social dimension (*inclusion*) and the environmental and economic dimensions (*resilient and sustainable*) leveraging on an integrated urban governance vision. The action clearly responds to priority 1 of the call. The action proposed is achieved through long-term city to city partnerships between Municipality of Reggio Emilia and Milan from EU Member States and Municipality of Pemba from Mozambique, engaging in sustainable exchanges at institutional, political, and technical levels. Mais Pemba indeed aims at enhancing the role of the City of Pemba in addressing urban challenges in its governance and works to improve its capacity in the crucial functions of urban planning, land management, climate resilience, early childhood education and design and implementation of fiscal policies for municipal finance and revenue generation in waste management. Mais Pemba will work for developing a comprehensive response including territorial approaches to local development with a view to harnessing the potential of territories by leveraging the contribution of local actors operating at multiple scales. Mais Pemba will thus promote and integrated urban development in accordance with the 2030 Agenda on sustainable development and leveraging on partnerships between Las and partnerships at territorial level. Mais Pemba leverages are based on peer exchanges between Reggio Emilia, Milan, Pemba and other Municipalities sin Mozambique (Quelimane, Mandlakazi and other ANAMM municipalities). Mais Pemba will therefore contribute to upscale the long-lasting partnerships and cooperation relations between Reggio Emilia, Pemba and Milan and support the building of new partnerships with new Mozambique local authorities. Mais Pemba will in particular contribute to capitalize and upscale main outcome and outputs of the following project: 1) DECOR (EuropeAid, CSO-LA/2018/400-287), ongoing, focused on involvement of citizens in sustainable development policies. 2) SHAPING FAIR CITIES (CSO-LA/20177388-138), guiding EU and non EU cities in drafting local action plans for Agenda 2030 implementation. 3) PARTICIDADE (funded by AICS) to support CMP capacities in planning and implementing urban regenerations actions in degraded areas developing participative approaches and working in interdisciplinary sectors such as education. 4) EDUCA (UE-DCI/NSAPVD/2010/233-592), to support community education and early-childhood education policies andservices.5) PLATIP the Integrated and Participative Territorial Planning (PLATIP-Pemba) project, to achieve effective territorial governance, particularly in degraded areas, through an integrated, participatory, inclusive and multisector approach 6) USAID CCAP Project (2014-2018) Focus on adaptation to climate change impacts.

#### **WHERE MAISPEMBA - PARTICULAR NEEDS AND CONSTRAINTS OF PEMBA AND MOZAMBIQUE**

The **city of Pemba** (Capital city of Cabo Delgado Province) is increasingly affected by climate change: the coast is **easily flooded** by heavy rains and sea water intrusion, combined with coastal erosion. Increasing deforestation, poor waste management and informal urbanization increase the rate of dangerous **landslides and land degradation**, leading to social and economic implications (life and housing loss, damaged infrastructures, unemployment) currently amplified by the high population density in informal settlements and vulnerable areas. Due to discoveries of natural gas reserves and important deposits of other mineral resources, together with the migratory flow from surrounding rural area, Pemba went from 141,316 inhabitants (INE Census 2007) to 196,620 in ten years (INE Census 2017). This urbanization led to increase of informal settlements, representing around 90% of the city territory, which in turn exacerbate the vulnerability of people and urban systems. Conditions of families living in informal settlements are as follows (AVSI Foundation survey, Sept. 2015): **average monthly income** per family: 3,494.25 MZN. 1/3 family members have formal or informal work; **access to water**: only 32% of households have access to piped water and 82% to electricity; **housing**: only 20% of conventional housing while environmental sanitation is reported as one of the greatest challenges (USAID-funded Coastal Cities Adaptation Project, July 2016). Indeed, 81% of families' report having latrines at home but only 12% are connected to a septic tank and open defecation is still widespread in coastal neighborhoods; **waste management**: 20% of families do not have a specific place to replace domestic solid waste and 41% of families do not properly dispose waste leading to litter accumulations in the streets, in open holes nearby the community, garbage is burned, or on the beaches. A qualitative survey carried out under PLATIP project (May 2017) in 10 different neighborhoods shows that in 9 (among these, Josina Machel, Eduardo Mondlane Alto Gingone,) inhabitants report problems in terms of sanitation (presence of stagnant water, diffusion of gastrointestinal diseases); 5 (Ingonane, Cariacó, Josina Machel, Eduardo Mondlane, Mahate) indicated weaknesses specifically related to solid waste management (competence of each municipality in Mozambique.) As stated in the Integrated Plan for Solid Waste Management of Pemba 2013-2017 waste collection is organized in 48 collection points that cover exclusively 6 districts of the city and it is mostly done by citizens' call once the common bins are full. Factors such as high operating costs of trucks and other means of collection, poor state or non-existence of road infrastructures in some areas, coupled with the lack of a compliance body supervising the correct conferral to public bins, further undermine the municipal collection system. In parallel with environmental issues, social challenges such as low learning achievements and net enrollment along with youth unemployment are a cause of great concern in urban contexts which are further hindered by the

administrative competency vacuum that characterizes early childhood education at national level (UNICEF Mozambique 2019). The landscape of infants and toddlers' education in Pemba is mainly characterized by **informal or self-organized schools** (*escolinhas comunitarias*) as opposed to the few private and public kindergartens and pre-schools (*centro infantil* and *jardim da infância*). Around 70% of the children younger than 6 years old **do not attend any form of pre-primary schools** and are left to the care of their relatives or neighbors (PLATIP project 2017). According to the assessment study delivered by the EDUCA project (2013) in the city of Pemba the low level of training received by teachers coupled with high teacher-child ratio, negatively affect the permanence of children within the system as well as a smooth transition from pre-primary schools to primary ones. School attendance and retention rate are also worsened by the weak link between the community and infants' schools. This background determines conditions of **1-Vulnerability of population** (predisposition to be negatively affected by climate change effects), **2-Vulnerability of urban systems** (buildings, roads, infrastructures, public services, secure food and water) to extreme weather conditions **3-Fragility of the early childhood education system**, thus resulting in the urgency of **defining and implementing an integrated approach to urban management**. In this perspective, **needs** are summarized as follows: 1)Increasing technical and political capacity of CMP staff in sectors of integrated urban planning, climate change adaptation and resilience, multi-stakeholders dialogue; 2)Improving regulatory system in the urban planning and construction system; 3)Improving the provision of public services, especially waste management; 4)Creating proper infrastructures both grey and green, such as paved roads, green Infrastructures networks to reduce negative effects of floods; 5) Improving primary and civic education; 6) Improving information and preparedness of the population to extreme weather conditions/alert measures; 7) Creating new jobs, especially in the domain of hand-skills and circular economy.

#### **WHAT MAISPEMBA DOES – OVERALL OBJECTIVE, SPECIFIC OBJECTIVES AND MAIN OUTCOMES**

**Overall objective** is to **promote an integrated urban development in the city of Pemba, Mozambique**, through a partnership and exchange of experiences among Local Authorities: Municipalities of Pemba, Reggio Emilia and Milan (IT). The main aim will be to introduce in the Municipality of Pemba an integrated vision and approach to key challenges of the city, trying to define integrated policies and actions to specific needs and constraints. From this point of view, MaisPemba will highly work to reach 3 specific objectives:

**Specific Objective 1-Strengthen urban governance** by establishing an Integrated Urban Development Plan for the city of Pemba, and by supporting CMP with a dedicated office and staff in the establishment of a multi-governance framework; this means making Pemba local government able to govern different interests and different sectors (public services, adaptation, social inclusion, education...) and to manage resources by guaranteeing, at the same time, a bottom-up approach allowing for the participation of citizens and enterprises, CSOs. The objective is crosscutting and will run throughout whole project.

**Specific objective 2- Ensure social inclusiveness of the city of Pemba, by capitalising efforts done so far in the education sector:** After having contributed to improvement of early childhood education in Pemba through different projects, Pemba and CRE have realised there is a need for a dedicated office, within the Municipality, in charge of registering, monitoring and liaising with kindergartens and pre-schools, both public (few) and mainly private/self-organised. This would increase capacity of CMP to identify needs and propose common policies on education and employment, by tackling at the same time education for children and employment for women, traditionally charged with care tasks within the family.

**Specific Objective 3- Improve resilience in the territory of Pemba City** by defining and implementing adaptation measures, and by tackling weak/non-existent waste management, to reduce waste produced, improve its management, creating new jobs from waste treatment and stimulating the stemming of entrepreneurial activities in the circular economy sector (such as recovery/reuse of dismissed materials).

The **main expected outcomes** by MaisPemba implementation are the following:

**Outcome 1:** Urban governance of city of Pemba strengthened by the improvement of policy design, technical, financial and coordination capacities of CMP and ensured by establishment of an Integrated Urban Development Plan supported by local multi-stakeholder participated approach and international policy dialogue.

**Outcome 2:** Enhanced urban climate resilience and adaptation capacities of CMP by development of pilot green infrastructure and water management interventions along with innovative/smart tools.

**Outcome 3:** Strengthened environmental sustainability of the City of Pemba through improvement of CMP officials' capacities in planning and implementing waste management systems.

**Outcome 4:** Enhanced educational inclusion of the City of Pemba through the improvement of quality, delivery, integration and coordination of early childhood services.

**Outcome 5:** Improved sustainability and financeability of integrated urban development (pilot) interventions.

#### **MAIN TARGET GROUPS AND STAKEHOLDERS INVOLVED IN THE ACTION**

- **10 Municipal officials involved in decisions**, including councillors and decision makers for land management, infrastructure and municipal works, education, health and sanitation and climate change. MaisPemba will address their weak capacity to work with an integrated and multilevel and multi stakeholder approach. Exchange of experiences, capacity building and new mechanisms of coordination will make them more skilled for coordinating and integrating policies and actions together with enhancing participation of CSOs, citizens and other relevant stakeholders in the decision-making.
- **25 Municipal technicians from Pemba and other associated municipalities** (Cities members of Quelimane, Mandlhakazi Municipalities + representatives of ANAMM Municipalities) Mais Pemba will address their weak capacity to work with an integrated, multilevel and multi stakeholder approach. They should improve capacities thanks to peer to peer dialogue and exchanges of experiences at national level
- **Approx.57.000** Residents of the involved neighbourhoods (20.200 Josina Machel – 10.000 men and 10200 women, 17.300 Eduardo Mondlane – 8300 men and 9000 women, 19300 Alto Gingone – 9300 men and 10000 women). MaisPemba will address their needs for better services and conditions of life and low engagement in being part of the community, implementing pilot actions into the neighbourhoods and enhancing participatory activities as well as of the new IUDP.
- **Up to 2500** Children and mothers in need of services attending the preschools and kindergartens. Mais Pemba will address their needs to more services and better education quality increasing the number of services in the pilot neighbourhoods, as well as in the network created by the Project (approximately 2500 Children and mothers).
- **10** Young architects in need of urban planning skills of the city of Pemba. Mais Pemba will address their lack of opportunities increasing number of vocational trainings and enhance their involvement in the development of the IUDP development (approx. 10).
- **1000** Youth in need of skills and involved in the trainings organized by CMP in connection with the IFPELAC and other institutions (at least 1000 youth)
- **40** Young people involved in the created new jobs in the different project target sectors. (urban regeneration, waste management and collection, early childhood education)
- **Municipalities of Quelimane and Mandhlakazi**, as well as other Municipalities involved by ANAMM in peer exchanges activities promoted and benefiting capitalisation actions implemented with **UNICEF MZ** and **UN-HABITAT MZ** (Child Friendly Cities Initiative by UNICEF – UN-HABITAT activities in partnership with DIMSUR in Maputo - Sub-Regional Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience).

**FINAL INDIRECT BENEFICIARIES:** residents of the city of Pemba (approximately 212.000 people), directly affected by the current conditions of poor quality of public services (waste management, water treatment/sewages, non- sufficient services for early childhood, poor quality of public spaces), and by impacts of climate change (floods, landslides, coastal erosion and sea level rise). MaisPemba will address those of the pilot degraded neighbourhoods, in particular: **(i) citizens** benefiting of the new IUDP, new investments and service of Pemba in the long-term and new waste system; **(ii) Local entrepreneurs benefiting** of the increased interest in the city of Pemba as an attractive and sustainable location, both in terms of tourism and investments. They will be involved and represented by the trade associations. Within the considered target groups, **gender equality and children rights** will be assured by supporting women with new services and children with better quality of services, as well as **rights of persons with disabilities**, involving a number of disadvantaged persons in new jobs.

**MAIN STAKEHOLDERS:** CSOs dealing with main issues and private sector, represented by the trade associations (especially tourism/sustainable tourism, construction sector and oil&gas). They will benefit from interventions in sectors clearly depends on quality and availability of services and infrastructures, and negatively affected by adverse weather conditions. MaisPemba will address the weak engagement of these actors in designing and implementing actions extending the participatory approach and the capacity building process to the issue of integrated urban development, upscaling both the ongoing process of involvement and collection of needs of the ongoing projects (PARTICIDADE, DECOR, PLATIP) but also well-structured participation around life within “*bairros*” (neighbourhoods). Main stakeholders will in particular be:

- **5 Business Associations** (tourism, oil and gas, Trade: CDTUR, CTA, Etc...) involved in a participatory process for the definition of the target topics of the job trainings for youth
- **Approx. 45 members of local Associations and CSOs** operating in the 3 pilot neighbourhoods. Members of these CSOs will be involved in activities for studying neighbourhood’s vulnerabilities, as well as in development of pilots connected to waste management and environmental education
- **Private and international owners and investors in the City of Pemba area** having in place new investment projects or already present in Pemba with building, enterprises, properties etc.

#### PROJECT INTERVENTION LOGIC

Given the economic, environmental and social challenges affecting the city of Pemba, MaisPemba intends to enhance an integrated approach to urban development leveraging on 3 key dimensions: resilience, inclusion and sustainability (according to SDGS principles). To this end, MaisPemba will develop 5 Thematic Action Clusters dedicated to enhance policies integration and coordination in 3 key area. TAC 1 intends to establish a proper governance system at CMP, building up both competences for politicians and technicians but also effective organisms (Urban Committee and Urban Permanent Forum) to design and implement urban development strategies. The activities intend to work both within the Municipal organisation than into the dialogue between CMP and local stakeholders. All these activities will be implemented thanks to peer to peer dialogue and exchange of experiences between CMP, Pemba local actors, CRE, CMI and with the strong support and expertise of CNAPPC and UNIMONDLANE. Main project output is 1 Pemba Integrated Urban Development Plan, that will address and integrate all the 3 dimensions outlined. The governance structure built up with TAC 1 will create conditions to implement focused TACs: resilience, waste and early childhood (TAC 2, 3, 4) in 3 neighbourhood of the city among the most disadvantaged. These TACs are all intended to start with assessment of needs/constraints/opportunities to result in at least 3 pilot projects for each neighbourhood. Each of them intends to enhance capacities and skills on the fields, improve quality and access to, enhancing partnerships at local level for urban governance as well as promoting new job opportunities through vocational training activities and start up support grants for innovative actions. In order to improve the coordination and sustainability of the different pilot actions in the different sectors and neighbourhoods, a technical mechanism of coordination on the field will be created inside the TAC 5. The sustainability of the project pilots and main outcomes will be further ensured in the project aftermath thanks to dedicated activities bringing international and national donors representatives (public and private) to Pemba to increase opportunities for pilots bankability but also to enforce the image and attractiveness of the City Pemba. All the processes, activities, outputs and outcomes foreseen will be monitored and evaluated within the internal project governance but also thanks to the support of an external evaluator.

## **6 THEMATIC ACTION CLUSTERS, ACTIVITIES AND OUTCOME**

### **▪ Thematic Action Cluster 0: Management, coordination, communication, dissemination.**

TAC 0 is a crosscutting TAC dedicated to technical and administrative management. Main objective is to assure a sound management and implementation of all TACs. The good management will be guaranteed by CRE and E35 Foundation. E35 Foundation will support all partners to facilitate and ensure proper execution of financial, communication and technical activities. Specific tasks within each TAC will be delegated to Co-Applicants, according their competencies. In Pemba, the project will rely on **Casa the Bahia**, CMP office hosting the project (team composition specified in the Methodology section 2.1.2).

#### **0.1 Preliminary activities, technical management and establishment of local coordination.**

The LP will draw up a partnership agreement (to be signed by all the partners) and project manual. The LP together with CMP and CMI will establish a Local Authorities Committee responsible for all relevant decisions, definition of priorities and guidelines. Regular meetings and contacts with all partners will be facilitated by ICT (Web conferences/skype) and through Steering Committee Meetings. A Technical Working Group (TWG - Best described in TAC5) will then be established. Each partner will define the foreseen staff to be involved in the project. E35 Foundation together with the Lead Applicant will select expatriated staff for the local project coordination (1 Coordinator + 1 Assistant). Lastly, a Local Coordination Group, established in Casa da Bahia, will coordinate the implementation of all the envisaged Activities (1 Expat Project Coordinator + CMP Project coordinator).

**0.2 Steering Committee Meetings (SCMs).** SC will be responsible for strategic monitoring and project management. SC will be composed by 1 representative of each partner and coordinated by LP. SCMs will be at least 12 (3 per year) also be held in occasion of visits on fields, study visits and public events. SCMs could be also organized by web conference (at least 3 SCMs per year). LP together with E35 will communicate regularly with Brussels offices and attend necessary meetings.

**0.3 Coordination and Financial Management.** CRE will be responsible for financial management. General financial management will be assigned to LP Financial Officer together with a financial officer of Fondazione E35 responsible for collecting/organizing all financial documents. CRE Financial Officer will be responsible for reporting to Contracting Authority. Financial guidelines will be prepared and shared with all partners. An external auditor will be selected, in accordance with LP and EU guidelines to ensure sound financial management (4 audits carried out - one per year).

**0.4 Project communication and results dissemination.** Communications and visibility actions will be developed to increase awareness on project key issue among LAS, CSOs and private actors. E35 Foundation will draft a communication plan with a logo of the Project (to be approved by SC) according EU guidelines. Communication plan will address: (i) internal staff of CMP to change behaviour about urban governance; (ii) Local communities to be aware about main challenges/opportunities coming from issue tackled (iii) Other LAs and stakeholders to participate in results dissemination and replicability

process. (iv) International and European fora to disseminate main outcome and enhance discussion about importance of LAs' partnerships to support sustainable cities.

**0.5 Communication actions about MaisPemba overall initiative.** Specific web pages related to the Project will be created into the institutional websites of the Applicant and Co-Applicants, and social network pages will also be developed. A dedicated website will be created at CMP to enhance visibility, at National and International level, of practices and policies promoted. Communication materials will be created (visibility plaque, flyers, banners, videos) and distributed during local and international activities, in Pemba and in other cities. 4 Videos – subtitled in English – will be also produced as final documentation to disseminate about the project.

**0.6 International public events in Pemba and Reggio Emilia.** Key issues and main achievements will be presented to other Municipalities of Mozambique in public events to encourage replicability actions. 1 kick off meeting, 1 midterm event and a final one (2 in Pemba and 1 in Reggio Emilia) will be organised. Technicians and politicians from at least 5 Mozambican Municipalities (Quelimane, Mandhlakazi and others selected by ANAMM) will be invited, together with representatives of Mozambique Government. The final event will be held in Reggio Emilia with invited keynote speakers from EU institutions. To enhance visibility to project partnerships at EU and international level, MaisPemba will subcontract an International Organization of Local Governments for presenting practices implemented in international events related to the topics (at least 2 relevant events both at European and international level, i.e Urban Forum, Decentralised Cooperation Assises, EDDs).

**Outcome 1:** *Urban governance of the city of Pemba is strengthened by the improvement of policy design, technical, financial and coordination capacities of Municipality of Pemba and ensured by the establishment of an Integrated Urban Development Plan supported by local multi-stakeholder participated approach and an international policy dialogue.*

▪ **Outcome challenge**

The uncontrolled urbanisation and spreading of informal settlements and social segregation require CMP staff to find new innovative solutions. Discoveries of natural resources have taken into the city a higher number of international businesses and services. Against this, capacities of CMP should be upgraded, both in institutional, technical and financial terms. Furthermore, Pemba development has been so far defined by multiple interventions promoted by public actors CSOs, international and private actors. This resulted in urban, social and economic measures implemented without an integrated vision. Nowadays, main challenge is to develop a sustainable perspective, building upon local idea of territory and based on main needs and challenges of local communities. Integration of policies and actions is so essential to respond to these challenges. MaisPemba will answer through the actions foreseen in the **TAC 1 – Governance.**

▪ **Thematic Action Cluster 1 – Governance – Activities**

The first TAC aims at build up governance at Pemba level through strong city to city cooperation dialogues and processes, to define an integrated and sustainable urban vision for the city of Pemba, in particular focusing on urban planning and urban regeneration. TAC 1 will foresee:

**1.1 Permanent interdisciplinary Commissions (PPPP).** 2 Permanent Interdisciplinary Commissions will be established within the CMP: 1 Interdisciplinary Urban Committee, internal to the Municipality (only Local gov. Staff) and 1 dedicated to dialogue with stakeholders, in line and continuity with the “Permanent Urban Forum” of the city of Pemba, established in PLATIP Project, thus composed by Municipality’s staff and representatives from CSOs, citizens, University and private sector. The Urban Committee will gather together councilors and technicians from all the Departments of the Municipality, engaging in particular the Department for Urban Planning, Education and Waste, Water and sanitation management. The Urban Committee will have the role to share main policies and actions, define the integrated urban planning of the City and guarantee coordination and management for pilot actions implementation. It will be supported by staff from CRE and CM, as well by the project expatriated staff at technical level. No specific risks in terms of political engagement are foreseen, as this project builds upon a clear solicitation from CMP to CRE and upon a series of ongoing actions, which prove the long-lasting commitment of CMP in cooperating with CRE for a sustainable and integrated development of the city. The Commission dedicated to Dialogue with Stakeholders, “Permanent Urban Forum”, will join together all the relevant stakeholders in urban planning, education and waste, water and sanitation management. This commission, dedicated to the open debate about implementation and general urban challenges, will gather together representatives from local communities, business associations, builder associations, main investors, schools, Universities, agency/enterprises for water and waste management, etc. This commission will be promoted and coordinated by CMP, with the support of the Project staff, facilitating focused dialogues about specific sectors but also facilitate the definition of plans and implementation of pilot actions, guaranteeing integration among all the areas and proper engagement of communities. The 2 Interdisciplinary Commissions will allow a multi-stakeholder and multi-level dialogue. CRE and CMP are 2 partners involved, with the strong support and expertise of CNAPPC and UNIMONDLANE

**1.2 Capacity building and peer exchanges.** Based on the relevant partnerships with CRE and CMI, Mais Pemba will foresee capacity building activities building up exchanges among decision maker, officials and technicians. In particular, the capacity building will include 3 study visits consisting of 3 weeks of job shadowing (9 technicians involved) in Italy and 4 peer exchanges/workshops in Pemba in the 3 target areas of the project (urban planning, education and early childhood and waste and water management). The capacity building activities will aim at offering officials of CMP and other relevant stakeholders selected by Pemba Municipality main experiences and skills about urban planning LAS role, education local polices, sustainable development policies; waste, water and sanitation governance.

**1.3 Integrated Urban Development plan (IUDP).** The integrated work of Interdisciplinary Urban Committee and the Permanent Urban Forum for Dialogue with Stakeholders will allow CMP to define the first Integrated Urban Sustainable Development plan for the City of Pemba. The Plan will define process, methodologies and skills foreseen by CMP to draft and implement yearly the integrated urban development plan. Besides, the plan will foresee interventions in all the relevant fields of the City planning with particular focus on urban planning, education and early childhood, waste and water management and main stakeholders to be engaged. The IUDP definition will be led by CMP with the support of CRE and CMI about Local Authorities processes and methodologies and CNAPPC and UNIMONDLANE more for a technical point of view. IREN and MM will support from a technical point of view on waste, water and sanitation management, stated their position as Municipal Companies leaders at Italian level in these fields. The plan should become a tool adopted by CMP having a double aims: on one hand an internal tool enhancing planning, implementation and monitoring phase; on the other hand, an external tool offering stakeholders and potential investors the opportunity to better know the overall plans for the city. Briefly, it will contain: \* Simplified masterplan of areas to guide the identification of urban planning actions \*Summary of the integrated diagnosis (ID - A2.1) to guide the development of urban, environmental and socio-economic priority actions \*Priority actions in urban, environmental and socio-economic areas divided according to the guidelines identified in the IDs, detailed - where possible - in terms of actions, areas, extent or amount of work, preliminary estimate of the costs for each action. \*Implementation phase details about planned actions and short, medium and long terms interventions. The IUDP should also help CMP technicians in preventing risks and challenges linked to urban development of the city. It will be published and translated also in English to be presented also at international event for dissemination, replication and bankability actions.

**1.4 Sustainability of the action.** To make the IUDP an ordinary tool adopted by CMP to plan and manage the development of the City of Pemba, into CMP an internal procedure to guarantee periodic drafting and updating of IUDP will be adopted. Besides, a dedicated office will be opened (Urban Plan Office - UPO) into the CMP aiming at coordinating Integrated Urban Definition plan process and implementation. The Office will foresee dedicated staff (at least 1 Architect and 1 officer) and it will be in charge to be the liaison between Internal Commission and Commission for Dialogue with stakeholders. The staff from the Office will be trained by CRE and CM, attending study visit and job shadowing in Italy, and workshops in Pemba. UPO staff will also host technicians from Associated Municipalities in order to share experiences and processes adopted at Mozambique National level.

**1.5 Pilot projects for urban planning and regeneration.** According to Integrated Urban Development Plan main goals, and in line with the diagnostic and the community consultations part of the Integrated Mapping and Diagnosis of degraded areas (A2.1) at least 3 pilot executive projects will be drafted. The pilot projects will be implemented in 3 different neighborhood of the City of Pemba (Alto Gingone, Josina Machel and Eduardo Mondlane). They will be designed according to key principles: 1) urban regeneration 2) integration of goals, policies, sectors and issues 3) participative processes with the local communities. The pilots will be promoted by CMP and designed with the support of CRE, CMI, CNNAPPC and UNI Mondlane, with inputs from the Permanent Urban Forum. The three pilot projects design will also be the main outcome of a co-design process engaging local communities and at least 6 architects both from Italy and both from Mozambique, that will give the general guidelines for the implementation. Pilot Urban Regeneration Projects, co-designed with citizens, will be for example: regeneration of public spaces with new facilities for citizens, new public spaces for the delivery of public services (administrative, health, education etc.), new integrated services spaces for youth, etc. Community participative processes will support the definition of pilot public spaces priorities.

▪ **Direct effects on target group and beneficiaries**

- CMP staff enriched by exchanges with CRE and CMI
- CMP staff skills in policy design and local actions management of local improved
- CMP staff better equipped to approach urban integrated vision of the city
- Increased knowledge/awareness of CMP about private actors and communities needs/opportunities
- Increased knowledge and awareness of private actors and CSOs about CMP policies and actions
- Increased participation of private actors and local communities in urban governance

▪ **Output**

**1.1** 9 Study visits in Italy with 9 employees, 12 visits on fields from CRE and CMI, 12 thematic online distance support requests answered

- 1.2 1 Interdisciplinary Urban Committee created and 1 Permanent Urban Forum reinforced
- 1.3 3 participatory processes activated and 1 Integrated Urban Development Plan drafted
- 1.4 1 Internal procedure elaborated to guarantee updating of IUDP plan and 1 Urban Plan Office opened
- 1.5 3 Executive projects of urban regeneration implemented through pilot in 3 neighbourhoods

**Outcome 2:** *Enhanced urban climate resilience and adaptation capacities of Pemba Municipality by the development of pilot green infrastructures and water management interventions along with innovative/smart tools.*

- **Outcome challenge**

Rapid urbanisation of Pemba together with its exposure climate-related risks demands for an integrated vision, together with tools to mitigate the catastrophic effects of climate hazards (last 5 years in Pemba have seen the most intensive climate events of the history especially in the target neighbourhoods). This requires a highly political engagement together with innovative strategies. It is therefore necessary to promote dialogue at local and international level, to develop new tools to better assess climate change challenges. Considering the impact of urban management on overall sustainability, it is necessary to facilitate connections among different areas. This challenge will be answered through the actions foreseen in the **TAC 2 – Resilience**.

- **Thematic Action Cluster 2 – Resilience - Activities**

This second TAC aims at improving the capacity of the CMP to diagnose needs of degraded areas within its territory to define and implement physical intervention, and develop tools for improving urban resilience. TAC 2 will foresee:

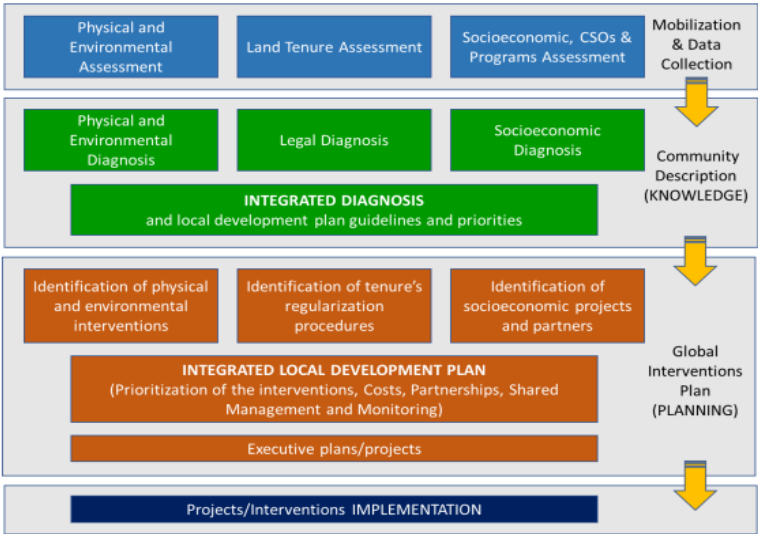
**2.1 Integrated Mapping and Diagnosis of degraded areas and Identification and planning of priority interventions.**

In order to have an integrated overview of degraded areas, the action will foresee an analysis to better assess and mapping these areas, main needs, challenges and possible interventions. The analysis, done on two of the three pilot areas (**Josina Machel analysis done in PLATIP Project, Eduardo Mondlane and Alto Gingone analysis will be done on the same basis**) will be the base assessment to build up innovative interventions, and it will in deal also with floods, heavy rains and water management. Particular attention will be paid to the impact of these disasters on Pemba's key sector: housing and building and tourism. Analysis will include 3 phases: 1) primary and secondary data collection (documents/plans for projects/socio-economic-anthropological), carrying out an analysis where different criticalities affecting actual situation of the neighborhoods are studied. The methodologies are different and divided into a first analysis of secondary data through a study work of the documents/projects/plans with the municipal technicians in order to avoid overlaps of plans or repeat of studies. The second phase involves the study of primary data through photographic analysis carried out directly by the population, debates to understand the problems of the neighborhoods and socio-economic through questionnaires to each citizen will be done. 2) Implementation of the Integrated Diagnostic (infrastructural, urban, heritage, socio-economic). The collected data are analyzed and inserted in a diagnostic document that identifies the strengths and weaknesses of the district and identifies guidelines of the area by studying costs and priorities. This process must be accompanied by a participatory process in the community. Those two phases will be supported by the use of tools and methods already tested by UN-HABITAT at Mozambican level (i.e. CityRAP - *City Resilience Action Planning Tool*, City and Resilience Profiling Tools, Spatial Development Framework). 3) Integrated Local Development Plan (where the priorities and the work to be carried out are defined). Once the analysis document has been created, interventions foreseen must be implemented and inserted into the IUDP (A1.3). The plan indicates the zoning of the areas with the parameters of development of the area. The plan must be composed also of a social work plan made by the community where actions undertaken by population are marked for urban development. The plan will also identify priorities of the infrastructures to be built, costs and executive projects. The process can be summarized in the scheme below. The analysis will be committed by CMP and developed by UPO in strict partnerships with UNIMONDLANE and CNNAPP. The CNNAPP will support with main experiences to guarantee introduction of innovative tools. The analysis will be conducted on the field through a local External Expertise. According to main needs and areas of interventions CMP with the support of the Urban Committee, will identify priority of interventions in the 3 piloting neighborhood (Alto Gingone, Josina Machel and Eduardo Mondlane). The process will be supported by CRE, CMI, CNNAPP and UNIMONDLANE, with the assistance of a local external expert.

**2.2 Development of 1 bulk SMS service for resilience.** In order to prevent citizens of risks or ongoing weather-related calamities and emergencies, a digital social innovation solution that involves the use of bulk text messaging service will be created thanks to the support of an external expert. A bulk SMS gateway will be tested in collaboration with CMP and communities of some districts. The service will be also submitted to the local mobile companies operating in Pemba for a possible win-win partnership agreement to reduce costs and improve corporate social responsibility. This approach is already underway in several countries (as in Italy, for example) where some mobile companies make their technological platforms available for dissemination of text messages to beneficiaries of a given project / program. At least 90,000 text messages will be sent to selected target groups of citizens in Portuguese

and when possible also in local dialects. Text messages will provide inhabitants of the *bairros* with up-to-date information on weather conditions, waste collection, agrometeorological information, environment issues, etc. In the experimental phase different stakeholders will also be involved (merchants, students, farmers, etc.) to verify specific information needs and possibility to extend the SMS information service to different targets with specific needs.

**2.3 Job creation in activities for urban resilience** According to priority interventions MaisPemba will develop vocational trainings to support development of innovative. Vocational training will deal with: a) resilient construction of new houses, public buildings, furniture and company services using local materials and valorizing local smart specializations b) innovative economic initiatives connected to preservation of the land and development of responsible tourism. There will be 3 vocational trainings in each area, targeting Trainers of trainees and engaging experts from CRE and CMI. Vocational training activities will be implemented in “Casa da Baia”, already hosting newborn services for youth training and support employment for youth of Pemba. This activity will capitalize on developed pilot projects made by UN-HABITAT (associate partner) and USAID on the resilient houses models. MaisPemba will then support start-ups aiming at enhancing territory resilience and preserving landscape heritage. Small bids will be promoted to support start up: 3 for the resilient construction of new houses, public buildings, furniture and company services and 3 for business initiatives connected to environmental and responsible tourism. The start-up will be selected to a sub-granting call promoted by CMP (managed by E35 and drafted with the assistance of CRE and CMI)



**2.4 Interventions for green infrastructure resilience in 3 pilot neighborhoods.** According to the A2.1 developed integrated diagnosis of degraded areas of the pilot neighborhoods, green infrastructure project implementation for enhancing resilience will be implemented. These will include actions such as: In order to preserve the environment and protect sensitive ecological areas, construction of parks in the flood areas, parks that foresee also the integration of public vegetable gardens; Construction of water flow channels, starting from Alto Gingone neighborhood down towards Josina Machel neighborhood (avoiding the waterfall effect), in order to avoid flooding in the event of heavy rains; Construction of wells, with consequent expansion of the water distribution network in the district. These first prior interventions will help in a first phase the enhance of resilience of the pilot neighborhoods, but will be of course not enough to solve all the problems related to resilience and security of citizens. In order to encourage strong investments not coverable with the project funds and objectives, operative plans will be drafted to be applied to government level or other international donors and multinational companies working in the area.

**2.5 Intervention for water management and supply in 3 pilot neighborhoods.** In the same way as per A2.5, according to the A 2.1 integrated diagnosis, pilot intervention for water management and supply will be implemented. In Pemba there are severe problems of water distribution, especially in the winter months (July-August-September) where water is scarce. This problem arises at the bottom of the network as it is probably not enough the water collection holes as well as the amount of water in the stratum or sources. CMP, together with CMI and MM will define with participatory approaches, priority intervention to be done, as well as technical definition and feasibility of intervention. CMP, supported by E35, will then proceed with the implementation of the pilots. Pilot intervention may include actions like for example: expansion of the water network, carrying out new interventions to collect water from the aquifer; install rainwater collection systems on houses or public buildings, in order to increase the recovery and accumulation of water to be used for purposes not directed to human consumption (actions also useful for reducing the accumulation of rainwater in the streets); sensitization of the community to the reuse and save of water.

- **Direct effects on target group and beneficiaries**
  - Increased knowledge and awareness of CMP on main challenges and key issue of urban resilience
  - CMP and local stakeholders' partnerships enhanced
  - CMP, CRE, CMI international partnerships enforced
  - Increased resilience of citizens to climate and weather-related calamities and emergencies
- **Output**
  - 2.1 2 diagnostic reports on degraded areas in the Eduardo Mondlane and Alto Gingone neighbourhoods
  - 2.2 1 ICT tool for resilience developed
  - 2.3 16 job opportunities created in urban resilience sector
  - 2.4 3 pilot interventions on green infrastructure for resilience implemented
  - 2.5 3 pilot interventions on water management for resilience implemented

**Outcome 3:** *Strengthened environmental sustainability of the City of Pemba through improvement of Pemba Municipality officials' capacities in planning and implementing waste management systems.*

- **Outcome challenge**

Pemba current waste collection system is poorly implemented due to structural challenges, high operating costs and weak ownership and citizens' awareness, therefore the informal activities prevail along the waste chain, with evident adverse environmental and healthcare impacts. This challenge will be answered through the actions foreseen in the **TAC 3- Sustainability**.

- **Thematic Action Cluster 3 – Sustainability – Activities**

The TAC aims at improving environmental sustainability of Pemba supporting CMP in designing and implementing a new integrated waste management plan for the city as well as in raising citizens' awareness on waste generation and collection. TAC 3 will foresee

**3.1 Assessment.** An assessment will be produced to analyse local waste management landscape in Pemba. The assessment will use as a benchmark the PLANO DE GESTÃO INTEGRADA DE RESÍDUOS SÓLIDOS URBANOS DO MUNICÍPIO DE PEMBA 2013-2017 and it will mainly focus on the analysis of what happened to the city after 6 years from approval of the plan. The assessment will provide quantitative analysis on waste management practices currently in place but it will also explore habits for collection and separation, main actors involved, challenges, needs, formal and not formal services and systems, revenues and sustainability. The assessment will be promoted by CMP and guided by IREN with the support on field of UNIMONDLANE and dedicated external experts. CRE and CM will support with main experiences and knowledge about local and urban systems. The assessment will aim at updating strength and weakness of Pemba system, pinpointing areas for improvement according to three main pillars: a) cultural and educational habits; 2) collection and separation system at local community level, both formal and non-formal; 3) urban waste management. The analysis will be based on interviews and focus group at local level, nevertheless built on the best practices of the ongoing project PLATIP (EuropeAid, CSO-LA/2016/376-770) and DECOR (CSO-LA/2018/ 400-287). The assessment will also provide other African benchmark to compare for better planning and new system definition

**3.2 New integrated Waste Management Plan.** According to City Pemba Waste Assessment, CMP together with 2 Interdisciplinary commissions, and the technical support from IREN, will be responsible for designing a new integrated waste management plan. To better define and draft the plan, CMP will attend study visits in Italy in order to better understand Italian experiences and gain skills and competences. Capacity building activities for waste management will be promoted based on peer exchanges with other Italian Municipalities (at least 3) and training workshops in Pemba (at least 3). The workshops will be coordinated by CRE and IREN. The workshops will address at least 4 officials from CMP, and at least 4 others from other relevant stakeholder. Peer exchanges will be promoted involving also the Associated Municipalities of Quelimane and Mandhlakazi (Quelimane is already implementing a EuropeAid funded Project -Quelimane Limpa - 150577/DD/ACT/MZ- with the support of CMI for improving the waste collection system). According to capacity building phase, technicians from CMP will be in charge to draft a waste management plan. The waste management plan will be including relevant community actions already in place able to support CMP action for collection and separation of at least the organic waste. The plan will deal in particular with 1) information and education to reduce and manage household produced waste 2) collection and waste management, including revenue and taxes 3) waste separation (with a special focus on organic part) 4) waste and urban land risks 5) innovative perspectives for circular economy. All the process will be supported by CRE and assisted and monitored by IREN and UNIMONDLANE with needed technical competences and experiences on field. The waste management plan will be adopted yearly and update year by year, selecting priorities to be addressed.

**3.3 Environmental community agents.** According to main needs and challenges in cultural and educational habits, the action will foresee enforcement of community agents dedicated to improve and enhance awareness about environment, waste management, tools and rules for collecting and separating. The community agents will be engaged by CMP for dialoguing with local. The agents will be responsible to speaking door to door with people, delivering kits for the proper waste collection in houses (small containers and organic waste bags) and information, building up local campaigns. The agents will

be attend dedicated trained designed and implemented by IREN together with CMP about general environment protection behaviors and methodologies to address different target groups: citizens, youth, children in schools and small shop holders. The agents will leverage on 3 info point/field offices, created into the pilot neighborhoods to offer information, delivery kits for waste separation and collection and getting any kind of assistance. Info points will be established in central visible areas of the pilot neighborhoods, and will be also focal points for the waste collectors, collecting need, constraints and particularly difficult situations, acting also as mediators between citizens and municipal officials. Citizens satisfaction surveys will be promoted, as well as community assemblies for the participatory definition of priorities and methodologies specific for each neighborhood.

**3.4 Awareness raising.** To enhance impact of waste management plan, an awareness campaign will be developed to increase citizens' attention to waste challenges and risks, the campaign will be leveraging on environmental community agents but it will mainly focus on concrete pilot action impact. The campaign will address 4 different targets (citizens and local communities; institutions, local and international enterprises and primary schools of the pilot neighborhoods) and based on radio communication, workshops, cultural events, theatre shows and trainings in schools, comics tools but also collective activities such as Clean Up Sundays or "Juntos for Pemba".

**3.5 Implementation of a new waste collection system.** According to priorities emerged in the new Waste Management Plan, CMP together with Interdisciplinary Commissions will implement 3 pilot interventions to test a new system of collection and enhance collection and separation of solid waste in 3 different neighborhoods (Alto Gingone, Josina Machel and Eduardo Mondlane). The pilot actions will be designed together with local communities, supporting the continuation of already on-going experiences implemented by local CSOs (WAKANI MAIS JOVEN, CDSI and JOMAS). The approach would like to offer a concrete opportunity at institutional level that community ones to experiment, testing and verify what have been learnt before and answer the needs of local communities for improved environmental and socioeconomic conditions. The pilot actions will be strictly integrated with the other pilots in urban regeneration, resilience and educational sectors. The pilot projects will be leaded by CMP with strong engagement of the CMP Technical Office for Cleaning and Public Health (Departamento Limpeza e Salubridade) and strong collaboration of CRE and IREN together with UNIMONDLANE. **The new waste collection system will be based on the following features:** **A) Formalization of garbage collectors:** informal garbage collectors and/or actors from local associations will be trained and involved in an experimental door-to-door waste collection. This system will consist in collecting and separating solid waste from every house and delivering it to city landfill or to the specific composting site thanks to dedicated hand carts that will be distributed. Each household in three piloting neighborhoods will also receive a set of bags to separate solid waste. Households will be supported in the process of solid waste separation between organic and non-organic matter through the activity of environmental agents and awareness raising activities. **B) Creation of a composting site:** once organic waste will be collected door-to-door by garbage collectors they will deliver it to a composting site. The composting site will reduce problems connected to organic waste disposal (highest portion of waste produced by households) – and help to promote circular reuse of waste. The site will be built on an open land in Pemba on the outskirts of the city (bairro Mondlane) suitable for establishment of composting plant and demonstration garden. The plant will be organised in the following areas: 1) open space to receive organic waste to be performed, eliminating any non-organic remains; 2) composting platform where composting stacks will be located and covered; 3) drying area protected from atmospheric agents; 4) warehouse, where the equipment will be stored and the compost packed. To optimize the use of rainwater the site will be equipped with gutters to collect water in tanks. The center will be also equipped with an electric shredder, balances for packaging and thermometers for measuring the temperature of the compost stacks. Moreover, a well will be built in order to accelerate the decomposition and to cool down the temperatures reached by stacks. Potential partners and end-users of the organic matter produced (i.e. farmers, schools having vegetable gardens, or other productive activities) as well as possible selling strategies, will be also assessed thanks to the support of CRE and IREN. **C) Agro-ecological demonstration garden:** The demonstration site aims to show the effectiveness of compost in agriculture, especially for soil regeneration, it will be also used as a training centre for the dissemination of knowledge on sustainable organic agriculture and seedlings in the peri-urban area of Pemba. The garden will also be an important income generating activity for the groups and associations involved in garbage collection. The demonstration garden (placed near the composting site) will have a surface area of about 1/3 of a hectare and will be equipped with a shaded greenhouse of 80 m2 in order to produce vegetables in the hottest months of the year (November to February).

**3.6 Job creation.** Pilot actions will include activities to increase job opportunities in waste management by engagement of local people and normalization of jobs already in place in Pemba context through skills development in dismantling, sorting and recycling waste. The action would like to formalize the new role of garbage collectors, the people in charge to collect door by door the waste and take it to the dump. The action would like to engage at least 10 people and leverage on new figure to support

waste management collection and separation. The people will be supported as independent workers, drafting a reward mechanism for the job done.

▪ **Direct effects on target group and beneficiaries:**

- Improved knowledge of CMP staff about Pemba waste management system
- Enhanced skills and efficiency in waste separation and collection for 5.0000 households and 9 garbage collectors
- Increased access to job opportunities and training for youth in Pemba
- Increased environmental awareness of 10.000 households

▪ **Outputs:**

**3.1** 1 Assessment report on local waste management landscape in Pemba

**3.2** 1 new waste management plan for the city of Pemba elaborated

**3.3** 3 environmental community agents trained and 3 environmental info points opened

**3.4** 1 awareness campaign on waste collection and management developed and implemented

**3.5** 1 pilot composting site created and 1 pilot recycle, reuse and resell laboratory opened

**3.6** 12 job opportunities created in the waste management sector

**Outcome 4:** *Enhanced educational inclusion of the City of Pemba through the improvement of quality, delivery, integration and coordination of early childhood services.*

▪ **Outcome challenge**

In the context of the ongoing decentralization process, CMP will be soon called to prove their competences in the governance of early childhood education services, currently provided by multiple and diverse stakeholders, with a predominance of informal actors, lacking of a coordination among them. This challenge will be answered through the actions foreseen in the **TAC 4 – Inclusive city**.

▪ **TAC 4 – Inclusive city – Activities**

The fourth TAC aims at improving coordination and offer of early childhood education services within the city of Pemba, supporting CMP and stakeholders (formal and informal in improving quality of their education offer and the mutual exchange of best practices. TAC 4 will foresee:

**4.1 Mapping of the services for early childhood.** An assessment to better analyses services for early childhood will be promoted by CMP in order to understand number of active services, local actors engaged, number of children attending, public private partnerships existing, requested demand for early childhood services. The assessment should provide an updated situation in Pemba aiming at mapping all the private and public actors operating at local level, conditions of the services, challenges and opportunities, allow CMP to know all the activities offered to the children at early childhood phase. It will allow to highlight CMP role, finding out strengths and main challenges. The assessment will be conducted by Department of Education of the City of Pemba in strict connection with CRE, with the strong assistance of external expertise.

**4.2 Creation of a PPPP network of services for early childhood education, establishment of a permanent office.** Based on assessment and mapping, the CMP will activate a local working group in order to build up exchanges and facilitate partnerships among the several actors. This working group will allow Municipality to dialogue with all private stakeholders offering services at Pemba level and create the condition to formalize a MOU for managing early childhood services and creating a PPPP network. The map (A4.1) will facilitate the creation of a network among schools, NGOs, public institution able to assure integration among the several stakeholders and services offered. To enhance integration among the several services, the CMP will introduce a dedicated and permanent office at Municipality level “*Casa da crianca*” in charge for coordinate activities into the school and facilitate the network.

**4.3 Common guidelines to be followed by the network of services.** According initial assessment, a capacity building activity will be drafted by CMP with the support of CRE. The capacity building should offer technicians from Pemba (officials, educational staff, NGOS, schools and associations) experiences about how to develop services for early childhood. The capacity building will engage at least 3 people in peer exchanges in Reggio Emilia, as well as at least 45 education technicians at Pemba level during field visits by CRE and E35 (at least 3 capacity building trainings/workshops). The capacity building will also allow CMP to define common rules and constraints for Public Private management of service network, assure good quality and educational services provided. The guidelines will be drafted by CMP together with the main stakeholders. The CRE and E35 will assist the process. The guidelines will be also drafted according to UNICEF Mozambique guidelines and recent reforms promoting the role of Municipality in defining policies for early childhood and education. UNICEF Mozambique, together with ANAMM, as Associated partners, will monitor and advise all the processes of A4.2 and A4.3, in order to study then a model to be replicated in other MZ Municipalities.

**4.4 Pilot actions: Development of new community services.** According to guidelines drafted in A4.3, the CMP will promote through sub-grants the pilot open of at least 3 new start up community services (*escolinha comunitaria*). They will be opened in the three pilot neighborhoods. The community services will be promoted by CMP and managed directly or in partnership with local CSOs. CMP will be assisted by CRE and E35 in the process, profiting from world recognized experience of Reggio Emilia in

delivering municipal early childhood services service (Reggio Emilia Approach to education). Local and international external expertise will be engaged to design and support new services. The community services will enlarge services network in Pemba also offering opportunities to improve quality education and being for the territory a leverage for innovation and local development. The services will be managed according to the guidelines defined.

**4.5 Job creation: new educators for early childhood.** Training activities will be provided in order to support sustainability and quality both of the 3 new early childhood services and of at least 10 other services, now member of the Municipal network of early childhood education services, enforcing skills and competences. The training will address teachers and other educational profiles (at least 40) engaged in the start-up providing with perspectives for different management of early childhood services. The training will be supported by CRE with the engagement of social cooperatives.

▪ **Direct effects on target group and beneficiaries:**

- Enhanced CMP knowledge of early childhood education services and providers active
- Improved mutual knowledge and exchanges between stakeholders in early childhood services
- Improved access and quality of early childhood education services for the children of Pemba
- Increased access to job opportunities and training in early childhood education for youth

▪ **Outputs:**

- 4.1 1 mapping report of early childhood education services active in the City of Pemba drafted
- 4.2 1 local stakeholders working table in early childhood + 1 Municipal Office for Early Childhood Education established (Casa da crianca)
- 4.3 1 guidance document on quality early educational services including replicability in MZ Municipalities
- 4.4 3 pilot community early education services created
- 4.5 12 job opportunities created in the early childhood education sector

**Outcome 5:** *Improved sustainability and financeability of integrated urban development (pilot) interventions*

▪ **Outcome challenge**

Pemba has been the focus of diverse and disconnected top-down interventions pursuing single aspects of urban planning and management without necessarily taking into account to all the dimensions of city and urban development (notably inclusiveness, resilience and sustainability).

**TAC 5 – Integrated implementation of pilot actions – Actions**

TAC 5 aims at assuring sound integration of all pilot actions, facilitating a multisector approach and guaranteeing an integrated and sustainable approach to all the issues tackled. TAC 5 will foresee:

**5.1 Coordination mechanisms for assuring pilot project implementation coherent with an urban integrated perspective.** The CMP, together with the Interdisciplinary Commissions, will guarantee sound integration of different pilot actions. A dedicated Technical Working Group (comprehensive of representatives from both the Interdisciplinary Commissions, from the 2 Municipal technical offices and the reinforced *Departamento Limpeza e Saubridade* office) will be created to coordinate and monitor all pilot actions, assuring information exchanges along with an integrated evaluation. During implementation phase, working group will meet at least every 3 months. It will be responsible to report to CMP and dedicated departments on pilots' implementation. It will be assisted by the Steering Committee.

**5.2 Sustainability plan development: lobbying activities with infrastructure donors.**

According ISUP, MaisPemba will promote several activities to assure sustainability of actions and pilots developed. In particular: 1) Integration of the actions foreseen in Integrated Sustainable Urban Plan in strategies for infrastructure project financial and bankability - Lobbying on international donors (i.e. *World Bank, EBRD, Budget support instruments, Mozambique Government, Multinational companies in MZ, EU external investment plan* etc.) – this action will be supported by an international and national consultancy 2) Organization of showcase and incoming events in Pemba for international donors, Multinational Companies and EU ones to visit Project pilot actions. These visits on fields will also allow study of possible ways of infrastructure project financing related to the Integrated Sustainable Urban Plan.

**5.3 Monitoring and evaluation of the activities.** In order to better assure effective implementation and wider impact of pilot actions, MaisPemba will foresee internal and external tools for monitoring and evaluating the action. Procedures, planning and methodology of M&E foreseen by the Project are thoroughly described in the

▪ **Direct effects on target group and beneficiaries:**

- Enhanced international exposure of CMP staff and increased visibility of the CMP and Pemba
- Increased international funding possibilities and chances of Pemba Municipality
- Increased accessibility for Pemba citizens to integrated urban municipal services
- Evaluated gained competences, sustainability and effectiveness of pilots and processes

▪ **Outputs:**

- 5.1 1 Project working group on integrated urban development created
- 5.2 5 Incoming events in Pemba for international donors and Companies visiting the Project actions
- 5.3 1 Monitoring and evaluation plan created and implemented

## 2.1.2. Methodology (max 5 pages)

### Methods of implementation and rationale for such methodology;

Project's approach is based on the concept of:

1. **local governance and local ownership:** CMP is protagonist of its own engagement towards sustainable urban development and its staff will benefit of capacity building measures and peer-to-peer learning (in line with priority 2 of the call);
2. **citizens' engagement and participation,** through participatory processes, since citizens are the "owners" of the city;
3. **multi-stakeholders dialogue,** since CMP will involve in the process of definition and implementation of its first Integrated Urban Development Plan the main city's stakeholders (in line with priority 3). These approaches are cross-cutting in all TACs.

The proposed methodology has to be seen at two different levels: international and local one. The **international level** is based on city to city cooperation approach, intended by the LP as a multi-stakeholder and multi-sectorial approach, where Community cooperates with peer Community. Since the designing of MaisPemba, Reggio Emilia Municipality as well as Pemba Municipality, involved different departments and actors, representatives of the different skills needed for the proposal development. City to city cooperation is not only an Institutional (Mayor to Mayor) dialogue, "subcontracted" then to external experts for implementing actions, but a real community to community cooperation, lasting before and after the development of funded Projects, based on real dialogues, daily contacts and peers strong relations. MaisPemba is the manifesto of this vision. Reggio Emilia, Pemba and Milano Municipalities are directly engaged through a number of departments, as well as Municipal important private actors (ie Iren, MM) in the several sectors of the actions. Peer exchanges with job shadowing actions are foreseen in line with this approach, for the enhancement of the Mozambique technicians' skills, but also in order to create real personal relations, capable of long-lasting commitments.

At **local level** the Project methodology is based on the TALD (Territorial approach to Local Development) already in use in Pemba also in other on-going projects involving the Lead Partner and the city of Pemba (i.e DECOR, PLATIP and PARTICIDAD). The TALD consists of participative techniques and innovative tools for planning of requalification and the prevention of uncontrolled urbanization in informal settlements, as well as for the establishment and delivery of more citizen-centric public services. This approach, taking into account urban and physical aspects as well as socioeconomic and environmental aspects, demonstrates the importance of the multi-sectoriality of territorial interventions and also the importance of leveraging on the participation of all local actors and citizens as protagonists of local development. Increasing the participation in the planning and the development of Integrated Urban Planning policies favours the implementation of the actions, and supports also the monitoring and evaluation phases, having the possibility to draft since the very beginning also socio-economic benchmarks, stated that M&E phase remains one of the great challenge of this kind of projects. Stimulating and facilitating flow of information, creating specific spaces, tools and processes for participation is clearly a priority need, a first step towards engaging as many stakeholders as possible and, consequently, increasing the understanding and acceptance of developed policies. However, the concept of participation cannot simply be reduced to a flow, even transparent, democratic and structured information: the notion of participation must coincide with an assumption of responsibility on the part of all the actors involved in the decision making and implementation phases. In this way participation can be transformed from a simple (although important) information sharing in the phase of ideation of a policy, in an active, concrete and evident role in its implementation. The most tangible form of this type of participation is the establishment with MaisPemba of real Public/Private/People Partnerships (PPPP) for a shared management of public interest services and infrastructures between the public sector, CSOs, Citizens and private sector: MaisPemba would so like to put at the centre of its methodology and approach the PPP Partnership as main tool for a real sharing of ownership between all the actors involved, contributing to an increase of trust and cooperation between different society sectors working together for the implementation of durable policies and interventions connected to the sustainable development of the city of Pemba as a whole.

Equipment and materials useful for the implementation of participatory processes will be purchased, like consumables for the organization of citizen assemblies, as well as renting of equipment for the organization of sensitization events. Moreover, communication materials will be produced, in order to favour the largest possible participation to the participatory processes foreseen.

The project implements an integrated approach to urban development in Pemba. MaisPemba intervention is based on the 3 dimensions of SDG 11: inclusion, sustainability and resilience (and, consequently, security and health, since a more inclusive, adaptive, and sustainable city is also a safer and healthier city). To this end, first step will be the establishment of a proper governance system, able to govern and integrate all these 3 dimensions, and the demands, needs and actors that each of them represents. Main project output is 1 Pemba Integrated Urban Development Plan, that will address, and integrate, all the 3 dimensions outlined. To guarantee the integrated dimension of the Plan and its implementation 2

Permanent Interdisciplinary Commissions will be established within the CMP: 1 internal to the Municipality (only Local gov. Staff) "Urban Committee" and 1 dedicated to dialogue with stakeholders, "Permanent Urban Forum", thus composed by Municipality's staff and representatives from CSOs, citizens, universities and private sector. Beside these two commissions, giving general guidelines and responsible for Integrated Urban Plan development, from a technical level 3 dedicated offices inside CMP will be or established (Urban Permanent Office and Early Childhood Education Office "Casa da crianca") or reinforced (Waste management Office), in order to give the Project all the technical skills and competences also for the practical development and monitoring of the planned integrated actions. The presence of the skilled technicians and operators, also trained in having multi-sectorial approaches in their daily work, will guarantee also a multi-perspective and multi-sectorial vision in the implementation of the Thematic Action Clusters. In support to the neighbourhoods' localization of the activities, the awareness campaigns and the favouring of participatory processes, also small field offices will be established, managed by environment educators, but working also as focal points about all the Project activities in the pilot neighbourhoods. For the proper functioning of the commissions, forums and offices described above IT equipment will be purchased, as well as small furniture and consumables.

### **How the action is intended to build on the results of the previous action**

The action presented will capitalize and build on results and methodologies already tested in different projects funded and implemented by different donors (EU, Italian Cooperation, USAID, UNHABITAT) in Pemba territory in the last 5 years: PLATIP (EuropeAid) and PARTICIDADE (Italian Cooperation Agency) projects, focus on strengthening capacities of CMP in the valorisation of the participation and inclusion of the citizens in the urban planning and management of the informal settlements, and in managing and promoting municipal early childhood education services. MaisPemba has taken into account the lessons learned through these Projects in particular on the following topics:

- i) importance of strengthening mechanisms for participation of all stakeholders in planning process and supporting the institutionalization of a real and structured PPPP, promoting adequate tools for inclusion of citizens in the design, implementation and monitoring of urban and social interventions;
- ii) importance of sensitizing and improving the technical knowledge of decision makers (LAs), aiming at greater inclusion and participation of citizens and improving accountability practices;
- iii) attempts of previous projects face the greatest challenge in sustainability and efficiency over the long term of the growing responsibility of all stakeholders: based on this experience it is important to monitor the spaces of dialogue and collaboration, and to strengthen the accountability of all stakeholders.
- iv) chosen pilot districts stands out for a genuine interest on the part of local authorities and the population in relation to community affairs and the common welfare. Strengthening the potential found in this neighbourhoods, starting from the positive, based on the awareness and interest of the inhabitants, will make easier to interact and learning together;
- v) importance of implementing physical priority interventions to tangibly improve the physical-environmental conditions of the pilot neighbourhood. This exercise is relevant to substantiate the participatory approach;
- vi) importance of testing shared management models (among LAs, CSOs, the private sector citizens) of community infrastructures and services.

Moreover, incubation of innovative small and medium-scale enterprises at the community level represents an innovative component and an immediate response to the economic vulnerability of informal settlements, recognizing the importance of collaboration with the private sector and promoting economic opportunities in the neighbourhoods.

**EDUCA Project** (EU - UE-DCI/NSAPVD/2010/233-592 – Reggio Emilia Municipality Lead Applicant), mainly focused on how to promote, in the Mozambique process of decentralization, a role for Municipalities in the designing of early childhood education policies and services and non-formal services, as well for the involvement of families and communities in the ownership for education as a community responsibility. MaisPemba has taken into account the lessons learned in particular on:

- i) importance of involving families and children in the planning and definition of the needs
- ii) importance of connections of different levels of government at local level (Municipality, District and Province), being decentralization process still in act and a multi-governance fundamental for good development and sustainability of the Action;
- iii) importance to keep formal educational sector involved in definition of informal actions, and importance of keeping processes of continuity between different level of education (from preschool to high school);
- iiii) importance of giving families positive feedbacks and meanings on the work done by schools and preschools with children, in order to avoid school leave of children.

### **Synergies with other initiatives**

**PLATIP- Pemba project** (still under implementation) focuses its action on CSO strengthening (for example through the Permanent Urban Forum) as driving force for bottom up participation, through a path of empowerment of civil society. MaisPemba is in strict synergy with PLATIP since based on the same

methodology and having same objective of increasing participation in territorial planning actions. If PLATIP, on the one hand, works with CSOs, MaisPemba focuses its action on improving the preparation of LAS and CSOs, by encouraging participation and inclusion of citizenship from the top. Moreover, MaisPemba starts from the lessons learned in PLATIP framework to enlarge the studies done in Josina Machel neighbourhood on vulnerability and priority interventions to two other close neighbourhoods. These 3 neighbourhoods, stated their geographical position, can be seen as a unique “wider neighbourhood area and system”, since interventions done in one neighbourhood affects also the others.

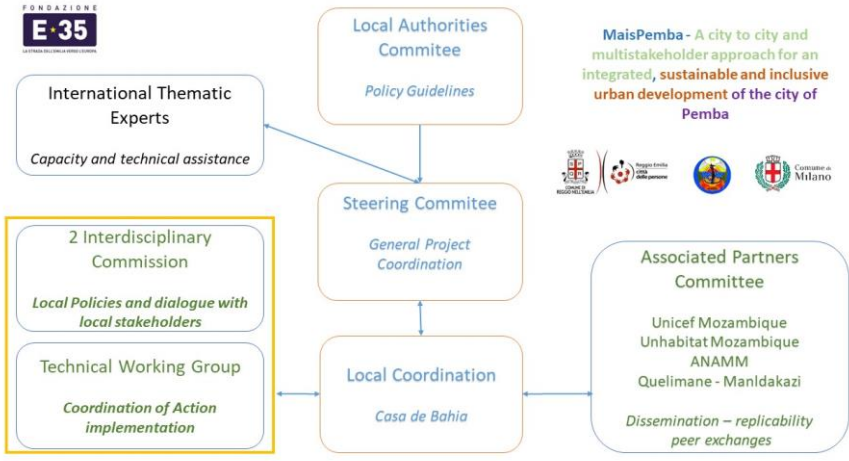
**PARTICIDADE** (Project funded by the Italian Cooperation Agency) is still under implementation. MaisPemba is in synergy with the PARTICIDADE approach by involving all the possible stakeholders at local level for the definition of priority activities. Moreover, PARTICIDADE supports a first small organization of Early Childhood Education services at local level, working on the re-organization of the Pemba Municipality department for education with a prior tentative of creating a network at local level of Early Childhood Education services.

**SHAPING FAIR CITIES PROJECT (SFC)** (EU DEAR Programme - CSO-LA/20177388-138) is working in Pemba for the establishment of Local Action Plans for Agenda 2030 development, as well as for the dissemination and awareness raising on SDGs. MaisPemba will work in synergy with this Action, having the possibility then to put in practice some of the policies defined in the framework of the Project.

**PARTICIDADE and SFC** projects together are supporting the creation of “Casa da Bahia”, an innovative office established in Pemba with the support of CRE and E35 dedicated to Decentralised Cooperation of CMP. Main aim of the office is to manage from the CMP point of view all the International Funded activities, creating synergies and avoiding overlapping, as well as integrating the actions in the local policies. To enforce this synergy, MaisPemba will base its main office at Casa da Bahia with the aim to capitalise the further development of capacities of CMP Officers. Casa da Bahia is today also a reference point for youth of the city of Pemba looking for Job, since in the framework of PARTICIDADE, an office for job integration of youth has been established (Balcao Informativo Juvenil de Trabalho – BIJP). The BIJP promoted a number of vocational trainings for youth. MaisPemba will work in synergy with BIJP for the development of the foreseen trainings, and will reinforce its role in creating new synergies with other institutional training centres (i.e. IFPELAC).

**Organisational structure and the team proposed for the implementation of the action**

The implementation of the project will be constantly supervised by a Steering Committee (SC), composed of a representative of each applicant (directly or not directly involved in the project team) through the analysis of the Quarterly Operational Plans submitted by the project coordinator. The SC will be the operative body of a Local Authorities Committee (LAC), composed by the representatives of Reggio Emilia, Pemba and Milano Municipalities, defining the general frameworks in which the Action should move its steps.



The project structure, as per image above, includes the following components:

- 1 **Local Coordination Team**, led by the Expat Project Coordinator and the CMP Project coordinator, established in Casa da Bahia, organizing, coordinating and implementing all the envisaged Activities.
- 1 **Technical Working Group (TWG)**, composed by 3 representatives of Permanent Urban Forum and Multi-disciplinary Urban Committee, in charge for the technical implementation and supervision of activities. The TWG will be guided by the Local Project Coordinator, the CMP Coordinator and the UEM coordinator, in order also to work strictly in contact with the Local Coordination Team.
- The TWG will also benefit of technical and capacity building inputs from the **Group of International Thematic Experts**, participated by the representatives of the thematic Co-Applicants (IREN, MM, CNAPPC, UEM), and in charge for continuous technical support and supervision

- Beside the Local Coordination Team will be **Associate Partners Group** involved for trainings about already on-going good practices at National level, as well as for peer exchanges and capitalization actions of on-going larger programmes and strategies at Mozambique national level.

The MaisPemba Project Team in Pemba, working for the management, implementation and day by day monitoring of the Action will include:

- 1 Expat. Coordinator, employed by the E35, responsible for planning, implementing, managing and administering the project in order to ensure overall coherence of action.
- 1 Expat. Assistant, employed by the E35, supporting the Coordinator in all its functions.
- 1 CMP Coordinator, employed by CMP, with the role of joint management with the project Coordinator and of focal point of the project inside CMP.
- 1 CMP Assistant, supporting the CMP Coordinator in all its functions.
- 1 UEM Coordinator, responsible at local level with CNAPPC Officer (in distance) for the support to the integrated urban policy actions of resilience, adaptation/Urban planning and regeneration.
- 3 Local staff Officers, employed by CMP, responsible each for one of the areas of implementation of the project (Education, Waste, Urban resilience).
- 1 Accountant, employed by the CMP, responsible for the good management of financial resources and all administrative processes. Will be employed part - time.
- 1 Communication Officer, employed by CMP, responsible for the whole coordination and implementation of communication and dissemination activities in Pemba (PT50% - 50M)

Through bi-weekly meetings they will coordinate the development of the activities and the planning of the actions to be implemented, jointly controlling the progress of the project.

### **Role and participation in the action of the various actors and stakeholders**

The partnerships will be built upon experiences of LAs (Pemba, Reggio Emilia, Milan) in planning and developing urban governance, having strategic focus on three relevant sectors such as education for early childhood, resilience and urban planning and waste management. Besides LAS experiences and knowledge, the partnerships will be enriched thanks to E35, an affiliate of CRE and an operational arm for its international cooperation activities, working in Pemba for more than 10 years; important partners engaged for the definition and harmonization of the technical contents provided: CNAPPC - Italian Order of Architects; University Eduardo Mondlane Faculty of Architecture; IREN Italian multi-utility owned also by Municipality of Reggio Emilia dealing with waste management and education and awareness activities, MM, Milan Municipality Company in charge for water management and supply. The roles of the different actors are widely described in the detail of the activities. In addition, the indicative Action Plan outlines the main actors involved in the different activities.

- Reggio Emilia Municipality (Lead Applicant) collaborates with CMP since the '70s in different forms (projects, exchange of experiences, institutional visits). CRE will Lead the action through its staff and its technicians (in particular urban Planning, Environmental Department and Education policies) contributing to capacity building and technical support as well as in the work for a more structured civil society participation
- Pemba Municipality (Co-Applicant) will be responsible for coordinating and implementing the project at local level. Together with the Project staff of Casa da Bahia and with the continuous on distance support of the Lead Applicant it shall draw up the quarterly Operational Plans and the monthly Operational Plans, follow up on all activities and ensure the strategic coherence of the intervention on the territory. The CMP wants to make systematic the results and experiences gained in previous projects described enhancing integration of policies and interventions
- Milano Municipality (Co-Applicant): it has a strong experience in International Cooperation Projects with Mozambique cities (Maputo, Quelimane) in the field of water management and supply. CMI through its staff and its technicians (in particular those of the Urban Planning) will contribute to the capacity building and technical support for the Integrated Urban Development Plan development, in particular in relation to water management topics, together with MM Spa.
- E-35 Foundation (Lead Applicant affiliated entity), an operational agency for CRE international cooperation activities, will facilitate the different actions thanks to the numerous interventions already carried out jointly with the CMP and the structure of "Casa da Baia". In particular, it will ensure constant contacts, overseeing relations and facilitating the implementation of activities. E35 will assist from a technical point of view CRE in the management of the Action.
- National Council of Architects, Planners, Landscapers and Conservators (Italian Order of Architects) and Eduardo Mondlane University: the two institutions are interconnected thanks a MoU between Italian and the Mozambican association of architects connected with UEM Architecture faculty. The two partners will be directly in charge for policy advises for the Urban Integrated Development Plan. They will participate mainly in the training of municipal technicians and in the design/elaboration of the projects of the infrastructural interventions with a double benefit: on the one hand the involvement of these structures will support capacity building and help in the dissemination of this experience and

on the other hand it will allow to strengthening the relations among actors between the two countries dealing with these sectors. CNAPPC and UEM will be also in charge for policy advises for the UIDP.

- IREN Spa and MM Spa, respectively Municipal Companies of CRE and CMI in charge for solid waste management (IREN) and water management (MM), are leader companies in Italy in their fields, and will be mainly responsible for trainings directed to CMP Technicians as well as co-responsible for the definition of the pilot connected to waste and water management. IREN, through its educational department, will be also in charge for supporting environmental educators in the implementation of their dissemination and awareness raising work.
- the National Association of Mozambican Municipalities – ANAMM (associations of 35 municipalities of Mozambique (Associate partner) will benefit from the various training activities planned and will support the dissemination of good practices with other medium - sized cities.
- Quelimane and Mandhlakazi Municipalities will benefit from the various training activities and peer exchanges in Pemba. Moreover they will bring in the Action their local expertise in the topics of the Project, creating a National network at Mozambique level for the replicability of the Action.
- UNICEF and UNHABITAT as leaders in Mozambique in supporting the Mozambique Government and Municipalities in the design and development of National shared policies and tools for the proper facing of Urban Planning and regeneration and Educational services at national level, will support the partnership in integrating the MaisPemba approaches in large national policies and programmes.

### **Planned monitoring arrangements and subsequent follow up**

In order to give due follow-up to the implementation and to better assess the impacts of the action, specific instruments are planned to also assist in systematizing and disseminating lessons learned. **At internal level:** - *International partnership level:* The steering committee will monitor the implementation of the project actions according to main goals and expected outcomes; - *Local level,* The Local Coordination Group supported by the local project staff will be in charge of field activities implementation, associated outputs monitoring, and moreover support outcomes monitoring through interviews and focus groups conducted both at Municipal, beneficiaries and stakeholders' level. In particular, the Expat Project Coordinator (E35) will be in charge of the definition of operational quarterly monitoring plan that will be then implemented by the Local Coordination Group. The monitoring of most relevant technical aspects of pilot project implementation will be supported by the Technical Working Group, with the filed supervision of UNI MONDLANE. **At external level,** the project will rely on an external expert in charge to evaluate processes and main outcomes achieved. The external evaluator will confirm the project success according to 5 main M&E criteria (relevance, efficiency, effectiveness, sustainability and impact) helping to systematize the actions carried out showing good practices and lessons learned. The evaluator will have to demonstrate an in-depth knowledge of outcome mapping methodologies as well as demonstrated ability in using GIS software and data in order to effectively seize spatially oriented results achieved through the implementation of the Integrated Urban Development Plan and of the pilot waste management and collection system. The external expert will produce *two mid-term reports* (the first one to be delivered at the end of the second year and a second one to be delivered at the end of the third year) and a *final one* (to be delivered six months after the end of the project) that will be strategically employed for developing the sustainability plan as foreseen in the activity 5.2. The expert will be supported in data gathering at local level by the local project staff. Finally, *an external financial audit* will be contracted to ensure the sound management of the economic resources allocated to the project.

### **Planned activities to ensure visibility of the action and contribution of the EU to its funding.**

- EU logo and all partners will appear in all dissemination material used throughout training, seminars and campaigns (teaching material, slides, pamphlets, manuals, T-shirts) and in all documents and intellectual products;
- EU logo will appear in all pilot interventions (public spaces and buildings, green infrastructures, Early Childhood Education services etc...) that will be held;
- project will have an adequate dissemination in social networks through partners profiles as also described in TAC 0.6;
- The EU will be mentioned in all articles, interviews and services related to the MaisPemba project;
- A minimum of two articles will be published in the magazine *Autarquias* (the semi-annual magazine of ANAMM) and in the newspaper *Pemba*;
- EU Logo and flag will be visible in all international conferences and events for dissemination of results, as well as at the entrance of Casa da Bahia office, cars and tools connected to the project and in all the field Offices created in the Neighbourhoods.
- The project results will be presented in European and international event thanks the collaboration of an association of Local Authorities.

### **2.1.3. Indicative action plan for implementing the action (max 4 pages)**

The action plan will be drawn up using the following format:

YEAR 1														
ACTIVITY	HALF-YEAR 1						HALF-YEAR 2						IMPLEMENTING BODIES	
	MONTH 1	2	3	4	5	6	7	8	9	10	11	12		
<b>TAC 0 Management, coordination, communication, replicability</b>														All project partners coordinated by CRE and E35
0.1 Preliminary activities, technical management and establishment of local coordination of the Project														CRE, E35, CMP, Uni Mondlane
0.2. Steering Committee Meetings (SCMs)														All project partners coordinated by CRE and E35
0.3 Coordination and Financial Management														All project partners coordinated by CRE and E35
0.4 Project communication and results dissemination														All project partners coordinated by CRE and E35
0.5 Communications actions aimed at the internal staff of the Municipalities and local communities involved in MaisPemba														All project partners coordinated by CRE and E35
0.6 Organization of international public events in Pemba and Reggio Emilia to disseminate key issues of the project, main achievements and processes enhanced														All project partners coordinated by CRE and E35
<b>TAC 1 Governance</b>														CRE, E35, CMI, CNAPPC, Uni Mondlane, CMP
1.1 Permanent interdisciplinary Commissions (PPPP)														CRE, E35, CMI, CNAPPC, Uni Mondlane, CMP
1.2 Capacity building and peer exchanges														CRE, CMI, CMP, CNAPPC, Uni Mondlane, E35, ANAMM, Quelimane Municipality, Mandhlakazi Municipality, UN-HABITAT MZ
1.3 Integrated urban development plan														CRE, CMI, Uni Mondlane, CNAPPC, CMP, E35, UN-HABITAT MZ
1.4 Sustainability of the action														CRE, CMI, CMP, E35, CNAPPC, Uni Mondlane
1.5 Development of at least 3 pilot projects starting from the executive projects of the integrated urban plan														CRE, CMI, CMP, E35, CNAPPC, Uni Mondlane, UN-HABITAT MZ
<b>TAC 2 Resilience</b>														CRE, E35, CMI, MM, CNAPPC, Uni Mondlane, CMP



Government, Multinational companies in MZ, EU external investment plan														ANAMM, Quelimane Municipality, Mandhlakazi Municipality
5.3 Monitoring and evaluation of project activities														CMP, CRE, CMI, Uni Mondlane, E35

ACTIVITY	HALF-YEAR 3	4	5	6	7	8	9	IMPLEMENTING BODIES
<b>TAC 0 Management, coordination, communication, replicability</b>								All project partners coordinated by CRE and E35
0.1 Preliminary activities, technical management and establishment of local coordination of the Project								CRE, E35, CMP, Uni Mondlane
0.2. Steering Committee Meetings (SCMs)								All project partners coordinated by CRE and E35
0.3 Coordination and Financial Management								All project partners coordinated by CRE and E35
0.4 Project communication and results dissemination								All project partners coordinated by CRE and E35
0.5 Communications actions aimed at the internal staff of the Municipalities and local communities involved in MaisPemba								All project partners coordinated by CRE and E35
0.6 Organization of international public events in Pemba and Reggio Emilia to disseminate key issues of the project, main achievements and processes enhanced								All project partners coordinated by CRE and E35
<b>TAC 1 Governance</b>								CRE, E35, CMI, CNAPPC, Uni Mondlane, CMP
1.1 Permanent interdisciplinary Commissions (PPPP)								CRE, E35, CMI, CNAPPC, Uni Mondlane, CMP
1.2 Capacity building and peer exchanges								CRE, CMI, CMP, CNAPPC, Uni Mondlane, E35, ANAMM, Quelimane Municipality, Mandhlakazi Municipality, UN-HABITAT MZ
1.3 Integrated urban development plan								CRE, CMI, Uni Mondlane, CNAPPC, CMP, E35, UN-HABITAT MZ
1.4 Sustainability of the action								CRE, CMI, CMP, E35, CNAPPC, Uni Mondlane
1.5 Development of at least 3 pilot projects starting from the executive								CRE, CMI, CMP, E35, CNAPPC,

projects of the integrated urban plan									Uni Mondlane, UN-HABITAT MZ
<b>TAC 2 Resilience</b>									CRE, E35, CMI, MM, CNAPPC, Uni Mondlane, CMP
2.1 Integrated Mapping and Diagnosis of degraded areas and Identification and planning of priority interventions									CMP, Uni Mondlane, CNAPPC, CRE, E35
2.2 Development of 1 bulk SMS service for resilience									CMP, Uni Mondlane, CRE, E35
2.3 Job creation in activities for urban resilience									CMP, Uni Mondlane, CNAPPC, CRE, E35
2.4 Interventions for green infrastructure resilience in 3 pilot neighbourhoods									CMP, Uni Mondlane, CNAPPC, CRE, E35, UN-HABITAT MZ
2.5 Intervention for water management and supply in 3 pilot neighbourhoods									CMP, MM, CMI, E35, UN-HABITAT MZ, Uni Mondlane
<b>TAC 3 Sustainability</b>									CRE, E35, CMI, IREN, MM, Uni Mondlane, CMP
3.1 Assessment									CRE, IREN, CMP, Uni Mondlane, UN-HABITAT MZ, CMI, E35
3.2 New integrated Waste management plan for the city of Pemba									CRE, IREN, CMP, UN-HABITAT MZ, E35
3.3 Environmental community agents									CRE, IREN, CMP, E35
3.4 Awareness raising									CRE, IREN, CMP, E35, CMI
3.5 Implementation of a new waste collection system									CRE, IREN, CMP, E35
3.6 Job creation									CRE, IREN, CMP, E35, Uni Mondlane
<b>TAC 4 Inclusive City</b>									CRE, CMP, E35
4.1 Mapping of the services for early childhood									CRE, CMP, E35, UNICEF MZ
4.2 Creation of a PPPP network of services for early childhood education, establishment of a permanent office									CRE, CMP, E35
4.3 Common guidelines to be followed by the network of services									CRE, CMP, E35, UNICEF MZ
4.4 Pilot actions: Development of new community services									CRE, CMP, E35, UNICEF MZ
4.5 Job creation: new educators for early childhood									CRE, CMP, E35
<b>TAC 5 Integrated implementation of pilot actions</b>									CRE, E35, CMI, IREN, MM, CNAPPC, Uni Mondlane, CMP
5.1 Coordination mechanism for assuring pilot project implementation coherent with an urban integrated perspective									CRE, CMI, Uni Mondlane, CNAPPC, IREN, MM, CMP, E35

5.2 Sustainability plan development: lobbying activities with infrastructure donors like WB, EBRD, Mozambique Government, Multinational companies in MZ, EU external investment plan			■	■	■	■	■	CRE, CMP, E35
5.3 Monitoring and evaluation of project activities	■	■	■	■	■	■	■	CRE, CMP, E35, UNICEF MZ

#### 2.1.4. Sustainability of the action (max 3 pages)

MaisPemba will have a relevant impact at technical, economic social and policy level both at local and international level.

At **local level**, it will impact the City of Pemba on the technical and political level since it will allow the City to have dedicated Commission and Offices, together with mechanism for coordinating interventions at urban level, assuring the effectiveness of actions at institutional level and at community level. MaisPemba will indeed support the creation of dedicated offices and skilled staff in charge for urban planning, waste management and early childhood services together with dedicated working groups ensuring the feedback between project actions and Municipal policies in place. At **social level**, MaisPemba will impact on the local communities' engagement and empowerment since it will enhance a Permanent Urban Forum involving local actors and promoting an intensive participatory process. Besides the institutional and community urban governance, MaisPemba will support the creation of new skills, jobs and opportunities in key sectors, building up conditions to proceed with the actions beyond the Project.

In particular, *MaisPemba will impact on:*

- Improved Capacities and skills of CMP in designing and implementing an Integrated Urban Plan and integrated actions on urban regeneration, waste management, early childhood education thanks to capacity building actions, the creation of 2 dedicated offices (UPO and *Casa da crianca*) and the reinforcement of an existing one (*Departamento Limpeza e Salubridade*);
- Increased number and quality of land and fields investments thanks to the empowerment and engagements of approx. 57000 inhabitants from the communities involved from 3 neighbourhoods in Pemba city (Josina Machel, Eduardo Mondlane, Alto Gingone);
- Enhanced life quality and waste management services through newly designed routes for trucks and for an amelioration of the general collection system affecting the 10.00 households of the 3 target neighbourhoods of MaisPemba;
- Improved educational services affecting up to 2500 children and mothers in Pemba, since the project will promote the adoption of municipal guidelines for improving guaranteeing create new pilot services for early childhood education;
- Increased vocational training and jobs opportunities for 1000 Youth in need in innovative sector of the City (urban planning, buildings, education and waste management) thanks pilot projects implementation;
- Increased skills and job opportunities for 10 Young architects in need, improving their urban planning skills and offering them new relationships and pilot activities where to experiment and being engaged in the City of Pemba;
- Increased engagement of local associations and CSO in co-designing urban policies and interventions, in particular those actors dealing with waste management, education, tourism, oil and gas, and commerce. Furthermore, associations will be involved in defining target topics of the job trainings for youth;
- Improved local and international image of the City of Pemba since MaisPemba will improve the city conditions and attractiveness.

At **national level**, MaisPemba will allow to build a more structured debate on sustainability and urban governance beyond Pemba Municipality since it will actively promote peer exchanges actives with the associated Municipalities of Quelimane and Mandhlakazi, as well as with other Municipalities through the partnership with ANAMM. MaisPemba actions will be also capitalised at national and international level thanks to the assistance – as associated partner – of UN-HABITAT MZ and UNICEF MZ, offering the opportunities to show at national level effects and impact of local experiences of integrated urban planning. The strong partnership with the Municipality of Reggio Emilia and the Municipality of Milan will also allow MaisPemba to spread impact and outcome among institutions at **European and International level**.

#### Dissemination plan and results replicability

The action, focusing on the one hand in the capacity of public institutions and on the other one hand on pilot interventions is well suited to creating mechanisms that will foster the replicability of similar contexts, both in the city of Pemba, through the promotion of pilot initiatives in other neighbourhoods, as well as in other municipalities.

In the city of Pemba, the creation of the Urban Committee and the Urban Permanent Forum together with the involvement of technicians in the pilot interventions will show the importance of integrated approaches and they

will create an institutional framework for replication. The engagement of Quelimane, Mandhlakazi and other municipalities from ANAMM will assist in disseminating the best practices and the lessons learned through MaisPemba in other Mozambican municipalities. All the lessons learned will be also systematised and disseminated through videos and public international events held both in Pemba, then in Europe (Reggio Emilia and Brussels).

**The sustainability of MaisPemba will be ensured according to the following dimensions:**

Financial sustainability:	TAC 5 will create key conditions to assure financial sustainability in order to guarantee further funds to support the Integrated Urban Plan of the City of Pemba. MaisPemba will engage other international donors and investors (private and public such as WB, IMF, multinational companies, etc.) in showcase activities to present main outcome achieved and attract new investments. The sustainability of offices created with MaisPemba will be guaranteed by the fact that the staff engaged will be employed directly within the internal CMP staff and no external expertise will be outsourced. The skills upgrade required for the project purposes will be guaranteed through capacity building and training.
Institutional sustainability:	Actions results will continue to be in place in the project aftermath thanks the creation of Urban Interdisciplinary Committee and Urban Permanent Forum who will be in charge to guarantee prosecution of plans and interventions, both at institutional level that at community ones. These organisms will be supported by the new technical offices in charge of facilitating integration of policies and interventions in the key sectors (urban planning, education for early childhood and waste management) The Municipality capacity to sustain MaisPemba results, will be enhanced and enforced also thanks to crosscutting capacity building actions developed in all Thematic Clusters.
Policy level sustainability:	Political sustainability will be guaranteed since the Integrated Urban Plan foreseen will be a political and planning document to be drafted every 3 years and updated yearly. This mechanism will be supported by the creation of the Urban Committee and Urban Permanent Forum that will be formally recognised into the institutional and political structure of CMP. The Urban Permanent Forum with the engagement of local stakeholders will also assure acknowledgment of these mechanisms and plans outside CMP offering incentives and tool for more effective conditions for sustainability.
Environmental sustainability	MaisPemba will have relevant impact environment since one of the main objective is to mitigate the conditions and consequences of nature-related disasters and of environmental degradation due to mismanagement of solid waste. Once dedicated assessments will be carried out, the Integrated Urban Plan of Pemba together with the New Waste Management plan will address relevant needs to provide an integrated solution to natural disaster and environmental challenges of the territory.

Lastly, the following **risks and coping strategies have been considered so as to ensure a smooth implementation of the project activities:**

	Risk analysis	Foreseen coping tools and mechanisms
TAC Governance 1:	<ol style="list-style-type: none"> <li>1. Risk: Lack of motivations from CMP politicians and technicians to promote and engage in the implementation of the Urban Integrated Plan</li> <li>2. Weak willingness to enhance coordination and integration of policies and interventions</li> <li>3. Weak collaboration with the new administration elected just at beginning of February 2019</li> </ol>	<ol style="list-style-type: none"> <li>1. Strong political coordination supported by the President of the Municipality and high profile consultants</li> <li>2. Strong political commitments from technicians' secured thanks to international exchanges and capacity building</li> <li>3. Stimulating policy-makers through exchange of national and international experiences</li> <li>4. Continuous follow up and technical assistance on distance from CRE and CMI to CMP staff</li> </ol>
TAC 2: Resilience	<ol style="list-style-type: none"> <li>1. Poor motivation of CMP politicians and technicians to learn</li> <li>2. Lack of technical understanding of the taught lessons</li> <li>3. Lack of real implementation and application</li> </ol>	<ol style="list-style-type: none"> <li>1. Raising technical staff awareness about the relevance of the issues and activities of CRE, CMI, E35 and Casa de Bahia</li> <li>2. Strong assistance and support on field with technicians and external expertise from CRE,</li> </ol>

	<p>of taught methodologies</p> <p>4. Weak collaboration of local communities in the analysis and mapping of degraded areas</p> <p>5, Difficulties in identifying the sites for the pilot interventions</p> <p>6.Unforeseen natural disaster and conditions affecting implementation of the activities</p> <p>7. Weak capacity of start-up and new enterprises to implement pilot actions and interventions on the field</p>	<p>CMI, E35 and Casa de Bahia staff</p> <p>4. Promoting strong engagement and commitment of local communities in the neighbourhood selected</p> <p>5. Promoting strong empowerment of the local communities in designing and implementing pilot actions</p> <p>6.Selection of young trained people through public selection taking into account technical and financial skills</p>
TAC Sustainability	3: <p>1. Lack of motivation from technical staff in redesigning waste collection and management system</p> <p>2. Weak collaboration from local communities in supporting new waste management</p> <p>3. Lack of real implementation and application of taught methodologies</p> <p>4.Weak capacity of start-up and new enterprises to implement pilot actions and interventions on the field</p> <p>5. Resistance to behavioural change from the citizens' side</p>	<p>1.Raising technical staff awareness about the relevance of the issues and activities of CRE, CMI, E35 and Casa de Bahia</p> <p>2.Strong assistance and support on field with technicians and external expertise from CRE, CMI, E35, IREN</p> <p>3.Strong engagement and commitment of local communities in the neighbourhood selected</p> <p>4.Strong empowerment of the local communities in designing and implementing pilot actions</p> <p>5.Selection of young trained people through public selection taking into account technical and financial skills</p> <p>6. Communication and awareness campaign about the relevance of the issue for the city</p>
TAC 4: Inclusive City	<p>1.Weak commitment of the CMP in creating a PPPP network for new services</p> <p>2. Reluctance of mothers and relatives to take children to early childhood schools</p> <p>3. Lack of willingness of CSOs in managing current pre-schools and in adhering to the Municipal network</p> <p>4. Weak capacity of start-up and new enterprises to implement pilot actions and interventions on the field</p>	<p>1.Strong political coordination on the President of the Municipality and high profile consultants</p> <p>2.Stimulating commitment from CRE, CMI and E35 Foundation and project staff at Casa de Bahia</p> <p>3.Awareness raising campaign about relevance of education for local communities</p> <p>4.Strong involvement and coordination from CMP to work together with CSOs</p> <p>5.Selection of young trained people through public selection taking into account technical and financial skills</p>
TAC 5 Integrated implementation of pilot actions	<p>1. Weak willingness of different departments of the Municipality in coordinating and integrating actions and policies</p> <p>2. Weak capacity of technicians to work in groups and to coordinate activities</p> <p>3. Obstacles in addressing international donors to make them aware of opportunities offered by the city of Pemba</p> <p>4. Weak interests from international donors about policies and pilot actions supported</p>	<p>1.Strong political coordination on the President of the Municipality and high profile consultants</p> <p>2.Stimulating commitment from CRE, CMI and E35 Foundation and project staff at Casa de Bahia</p> <p>3.Assistance on distance and on field to stimulate and encourage working in groups</p> <p>4.All partners advocates for international donors and engagement and dedicated lobbying activities ongoing for all the project duration</p> <p>5. Strict and periodical follow up activities with international donors to present project activities and results</p>

### **2.1.5. Logical Framework**

Please fill in Annex C to the guidelines for applicants.

### **2.1.6. Budget, amount requested from the contracting authority and other expected sources of funding**

Please fill in Annex B to the guidelines for applicants

## **2.2. Lead applicant's Experience**

The below information will be used to assess whether you have sufficient and stable experience of managing actions in the same sector and of a comparable scale to the one for which a grant is being request

(i) Experience in similar actions in the past 3 years (Maximum 1 page per action)

<b>Name of the organisations: Pemba Municipality, Reggio Emilia Municipality, E35 Foundation, ANAMM</b> Lead applicant <input type="checkbox"/> Co-applicant <input checked="" type="checkbox"/> Affiliated entity <input type="checkbox"/>					
<b>Project title: DÉCOR-Pemba: Resilient Local Community Development in the City of Pemba</b>			<b>Sector (ref. list of sectors in Sectorial experience in PADOR): 43030</b>		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>7</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Pemba (Mozambique)	410.422,84 €	Pemba Municipality (Lead Applicant) Reggio Emilia Municipality (Co-applicant) E35 Foundation (Affiliated entity to Reggio Emilia Municipality) ANAMM (Co-applicant)	European Commission – Europeaid	387.822,85 €	From 01/01/2019 to 31/12/2021
<b>Objectives and results of the action</b>		<b>General Objective:</b> To promote socio-economic development through a more just, inclusive and tolerant society. <b>Specific objective:</b> Strengthen the contribution of citizens, civil society organizations and local authorities to the process of local development, good governance and the promotion of human rights and democracy. <b>R.1:</b> Territorial planning and development strategies improved by strengthening the institutional and technical capacities of the Municipality of Pemba with respect to enhancing participation and inclusion of citizens, planning and management of integrated interventions and accountability. <b>R.2:</b> Planning and implementation of pilot interventions for the requalification and development of a neighbourhood identified through the Integrated and Participatory Territorial Planning instruments. <b>R.3:</b> Development and implementation of a model for shared management of socio-economic activities, services and infrastructures carried out under pilot interventions.			

<sup>7</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

<b>Name of the organisation: Reggio Emilia Municipality, E35 Foundation, Milan Municipality, Pemba Municipality</b> <b>Lead applicant</b> <input checked="" type="checkbox"/> <b>Co-applicant</b> <input type="checkbox"/> <b>Affiliated entity</b> <input type="checkbox"/>					
<b>Project title: PARTICIDADE – Participated Planning of Municipal Services for Resilient and Educational Cities and Communities in Mozambique</b>			<b>Sector (ref. list of sectors in Sectorial experience in PADOR): 43030, 43081, 11220, 11240</b>		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>8</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Maputo and Pemba (Mozambique)	€ 1.250.026,12	Reggio Emilia Municipality (Lead Applicant) E35 Foundation for International Projects (Co-applicant) Milan Municipality (Co-applicant) Pemba Municipality (Co-applicant)	AICS – Italian Agency for Development Cooperation	€ 998.253,72	From 02/04/2018 to 01/04/2020
<b>Objectives and results of the action</b>		<b>Objective:</b> to support the establishment and strengthening of territorial management and governance systems and services, in particular for minors and young people, in the Municipalities of Maputo, Pemba and Quelimane, guaranteeing at the same time quality, inclusive and fair education, promoting opportunities for lifelong learning for all by promoting the social inclusion of the most vulnerable sections of the population, through the transfer of experiences and best practices of Italian territorial authorities. <b>R1:</b> Participated definition of urban regeneration planning services – Increased skills and capacities of the Municipality of Maputo and Pemba in the development of local path for participatory planning of public services and of urban planning and regeneration. Defined strategies for the development of the urban 2030 Agenda (SDGs 11, 17). <b>R2:</b> Inclusive and quality education – Increased access to formal and non-formal education services for children of primary school age, thanks to the improvement of the skills of the Municipalities of Maputo and Pemba and of teachers. Improved services for minors and young people, as well as for minors and young people with disabilities, in the Municipalities of Maputo and Pemba through their active participation of communities in the development of local youth and child policies. Promoted policies for the food safety of minors in the Municipalities of Maputo and Pemba (SDGs 4, 10, 17). <b>R3:</b> Professional training and youth employment – Improved employment opportunities for young people and women in the communities of Maputo and Pemba through the development of adult literacy courses, professional training and business planning / self-employment for women and young people in the communities (SDGs 4, 8, 10, 17) .			

<sup>8</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Reggio Emilia Municipality

Lead applicant  Co-applicant  Affiliated entity

**Project title: Shaping fair cities: integrating Agenda 2030 within local policies in times of great migration and refugees' flows. A campaign and advocacy project led and implemented by LAs.**

**Sector (ref. list of sectors in Sectorial experience in PADOR): 11420, 15110, 41010**

Location	Cost of the action (EUR)	Role: Coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>9</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy, Spain, Denmark, Portugal, France, Greece, Latvia, Croatia, Albania, Mozambique, Romenia	3.362.796 €	The Municipality of Reggio Emilia is a co-applicant of the project, promoted by the Emilia Romagna Region.	European Commission, DG DEVCO - EuropeAid	3.026.516,4 €	From 01/10/2017 to 30/09/2020

**Objectives and results of the action**

**Objectives:** 1) Contribute to promoting a critical understanding of LAs and citizens' roles and responsibilities in relation to the interdependent world; 2) Contribute to localizing SDGs and design a local Agenda 2030 ensuring the effective involvement of local governments and cities supporting the social, economic and environmental dimensions of sustainable development; 3) Contribute to meeting Policy Coherence for Development in local policy making specially in relation to contemporary migration, and to build a new approach for local institutions. **SO:** To raise awareness, enhance understanding and actively involve local decision makers, civil servants, CSOs and citizens in localizing SDGs 5, 11, 13 and 16 in the 8 EU regions involved by promoting the pivotal role of decentralized cooperation and local governments in the implementation of the 2030 Agenda. **Results:** 1) Increased understanding and planning ability on how localising SDGs at region and city level; 2) Improved European Local Authorities, CSOs, Universities and students' knowledge of sustainable development challenges and the Agenda 2030; 3) Increased capacity and shared methodology and tools in implementing SDGs locally; 4) Improved political engagement and institutional capacity to design a local action to implement the new set goals in the 18 cities targeted; 5) Enhanced critical understanding of the global interdependences and active engagement of the citizens, civil servants and decision makers at local level for achieving the universal SDGs.

<sup>9</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Reggio Emilia Municipality, Pemba Municipality

Lead applicant  Co-applicant  Affiliated entity

Project title: Education for development – upgrade children in action - EDUCA

Sector (ref. list of sectors in Sectorial experience in PADOR): 11220, 11240

Location	Cost of the action (EUR)	Role: Coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>10</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Reggio Emilia (Italy) – Belo Horizonte (Brazil) – Pemba (Mozambique)	1.496.130,00 €	Reggio Emilia Municipality (Project Coordinator)	European Commission – Europeaid	1.118.550,00 €	From 01/06/2011 to 31/08/2015

**Objectives and results of the action**

**Overall objective:** to raise the awareness on education as a multidisciplinary task involving not only teachers and schools but local government and civil society at large. **Specific objectives:** (i) to reinforce institutional actors, Local Authorities (LAs), on their role in governing and implementing policies for education considered as a shared community responsibility. (ii) To empower the educational role of communities, developing new systems of collaboration between LAs, schools and NSAs affecting the decision making process/building local partnership for policy implementation with children. (iii) To improve quality in education, addressing the quality of pedagogical and educational methodologies used by the communities, involving in the educational process not only the formal educational actors (schools) but also all the actors of the communities (associations, group of citizens, public spaces, sport and health centres, etc.) **Results of the actions:** Innovative processes of exchanges and network among partners established and effectively enforced; Innovative processes for participation of local non state actors established and effective ; Common guidelines on educational policy strategies and tools adopted and effectively shared locally and internationally; Innovative educational governing processes established by LAs and effectively enforced, bringing to educational policies developed through schools, NSAs, families and other relevant actors; LAs, NSAs, families jointly involved in local educational projects. Raised awareness on the role of children as active citizens and on relevant role of all actor's community in educational policies. Reinforced Competences and skills of - politicians and civil servants from Las - operators from NSA - teachers and educational figures. Implemented 4 pilot actions (2 in Mozambique and 2 in Brazil)

<sup>10</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Reggio Emilia Municipality

Lead applicant

Co-applicant

Affiliated entity

Project title: NOWA – No Waste

Sector (ref. list of sectors in Sectorial experience in PADOR): 41010

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>11</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Reggio Emilia (IT); Trento (IT); Milan (IT)	€ 1.449.664	Lead applicant	European Commission – LIFE + Program	€ 724.832	From 01/01/2012 to 31/12/2014

**Objectives and results of the action**

**OBJECTIVES:** To reduce waste produced in Mass Retail Channels (MRCs) through specific partnerships and agreements established between local authorities and MRCs. To create the legal framework to open a Reuse Centre, recovering unsold non-food items from MRCs, in Reggio Emilia.

**RESULTS:** 2 Waste Reduction Plans approved and implemented in Reggio Emilia and Trento. 34 main shop centres actively engaged in Waste Reduction Plan implementation.

1 feasibility study/market analysis of a Reuse Centre produced.

1 Agreement on Reuse Centre signed and approved between the Municipality of Reggio Emilia and the Agency in charge of waste management.

<sup>11</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

<b>Name of the organisation: Reggio Emilia Municipality, IREN</b> Lead applicant <input checked="" type="checkbox"/> Co-applicant <input type="checkbox"/> Affiliated entity <input type="checkbox"/>					
<b>Project title: Environmental Policies and waste management in the Southern West Bank Area (Bethlem Governorate)</b>			<b>Sector (ref. list of sectors in Sectorial experience in PADOR): 14050</b>		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>12</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Bethlem Governorate (West Bank)	395.250,36 €	Reggio Emilia Municipality (Lead Applicant) IREN (Co-applicant)	MAE: Italian ministry of Foreign Affairs – Director General for Mediterranean and Middle East. Palestinian Municipality Support Programme	279.900,36 €	From 01/02/2012 to 31/07/2014
<b>Objectives and results of the action</b>		<b>Overall Objective:</b> to support local Palestinian municipalities in the improvement of their administrative and managerial capacities at the local level ( in the field of planning and of service provision) thus creating the basic conditions for a more competent, effective and efficient local governance. <b>Specific Objective:</b> To support and capacitate the local authorities in the field of environmental planning specifically on the issue of waste management. <b>Results: 1.</b> One jointly drafted pre-feasibility study on the construction of a sanitary landfill in the Bethlehem district., to be presented to the international donors' assembly which will allow eventually the necessary financial support in order to implement the construction works; <b>2.</b> Joint Service council for Solid Waste Management created and active, supporting the creation of a local body financially sustainable and in a position to manage efficiently the waste collection and disposal; <b>3.</b> Supported local municipalities in managing the transition of the in house service to the JSCSWM, supporting local Palestinian authorities in the development and implementation of a wider environmental policy governance function.			

<sup>12</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Pemba Municipality

Lead applicant

Co-applicant

Affiliated entity

Project title: PLATIP - Planeamento Territorial Integrado e Participativo na Cidade de Pemba (Cabo Delgado)/Integrated and Participative Territorial Planning in the City of Pemba

Sector (ref. list of sectors in Sectorial experience in PADOR): 43030

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>13</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Pemba (Mozambique)	696.022,20 €	Pemba Municipality (Co-Applicant)	European Commission, DG DEVCO - EuropeAid	521.622,20 €	From 10/2016 to 09/2019

**Objectives and results of the action**

**General Objective:** Contribute to good governance and sustainable local development by strengthening the contribution of CSOs and LAs to the definition, implementation and monitoring of integrated territorial development plans. **Specific Objective: To promote the strengthening of CSOs (Effect 1), effective territorial governance (Effect 2) and local development (Effect 3) in the municipality of Pemba, particularly in degraded areas, through an integrated, participatory, inclusive and multisectoral approach** **R1:** Increased citizenship participation, organizational sustainability and strengthened CSO capabilities including the design, implementation and monitoring of integrated local development plans. **R2:** Guidelines and instruments for Integrated and Participatory Territorial Planning (Socioeconomic, Physical, Environmental) introduced in the existing Urban Structure Plan, applied in 2 pilot neighborhoods (Integrated Local Development Plans); **R3:** Improved integrated human development and awareness of rights and duties, disseminated to the benefit of young people and women in degraded neighborhoods through training and professional insertion in the management of natural resources and cultural and sports activities.

<sup>13</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Municipality of Mllan

Lead applicant

Co-applicant

Affiliated entity

Project title: Ibo Network – Culture and Nature as strategic resources for participative territorial development and good governance of the Ibo District.

Sector (ref. list of sectors in Sectorial experience in PADOR):  
33200

Location	Cost of the action (EUR)	Role: Coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>14</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mozambique	€ 1.198.564	Co-beneficiary (partner)	European Commission EuropeAid/150577/D D/ACT/MZ	€ 898.000,00	01/12/2016 - 30/11/2018

Objectives and results of the action

**General Objective:** The project aims at promoting the economic sustainability of the cultural industry and sustainable tourism in Ibo Discript through an empowered participation of civil society, youngsters and the whole community in local management. **The expected results of the project are:** 1) specific skills in the fields of local development and territorial promotion as for the dialogue between local authorities and civil society are increased; 2) Skills and professional expertise of cultural, tourist and civil society organizations are improved; 3) income for youngsters and women in the field of eco-tourism and environmental preservation and new job opportunities are created; 4) Access and good governance of natural resources for the inhabitants of the Ibo District are increased.

<sup>14</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Municipality of Milan

Lead applicant

Co-applicant

Affiliated entity

Project title: Quelimane limpa. Tutela e saneamento do ambiente urbano e suburbano

Sector (ref. list of sectors in Sectorial experience in PADOR):  
11110

Location	Cost of the action (EUR)	Role: Coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>15</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mozambique	€ 435.962,00	Co-beneficiary (partner) and donor	European Commission EuropeAid/150577/D D/ACT/MZ and Municipality of Milan	€ 338.530,00  € 6.000,00	01/12/2016 - 30/04/2019
Objectives and results of the action		<p><b>General objective:</b> to improve health, hygienic and environmental conditions in Quelimane thus strengthening the cooperation among the many stakeholders involved in the project, namely local authorities, civil society, the private sector for implementing an efficient and participatory management of urban solid waste. <b>The expected results of the project are</b> 1. Expanded and improved the services provided by the Municipal Waste Management Company (EMUSA); 2. Created income generating activities related to the management and recycling of urban solid waste; 3. Promoted the involvement of civil society in the management or urban solid waste.</p>			

<sup>15</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

(ii) Experience in other actions in the past 3 years (Max. 1 page per action and max. 10 actions)

<b>Name of the organisation: Reggio Emilia Municipality, E35 Foundation</b> Lead applicant <input checked="" type="checkbox"/> Co-applicant <input type="checkbox"/> Affiliated entity <input checked="" type="checkbox"/>					
<b>Project title: COMPETE-IN: Competitive territories through internationalisation: SMEs competitiveness in globalised regions</b>			<b>Sector (ref. list of sectors in Sectorial experience in PADOR): 25010</b>		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>16</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Reggio Emilia (Italy), Valencia (Spain), Gavle (Sweden), Wielkposka Region (Poland), Gliwice (Poland)	1.416.574,00 €	Reggio Emilia Municipality (Lead partner) E35 Foundation (Affiliated entity)	Interreg Europe – European Regional Development Fund	1.204.087,90 €	From 01/04/2016 to 31/03/2021
<b>Objectives and results of the action</b>		<p><b>Main Objective:</b> To improve the effectiveness of regions and cities as facilitators of internationalisation processes. Cities and regions promote international relations and act as governance actors and enablers for a range of local stakeholders who cooperate to make regions as better able to pursue internationalisation. The project deploys a new methodology: approaching internationalisation not by addressing uniquely SMEs, but by addressing the regional systems' of distinctive territorial competences, always bearing in mind that the final objective is to support SMEs going global</p> <p>The <b>expected outcomes</b> of Compete In project are improvements of internationalisation policies through the development of local action plans and the creation of local cooperation processes making all relevant stakeholders (SMEs, universities/research centres, trade associations, Chambers of Commerce, local/regional governments) acting as part of a regional system to be internationalised.</p>			

<sup>16</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Reggio Emilia Municipality, E35 Foundation

Lead applicant  Co-applicant  Affiliated entity

Project title: STRONGER - SusTainable gROwth iN Gauteng and Emilia-Romagna

Sector (ref. list of sectors in Sectorial experience in PADOR): 25010

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>17</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Reggio Emilia (Italy) Johannesburg (South Africa)	97.800 €	Reggio Emilia Municipality (Lead partner) E35 Foundation (Affiliated entity)	Emilia Romagna Region	48900 €	From 10/10/2017 to 31/12/2018

**Objectives and results of the action**

**General Objective:** To enforce partnerships between SMES, economical actors and research centres from Reggio Emilia and Emilia Romagna Regione and Gauteng Province (South Africa) with particular focus on automotive sector. The project is promoted by Municipality of Reggio Emilia together with Gauteng Province and being implemented by Automotive Industrial Development Center of Gauteng, together with E35 Foundation and Unindustria Reggio Emilia (business associations). The project has engaged 5 Italian companies

**The project achieved the following results:** 1) Creation of an automotive hub in the township of Chamdor aiming at innovate and make more quality services provided by SA SMEs to after market; 2) Training activities delivered in the context of the automotive hub for young people active in the townships in order to increase skills and capacity building and increase job opportunities; 3) Increased Italian companies visibility through to showcase main products and equipment and enhance partnerships with other South African SMEs.

<sup>17</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Municipality of Reggio Emilia (E35 Foundation as affiliated entity)

Lead applicant  Co-applicant  Affiliated entity

Project title: DECIDE - DEMocratic Compact: Improving Democracy in Europe

Sector (ref. list of sectors in Sectorial experience in PADOR):  
15150

Location	Cost of the action (EUR)	Role: Co-beneficiary	Donors to the action (name) <sup>18</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy (Reggio Emilia) and 24 other EU countries	150.000	The Municipality of Reggio Emilia was partner of the project presented by ALDA (Lead Applicant). The E35 Foundation participated to the project as affiliated entity to the Municipality of Reggio Emilia.	European Commission, DG EACEA – Europe for Citizens	DG EACEA 150.000 €	From 30/05/2013 to 29/05/2015

**Objectives and results of the action**

**General objective:** DECIDE aimed at developing, through the establishment of a thematic network of towns and adopting a bottom-up approach, a democratic compact, namely a set of measures that are needed in Europe to increase the quality of democracy and citizen participation. These measures was identified, exchanged, further elaborated and tested by all the project partners.

The project was structured as follows:

1. Steering Committee Meetings; 2. Launching event; 3. Identification phase: local debates about the measures to be included in the democratic compact; 4. Mid-term international seminar: creation of a shared list of measures for the democratic compact; 5. Testing: test of the pilot measures agreed during the mid term seminar; 6. Final international seminar: evaluation of the testing phase and of the methodologies employed.

The partnership was composed by 24 partners from 14 countries: 4 EU15, 6 EU12 and the 4 IPA. This will allow an enriching exchange among partners with different track record in the EU and will contribute to develop sense of belonging to a common “house”.

The **main final outcomes** of DECIDE are represented by: 1-the establishment of a thematic network of towns committed to increase the quality of democracy and citizen participation in the enlarged Europe 2 - the democratic compact, set of measures that have been tested and that can be further disseminated and implemented.

<sup>18</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Municipality of Reggio Emilia (E35 Foundation as affiliated entity)

Lead applicant  Co-applicant  Affiliated entity

Project title: AMITIE CODE – Capitalizing On DEvelopment

Sector (ref. list of sectors in Sectorial experience in PADOR):  
11110

Location	Cost of the action (EUR)	Role: Co-beneficiary	Donors to the action (name) <sup>19</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Germany (Hamburg and Potsdam), Italy (Bologna, Reggio Emilia, Emilia Romagna region) , Latvia (Riga), Portugal (Lisbon and Loures), Spain (Seville and Andalusia), France (Toulouse)	2.385.504,00 €	The Municipality of Reggio Emilia is a co-applicant of the project, presented by the Municipality of Bologna (Lead Applicant).  The E35 Foundation participated to the project as affiliated entity to the Municipality of Reggio Emilia.	EU Commission- Development Cooperation Instrument – NSAs and LAs in Development / Obj. 2: Public awareness of development issues and Development Education in Europe	EU Funding: € 1.645.000,00	From 1/5/2015 to 28/1/2018
<b>Objectives and results of the action</b>		<b>Overall objectives:</b> to mobilise citizens' support for more equal relations between developed and developing countries; to raise citizens' sense of belonging to an inter-dependent world; to increase awareness about the relevance that Africa's development has today for Europe. <b>Expected results: 1)</b> Improved awareness of citizens and local and regional authorities in the EU about the about the development cooperation as a resource for the definition of policies that can face global changes, preparing and orienting citizens and local communities. <b>2)</b> Stronger local and regional policies in the field of migration and development. Improved engagement of students and young people in promoting human rights and sustainable lifestyles. <b>3)</b> Teachers of the EU, public employees and associations of migrants more competent about the approach based on human rights, and more skilled about the practices to activate the connection between migration and development, building innovative local partnerships on global issues and migration.			

<sup>19</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Reggio Emilia Municipality

Lead applicant  Co-applicant  Affiliated entity

Project title: Support to the policy for children and youth in Serbia – Institutional strengthening for the decentralization of social services, protection of children rights and harmonization with EU standards

Sector (ref. list of sectors in Sectorial experience in PADOR): 11120

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>20</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Serbia (Novi, Sad, Kragujevac, Loznica)	1.176.000 €	Emilia Romagna Region is the Lead Applicant with the Municipality of Reggio Emilia who acted as implementing subject	Italian Ministry of Foreign affairs Emilia Romagna Regione Autonomous Region of Friuli and Venezia Giulia	Italian Ministry of Foreign affairs 980.000 € Emilia Romagna Region 120.000 € Autonomous Region of Friuli and Venezia Giulia 76.000 €	From 01/01/2011 to 31/12/2016

**Objectives and results of the action**

**General Objective:** improve life conditions of Serbian children, adolescents and young people, with particular focus on children and young people with disabilities, disadvantaged, actively promoting their rights and their participation to the community life. **The results of the projects have been:** **1)** Reinforcement of social and educative services and Municipality role in encouraging participation of children and youth, also through larger involvement of civil society and associations; **2)** New services and opportunities has been created in the Municipality of Kragujevac, Novi Sad, and Loznica: spaces for youth, centre and activities promoting inclusion in schools, support to profit activities realised by young people with disabilities, workshop in schools, opportunities for social, educational and professional training and support to the civil society; **3)** Capacity building actions at national and local level reinforced the Municipalities capacities in governing policies for social and educative services and implementing participation processes for promoting and managing services through active participation of civil society and communities; **4)** Reinforced dialogue and confrontation between the Ministry for social policies and labour (main Serbian partner) and Municipalities involved through the creation of a local forum and national one.

<sup>20</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Name of the organisation: Milan Municipality, Reggio Emilia Municipality, E35 Foundation

Lead applicant  Co-applicant  Affiliated entity

Project title: Quelimane agricola: sustainable production, growth and consumption

Sector (ref. list of sectors in Sectorial experience in PADOR):  
311, 31120, 31191

Location	Cost of the action (EUR)	Role: Coordinator, co-beneficiary, affiliated entity	Donors to the action (name) <sup>21</sup>	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mozambique	€ 1.500.000,00	Milan Municipality (Co-applicant) Reggio Emilia Municipality (Co-applicant) E35 Foundation (Co-applicant)	AICS (Italian Agency for Development Cooperation) qithin the Ministry of Foreign Affairs and International Cooperation - AICS OSC 2017	1.506.426,00€	From 1/5/2018 to 30/4/2021

Objectives and results of the action

**General Objective:** The project contributes to the sustainable rural development in the province of Zambézia, strengthening the local agro-food system and its main stakeholders (producers, private sectors, local authorities).  
**Specific Objective:** the adoption of sustainable and innovative practices concerning production, marketing and consumption of rural produces, thus improving farming capacities of producers, trade infrastructures and generating added value for their local, healthy and nutritional products.  
**Expected results: 1)** Improvement of agricultural production in urban and peri-urban areas of the city of Quelimane in quantitative and qualitative terms, increase in profitability and production seasonality through agroecological and technological techniques that promote environmental sustainability and adaptation to climate change; **2)** Structuring the chain of marketing of local agricultural products with various activities related to storage, conservation, transport and sales methods; **3)** Creation of commercial units and infrastructural strengthening of four proximity markets; Added value to local agricultural products through information, communication and policy activities that guide consumers, the private sector and local authorities towards the choice of healthy and nutritious food produced in Zambezia.

<sup>21</sup> If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

### 3 The lead applicant, the co-applicant(s) and affiliated entities

On Prospect.

### 4 Associates participating in the action

	<b>Associate 1 – UNICEF Mozambique</b>
<b>Full legal name</b>	United Nations Children’s Fund (UNICEF)
<b>EuropeAid ID number<sup>22</sup></b>	N/A
<b>Country of registration</b>	United States of America
<b>Legal status<sup>23</sup></b>	<b>Non-Profit-Organization</b>
<b>Official address</b>	1440 Av. do Zimbábwe – Maputo, Mozambique
<b>Contact person</b>	Teles Ribeiro
<b>Tel: country code + city code + number</b>	+258-21-481 100
<b>Fax: country code + city code + number</b>	+258-21-491 679
<b>E-mail address</b>	tribeiro@unicef.org
<b>Number of employees</b>	142
<b>Experience of similar actions</b> , in relation to role in implementing the proposed action	UNICEF Mozambique implemented the first phase of the “Cidade amiga da crianca” (Child friend cities) Programme, involving 7 different Municipalities from the whole country in joint processes for the development on local action plan for the development of Early Childhood Services managed by Municipalities. In 2019 will begin the second phase of the programme, that will involve more the 20 Mozambique Municipalities at National Level. Reggio Emilia and Milan Municipalities are involved in the programme, like city mentors on the topics of quality childhood education and food security for children.
<b>History of cooperation</b> with the applicants	Reggio Emilia Municipality and UNICEF Mozambique cooperate in the country since 2016, in the framework of the “Cidade Amigas da crianca” programme of UNICEF Mozambique.  Reggio Emilia was selected by UNICEF Mozambique as mentor city for the 7 Mozambique Municipalities involved in the programme for the thematic related to Early Childhood Education in urban contexts. The role Municipalities can play in favouring early childhood education.  Joint action plans have been drafted for each Municipality involved, in order to reinforce Mozambique Las on these topics.

<sup>22</sup> This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit [http://ec.europa.eu/europeaid/pador\\_en](http://ec.europa.eu/europeaid/pador_en)

<sup>23</sup> E.g. non-profit, governmental body or international organisation.

	<p>Milan Municipality has been involved as well in the path, as mentor city on nutrition for early childhood policies.</p> <p>UNICEF Mozambique, Reggio Emilia and Milano Municipalities are now working on the definition of the new phase of “Cidade amiga das crianças” initiative, enlarging the participation to other Mozambique Municipalities.</p>
<b>Role and involvement in preparing the proposed action</b>	<p>UNICEF Mozambique, as described before, is working on the topics of early childhood education and the role of Local Authorities in promoting early childhood education services since 2016. The process and joint work conducted in the last years of joint work brought to the development of local action plans developed by the Municipalities involved. Pemba Municipality is involved in the process since the beginning, and the results of the process implemented through “Cidade amiga da criança” programme brought to the definition of pilot priority activities, foreseen in the MAISPEMBA Project. It means that the activities foreseen in Thematic Action Cluster 4 of the proposal could be considered as co-designed by Reggio Emilia Municipality and Pemba Municipality with the support of UNICEF Mozambique.</p>

	<b>Associate 2 – UN-HABITAT Mozambique</b>
<b>Full legal name</b>	United Nations Human Settlements Programme (UN-Habitat)
<b>EuropeAid ID number<sup>24</sup></b>	N/A
<b>Country of registration</b>	Kenya
<b>Legal status<sup>25</sup></b>	<b>Profit-Making</b> <input type="checkbox"/> Yes <b>X</b> No <b>NGO</b> <input type="checkbox"/> Yes <b>X</b> No
<b>Official address</b>	151, R. Macombe Makossa, Maputo, Mozambique
<b>Contact person</b>	Wild do Rosario
<b>Tel: country code + city code + number</b>	+258 21 492 579
<b>Fax: country code + city code + number</b>	N/A
<b>E-mail address</b>	wild.dorosario@un.org
<b>Number of employees</b>	N/A
<b>Experience of similar actions, in relation to role in implementing the proposed action</b>	The integrated approach to urban development underpinning “MAIS PEMBA” project proposal adheres to the logic of projects and initiatives implemented by UN-HABITAT MOZAMBIQUE,

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<sup>25</sup> E.g. non-profit, governmental body or international organisation.

	<p>especially with the activities conducted in partnership with DIMSUR (Sub-Regional Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience).</p> <p>In particular, UN-HABITAT has already developed a series of tools in order to measure and increase cities resilience to multi-hazard impacts, including those associated with climate change, who have already been tested and adapted to several urban realities across African Countries, notably:</p> <ol style="list-style-type: none"> <li>1. CityRAP Tool - City Resilience Action Planning Tool</li> <li>2. City Resilience Profiling Tool</li> <li>3. Spatial Development Framework</li> </ol> <p>Given those synergies, and in order to capitalize on existing projects and initiatives and to avoid their duplication, MAIS PEMBA will integrate such tools in the appraisal and implementation of urban regeneration and resilience piloting actions in 3 neighbourhoods of Pemba, supported by the expertise and assistance of UN-HABITAT MOZAMBIQUE.</p>
<p><b>History of cooperation</b> with the applicants</p>	<p>The cooperation between Reggio Emilia Municipality and UNHABITAT is quite young, and born in the framework of ongoing projects Reggio Emilia is implementing in Mozambique in partnership with Maputo and Pemba Municipality, with the support of Municipality of Milan too. Moreover, the contacts incurred through an historic partner NGO of Reggio Emilia Municipality in Mozambique, AVSI Foundation, working since several years in the country in urban planning and regeneration issues, also in contact and synergy with UN-HABITAT.</p>
<p><b>Role and involvement in preparing</b> the proposed action</p>	<p>UN-HABITAT Mozambique supported Reggio Emilia Municipality in the phase of drafting the proposal, especially in the development of the foreseen Thematic Action Clusters 1, 2 and 3, related to Integrated Urban Planning Plan development, development of activities connected to Urban Regeneration and development of activities connected to Urban Resilience and waste management.</p> <p>The support has been mainly in defining actions to be developed in line and in support to already ongoing initiatives, tools and plans of UN-HABITAT Mozambique and CRE, in order to avoid duplication of approaches and actions. To this end possible and strategic synergies and transferable tools between the Lead Applicant and the associated partner have been identified with the call for proposal topics not only at Pemba Municipality level, but also at Mozambique National level.</p>

	<b>Associate 3 – ANAMM</b>
<b>Full legal name</b>	NATIONAL ASSOCIATION OF MUNICIPALITIES OF MOZAMBIQUE
<b>EuropeAid ID number<sup>26</sup></b>	MZ-2009-GJW-2002282633
<b>Country of registration</b>	Mozambique
<b>Legal status<sup>27</sup></b>	<b>Profit-Making</b> <input type="checkbox"/> <b>Yes</b> <input checked="" type="checkbox"/> <b>No</b> <b>NGO</b> <input type="checkbox"/> <b>Yes</b> <input checked="" type="checkbox"/> <b>No</b>
<b>Official address</b>	AV. 24 de Julho, 2341, 3rd floor, Maputo, Mozambique
<b>Contact person</b>	Abel Manhique
<b>Tel: country code + city code + number</b>	00258 842340100
<b>Fax: country code + city code + number</b>	N/A
<b>E-mail address</b>	<a href="mailto:abel.manhique@anamm.org.mz">abel.manhique@anamm.org.mz</a>
<b>Number of employees</b>	N/A
<b>Experience of similar actions</b> , in relation to role in implementing the proposed action	<p>ANAMM will be mainly involved in the exchange and dissemination of the best practices at Mozambique national level, and ANAMM technicians on the topics addressed by the project will participate in the peer exchanges and trainings at Mozambique level.</p> <p>ANAMM has strong experiences on these topics of disseminating practices throughout Mozambique Municipalities, being involved in several National Programmes of dissemination of good practices throughout Mozambique Municipalities.</p>
<b>History of cooperation</b> with the applicants	The cooperation between Reggio Emilia Municipality and ANAMM dated 2016, while working together on the development of “Child friendly cities” initiative funded by UNICEF, in which Reggio Emilia was guiding the discussion and the exchange of best practices on services for early childhood education at Municipal level. Starting from this experience the relation continued also working on other topics like urban planning and regeneration. ANAM and Reggio Emilia Municipality are now working together on the DÉCOR Pemba Project funded by the EC and on PARTICIDADE Project, funded by the Italian Cooperation Agency, on the topics of urban planning and regeneration, education and vocational training for youth.
<b>Role and involvement in preparing</b> the proposed action	ANAMM guided the process of involvement of other Municipalities from Mozambique as associated partner in the proposal like Quelimane Municipality and Mandhlakazi Municipality. ANAMM also supported in the dialogue with other important

<sup>26</sup> This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit [http://ec.europa.eu/europeaid/pador\\_en](http://ec.europa.eu/europeaid/pador_en)

<sup>27</sup> E.g. non-profit, governmental body or international organisation.

national stakeholders, involved as well in the proposal, like UNICEF MZ and UN-HABITAT. Activities foreseen by the Project has been then evaluated by ANAMM, and approved like actions in line with ANAMM priorities.

	<b>Associate 4 – Municipality of Mandhlakazi</b>
<b>Full legal name</b>	Conselho Municipal da Cidade de Mandhlakazi
<b>EuropeAid ID number<sup>28</sup></b>	MZ-2019-GDL-2002090018
<b>Country of registration</b>	Mozambique
<b>Legal status<sup>29</sup></b>	<b>Profit-Making</b> <input type="checkbox"/> Yes <b>X</b> No <b>NGO</b> <input type="checkbox"/> Yes <b>X</b> No
<b>Official address</b>	Mandlakazi village, Av: liberdade P.O Box 50
<b>Contact person</b>	Ivandro Mauro Valeriano Manhique
<b>Tel: country code + city code + number</b>	00258840370391/00258876956966
<b>Fax: country code + city code + number</b>	0025828261008
<b>E-mail address</b>	lvandromanhique91@gmail.com
<b>Number of employees</b>	122
<b>Experience of similar actions</b> , in relation to role in implementing the proposed action	Mandhlakazi Municipality will be mainly involved in the exchange of practices and trainings with the participation of Municipal technicians to peer exchanges and trainings in Pemba. The experiences in similar actions are:  - Participation in “Child Friend Cities” Initiative promoted by UNICEF Mozambique.  - Cooperation with UN-HABITAT in implementing tools for the Urban Planning and regeneration.
<b>History of cooperation</b> with the applicants	The cooperation between Reggio Emilia Municipality and Mandhlakazi Municipality dated 2016, while working together on the development of “Child friend cities” initiative funded by UNICEF, in which Reggio Emilia was guiding the discussion and the exchange of best practices on services for early childhood education at Municipal level. After this experience and meeting, Mandhlakazi Municipality and Reggio Emilia reinforced the relations during the 2016 Decentralized Cooperation Assises in Bruxelles, in which in a side meeting between the Mayor of Mandhlakazi and the deputy Mayor of the city of Reggio Emilia the interest in cooperating in further actions and fields was expressed. In these two years Reggio Emilia Municipality mainly supported in the development of Municipal plans for

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<sup>29</sup> E.g. non-profit, governmental body or international organisation.

	early childhood education.
<b>Role and involvement in preparing the proposed action</b>	Mandhlakazi Municipality participated in the project design through exchanges with the lead applicant, giving guidelines and information about the priority to be addressed at local level, in order to build an integrated proposal mainly addressing priorities of Pemba, but transversal to other Mozambique Municipalities, for the realization of effective and useful peer exchanges.

	<b>Associate 5 – Municipality of Quelimane</b>
<b>Full legal name</b>	Conselho Municipal da Cidade de Quelimane
<b>EuropeAid ID number<sup>30</sup></b>	N/A
<b>Country of registration</b>	Mozambique
<b>Legal status<sup>31</sup></b>	<b>Profit-Making</b> <input type="checkbox"/> Yes <b>X</b> No <b>NGO</b> <input type="checkbox"/> Yes <b>X</b> No
<b>Official address</b>	Avenida Josina Machel 568
<b>Contact person</b>	Ascensao do Rosario Chauchane
<b>Tel: country code + city code + number</b>	+258844920250
<b>Fax: country code + city code + number</b>	+25824213218
<b>E-mail address</b>	<a href="mailto:chauchane@gmail.com">chauchane@gmail.com</a> <a href="mailto:cmcqqp@gmail.com">cmcqqp@gmail.com</a>
<b>Number of employees</b>	849
<b>Experience of similar actions</b> , in relation to role in implementing the proposed action	<p>Quelimane Municipality will be mainly involved in the exchange of practices and trainings with the participation of Municipal technicians to peer exchanges and trainings in Pemba. Moreover, technicians from Quelimane, in particular in the field of Waste Management, will bring their experience developed in the framework of EU funded Projects. The experiences in similar actions are:</p> <ol style="list-style-type: none"> <li>1) <b>Quelimane Agricola (AICS)</b>: The project contributes to the sustainable rural development in the province of Zambézia, strengthening the local agro-food system and its main stakeholders (producers, private sectors, local authorities). Particularly, the project aims at promoting the adoption of sustainable and innovative practices concerning production, marketing and consumption of rural produces, thus improving farming capacities of producers, trade infrastructures and generating added value for their local, healthy and nutritional products.</li> </ol>

<sup>30</sup> This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit [http://ec.europa.eu/europeaid/pador\\_en](http://ec.europa.eu/europeaid/pador_en)

<sup>31</sup> E.g. non-profit, governmental body or international organisation.

	<p>2) <b>Quelimane limpa. Tutela e saneamento do ambiente urbano e suburban (EuropeAid/150577/DD/ACT/MZ):</b> The project aims at improving health, hygienic and environmental conditions in Quelimane thus strengthening the cooperation among the many stakeholders involved in the project, namely local authorities, civil society, the private sector. They all shall contribute to an integrated, efficient and participatory management of urban solid waste.</p>
<p><b>History of cooperation</b> with the applicants</p>	<p>The cooperation between Reggio Emilia Municipality and Quelimane Municipality dated 2016, while working together on the development of “Child friend cities” initiative funded by UNICEF, in which Reggio Emilia was guiding the discussion and the exchange of best practices on services for early childhood education at Municipal level. After this experience and meeting, Reggio Emilia and Mandhlakazi reinforced their cooperation in other sectors like urban resilience and adaptation. In particular Reggio Emilia and Quelimane are now working together on an Italian Cooperation Agency funded project about per-urban agriculture development, food security and connections with the topics of urban resilience and adaptation, as well in urban planning and regeneration. Quelimane Municipality has also a long-lasting relation with the Co-Applicant Municipality of Milan. The two cities are working together since 2013 on different topics like water management, solid waste management and urban regeneration.</p>
<p><b>Role and involvement in preparing</b> the proposed action</p>	<p>Quelimane Municipality participated in the project design through exchanges with the lead applicant, giving guidelines and information about the priority to be addressed at local level, in order to build an integrated proposal mainly addressing priorities of Pemba, but transversal to other Mozambique Municipalities, for the realization of effective and useful peer exchanges. In particular Quelimane Municipality also advised the partnership through the exchange of already implemented practices on the topics of Solid waste management and water management.</p>

**MaisPemba - Logical framework and Activity matrix (annex E3d)**

	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline</i> <i>(value &amp; reference year)</i>	<i>Target</i> <i>(value &amp; reference year)</i>	<i>Current value*</i> <i>(reference year)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>
<i>Impact (Overall objective)</i>	Integrated urban development of the City of Pemba is promoted through the partnership between the Municipality of Pemba and the Municipalities of Reggio Emilia and Milan, Italy.	Perception of local city managers ( <i>Chefes do bairros, vereadores</i> ), members of the Municipal Assembly, Municipal technicians and representatives of CSOs, private sector and business associations of Pemba about the integration, coordination and inclusiveness of urban strategies in 3 neighbourhoods of Pemba 6 months after the end of the project	Limited commitment of public/private stakeholders to integrated urban development are detected	At least few comments, events that demonstrate the commitment of public/private stakeholders and citizens to integrated urban development are detected		i. Qualitative mapping of city managers, members of the Municipal Assembly, Municipal technicians and representatives of CSOs perceptions about the integration, coordination and inclusiveness of urban strategies in 3 neighbourhoods of the city ii. Outcome mapping of final project results compared to the initial qualitative survey – Report and/or survey prepared 6 months after the end of the project	<i>Not applicable</i>
<i>Outcome (s) (Specific)</i>	<b>OC1.</b> Urban governance of the city of Pemba is strengthened by the improvement of policy design, technical, financial and coordination capacities	<b>OC1:</b> Nr. acts or policies approved/discussed within the Municipal Assembly that come from the discussion generated from Interdisciplinary Commission and international policy	<b>OC1:</b> 0 (2019; <i>currently there is no mechanism including participatory commissions and international dialogue exchanges on urban development to</i>	<b>OC1:</b> 4 (2023)		<b>OC1:</b> Official acts from the Municipal Assembly of Pemba Outcome mapping final results – Report and/or survey prepared at the end of the project	Political stability at national and provincial level

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	of the Municipality of Pemba and ensured by the establishment of an Integrated Urban Development Plan supported by a local multi-stakeholder participated approach and an international policy dialogue.	dialogue by the end of the project	<i>Municipal Assembly decisions or debate)</i>			Mitigation of terroristic activities in Province of Cabo Delgado by Al-Shabaab groups  Collaborative attitude of all involved partners
	<b>OC2.</b> Enhanced urban climate resilience and adaptation capacities of Pemba Municipality by the development of pilot green infrastructure and water management interventions along with innovative/smart tools.	<b>OC2:</b> Nr. of cities infrastructures whose resilience to climate change is secured/ from high impact events	<b>OC2:</b> 0 (2019)	<b>OC2:</b> 7 (2023)	<b>OC2:</b> Technical comparison between the old Urban Development Plan of the City of Pemba (2013-2018) and the infrastructures foreseen and implemented of the New Integrated Urban Development plan promoted by the project compiled by the end of the project	Positive relationships are established with the new city administration recently elected  The political and social climate is calm and stable enough  Positive attitude of beneficiaries
	<b>OC3.</b> Strengthened environmental sustainability of the City of Pemba through improvement of Pemba Municipality officials' capacities in planning and implementing waste management systems.	<b>OC3:</b> Nr of municipal technicians who improved their capacities in planning and implementing waste management systems by the end of the project	<b>OC3:</b> 0 (2019; <i>currently there are 70 people full-time employed by the Departamento Limpeza e Salubridade of the Municipality of Pemba</i> )	<b>OC3:</b> 45 (2023)	<b>OC3:</b> Progress surveys/Knowledge acquired tests given to technical municipal staff by the end of each training and exchange between Mozambican municipal staff and Italian ones, training attendance registers	Relatively stable metical exchange rate and inflation
	<b>OC4:</b> Enhanced educational inclusion of the City of Pemba	<b>OC4:</b> % of early childhood educational services providers or stakeholders	<b>OC4:</b> 0 (2019; <i>currently there are no common guidelines concerning</i>	<b>OC4:</b> 60% of mapped early childhood educational services	<b>OC4:</b> Agreements/MoU signed by early childhood education	

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	through the improvement of quality, delivery, integration and coordination of early childhood services.	from the city of Pemba that have joined/endorsed the common guidelines for inclusive and quality educational services and the municipal network of early childhood education by the end of the project	<i>the quality and organisation of early childhood educational services in the city of Pemba)</i>	providers/stakeholders from the city of Pemba that have joined the common guidelines and network of early childhood education (2023)		services providers or stakeholders by the end of the project	
	<b>OC5:</b> Improved sustainability and financeability of integrated urban development (pilot) interventions.	<b>OC5:</b> Nr. of proposals submitted to international donors or private investors by the Municipality of Pemba by the end of the project	<b>OC5:</b> 0 (2019; <i>currently no integrated urban development executive project proposals have been submitted/prepared by the Municipality of Pemba to international donors or to private investors</i> )	<b>OC5:</b> 2 (2023)		<b>OC5:</b> Proposals submitted or drafted by the end of the project	
<b>Outputs</b>	<u>Referring to OC1</u> <b>OP1.1:</b> 1 Interdisciplinary Urban Committee created and Permanent Urban Forum reinforced <b>OP1.2:</b> 9 Study visits in Italy with 9 employees engaged in job shadowing, 12 visits on fields from CRE and	<b>OP1.1:</b> nr. of Pemba Municipality Departments involved into the Interdisciplinary Urban Committee by the end of the project; nr. of participants from CSOs, community leaders, universities, private sector involved into the Permanent Urban Forum by the end of the project <b>OP1.2:</b> number of hours of job shadowing to which CMP staff participated; nr. of trainings/workshops; nr. of answers given by the Italian	<b>OP1.1:</b> 0; 50 (2019; <i>the multi-stakeholder Permanent Urban Forum has been established through the PLATIP project - EuropeAid, CSO-LA/2016/376-770 and it is currently in place, MaiPemba aims at increasing the number of stakeholders involved in this forum</i> ) <b>OP1.2:</b> 0; 0; 0 (2019)	<b>OP1.1:</b> 8; 80 (2023) <b>OP1.2:</b> 810 hours of job shadowing, 12 peer exchange trainings/workshops delivered in Pemba, 12		<b>OP1.1:</b> Minutes and Attendance registers/Acts of the 2 Permanent Interdisciplinary Commissions meetings <b>OP1.2:</b> Attendance registers of study visits and field visits; record of requests of distance assistance received by Italian Municipalities and	Political stability at national and provincial level Mitigation of terroristic activities in Province of Cabo Delgado by Al-Shabaab groups Collaborative attitude of all involved partners Positive relationships are established with the new city

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<p>CMI,12 thematic online distance support requests answered</p> <p><b>OP1.3</b> 3 participatory processes activated and 1 Integrated Urban Development Plan drafted</p> <p><b>OP1.4:</b> Internal procedure elaborated to guarantee the updating of Integrated Urban Development plan and 1 Urban Plan Office opened</p> <p><b>OP1.5:</b> Executive projects of urban regeneration implemented through pilot interventions in 3 neighbourhoods</p>	<p>partners that are deemed satisfactory</p> <p><b>OP1.3:</b> nr. of citizens involved in the participatory processes in each neighbourhood each year; nr. of Urban Integrated Development Plan approved by the participated process</p> <p><b>OP1.4:</b> nr. of documents establishing the internal procedure for the revision of the Integrated Urban Development Plan by the end of the second semester of the third year; nr. of revisions of the Integrated Urban Development Plan every year</p> <p><b>OP1.5:</b> nr. of priorities/executive plans identified by the Integrated Urban Development Plan by the second year; nr. of pilot interventions of urban regeneration realised at the end of the project</p>	<p><b>OP1.3:</b> 0; 0 (2019)</p> <p><b>OP1.4:</b> 0; 0 (2019)</p> <p><b>OP1.5:</b> 0; 0 (2019)</p>	<p>answers provided by the Italian partners are deemed satisfactory and pertinent by the end of the project (2023)</p> <p><b>OP1.3:</b> at least 60 for every participatory process once they are completed and they have issued a recommendation on the Integrated Urban Development Plan (2021); 1 (2021)</p> <p><b>OP1.4:</b> 1; 3 (2021/22; 2023)</p> <p><b>OP1.5:</b> (2021; 2023)</p>	<p>opinion survey about distance assistance</p> <p><b>OP1.3:</b> Final report of each participatory processes once they are concluded and once they have produced a final recommendation for the Integrated Urban Development Plan</p> <p><b>OP1.4:</b> Annexes to the Integrated Urban Development Plan, Acts from the 2 Permanent Interdisciplinary Commissions</p> <p><b>OP1.5:</b> Integrated Urban Development Plan; supported by photographic and narrative documentation of project progress reports</p>	<p>administration recently elected</p> <p>The political and social climate is calm and stable enough</p> <p>Positive attitude of beneficiaries</p> <p>Relatively stable metical exchange rate and inflation</p>
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	<p><u>Referring to OC2:</u></p> <p><b>OP2.1:</b> 2 diagnostic reports on degraded areas in the Eduardo Mondlane and Alto Gingone neighborhoods are drafted</p> <p><b>OP2.2:</b> 1 bulk SMS service for resilience developed</p> <p><b>OP2.3:</b> 16 job opportunities created in urban resilience sector</p> <p><b>OP2.4:</b> 3 pilot interventions on green infrastructure for resilience implemented</p> <p><b>OP2.5:</b> 3 pilot interventions on water management for resilience implemented</p>	<p><b>OP2.1:</b> nr. of diagnostic maps and plans elaborated for each degraded area by the end of the second semester of the second year</p> <p><b>OP2.2:</b> nr. of households reached by the bulk SMS service for resilience by the end of the project</p> <p><b>OP2.3:</b> number of people employed with a regular contract in the context of the sub-grantees start-ups</p> <p><b>OP2.4:</b> number of pilot interventions realised and monitored by the end of the project</p> <p><b>OP2.5:</b> number of pilot interventions realised and monitored by the end of the project</p>	<p><b>OP2.1:</b> 0 (2019)</p> <p><b>OP2.2:</b> 0 (2019)</p> <p><b>OP2.3:</b> 0 (2019)</p> <p><b>OP2.4:</b> 0 (2019)</p> <p><b>OP2.5:</b> 0 (2019)</p>	<p><b>OP2.1:</b> 2 (2021)</p> <p><b>OP2.2:</b> 3000 (2023)</p> <p><b>OP2.3:</b> 16 (2023)</p> <p><b>OP2.4:</b> 3 (2023)</p> <p><b>OP2.5:</b> 3 (2023)</p>		<p><b>OP2.1:</b> diagnostic report on degraded areas in the Eduardo Mondlane and Alto Gingone neighborhoods; Acts of the 2 Permanent Interdisciplinary Commissions</p> <p><b>OP2.2:</b> List of subscribers to the bulk SMS service</p> <p><b>OP2.3:</b> Official documents/contracts/job assignment signed in the context of the pilot projects</p> <p><b>OP2.4:</b> Project documents approving the construction of physical infrastructures, building contracts with enterprises, photographic and narrative documentation of project progress reports</p> <p><b>OP2.5:</b> Project documents approving the construction of physical infrastructures, building contracts with</p>	<p>Political stability at national and provincial level</p> <p>Mitigation of terroristic activities in Province of Cabo Delgado by Al-Shabaab groups</p> <p>Collaborative attitude of all involved partners</p> <p>Positive relationships are established with the new city administration recently elected</p> <p>The political and social climate is calm and stable enough</p> <p>Positive attitude of beneficiaries</p> <p>Relatively stable metical exchange rate and inflation</p>
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					enterprises supported by photographic and narrative documentation of project progress reports	
<u>Referring to OC3:</u>						
<b>OP3.1</b> 1 Assessment report on local waste management landscape in Pemba	<b>OP3.1:</b> nr. of envisaged alternative solutions to the waste management system in place in Pemba at the beginning of the project	<b>OP3.1:</b> 0 (2019)	<b>OP3.1:</b> 5 (2020)		<b>OP3.1:</b> Final report from the contracted external expert	Political stability at national and provincial level
<b>OP3.2</b> 1 new waste management plan for the city of Pemba elaborated	<b>OP3.2:</b> nr. of study visits/job shadowing in Italy and workshops on the field leading to the definition of the New Waste Management Plan by the end of the third year	<b>OP3.2:</b> 0; 0 (2019)	<b>OP3.2:</b> 1; 3 (2021; 2022; <i>the study visit/job shadowing will be held during the second year of the project – 2021 – while the follow-up field visit will be continuing along the third and fourth year to update the plan according to the pilot implementation - 2022)</i>		<b>OP3.2:</b> Study visit registers, training material and training attendance registers Acts approving the New Waste Management Plan for the city of Pemba by the Municipal Council and the 2 Permanent Interdisciplinary Commissions	Mitigation of terroristic activities in Province of Cabo Delgado by Al-Shabaab groups  Collaborative attitude of all involved partners
<b>OP3.3:</b> 3 environmental community agents trained and 3 environmental info points opened	<b>OP3.3:</b> nr of days of trainings delivered to the environmental agents by the end of the second year; nr. dedicated environmental education offices opened by the end of the second year	<b>OP3.3:</b> 0; 0 (2019)	<b>OP3.3:</b> 10; 3 (2021)		<b>OP3.3:</b> training material and training attendance registers; Contractual project staff agreements for the employment of 3 environmental community agents	Positive relationships are established with the new city administration recently elected  The political and social climate is calm and stable enough
<b>OP3.4</b> 1 awareness campaign on waste collection and management	<b>OP3.4:</b> nr. of awareness raising actions implemented as part of the environmental	<b>OP3.4:</b> 0 (2019)	<b>OP3.4:</b> 6 (2023)		<b>OP3.4:</b> Awareness campaign visibility material; Project progress report	Positive attitude of beneficiaries  Relatively stable metical exchange rate and inflation

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<p>developed and implemented</p> <p><b>OP3.5</b> 1 pilot composting site created and 1 pilot recycle, reuse and resell laboratory opened</p> <p><b>OP3.6</b> At least 12 job opportunities created in the waste management sector</p>	<p>education campaign by the end of the project</p> <p><b>OP3.5:</b> nr. of pilot interventions realised and monitored by the end of the project</p> <p><b>OP3.6:</b> nr. of employment contracts formalised by the sub-grantees associations by the end of the third year</p>	<p><b>OP3.5:</b> 0 (2019)</p> <p><b>OP3.6:</b> 0 (2019)</p>	<p><b>OP3.5:</b> 2 (2023)</p> <p><b>OP3.6:</b> 12 (2021/2022)</p>	<p><b>OP3.5:</b> Project documents approving the construction of physical infrastructures, building contracts with enterprises supported by photographic and narrative documentation of project progress reports</p> <p><b>OP3.6</b> MoU/Sub-granting contract signed with associations/CSOs where they undertake to employ at least 4 people each in order to implement the waste management and collection system</p>	
<p><u>Referring to OC4:</u></p> <p><b>OP4.1:</b> 1 mapping report of early childhood education services active in the City of Pemba drafted</p> <p><b>OP4.2:</b> 1 local working table participated by local stakeholders and</p>	<p><b>OP4.1:</b> % of early childhood education services from the city of Pemba mapped/studied by the end of the first year</p> <p><b>OP4.2:</b> % of stakeholders and actors involved in the early childhood service provision in</p>	<p><b>OP4.1:</b> In 2012 (EDUCA Assessment Report – UE-DCI/NSAPVD/2010/233-592) there were 15 actors providing early childhood education services in the City of Pemba)</p> <p><b>OP4.2:</b> 0; 0 (2019)</p>	<p><b>OP4.1:</b> at least 90% of the formal and informal early childhood education services provided in the city of Pemba have been mapped (2020)</p> <p><b>OP4.2:</b> at least 60 % of formal and informal early childhood</p>	<p><b>OP4.1:</b> Final report from the contracted external expert</p> <p><b>OP4.2:</b> Minutes and Attendance registers/Acts from the</p>	<p>Political stability at national and provincial level</p> <p>Mitigation of terroristic activities in Province of Cabo Delgado by Al-Shabaab groups</p> <p>Collaborative attitude of all involved partners</p>

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	<p>actors involved in early childhood education services + 1 Municipal Office for Early Childhood Education established (<i>Casa da crianca</i>)</p> <p><b>OP4.3:</b> 1 guidance document about how to develop and manage quality early educational services for the City of Pemba, including replicability in other MZ Municipalities guidelines.</p> <p><b>OP4.4:</b> 3 pilot community early childhood education services created</p> <p><b>OP4.5:</b> 12 job opportunities created in the early childhood education sector</p>	<p>the City of Pemba actively taking part to the local working table/network by the end of the project; nr. of offices established by the end of the first year</p> <p><b>OP4.3:</b> nr. of study visits/peer exchanges held in Italy and workshops on the field leading to the definition of the guidance document on the management of early childhood education services by the end of the third year</p> <p><b>OP4.4:</b> nr. of pilot interventions realised and monitored by the end of the project</p> <p><b>OP4.5:</b> nr. of employment contracts formalised by the sub-grantees associations by the end of the third year</p>	<p><b>OP4.3:</b> 0; 0 (2019)</p> <p><b>OP4.4:</b> 0 (2019)</p> <p><b>OP4.5:</b> 0 (2019)</p>	<p>education services providers in the city of Pemba take part in the local working table/network; 1 (2023; 2020)</p> <p><b>OP4.3:</b> 1; 3 (2021; 2022; <i>the study visit will be held during the second year of the project – 2021 – while the follow-up field visits will be continuing along the third year - 2022</i>)</p> <p><b>OP4.4:</b> 3 (2023)</p> <p><b>OP4.5:</b> 12 (2021/2022)</p>		<p>local working table on early childhood education services</p> <p><b>OP4.3:</b> study visit registers, training material and training attendance registers; a</p> <p><b>OP4.4:</b> rent contracts of spaces hosting the new services, salary slip supported by photographic and narrative documentation of project progress reports</p> <p><b>OP4.5:</b> MoU/Sub-granting contract signed with associations/CSOs where they undertake to employ at least 4 people each in order to implement the new pilot early childhood education services</p>	<p>Positive relationships are established with the new city administration recently elected</p> <p>The political and social climate is calm and stable enough</p> <p>Positive attitude of beneficiaries</p> <p>Relatively stable metical exchange rate and inflation</p>
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	<p><u>Referring to OC5:</u></p> <p><b>OP5.1</b> 1 Project working group on integrated urban development created</p> <p><b>OP5.2:</b> 5 Incoming events in Pemba for International donors and international and/or national investors visiting the Project actions</p> <p><b>OP5.3:</b> 1 Monitoring and evaluation plan created and implemented</p>	<p><b>OP5.1:</b> nr. of online and offline meetings of the Project working group on integrated urban development until the end of the project</p> <p><b>OP5.2:</b> nr. of representatives from International donors and international and/or national companies taking part to incoming events</p> <p><b>OP5.3:</b> Number of monitoring missions on the field of the project coordinator; number of monitoring missions on the field of the external evaluator</p>	<p><b>OP5.1:</b> 0 (2019)</p> <p><b>OP5.2:</b> 0 (2019)</p> <p><b>OP5.3:</b> 0 (2019)</p>	<p><b>OP5.1:</b> 10 online meetings and 5 offline on the field meetings until the end of the project (2023)</p> <p><b>OP5.2:</b> 25 (2023)</p> <p><b>OP5.3:</b> 5, 2 (2023)</p>		<p><b>OP5.1:</b> Minutes and attendance registers of the Project Working Group on Integrated Urban Development</p> <p><b>OP5.2:</b> International incoming visit agendas, photographic documentation, minutes of meetings held with potential donors/interested investors</p> <p><b>OP5.3:</b> Project coordination internal monitoring mission reports, compiled quarterly internal monitoring plan, mid-term and final external evaluation reports</p>	<p>Political stability at national and provincial level</p> <p>Mitigation of terroristic activities in Province of Cabo Delgado by Al-Shabaab groups</p> <p>Collaborative attitude of all involved partners</p> <p>Positive relationships are established with the new city administration recently elected</p> <p>The political and social climate is calm and stable enough</p> <p>Positive attitude of beneficiaries</p> <p>Relatively stable metical exchange rate and inflation</p>
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*Activity Matrix*

		<i>Means</i> <i>What are the political, technical, financial, human and material resources required to implement these activities, e. g. staff, equipment, supplies, operational facilities, etc.</i>	<i>Costs</i> <i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i>	<i>Assumptions</i> <i>Factors outside project management's control that may impact on the activities-outputs linkage.</i>
<b>TAC 1 Governance</b>				
1.1	Permanent Commissions (PPP)	interdisciplinary	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT) 1.875,00 € 1.2.3 Milano Municipality Project Officer supervision and coordinator of the water management component processes (36 M - PT 20%) 6.400,00 € 1.2.2 International flights for consultants, project staff training and city to city cooperation - Pemba - Bologna/Milano 2.800,00 € 3.2.6 Office equipment (furniture, desks etc...) for Urban Plan Office 400,00 € 3.2.7 IT Equipment (laptop, computer, projector etc...) for Urban plan office 760,00 € 4.3.2 Paper, consumables, drinking water, cleaning materials etc... for the Urban Plan Office 800,00 € 6.1.4 Printing and consumables for the work of the Permanent Interdisciplinary Commissions 560,00 € 6.1.5 Technical supervision of Reggio Emilia Municipality Planning and Control Department officers 1.600,00 € 6.1.6 Technical supervision of Milano Municipality Water management Department officers 1.600,00 € 6.1.7 Technical supervision of UEM Professors, Architecture faculty 420,00 € 6.1.8 Technical supervision of CNAPPC, integrated urban planning research department 2.400,00 € 6.1.9 Technical supervision of IREN, solid waste management planning department 2.400,00 € 6.1.10 Technical supervision of MM water management and supply department 2.400,00 € 6.1.11 Internal Municipality of Pemba new staff for the Integrate Urban Development Plan Office (2 Pax - 40M - FT) 5.600,00 €	1. Assumption: Motivation from CMP and technicians to promote and engage in the implementation of the Integrated Urban Development Plan 2. Assumption: Willingness to enhance coordination and integration of municipal policies and interventions 3. Assumption: Positive collaboration created with the newly elected city administration
1.2	Capacity building and peer exchanges	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT) 1.875,00 € 1.2.3 Milano Municipality Project Officer supervision and coordinator of the water management component processes (36 M - PT 20%) 6.400,00 € 1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano 16.800,00 € 1.2.3 International flights for Pemba Municipality technicians in job shadowing visits - peer to peer learning in Reggio Emilia and Milano -Pemba - Bologna/Milano 12.600,00 € 3.2.6 Office equipment (furniture, desks etc...) for Urban Plan Office 400,00 € 3.2.7 IT Equipment (laptop, computer, projector etc...) for Urban plan office 760,00 € 4.3.2 Paper, consumables, drinking water, cleaning materials etc... for the Urban Plan Office 800,00 € 6.1.1 Subsistence for 9 technicians from Pemba Municipality in job shadowing study visits in Reggio Emilia and Milan (9 for 21 days in ITA) 30.240,00 € 6.1.2 Consumables and small meals for participants to trainings held in Pemba by Reggio Emilia and Milano Municipal Officers 900,00 € 6.2.3 Subsistence for trainers from Reggio Emilia and Milano Municipalities in Pemba 3.360,00 € 6.1.5 Technical supervision of Reggio Emilia Municipality Planning and Control Department officers 1.600,00 € 6.1.6 Technical supervision of Milano Municipality Water management Department officers 1.600,00 € 6.1.7 Technical supervision of UEM Professors, Architecture faculty 420,00 € 6.1.8 Technical supervision of CNAPPC, integrated urban planning research department 2.400,00 € 6.1.9 Technical supervision of IREN, solid waste management planning department 2.400,00 €		

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	6.1.10 Technical supervision of MM water management and supply department	2.400,00 €	
	6.1.11 Internal Municipality of Pemba new staff for the Integrate Urban Development Plan Office (2 Pax - 40M - FT)	5.600,00 €	
1.3 Integrated urban development plan	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)	1.875,00 €	
	1.2.3 Milano Municipality Project Officer supervision and coordinator of the water management component processes (36 M - PT 20%)	6.400,00 €	
	1.2.4 CNAPPC Project officer responsible for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - PT 25%)	14.062,50 €	
	1.2.6 MM Project officer technical coordination of the activities related to water management and water supply planning (25% PT - 40M)	11.250,00 €	
	1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano	2.800,00 €	
	3.2.6 Office equipment (furniture, desks etc...) for Urban Plan Office	400,00 €	
	3.2.7 IT Equipment (laptop, computer, projector etc...) for Urban plan office	760,00 €	
	4.3.2 Paper, consumables, drinking water, cleaning materials etc... for the Urban Plan Office	800,00 €	
	5.4.1 External evaluation reports, 3 reports, 2 mid-term, and 1 final report	0.000,00 €	
	6.1.5 Technical supervision of Reggio Emilia Municipality Planning and Control Department officers	1.600,00 €	
	6.1.6 Technical supervision of Milano Municipality Water management Department officers	1.600,00 €	
	6.1.7 Technical supervision of UEM Professors, Architecture faculty	420,00 €	
	6.1.8 Technical supervision of CNAPPC, integrated urban planning research department	2.400,00 €	
	6.1.9 Technical supervision of IREN, solid waste management planning department	2.400,00 €	
	6.1.10 Technical supervision of MM water management and supply department	2.400,00 €	
	6.1.11 Internal Municipality of Pemba new staff for the Integrate Urban Development Plan Office (2 Pax - 40M - FT)	5.600,00 €	
	6.1.12 Subsistence for Italian Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	2.400,00 €	
	6.1.13 Subsistence for Mozambique Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	1.600,00 €	
	6.1.19 Community participative processes for the definition of the priorities to be enclosed in the Integrated development plan and of priorities and aims of the pilot renovated public spaces	5.000,00 €	
	6.2.20 Consumables and small meals for participants to participative paths in the neighbourhoods	400,00 €	
	6.1.23 Integrated sustainable urban plan design - Consultant	25.000,00 €	
1.4 Sustainability of the action	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)	1.875,00 €	
	1.2.3 Milano Municipality Project Officer supervision and coordinator of the water management component processes (36 M - PT 20%)	6.400,00 €	
	3.2.6 Office equipment (furniture, desks etc...) for Urban Plan Office	400,00 €	
	3.2.7 IT Equipment (laptop, computer, projector etc...) for Urban plan office	760,00 €	
	4.3.2 Paper, consumables, drinking water, cleaning materials etc... for the Urban Plan Office	800,00 €	
	6.1.5 Technical supervision of Reggio Emilia Municipality Planning and Control Department officers	1.600,00 €	
	6.1.6 Technical supervision of Milano Municipality Water management Department officers	1.600,00 €	
	6.1.7 Technical supervision of UEM Professors, Architecture faculty	420,00 €	
	6.1.8 Technical supervision of CNAPPC, integrated urban planning research department	2.400,00 €	
	6.1.9 Technical supervision of IREN, solid waste management planning department	2.400,00 €	
	6.1.10 Technical supervision of MM water management and supply department	2.400,00 €	
	6.1.11 Internal Municipality of Pemba new staff for the Integrate Urban Development Plan Office (2 Pax - 40M - FT)	5.600,00 €	
		2.400,00 €	

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	6.1.12 Subsistence for Italian Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	1.600,00 €
	6.1.13 Subsistence for Mozambique Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	5.000,00 €
	6.1.19 Community participative processes for the definition of the priorities to be enclosed in the Integrated development plan and of priorities and aims of the pilot renovated public spaces	400,00 €
	6.2.20 Consumables and small meals for participants to participative paths in the neighbourhoods	
1.5 Development of at least 3 pilot projects starting from the executive projects of the integrated urban plan	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)	1.875,00 €
	1.2.3 Milano Municipality Project Officer supervision and coordinator of the water management component processes (36 M - PT 20%)	6.400,00 €
	1.2.4 CNAPPC Project officer responsible for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - PT 25%)	14.062,50 €
	1.2.6 MM Project officer technical coordination of the activities related to water management and water supply planning (25% PT - 40M)	11.250,00 €
	1.3.2.1 Subsistence for technicians from Quelimane Municipality and Mandhlakazi Municipality in peer exchanges and international trainings in pemba, Mozambique	3.840,00 €
	1.3.2.2 Subsistence for ANAMM and Government officials in peer exchanges and international trainings in Pemba, Mozambique	1.280,00 €
	1.2.1 International travels for Expatriated staff (2PAX) - 1 rest and relief per year - Pemba - Bologna/Milano	2.800,00 €
	1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano	2.800,00 €
	2.2.1 National flights Quelimane - Pemba and Maputo - Pemba for technicians from Quelimane and Mandhlakazi Municipality attending peer exchanges and trainings in Pemba	1.680,00 €
	2.2.3 National flights Maputo - Pemba for Government and ANAMM members and officials for attending peer exchanges and trainings in Pemba	560,00 €
	3.2.6 Office equipment (furniture, desks etc...) for Urban Plan Office	400,00 €
	3.2.7 IT Equipment (laptop, computer, projector etc...) for Urban plan office	760,00 €
	4.3.2 Paper, consumables, drinking water, cleaning materials etc... for the Urban Plan Office	800,00 €
	5.8.1 Visibility plaques to identify pilot activities, infrastructures and building related to the project	160,00 €
	6.1.5 Technical supervision of Reggio Emilia Municipality Planning and Control Department officers	1.600,00 €
	6.1.6 Technical supervision of Milano Municipality Water management Department officers	1.600,00 €
	6.1.7 Technical supervision of UEM Professors, Architecture faculty	420,00 €
	6.1.8 Technical supervision of CNAPPC, integrated urban planning research department	2.400,00 €
	6.1.9 Technical supervision of IREN, solid waste management planning department	2.400,00 €
	6.1.10 Technical supervision of MM water management and supply department	2.400,00 €
	6.1.11 Internal Municipality of Pemba new staff for the Integrate Urban Development Plan Office (2 Pax - 40M - FT)	5.600,00 €
	6.1.12 Subsistence for Italian Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	2.400,00 €
	6.1.13 Subsistence for Mozambique Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	1.600,00 €
	6.1.14 Paper and consumables for elaboration of tenders for construction enterprises	300,00 €
	6.1.15 Construction of pilot centers/rehabilitation of public spaces (3 in the 3 different target pilot neighbourhoods) integrating different functions prioritized in the integrated urban plan	180.000,00 €
	6.1.16 Urban furniture for the pilot rehabilitated pilot spaces	30.000,00 €
	6.1.17 Printing of executive plans for the pilot public spaces	225,00 €
	6.1.18 Plaques for the regenerated public spaces and interventions of the project	1.500,00 €

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	6.1.19 Community participative processes for the definition of the priorities to be enclosed in the Integrated development plan and of priorities and aims of the pilot renovated public spaces	5.000,00 €	
	6.2.20 Consumables and small meals for participants to participative paths in the neighbourhoods	400,00 €	
	6.1.21 EU Architects expertises for the co-project actions of the urban regeration pilot activities on public spaces/buildings	7.500,00 €	
	6.1.22 Mozambique Architects expertises for the co-project actions of the urban regeration pilot activities on public spaces/buildings	3.000,00 €	
<b>TAC 2 Resilience</b>			
2.1 Integrated Mapping and Diagnosis of degraded areas and Identification and planning of priority interventions	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)	1.875,00 €	1. Assumption: High motivation of CMP politicians and technicians to learn 2. Assumption: Sufficient technical understanding of taught lessons 3. Assumption: Effective implementation and application of taught methodologies 4. Assumption: Strong collaboration of local communities in the analysis and mapping of degraded areas 5. Assumption: Smooth process and general agreement in the identification of pilot intervention sites 6. Assumption: Sufficiently stable weather conditions during project implementation 7. Assumption: Sufficient capacity of start-up and new enterprises to implement pilot action and interventions on the field
	1.2.4 CNAPPC Project officer responsible for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - PT 25%)	14.062,50 €	
	1.2.6 MM Project officer technical coordination of the activities related to water management and water supply planning (25% PT - 40M)	11.250,00 €	
	3.2.3 Computer + software kit e license for arcGIS programme	1.500,00 €	
	6.2.1 Consultants for the development of the mapping and diagnosis of degraded areas in Alto Gingone and Eduardo Mondlane neighbourhoods	86.000,00 €	
	6.2.3 External consultant for the development of participative paths in the neighbourhoods for the mapping and diagnosis of degraded areas and interventions priorities	15.000,00 €	
	6.2.4 Consumables and small meals for participants to participative paths in the neighbourhoods	1.200,00 €	
2.2 Development of 1 bulk SMS service for resilience	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)	1.875,00 €	
	6.2.2 ICT tools development for the creation of Alert App and messaging for calamities and emergencies - External Consultant	25.000,00 €	
2.3 Job creation in activities for urban resilience	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)	1.875,00 €	
	6.2.9 Vocational trainings for the development of innovative companies for the resilient construction of new houses, public buildings, furniture and company services. Experts for trainings and materials for trainees.	15.000,00 €	
	6.2.10 Subgrant Support to startup of innovative companies for the resilient construction of new houses, public buildings, furniture and company services.	30.000,00 €	
	6.2.11 Vocational trainings for the development of innovative economic initiatives connected to the environmental and responsible tourism. International experts for trainings and materials for trainees.	18.000,00 €	
	6.2.12 Subgrant Support to startup of innovative economic initiatives connected to the environmental and responsible tourism.	30.000,00 €	
2.4 Interventions for green infrastructure resilience in 3 pilot neighbourhoods	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)	1.875,00 €	
	1.2.4 CNAPPC Project officer responsible for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - PT 25%)	14.062,50 €	
	1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano	2.800,00 €	
	3.2.3 Computer + software kit e license for arcGIS programme	1.500,00 €	
	5.8.1 Visibility plaques to identify pilot activities, infrastructures and building related to the project	160,00 €	
	6.2.5 Pilot interventions in degraded areas defined by the analysis for the better resilience of the pilot neighbourhood of the city of Pemba to floods and heavy rains.	300.000,00 €	
2.5 Intervention for water management and supply in 3 pilot neighbourhoods	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)	1.875,00 €	
	1.2.6 MM Project officer technical coordination of the activities related to water management and water supply planning (25% PT - 40M)	11.250,00 €	

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	<p>1.3.2.1 Subsistence for technicians from Quelimane Municipality and Mandhlakazi Municipality in peer exchanges and international trainings in Pemba, Mozambique</p> <p>1.3.2.2 Subsistence for ANAMM and Government officials in peer exchanges and international trainings in Pemba, Mozambique</p> <p>1.2.1 International travels for Expatriated staff (2PAX) - 1 rest and relief per year - Pemba - Bologna/Milano</p> <p>1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano</p> <p>2.2.1 National flights Quelimane - Pemba and Maputo - Pemba for technicians from Quelimane and Mandhlakazi Municipality attending peer exchanges and trainings in Pemba</p> <p>2.2.3 National flights Maputo - Pemba for Government and ANAMM members and officials for attending peer exchanges and trainings in Pemba</p> <p>3.2.3 Computer + software kit e license for arcGIS programme</p> <p>5.8.1 Visibility plaques to identify pilot activities, infrastructures and building related to the project</p> <p>6.2.6 Experts from MM for the support in the definition of the pilot interventions in the field of water management and supply</p> <p>6.2.7 Experts from MM for the support in the definition of the pilot interventions in the field of water management and supply - subsistences for 3 mission/10 days in Pemba</p> <p>6.2.8 Pilot interventions in degraded areas connected to the water management and supply to citizens living in degraded areas</p>	<p>3.840,00 €</p> <p>1.280,00 €</p> <p>2.800,00 €</p> <p>2.800,00 €</p> <p>1.680,00 €</p> <p>560,00 €</p> <p>1.000,00 €</p> <p>160,00 €</p> <p>24.000,00 €</p> <p>3.600,00 €</p> <p>60.000,00 €</p>	
<b>TAC 3 Sustainability</b>			
3.1 Assessment	<p>1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)</p> <p>1.2.5 IREN Project officer technical coordination of the activities related to waste management plans and actions (25% PT - 40M)</p> <p>6.3.1 Assessment on the state of the art of solid waste management and production/separation of waste in the city of Pemba</p>	<p>1.875,00 €</p> <p>9.000,00 €</p> <p>12.000,00 €</p>	<p>1. Assumption: Technical staff from the Municipality is motivated to redesign waste collection and management systems</p> <p>2. Assumption: Good collaboration from local communities to support the new waste management system</p> <p>3. Assumption: Willingness to implement and adapt the methodologies learnt through capacity building activities</p> <p>4. Assumption: Sufficient capacity of start-up and new enterprises to implement pilot action and interventions on the field</p>
3.2 New Integrated Waste management plan for the city of Pemba	<p>1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)</p> <p>1.2.5 IREN Project officer technical coordination of the activities related to waste management plans and actions (25% PT - 40M)</p> <p>1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano</p> <p>6.3.9 IREN technicians in Pemba for workshop development on the new waste management plan of the city of Pemba - 3 workshops/10 days, subsistence and meals</p> <p>6.3.10 CRE technicians in Pemba for workshop development on the new integrated waste management plan of the city of Pemba - 3 workshops/10 days, subsistence and meals</p>	<p>1.875,00 €</p> <p>9.000,00 €</p> <p>2.800,00 €</p> <p>3.600,00 €</p> <p>3.600,00 €</p>	
3.3 Environment community agents	<p>1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT)</p> <p>1.2.5 IREN Project officer technical coordination of the activities related to waste management plans and actions (25% PT - 40M)</p> <p>1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano</p> <p>5.8.1 Visibility plaques to identify pilot activities, infrastructures and building related to the project</p> <p>5.8.5 Awareness raising materials to be distributed in the pilot neighbourhoods by the environmental agents</p> <p>6.3.2 Establishment of neighbourhood environment awareness info points in 3 neighbourhoods of the city of Pemba, small info points (rent+electricity+small furniture) - 30 months each info point</p> <p>6.3.4 Community environmental agents for the awareness paths in neighbourhoods and schools (3 community agents, 30 M - FT)</p>	<p>1.875,00 €</p> <p>9.000,00 €</p> <p>2.800,00 €</p> <p>160,00 €</p> <p>3.000,00 €</p> <p>67.500,00 €</p> <p>27.000,00 €</p>	

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	6.3.5 IREN (EDUIREN department) Experts for training of the environmental agents - Training of trainers' activities, supervision and definition of communication and awareness materials 6.3.6 IREN (technical department) Experts for training of the environmental agents – Subsistence in field visits (3 visits/10 days) 6.3.8 Equipment for the environmental info points (Laptop + Small printers)	42.000,00 € 3.600,00 € 2.700,00 €	5. Assumption: Citizens are ready and willing to change their behaviour towards waste management
3.4 Awareness raising	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT) 1.2.5 IREN Project officer technical coordination of the activities related to waste management plans and actions (25% PT - 40M) 6.3.3 Communication and dissemination materials, events and other mass-media for the realization of 3 awareness campaigns and to be distributed in the 3 pilot neighbourhoods regarding environmental and solid waste management awareness (flyers, boards, awareness raising events...) 6.3.7 Consumables and small meals for awareness and dissemination assemblies in the neighbourhoods	1.875,00 € 9.000,00 € 24.000,00 € 1.800,00 €	
3.5 Implementation of a new waste collection system	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT) 1.2.5 IREN Project officer technical coordination of the activities related to waste management plans and actions (25% PT - 40M) 1.3.2.1 Subsistence for technicians from Quelimane Municipality and Mandhlakazi Municipality in peer exchanges and international trainings in Pemba, Mozambique 1.3.2.2 Subsistence for ANAMM and Government officials in peer exchanges and international trainings in Pemba, Mozambique 1.2.1 International travels for Expatriated staff (2PAX) - 1 rest and relief per year - Pemba - Bologna/Milano 1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano 2.2.1 National flights Quelimane - Pemba and Maputo - Pemba for technicians from Quelimane and Mandhlakazi Municipality attending peer exchanges and trainings in Pemba 2.2.3 National flights Maputo - Pemba for Government and ANAMM members and officials for attending peer exchanges and trainings in Pemba 6.3.11 Subgrants for the Startup support for 3 associations/cooperatives for the door-to-door collection of waste - Basic staff for 36 months 6.3.13 Trash bags to be distributed by environmental agents in the three pilot neighborhoods 6.3.14 Small containers for waste separation to be distributed in pilot neighbourhoods 6.3.15 Realization of a pilot treatment plant for organic waste for the production of compost for vegetable community gardens or to be re-sold or used in public spaces, gardens and school gardens. 6.3.16 Support for operational costs of Pemba Municipality waste management system for the implementation of the new solid waste management plan (fuel, cleaning equipment, tools maintenance etc...)	1.875,00 € 9.000,00 € 3.840,00 € 1.280,00 € 2.800,00 € 2.800,00 € 1.680,00 € 560,00 € 32.400,00 € 8.000,00 € 64.000,00 € 75.000,00 € 16.000,00 €	
3.6 Job creation	1.1.1.4 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - FT) 6.3.11 Subgrants for the Startup support for 3 associations/cooperatives for the door-to-door collection of waste - Basic staff for 36 months 6.3.12 Equipment for the workers of the new-born cooperatives/associations (cleaning materials, handcarts, shirts, working clothes ecc...)	1.875,00 € 32.400,00 € 12.000,00 €	
<b>TAC 4 Inclusive City</b>			
4.1 Mapping of the services for early childhood	4.3.3 Paper, consumables, drinking water, cleaning material's etc... for the Municipal Education Office 6.4.1 Assessment on the actual status of services for early childhood education in the city of Pemba	800,00 € 12.000,00 €	1. Assumption: CMP staff is committed to create a

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<p>4.2 Creation of a PPP network of services for early childhood education, establishment of a permanent office</p>	<p>1.3.2.1 Subsistence for technicians from Quelimane Municipality and Mandhlakazi Municipality in peer exchanges and international trainings in Pemba, Mozambique  1.3.2.2 Subsistence for ANAMM and Government officials in peer exchanges and international trainings in Pemba, Mozambique  1.2.1 International travels for Expatriated staff (2PAX) - 1 rest and relief per year - Pemba - Bologna/Milano  1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano  2.2.1 National flights Quelimane - Pemba and Maputo - Pemba for technicians from Quelimane and Mandhlakazi Municipality attending peer exchanges and trainings in Pemba  2.2.3 National flights Maputo - Pemba for Government and ANAMM members and officials for attending peer exchanges and trainings in Pemba  3.2.6 Office equipment (furniture, desks etc...) for Municipal Education Office  3.2.7 IT Equipment (laptop, computer, projector etc...) for Municipal Education office  4.3.3 Paper, consumables, drinking water, cleaning materials etc... for the Municipal Education Office  6.4.2 Staff of CMP Early childhood education office for the integration of early childhood services (40M - FT)  6.4.3 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Field visits in Pemba, distance monitoring and job shadowing in Reggio Emilia (50M - PT20%)  6.4.4 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Subsistence in Pemba (3 missions 10 days)  6.4.5 Consultant for the support development of the common guidelines and new rules of Pemba Municipality early childhood system, part of the integrated urban plan.  6.4.7 External support for the coordination of the activities related to early childhood education sector. 24M  6.4.9 Banners and visibility materials for the dissemination of the opportunities given by the new education services - Visibility of Pemba preschool network</p>	<p>3.840,00 €  1.280,00 €  2.800,00 €  2.800,00 €  1.680,00 €  560,00 €  2.000,00 €  1.900,00 €  800,00 €  24.000,00 €  8.750,00 €  900,00 €  10.000,00 €  6.000,00 €  4.000,00 €</p>	<p>PPP network for new services  2. Assumption: Mothers and relatives are interested and keen to take their children to early childhood schools  3. Assumption: CSO are committed to manage current pre-schools as well as to join the Municipal network  4. Sufficient capacity of start-up and new enterprises to implement pilot action and interventions on the field</p>
<p>4.3 Common guidelines to be followed by the network of services</p>	<p>1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano  4.3.3 Paper, consumables, drinking water, cleaning materials etc... for the Municipal Education Office  6.4.3 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Field visits in Pemba, distance monitoring and job shadowing in Reggio Emilia (50M - PT20%)  6.4.4 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Subsistence in Pemba (3 missions 10 days)  6.4.7 External support for the coordination of the activities related to early childhood education sector. 24M  6.4.9 Banners and visibility materials for the dissemination of the opportunities given by the new education services - Visibility of Pemba preschool network</p>	<p>2.800,00 €  800,00 €  8.750,00 €  900,00 €  6.000,00 €  4.000,00 €</p>	
<p>4.4 Pilot actions: Development of new community services</p>	<p>1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano  4.3.3 Paper, consumables, drinking water, cleaning materials etc... for the Municipal Education Office  5.8.1 Visibility plaques to identify pilot activities, infrastructures and building related to the project  6.4.3 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Field visits in Pemba, distance monitoring and job shadowing in Reggio Emilia (50M - PT20%)  6.4.4 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Subsistence in Pemba (3 missions 10 days)  6.4.6 Startup support to new Public/Private managed services for early childhood education in 3 pilot neighbourhoods of the City of Pemba (Startup staff costs, rent of locations, electricity, cleaning services, materials, small restoring interventions)  6.4.7 External support for the coordination of the activities related to early childhood education sector. 24M  6.4.9 Banners and visibility materials for the dissemination of the opportunities given by the new education services - Visibility of Pemba preschool network</p>	<p>2.800,00 €  800,00 €  160,00 €  8.750,00 €  900,00 €  76.500,00 €  6.000,00 €  4.000,00 €</p>	

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<p>4.5 Job creation: new educators for early childhood</p>	<p>4.3.3 Paper, consumables, drinking water, cleaning materials etc... for the Municipal Education Office          6.4.3 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Field visits in Pemba, distance monitoring and job shadowing in Reggio Emilia (50M - PT20%)          6.4.4 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Subsistence in Pemba (3 missions 10 days)          6.4.6 Startup support to new Public/Private managed services for early childhood education in 3 pilot neighbourhoods of the City of Pemba (Startup staff costs, rent of locations, electricity, cleaning services, materials, small restoring interventions)          6.4.7 External support for the coordination of the activities related to early childhood education sector. 24M          6.4.8 Consumables, meals and venues for trainings directed to teachers of the pilot preschools and of the city of Pemba preschools          6.4.9 Banners and visibility materials for the dissemination of the opportunities given by the new education services - Visibility of Pemba preschool network</p>	<p>800,00 €          8.750,00 €          900,00 €          76.500,00 €          6.000,00 €          450,00 €          4.000,00 €</p>	
<p><b>TAC 5 Integrated implementation of pilot actions</b></p>			
<p>5.1 Coordination mechanism for assuring pilot project implementation coherent with an urban integrated perspective</p>	<p>1.3.2.1 Subsistence for technicians from Quelimane Municipality and Mandhlakazi Municipality in peer exchanges and international trainings in Pemba, Mozambique          1.3.2.2 Subsistence for ANAMM and Government officials in peer exchanges and international trainings in Pemba, Mozambique          1.2.1 International travels for Expatriated staff (2PAX) - 1 rest and relief per year - Pemba - Bologna/Milano          1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano          2.2.1 National flights Quelimane - Pemba and Maputo - Pemba for technicians from Quelimane and Mandhlakazi Municipality attending peer exchanges and trainings in Pemba          2.2.3 National flights Maputo - Pemba for Government and ANAMM members and officials for attending peer exchanges and trainings in Pemba          5.4.1 External evaluation reports, 3 reports, 2 mid-term, and 1 final report          6.5.1 International and national consultant for the integrating of the action foreseen in the Integrated Sustainable Urban Plan in strategies for infrastructure project financial and bankability - Lobbying on international donors (I.e. World Bank, EBRD, Budget support instruments etc...)          6.5.2 Organization of incoming events in Pemba for international donors and Multinational Companies visiting the Project actions - Study of possible ways of infrastructure project financing related to the Integrated Sustainable Urban Plan</p>	<p>3.840,00 €          1.280,00 €          2.800,00 €          2.800,00 €          1.680,00 €          560,00 €          20.000,00 €          16.666,67 €          10.000,00 €</p>	<p>1. Assumption: Strong motivation of different departments from the Municipality to coordinate and integrate actions and policies          2. Assumption: Appropriate capacities and skills of Municipality technicians to work in groups and to coordinate activities          3. Assumption: Interest from international donors and stakeholders in visiting and evaluating the opportunities offered by the City of Pemba</p>
<p>5.2 Sustainability plan development: lobbying activities with infrastructure donors like WB, EBRD, Mozambique Government, Multinational companies in MZ, EU external investment plan</p>	<p>1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano          5.1.1 Final publication, editing, translation and printing, of the new urban integrate sustainable development plan of the city of Pemba          5.4.1 External evaluation reports, 3 reports, 2 mid-term, and 1 final report          5.7.1 External subcontract to International Organizations of Local Authorities for the organization of the participation of representatives of the Project to at least three international conferences related to Integrated Sustainable Urban Development. International presentation and dissemination of MAISPENBA approach and results          5.8.3 Banners for the visibility of the project to be used in conferences, meetings and to identify the project implementation locations          5.8.5 Realization of videos for dissemination activities with Eng subtitles          6.5.1 International and national consultant for the integrating of the action foreseen in the Integrated Sustainable Urban Plan in strategies for infrastructure project financial and bankability - Lobbying on international donors (I.e. World Bank, EBRD, Budget support instruments etc...)</p>	<p>2.800,00 €          30.000,00 €          20.000,00 €          45.000,00 €          800,00 €          40.000,00 €          16.666,67 €</p>	<p>4. Assumption: Interest from international donors in the policies and pilot actions supported by the project</p>

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	6.5.2 Organization of incoming events in Pemba for international donors and Multinational Companies visiting the Project actions - Study of possible ways of infrastructure project financing related to the Integrated Sustainable Urban Plan	10.000,00 €	
5.3 Monitoring and evaluation of project activities	1.3.1.2 Per diem for one return sojourn, 2 persons 5 times 2 days in BRX 1.3.3.3 Participants to the final event in Pemba, Mozambique - Subsistence for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality 1.3.3.4 Participants to the final event in Reggio Emilia, Italy – Subsistence for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality and Pemba Municipality 1.2.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano 1.2.4 International flights for Participants to the final event in Reggio Emilia, Italy - Representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality and Pemba Municipality -Pemba - Bologna/Milano 1.2.5 One return sojourn 2 persons Bologna/Bruxelles. Once per year 2.2.6 National flights for participants to the final event in Pemba - 2 representatives each from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality 5.8.9 Venue, catering and keynote speakers for the final event in Pemba 5.8.10 Venue, catering and keynote speakers for the final event in Reggio Emilia 6.5.1 International and national consultant for the integrating of the action foreseen in the Integrated Sustainable Urban Plan in strategies for infrastructure project financial and bankability - Lobbying on international donors (I.e. World Bank, EBRD, Budget support instruments etc...) 6.5.2 Organization of incoming events in Pemba for international donors and Multinational Companies visiting the Project actions - Study of possible ways of infrastructure project financing related to the Integrated Sustainable Urban Plan	3.600,00 € 640,00 € 4.500,00 € 1.400,00 € 7.000,00 € 3.000,00 € 2.800,00 € 6.000,00 € 6.000,00 € 16.666,67 € 10.000,00 €	

## **ANNEX II**

### **General conditions applicable to European Union-financed grant contracts for external actions**

#### **CONTENTS**

Explanations of the terms used throughout these general conditions may be found in the ‘Glossary of terms’, Annex A1a to the practical guide.

In case of operating grants, the term ‘action’ should be understood as ‘work programme’.

The term ‘coordinator’ refers to the beneficiary identified as the coordinator in the special conditions.

The term ‘beneficiary(ies)’ refers collectively to all beneficiaries, including the coordinator, of the action. When there is only one beneficiary of the action, the terms beneficiary(ies) and coordinator should both be understood as referring to the only beneficiary of the action.

The term ‘party(ies) to this contract’ refers to the party signatory of this contract (i.e. the beneficiary(ies) and the contracting authority).

All references to ‘days’ in this contract are to calendar days, unless otherwise specified.

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## **GENERAL AND ADMINISTRATIVE PROVISIONS**

### **ARTICLE 1 - GENERAL PROVISIONS**

#### **General principles**

- 1.1. The beneficiary(ies) and the contracting authority are the only parties to this contract. Where the European Commission is not the contracting authority, it is not party to this contract, which confers on the European Commission only the rights and obligations explicitly mentioned in this contract.
- 1.2. This contract and the payments attached to it may not be assigned to a third party in any manner whatsoever without the prior written consent of the contracting authority.

#### **Data protection**

- 1.3. Any personal data will be processed solely for the purposes of the performance, management and monitoring of this contract by the contracting authority and may also be passed to the bodies charged with monitoring or inspection tasks under European Union law. Beneficiaries will have the right of access to their personal data and the right to rectify any such data. If the beneficiary(ies) have any queries concerning the processing of personal data, they shall address them to the contracting authority. The beneficiary(ies) will have right of recourse at any time to the European Data Protection Supervisor.
- 1.4. The beneficiary(ies) must process personal data under this contract in compliance with applicable EU and national law on data protection (including authorisations or notification requirements). The beneficiary(ies) shall limit access and use of personal data to that strictly necessary for the performance, management and monitoring of this contract and shall adopt all appropriate technical and organisational security measures necessary to preserve the strictest confidentiality and limit access to this data.

#### **Role of the beneficiary(ies)**

- 1.5. The beneficiary(ies) shall:
  - a) carry out the action jointly and severally vis-a-vis the contracting authority 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 terms and conditions of this contract.

To this purpose, the beneficiary(ies) shall implement the action with the requisite care, efficiency, transparency and diligence, in line with the principle of sound financial management and with the best practices in the field.
  - b) be responsible for complying with any obligation incumbent on them from this contract jointly or individually;
  - c) forward to the coordinator the data needed to draw up the reports, financial statements and other information or documents required by this contract and the annexes thereto, as well as any information needed in the event of audits, checks, monitoring or evaluations, as described in Article 16;
  - d) ensure that all information to be provided and requests made to the contracting authority are sent via the coordinator;
  - e) agree upon appropriate internal arrangements for the internal coordination and representation of the beneficiary(ies) vis-a-vis the contracting authority for any matter concerning this contract, consistent with the provisions of this contract and in compliance with the applicable legislation(s).

## **Role of the coordinator**

1.6. The coordinator shall:

- a) monitor that the action is implemented in accordance with this contract and ensure coordination with all beneficiary(ies) in the implementation of the action;
- b) be the intermediary for all communications between the beneficiary(ies) and the contracting authority;
- c) be responsible for supplying all documents and information to the contracting authority which may be required under this contract, in particular in relation to the narrative reports and the requests for payment. Where information from the beneficiary(ies) is required, the coordinator shall be responsible for obtaining, verifying and consolidating this information before passing it on to the contracting authority.

Any information given, as well as any request made by the coordinator to the contracting authority, shall be deemed to have been given in agreement with all beneficiary(ies);

- d) inform the contracting authority of any event likely to affect or delay the implementation of the action;
- e) inform the contracting authority of any change in the legal, financial, technical, organisational or ownership situation of any of the beneficiary(ies), as well as, of any change in the name, address or legal representative of any of the beneficiary(ies);
- f) be responsible in the event of audits, checks, monitoring or evaluations, as described in Article 16 for providing all the necessary documents, including the accounts of the beneficiary(ies), copies of the most relevant supporting documents and signed copies of any contract concluded according to Article 10;
- g) have full financial responsibility for ensuring that the action is implemented in accordance with this contract;
- h) make the appropriate arrangements for providing the financial guarantee, when requested, under the provisions of Article 4.2 of the special conditions;
- i) establish the payment requests in accordance with the contract;
- j) be the sole recipient, on behalf of all of the beneficiary(ies), of the payments of the contracting authority. The coordinator shall ensure that the appropriate payments are then made to the beneficiary(ies) without unjustified delay;
- k) not delegate or subcontract any, or part of, these tasks to the beneficiary(ies) or other entities.

## **ARTICLE 2 - OBLIGATION TO PROVIDE FINANCIAL AND NARRATIVE REPORTS**

2.1. The beneficiary(ies) shall provide the contracting authority with all required information on the implementation of the action. The report shall describe the implementation of the action according to the activities envisaged, difficulties encountered and measures taken to overcome problems, eventual changes introduced, as well as the degree of achievement of its results (impact, outcomes or outputs) as measured by corresponding indicators. The report shall be laid out in such a way as to allow monitoring of the objective(s), the means envisaged or employed and the budget details for the action. The level of detail in any report should match that of the description of the action and of the budget for the action. The coordinator shall collect all the necessary information and draw up consolidated interim and final reports. These reports shall:

- a) cover the action as a whole, regardless of which part of it is financed by the contracting authority;

- b) consist of a narrative and a financial report drafted using the templates provided in Annex VI;
- c) provide a full account of all aspects of the action's implementation for the period covered, including in case of simplified cost options the qualitative and quantitative information needed to demonstrate the fulfilment of the conditions for reimbursement established in this contract;
- d) include the current results within an updated table based on the logical framework matrix including the results achieved by the action (impact, outcomes or outputs) as measured by their corresponding indicators; agreed baselines and targets, and relevant sources of verification;
- e) determine if the intervention logic is still valid and propose any relevant modification including regarding the logical framework matrix;
- f) be drafted in the currency and language of this contract;
- g) include any update on the communication plan as provided by Article 6.2;
- h) include any relevant reports, publications, press releases and updates related to the action.

2.2. Additionally the final report shall:

- a) cover any period not covered by the previous reports;
- b) include the proofs of the transfers of ownership as referred to in Article 7.5.

2.3. The special conditions may set out additional reporting requirements.

2.4. The contracting authority may request additional information at any time. The coordinator shall provide this information within 30 days of the request, in the language of the contract.

2.5. Reports shall be submitted with the payment requests, according to Article 15. If the coordinator fails to provide any report or fails to provide any additional information requested by the contracting authority within the set deadline without an acceptable and written explanation of the reasons, the contracting authority may terminate this contract according to Article 12.2 (a) and (f).

### **ARTICLE 3 - LIABILITY**

3.1. The contracting authority cannot under any circumstances or for any reason whatsoever be held liable for damage or injury sustained by the staff or property of the beneficiary(ies) while the action is being carried out or as a consequence of the action. The contracting authority cannot, therefore, accept any claim for compensation or increases in payment in connection with such damage or injury.

3.2. The beneficiary(ies) shall assume sole liability towards third parties, including liability for damage or injury of any kind sustained by them while the action is being carried out or as a consequence of the action. The beneficiary(ies) shall discharge the contracting authority of all liability arising from any claim or action brought as a result of an infringement of rules or regulations by the beneficiary(ies) or the beneficiary(ies)'s employees or individuals for whom those employees are responsible, or as a result of violation of a third party's rights. For the purpose of this Article 3 employees of the beneficiary(ies) shall be considered third parties.

#### **ARTICLE 4 - CONFLICT OF INTERESTS AND CODE OF CONDUCT**

- 4.1. The beneficiary(ies) shall take all necessary measures to prevent or end any situation that could compromise the impartial and objective performance of this contract. Such conflict of interests may 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.
- 4.2. Any conflict of interests which may arise during performance of this contract must be notified in writing to the contracting authority without delay. In the event of such conflict, the coordinator shall immediately take all necessary steps to resolve it.
- 4.3. The contracting authority reserves the right to verify that the measures taken are appropriate and may require additional measures to be taken if necessary.
- 4.4. The beneficiary(ies) shall ensure that its staff, including its management, is not placed in a situation which could give rise to conflict of interests. Without prejudice to its obligation under this contract, the beneficiary(ies) shall replace, immediately and without compensation from the contracting authority, any member of its staff in such a situation.
- 4.5. The beneficiary (ies) shall at all-time act impartially and as a faithful adviser in accordance with the code of conduct of its profession as well as with appropriate discretion. It shall refrain from making any public statements concerning the action or the services without the prior approval of the contracting authority. It shall not commit the contracting authority in any way whatsoever without its prior consent, and shall make this obligation clear to third parties.
- 4.6. Physical abuse or punishment, or threats of physical abuse, sexual abuse or exploitation, harassment and verbal abuse, as well as other forms of intimidation shall be prohibited. The beneficiary (ies) shall also inform the contracting authority of any breach of ethical standards or code of conduct as set in the present Article. In case the beneficiary (ies) is aware of any violations of the abovementioned standards it shall report in writing within 30 days to the contracting authority
- 4.7. The beneficiary(ies) and its/their staff shall respect human rights and environmental legislation applicable in the country(ies) where the action is taking place and internationally agreed core labour standards, e.g. the ILO core labour standards, conventions on freedom of association and collective bargaining, elimination of forced and compulsory labour, elimination of discrimination in respect of employment and occupation, and the abolition of child labour.
- 4.8. The beneficiary(ies) or any related person shall not abuse of its entrusted power for private gain. The beneficiary(ies) or any of its subcontractors, agents or staff shall not receive or agree to receive from any person or offer or agree to give to any person or procure for any person, gift, gratuity, commission or consideration of any kind as an inducement or reward for performing or refraining from performing any act relating to the performance of the contract or for showing favour or disfavour to any person in relation to the contract. The beneficiary(ies) shall comply with all applicable laws and regulations and codes relating to anti-bribery and anti-corruption.
- 4.9. The payments to the beneficiary(ies) under the contract shall constitute the only income or benefit it may derive in connection with the contract, with the exception of revenue generating activities. The beneficiary(ies) and its/their staff must not exercise any activity or receive any advantage inconsistent with their obligations under the contract.
- 4.10. The execution of the contract shall not give rise to unusual commercial expenses. Unusual commercial expenses are commissions not mentioned in the contract or not stemming from a properly concluded contract referring to the contract, commissions not paid in

return for any actual and legitimate service, commissions remitted to a tax haven, commissions paid to a recipient who is not clearly identified or commission paid to a company which has every appearance of being a front company. The contracting authority and the European Commission may carry out documentary or on-the-spot checks they deem necessary to find evidence in case of suspected unusual commercial expenses

- 4.11. The respect of the code of conduct set out in the present Article constitutes a contractual obligation. Failure to comply with the code of conduct is always deemed to be a breach of the contract under Article 12 of the General Conditions. In addition, failure to comply with the provision set out in the present Article can be qualified as grave professional misconduct that may lead either to suspension or termination of the contract, without prejudice to the application of administrative sanctions, including exclusion from participation in future contract award procedures.

## **ARTICLE 5 - CONFIDENTIALITY**

- 5.1. Subject to Article 16, the contracting authority and the beneficiary(ies) undertake to preserve the confidentiality of any information, notwithstanding its form, disclosed in writing or orally in relation to the implementation of this contract and identified in writing as confidential until at least 5 years after the payment of the balance.
- 5.2. The beneficiary(ies) shall not use confidential information for any aim other than fulfilling their obligations under this contract unless otherwise agreed with the contracting authority.
- 5.3. Where the European Commission is not the contracting authority it shall still have access to all documents communicated to the contracting authority and shall maintain the same level of confidentiality.

## **ARTICLE 6 - VISIBILITY**

- 6.1. Unless the European Commission agrees or requests otherwise, the beneficiary(ies) shall take all necessary steps to publicise the fact that the European Union has financed or co-financed the action. Such measures shall comply with the Communication and Visibility Requirements for European Union External Actions laid down and published by the European Commission, that can be found at: [https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions\\_en](https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en) or with any other guidelines agreed between the European Commission and the beneficiary(ies).
- 6.2. The coordinator shall submit a communication plan for the approval of the European Commission and report on its implementation in accordance with Article 2.
- 6.3. In particular, the beneficiary(ies) shall mention the action and the European Union's financial contribution in information given to the final recipients of the action, in its internal and annual reports, and in any dealings with the media. It shall display the European Union logo wherever appropriate.
- 6.4. Any notice or publication by the beneficiary(ies) concerning the action, including those given at conferences or seminars, shall specify that the action has received European Union funding. Any publication by the beneficiary(ies), in whatever form and by whatever medium, including the internet, shall include the following statement: 'This document has been produced with the financial assistance of the European Union. The

contents of this document are the sole responsibility of < beneficiary(ies)'s name > and can under no circumstances be regarded as reflecting the position of the European Union.'

- 6.5. The beneficiary(ies) authorises the contracting authority and the European Commission (where it is not the contracting authority) to publish its name and address, nationality, the purpose of the grant, duration and location as well as the maximum amount of the grant and the rate of funding of the action's costs, as laid down in Article 3 of the special conditions. Derogation from publication of this information may be granted if it could endanger the beneficiary(ies) or harm their interests.

#### **ARTICLE 7 - OWNERSHIP/USE OF RESULTS AND ASSETS**

- 7.1. Unless otherwise stipulated in the special conditions, ownership of, and title and intellectual and industrial property rights to, the action's results, reports and other documents relating to it will be vested in the beneficiary(ies).
- 7.2. Without prejudice to Article 7.1, the beneficiary(ies) grant the contracting authority (and the European Commission where it is not this contracting authority) the right to use freely and as it sees fit, and in particular, to store, modify, translate, display, reproduce by any technical procedure, publish or communicate by any medium all documents deriving from the action whatever their form, provided it does not thereby breach existing industrial and intellectual property rights.
- 7.3. The beneficiary(ies) shall ensure that it has all rights to use any pre-existing intellectual property rights necessary to implement this contract.
- 7.4. In case natural, recognizable persons are depicted in a photograph or film, the coordinator shall, in the final report to the contracting authority, submit a statement of these persons giving their permissions 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.
- 7.5. Unless otherwise clearly specified in the description of the action in Annex I, the equipment, vehicles and supplies paid for by the budget for the action shall be transferred to the final beneficiaries of the action, at the latest when submitting the final report.

If there are no final beneficiaries of the action to whom the equipment, vehicles and supplies can be transferred, the beneficiary(ies) may transfer these items to:

- local authorities
- local beneficiary(ies)
- local affiliated entity(ies)
- another action funded by the European Union
- or, exceptionally, retain ownership of these items.

In such cases, the coordinator shall submit a justified written request for authorisation to the contracting authority, with an inventory listing the items concerned and a proposal concerning their use, in due time and at the latest with the submission of the final report.

In no event may the end use jeopardize the sustainability of the action or result in a profit for the beneficiary(ies).

- 7.6 Copies of the proofs of transfer of any equipment and vehicles for which the purchase cost was more than EUR 5000 per item, shall be attached to the final report. Proofs of transfer of equipment and vehicles whose purchase cost was less than EUR 5000 per item shall be kept by the beneficiary(ies) for control purposes.

## **ARTICLE 8 – MONITORING AND EVALUATION OF THE ACTION**

- 8.1. Annex I shall describe in detail the monitoring and evaluation arrangements that the Beneficiary(ies) will put in place.
- 8.2. If the European Commission carries out an interim or ex post evaluation or a monitoring exercise, the coordinator shall undertake to provide it and/or the persons authorised by it with the documents or information necessary for the evaluation or monitoring exercise.

Representatives of the European Commission shall be invited to participate in the main monitoring and in the evaluation exercises relating to the performance of the action performed by the beneficiary(ies). The European Commission shall be invited to comment the evaluation(s) terms of reference before the exercise is launched as well as the draft report(s) before they are finalised.

- 8.3. If either the beneficiary(ies) or the European Commission carries out or commissions an evaluation or monitoring exercise in the course of the action, it shall provide the other with a copy of the related report. All the evaluation and monitoring reports, including final values for each of the indicators in the logical framework, shall be submitted to the European Commission with the final narrative report (annex VI).

## **ARTICLE 9 — AMENDMENT OF THE CONTRACT.**

- 9.1. Any amendment to this contract, including the annexes thereto, shall be set out in writing. This contract can be modified only during its execution period.
- 9.2. The amendment may not have the purpose or the effect of making changes to this contract that would call into question the grant award decision or be contrary to the equal treatment of applicants. The maximum grant referred to in Article 3.2 of the special conditions shall not be increased.
- 9.3. If an amendment is requested by the beneficiary(ies), the coordinator shall submit a duly justified request to the contracting authority thirty days before the date on which the amendment should enter into force, unless there are special circumstances duly substantiated and accepted by the contracting authority.
- 9.4. Where the amendment to the budget and/or description of the action does not affect the basic purpose of the action (i.e. Overall Objective and/or Specific Objective), and the financial impact is limited to a transfer between items within the same main budget heading including cancellation or introduction of an item, or a transfer between main budget headings involving a variation of 25% or less of the amount originally entered (or as modified by addendum) in relation to each concerned main heading for eligible costs, the coordinator may amend the budget and/or description of the action and inform the contracting authority accordingly, in writing and at the latest in the next report. This method may not be used to amend the headings for indirect costs, for the contingency reserve, for in-kind contributions or the amounts or rates of simplified cost options defined in the contract.

Changes in Description of the Action and the Logical Framework that do not impact the basic purpose of the Action (i.e. outputs, all indicators at output, outcome and impact level and the related targets, baselines and sources of verification) shall be agreed in writing, and before the modification takes place, with the Contracting Authority. Approved changes must be explained in the next report.

- 9.5. Changes of address, bank account or auditor may simply be notified by the coordinator. However, in duly substantiated circumstances, the contracting authority may oppose the coordinator's choice.
- 9.6. The contracting authority reserves the right to require that the auditor referred to in Article 5.2 of the special conditions be replaced if considerations which were unknown when this contract was signed cast doubt on the auditor's independence or professional standards.

## **ARTICLE 10 — IMPLEMENTATION**

### **Implementation contracts**

- 10.1. If the implementation of the action requires the beneficiary(ies) to procure goods, works or services, it shall respect the contract-award rules and rules of nationality and origin set out in Annex IV of this contract.
- 10.2. To the extent relevant, the beneficiary(ies) shall ensure that the conditions applicable to them under Articles 3, 4, 6 and 16 of these general conditions are also applicable to contractors awarded an implementation contract.
- 10.3. The coordinator shall provide in its report to the contracting authority a comprehensive and detailed report on the award and implementation of the contracts awarded under Article 10.1, in accordance with the reporting requirements in section 2 of Annex VI.

### **Subcontracting**

- 10.4. Beneficiary(ies) may subcontract tasks forming part of the action. If it does so, it must ensure that, in addition to the conditions specified in Article 10.1, 10.2 and 10.3, the following conditions are also complied with:
- subcontracting does not cover core tasks of the action;
  - recourse to subcontracting is justified because of the nature of the action and what is necessary for its implementation;
  - the estimated costs of the subcontracting are clearly identifiable in the estimated budget set out in Annex III;
  - [any recourse to subcontracting, if not provided for in Annex I, is communicated by the beneficiary and approved by the Contracting Authority ].

### **Financial support to third parties**

- 10.5. In order to support the achievement of the objectives of the action, and in particular where the implementation of the action requires financial support to be given to third parties, the beneficiary(ies) may award financial support if so provided by the special conditions.
- 10.6. The maximum amount of financial support shall be limited to EUR 60 000 per each third party, except where achieving the objectives of the actions would otherwise be impossible or overly difficult.
- 10.7. The description of the action, in conformity with the relevant instructions given in this regard by the contracting authority, shall define the types of entities eligible for financial support and include a fixed list with the types of activity which may be eligible for financial support. The criteria for the selection of the third parties recipient of this

financial support, including the criteria for determining its exact amount, shall also be specified.

- 10.8. The coordinator shall provide in its report to the contracting authority a comprehensive and detailed report on the award and implementation of any financial support given. These reports should provide, amongst other, information on the award procedures, on the identities of the recipient of financial support, the amount granted, the results achieved, the problems encountered and solutions found, the activities carried out as well as a timetable of the activities which still need to be carried out.
- 10.9. To the extent relevant, the beneficiary(ies) shall ensure that the conditions applicable to them under Articles 3, 4.1-4.4, 6 and 16 of these general conditions are also applicable to third parties awarded financial support.

## **ARTICLE 11 – EXTENSION AND SUSPENSION**

### **Extension**

- 11.1. The coordinator shall inform the contracting authority without delay of any circumstances likely to hamper or delay the implementation of the action. The coordinator may request an extension of the action's implementation period as laid down in Article 2 of the special conditions in accordance with Article 9. The request shall be accompanied by all the supporting evidence needed for its appraisal.

### **Suspension by the coordinator**

- 11.2. The coordinator may suspend implementation of the action, or any part thereof, if exceptional circumstances, notably of force majeure, make such implementation excessively difficult or dangerous. The coordinator shall inform the contracting authority without delay, stating the nature, probable duration and foreseeable effects of the suspension.
- 11.3. The coordinator or the contracting authority may then terminate this contract in accordance with Article 12.1. If the contract is not terminated, the beneficiary(ies) shall endeavour to minimise the time of its suspension and any possible damage and shall resume implementation once circumstances allow, informing the contracting authority accordingly.

### **Suspension by the contracting authority**

- 11.4. The contracting authority may request the beneficiary(ies) to suspend implementation of the action, or any part thereof, if exceptional circumstances, notably of force majeure, make such implementation excessively difficult or dangerous. To this purpose, the contracting authority shall inform the coordinator stating the nature and probable duration of the suspension.
- 11.5. The coordinator or the contracting authority may then terminate this contract in accordance with Article 12.1. If the contract is not terminated, the beneficiary(ies) shall endeavour to minimise the time of its suspension and any possible damage and shall resume implementation once circumstances allow and after having obtained the approval of the contracting authority.
- 11.6. The contracting authority may also suspend this contract or the participation of a beneficiary(ies) in this contract if the contracting authority has evidence that, or if, for objective and well justified reasons, the contracting authority deems necessary to verify whether presumably:

- a) the grant award procedure or the implementation of the action have been subject to breach of obligations, irregularities or fraud;
  - b) the beneficiary(ies) have breached any substantial obligation under this contract.
- 11.7. The coordinator shall provide any requested information, clarification or document within 30 days of receipt of the requests sent by the contracting authority. If, notwithstanding the information, clarification or document provided by the coordinator, the award procedure or the implementation of the grant prove to have been subject to breach of obligations, irregularities, fraud, or breach of obligations, then the contracting authority may terminate this contract according to Article 12(2) h.

**Force majeure**

- 11.8. The term force majeure, as used herein covers any unforeseeable events, not within the control of either party to this contract and which by the exercise of due diligence neither party is able to overcome such as acts of God, strikes, lock-outs or other industrial disturbances, acts of the public enemy, wars whether declared or not, blockades, insurrection, riots, epidemics, landslides, earthquakes, storms, lightning, floods, washouts, civil disturbances, explosion. A decision of the European Union to suspend the cooperation with the partner country is considered to be a case of force majeure when it implies suspending funding under this contract.
- 11.9. The beneficiary(ies) shall not be held in breach of its contractual obligations if it is prevented from fulfilling them by circumstances of force majeure.

**Extension of the implementation period following a suspension.**

- 11.10. In case of suspension according to Articles 11.2, 11.4 and 11.6, the implementation period of the action shall be extended by a period equivalent to the length of suspension, without prejudice to any amendment to the contract that may be necessary to adapt the action to the new implementing conditions. This Article 11.10 does not apply in case of an operating grant.

**ARTICLE 12 — TERMINATION OF THE CONTRACT**

**Termination in case of force majeure**

- 12.1. In the cases foreseen in Article 11.2 and 11.4, if the coordinator or the contracting authority believes that this contract can no longer be executed effectively or appropriately, it shall duly consult the other. Failing agreement on a solution, the coordinator or the contracting authority may terminate this contract by serving two months written notice, without being required to pay indemnity.

**Termination by the contracting authority**

- 12.2. Without prejudice to Article 12.1, in the following circumstances the contracting authority may, after having duly consulted the coordinator, terminate this contract or the participation of any beneficiary(ies) in this contract without any indemnity on its part when:
- a) a beneficiary(ies) fails, without justification, to fulfil any substantial obligation incumbent on them individually or collectively by this contract and, after being given notice by letter to comply with those obligations, still fails to do so or to furnish a satisfactory explanation within 30 days of receipt of the letter;
  - b) a beneficiary(ies) or any person that assumes unlimited liability for the debts of the beneficiary(ies) is bankrupt, subject to insolvency or winding up procedures, is

having its assets administered by a liquidator or by the courts, has entered into an arrangement with creditors, has suspended business activities, or is in any analogous situation arising from a similar procedure provided for under any national law or regulations relevant to the beneficiary(ies);

- c) a beneficiary(ies), or any related entity or person, have been found guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- d) it has been established by a final judgment or a final administrative decision or by proof in possession of the contracting authority that the beneficiary(ies) has been guilty of fraud, corruption, involvement in a criminal organisation, money laundering or terrorist financing, terrorist related offences, child labour or other forms of trafficking in human beings or circumventing fiscal, social or any other applicable legal obligations, including through the creation of an entity for this purpose;
- e) a change to a beneficiary(ies)'s legal, financial, technical, organisational or ownership situation or the termination of the participation of a beneficiary(ies) substantially affects the implementation of this contract or calls into question the decision awarding the grant;
- f) a beneficiary(ies) or any related person, are guilty of misrepresentation in supplying the information required in the award procedure or in the implementation of the action or fail to supply – or fail to supply within the deadlines set under this contract - any information related to the action required by the contracting authority;
- g) a beneficiary(ies) 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;
- h) the contracting authority has evidence that a beneficiary(ies), or any related entity or person, has committed breach of obligations, irregularities or fraud in the award procedure or in the implementation of the action;
- i) a beneficiary(ies) is subject to an administrative penalty referred to in Article 12.8;
- j) the contracting authority has evidence that a beneficiary(ies) is subject to a conflict of interests;
- k) the European Commission has evidence that a beneficiary(ies) has committed systemic or recurrent errors or irregularities, fraud, or serious breach of obligations under other grants financed by the European Union and awarded to that specific beneficiary(ies) under similar conditions, provided that those errors, irregularities, fraud or serious breach of obligations have a material impact on this grant.

The cases of termination under points (b), (c), (d), (h), (j) and (k) may refer also to persons who are members of the administrative, management or supervisory body of the beneficiary(ies) and/or to persons having powers of representation, decision or control with regard to the beneficiary(ies).

- 12.3. In the cases referred to in points (c), (f), (h) and (k) above, any related person means any physical person with powers of representation, decision-making or control in relation to the beneficiary(ies). Any related entity means, in particular, any entity which meets the criteria laid down by Article 1 of the Seventh Council Directive No 83/349/EEC of 13 June 1983.

#### **Termination of a beneficiary(ies) participation by the coordinator**

- 12.4. In duly justified cases, the participation of a beneficiary(ies) in this contract may be also terminated by the coordinator. To this purpose, the coordinator shall communicate to the contracting authority the reasons for the termination of its participation and the date on

which the termination shall take effect, as well as a proposal on the reallocation of the tasks of the beneficiary(ies) 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 contract shall be amended accordingly in conformity with Article 9.

### **End date**

- 12.5. The payment obligations of the European Union under this contract shall end 18 months after the implementation period laid down in Article 2 of the special conditions, unless this contract is terminated according to Article 12.

The contracting authority shall postpone this end date, so as to be able to fulfil its payment obligations, in all cases where the coordinator has submitted a payment request in accordance with contractual provisions or, in case of dispute, until completion of the dispute settlement procedure provided for in Article 13. The contracting authority shall notify the coordinator of any postponement of the end date.

- 12.6. This contract will be terminated automatically if it has not given rise to any payment by the contracting authority within two years of its signature.

### **Effects of termination**

- 12.7. Upon termination of this contract the coordinator shall take all immediate steps to bring the action to a close in a prompt and orderly manner and to reduce further expenditure to a minimum.

Without prejudice to Article 14, the beneficiary(ies) shall be entitled to payment only for the part of the action carried out, excluding costs relating to current commitments that are due to be executed after termination.

To this purpose, the coordinator shall introduce a payment request to the contracting authority within the time limit set by Article 15.2 starting from the date of termination.

In the event of termination according to Article 12.1, the contracting authority may agree to reimburse the unavoidable residual expenditures incurred during the notice period, provided, the first paragraph of this Article 12.7 has been properly executed.

In the cases of termination foreseen in Article 12.2 a), c), d), f), h) and k) the contracting authority may, after having properly consulted the coordinator and depending on the gravity of the failings, request full or partial repayment of amounts unduly paid for the action.

### **Administrative sanctions**

- 12.8 Without prejudice to the application of other remedies laid down in the contract, a sanction of exclusion from all contracts and grants financed by the EU, may be imposed, after an adversarial procedure in line with the applicable Financial Regulation, upon the beneficiary(ies) who, in particular,
- a) is guilty of grave professional misconduct, has committed irregularities or has shown significant deficiencies in complying with the main obligations in the performance of the contract or has been circumventing fiscal, social or any other applicable legal obligations, including through the creation of an entity for this purpose. The duration of the exclusion shall not exceed the duration set by final judgement or final administrative decision or, in the absence thereof, three years;

b) is guilty of fraud, corruption, participation in a criminal organisation, money laundering, terrorist-related offences, child labour or trafficking in human beings. The duration of the exclusion shall not exceed the duration set by final judgement or final administrative decision or, in the absence thereof, five years;

12.9 In the situations mentioned in Article 12.8, in addition or in alternative to the sanction of exclusion, the beneficiary(ies) may also be subject to financial penalties up to 10% of the contract value.

12.10 Where the contracting authority is entitled to impose financial penalties, it may deduct such financial penalties from any sums due to the beneficiary(ies) or call on the appropriate guarantee.

12.11 The decision to impose administrative sanctions may be published on a dedicated internet-site, explicitly naming the beneficiary(ies).

### **ARTICLE 13 — APPLICABLE LAW AND DISPUTE SETTLEMENT**

13.1. This contract shall be governed by the law of the country of the contracting authority or, where the contracting authority is the European Commission, by the applicable European Union law complemented where necessary by the law of Belgium.

13.2. The parties to this contract shall do everything possible to settle amicably any dispute arising between them during the implementation of this contract. To that end, they shall communicate their positions and any solution that they consider possible in writing, and meet each other at either's request. The coordinator and the contracting authority shall reply to a request sent for an amicable settlement within 30 days. Once this period has expired, or if the attempt to reach amicable settlement has not produced an agreement within 120 days of the first request, the coordinator or the contracting authority may notify the other part that it considers the procedure to have failed.

13.3. In the event of failure to reach an amicable agreement, the dispute may by common agreement of the coordinator and the contracting authority be submitted for conciliation by the European Commission if it is not the contracting authority. If no settlement is reached within 120 days of the opening of the conciliation procedure, each party may notify the other that it considers the procedure to have failed.

13.4. In the event of failure of the above procedures, each party to this contract may submit the dispute to the courts of the country of the contracting authority, or to the Brussels courts where the contracting authority is the European Commission.

## **FINANCIAL PROVISIONS**

### **ARTICLE 14 — ELIGIBLE COSTS**

#### **Cost eligibility criteria**

14.1. Eligible costs are actual costs incurred by the beneficiary(ies) which meet all the following criteria:

a) they are incurred during the implementation of the action as specified in Article 2 of the special conditions. In particular:

(i) Costs relating to services and works shall relate to activities performed during the implementation period. Costs relating to supplies shall relate to delivery and installation of items during the implementation period. Signature of a

contract, placing of an order, or entering into any commitment for expenditure within the implementation period for future delivery of services, works or supplies after expiry of the implementation period do not meet this requirement. Cash transfers between the coordinator and/or the other beneficiary(ies) and/or affiliated entity(ies) may not be considered as costs incurred;

- (ii) Costs incurred should be paid before the submission of the final reports. They may be paid afterwards, provided they are listed in the final report together with the estimated date of payment;
  - (iii) An exception is made for costs relating to final reports, including expenditure verification, audit and final evaluation of the action, which may be incurred after the implementation period of the action;
  - (iv) Procedures to award contracts, as referred to in Article 10, may have been initiated and contracts may be concluded by the beneficiary(ies) before the start of the implementation period of the action, provided the provisions of Annex IV have been respected.
- b) they are indicated in the estimated overall budget for the action;
  - c) they are necessary for the implementation of the action;
  - d) they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary(ies) and determined according to the accounting standards and the usual cost accounting practices applicable to the beneficiary(ies);
  - e) they comply with the requirements of applicable tax and social legislation;
  - f) they are reasonable, justified and comply with the requirements of sound financial management, in particular regarding economy and efficiency.

### **Eligible direct costs**

14.2. Subject to Article 14.1 and, where relevant, to the provisions of Annex IV being respected, the following direct costs of the beneficiary(ies) shall be eligible:

- a) the cost of staff assigned to the action, corresponding to actual gross salaries including social security charges and other remuneration-related costs (excluding performance-based bonuses); salaries and costs shall not exceed those normally borne by the beneficiary(ies), unless it is justified by showing that it is essential to carry out the action;
- b) travel and subsistence costs for staff and other persons taking part in the action, provided they do not exceed those normally borne by the beneficiary(ies) according to its rules and regulations. In addition, the rates published by the European Commission at the time of contract signature may never be exceeded;
- c) purchase costs for equipment (new or used) and supplies specifically dedicated to the purposes of the action, provided that ownership is transferred at the end of the action when required in Article 7.5.
- d) depreciation, rental or leasing costs for equipment (new or used) and supplies specifically dedicated to the purposes of the action;
- e) rental costs related to project office, when a project office is foreseen, duly justified and described in the description of the action and in the special conditions;
- f) costs of consumables;
- g) costs of service, supply and work contracts awarded by the beneficiary(ies) for the purposes of the action referred to in Article 10; this includes the costs for mobilising expertise to improve the quality of the logical framework (e.g. accuracy of baselines,

monitoring systems, etc.), both at the beginning and during the implementation of the Action.

- h) costs deriving directly from the requirements of the contract (dissemination of information, evaluation specific to the action, audits, translation, reproduction, insurance, etc.) including financial service costs (in particular the cost of transfers and financial guarantees where required according to the contract);
- i) duties, taxes and charges, including VAT, paid and not recoverable by the beneficiary(ies), unless otherwise provided in the special conditions;
- j) overheads, in the case of an operating grant.

### **Performance-based financing**

- 14.3. The payment of the EU contribution may be partly or entirely linked to the achievement of results measured by reference to previously set milestones or through performance indicators. Such performance-based financing is not subject to other sub-articles of Article 14. The relevant results and the means to measure their achievement shall be clearly described in Annex I.

The amount to be paid per achieved result shall be set out in Annex III. The method to determine the amount to be paid per achieved result shall be clearly described in Annex I, take into account the principle of sound financial management and avoid double-financing of costs.

The organisation shall not be obliged to report on costs linked to the achievement of results. However the organisation shall submit any necessary supporting documents, including where relevant accounting documents, to prove that the results triggering the payment as defined in Annex I and III have been achieved.

Articles 15.1 (schedule of payment), 15.7 (expenditure verification), 17.3 (no profit) do not apply to the part of the action supported by way of result-based financing.

### **Simplified cost options**

- 14.4. In accordance with the detailed provisions in Annex III and Annex K, eligible costs may also be constituted by any or a combination of the following cost options:

- a) unit costs;
- b) lump sums;
- c) flat-rate financing;

- 14.5. The methods used by the beneficiary(ies) to determine unit costs, lump sums, flat-rates shall be clearly described and substantiated in Annex III and shall ensure compliance with the principle of co-financing and no double funding. The information used can be based on the beneficiary(ies)'s historical and/or actual accounting and cost accounting data, external information where available and appropriate, statistical data or expert judgment (provided by internally available experts or procured) or other objective information.

Where possible and appropriate, lump sums, unit costs or flat rates shall be determined in such a way as to allow their payment upon achievement of concrete outputs and/or results.

If a result entails several outputs or sub-results, it should be broken down into sub budget lines and each output or sub-result should be attributed a portion of the amount stated for the result to allow partial payments in case the result is not achieved.

Costs declared under simplified cost options shall satisfy the eligibility criteria set out in Article 14.1 and 14.2. They do not need to be backed by accounting or supporting documents, save those necessary to demonstrate the fulfillment of the conditions for reimbursement established in Annex I, III and K.

These costs may not include ineligible costs as referred to in Article 14.9 or costs already declared under another costs item or heading of the budget of this contract.

The amounts or rates of unit costs, lump sums or flat-rates set out in Annex III may not be amended unilaterally and may not be challenged by ex post verifications.

- 14.6. Simplified cost options that are not result based shall not be authorized unless they have been ex ante-assessed in accordance with Annex K.

### **Contingency reserve**

- 14.7. A reserve for contingencies and/or possible fluctuations in exchange rates not exceeding 5% of the direct eligible costs may be included in the budget for the action, to allow for adjustments necessary in the light of unforeseeable changes of circumstances on the ground. It can be used only with the prior written authorisation of the contracting authority, upon duly justified request by the coordinator.

### **Indirect costs**

- 14.8. The indirect costs for the action are those eligible costs which may not be identified as specific costs directly linked to the implementation of the action and may not be booked to it directly according to the conditions of eligibility in Article 14.1. However, they are incurred by the beneficiary(ies) in connection with the eligible direct costs for the action. They may not include ineligible costs as referred to in Article 14.9 or costs already declared under another costs item or heading of the budget of this contract.

A fixed percentage of the total amount of direct eligible costs of the action not exceeding the percentage laid down in Article 3 of the special conditions may be claimed to cover indirect costs for the action. Flat-rate funding in respect of indirect costs does not need to be supported by accounting documents. This amount shall not be taken into account with regard to the maximum amount of simplified cost options.

Indirect costs shall not be eligible under a grant for an action awarded to a beneficiary who already receives an operating grant financed from the European Union budget during the period in question.

This Article 14.7 does not apply in the case of an operating grant.

### **In kind contributions**

- 14.9. Any contributions in kind, which shall be listed separately in Annex III, do not represent actual expenditure and are not eligible costs. Unless otherwise specified in the special conditions, contributions in kind may not be treated as co-financing by the beneficiary(ies).

If contributions in kind are accepted as co-financing, the beneficiary(ies) shall ensure they comply with national tax and social security rules.

Notwithstanding the above, if the description of the action provides for contributions in kind, such contributions have to be provided.

### **Volunteers' work**

- 14.10. The value of the work provided by volunteers can be recognised as eligible cost of the action and may be treated as co-financing by the beneficiary(ies).

Where the estimated eligible costs include costs for volunteers' work, the EC contribution shall not exceed the estimated eligible costs other than the costs for volunteers' work.

Beneficiaries shall declare personnel costs for the work carried out by volunteers on the basis of unit costs authorised in accordance with Article 14.4 and following<sup>1</sup>.

Volunteers' work may comprise up to 50 % of the co-financing.

### **Non-eligible costs**

- 14.11. The following costs shall not be considered eligible:

- a) debts and debt service charges (interest);
- b) provisions for losses, debts or potential future liabilities;
- c) costs declared by the beneficiary(ies) and financed by another action or work programme receiving a European Union grant (including through the European Development Fund);
- d) purchases of land or buildings, except where necessary for the direct implementation of the action and according to the conditions specified in the special conditions; in all cases the ownership shall be transferred in accordance with Article 7.5, at the latest at the end of the action;
- e) currency exchange losses;
- f) credits to third parties, unless otherwise specified in the special conditions;
- g) in kind contributions;
- h) salary costs of the personnel of national administrations, unless otherwise specified in the special conditions and only to the extent that they relate to the cost of activities which the relevant public authority would not carry out if the action were not undertaken;
- i) performance-based bonuses included in costs of staff.

### **Affiliated entities**

- 14.12. Where the special conditions contain a provision on entities affiliated to a beneficiary, costs incurred by such entity may be eligible, provided that they satisfy the same conditions under Articles 14 and 16, and that the beneficiary ensures that Articles 3, 4, 5, 6, 8, 10 and 16 are also applicable to the entity.

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<sup>1</sup> The value of such unit costs will be determined by the Commission.

## ARTICLE 15 — PAYMENT AND INTEREST ON LATE PAYMENT

### Payment procedures

- 15.1. The contracting authority must pay the grant to the coordinator following one of the payment procedures below, as set out in Article 4 of the special conditions.

#### Option 1: Actions with an implementation period of 12 months or less or grant of EUR 100 000 or less

- (i) an initial pre-financing payment of 80 % of the maximum amount referred to in Article 3.2 of the special conditions (excluding contingencies);
- (ii) the balance of the final amount of the grant.

#### Option 2: Actions with an implementation period of more than 12 months and grant of more than EUR 100 000

- (i) an initial pre-financing payment of 100 % of the part of the estimated budget financed by the contracting authority for the first reporting period (excluding contingencies). The part of the budget financed by the contracting authority is calculated by applying the percentage set out in Article 3.2 of the special conditions;
- (ii) further pre-financing payments of 100 % of the part of the estimated budget financed by the contracting authority for the following reporting period (excluding not authorised contingencies):
  - the reporting period is intended as a twelve-month period unless otherwise provided for in the special conditions. When the remaining period to the end of the action is up to 18 months, the reporting period shall cover it entirely;
  - within 60 days following the end of the reporting period, the coordinator shall present an interim report or, if unable to do so, it shall inform the contracting authority of the reasons and provide a summary of progress of the action;
  - if at the end of the reporting period the part of the expenditure actually incurred which is financed by the contracting authority is less than 70 % of the previous payment (and 100 % of any previous payments), the further pre-financing payment shall be reduced by the amount corresponding to the difference between the 70 % of the previous pre-financing payment and the part of the expenditure actually incurred which is financed by the contracting authority;
  - the coordinator may submit a request for further pre-financing payment before the end of the reporting period, when the part of the expenditure actually incurred which is financed by the contracting authority is more than 70 % of the previous payment (and 100 % of any previous payments). In this case, the following reporting period starts anew from the end date of the period covered by this payment request;
  - in addition, for grants of more than EUR 5 000 000, a further pre-financing payment may be made only if the part financed by the contracting authority of the eligible costs approved is at least equal to the total amount of all the previous payments excluding the last one;

- the total sum of pre-financing payments may not exceed 90 % of the amount referred to in Article 3.2 of the special conditions, excluding not authorised contingencies;

(iii) the balance of the final amount of the grant.

#### Option 3: All actions

(i) the final amount of the grant.

#### **Submission of final reports**

15.2. The coordinator shall submit the final report to the contracting authority no later than three months after the implementation period as defined in Article 2 of the special conditions. The deadline for submission of the final report is extended to six months where the coordinator does not have its headquarters in the country where the action is implemented.

#### **Payment request**

15.3. The payment request shall be drafted using the model in Annex V and shall be accompanied by:

- a) a narrative and financial report in line with Article 2;
- b) a forecast budget for the following reporting period in case of request of further pre-financing;
- c) an expenditure verification report or a detailed breakdown of expenditure if required under Article 15.7;

For the purposes of the initial pre-financing payment, the signed contract serves as payment request. A financial guarantee shall be attached if required in the special conditions.

Payment shall not imply recognition of the regularity or of the authenticity, completeness and correctness of the declarations and information provided.

#### **Payment deadlines**

15.4. The initial pre-financing payment shall be made within 30 days of receipt of the payment request by the contracting authority.

Further pre-financing payments and payments of the balance shall be made within 60 days of receipt of the payment request by the contracting authority.

However, further pre-financing payments and payments of the balance shall be made within 90 days of receipt of the payment request by the contracting authority in any of the following cases:

- a) one beneficiary with affiliated entity(ies);
- b) if more than one beneficiary is party to this contract;
- c) if the Commission is not the contracting authority
- d) for grants exceeding EUR 5 000 000

The payment request is deemed accepted if there is no written reply by the contracting authority within the deadlines set above.

### **Suspension of the period for payments**

- 15.5. Without prejudice to Article 12, the time-limits for payments may be suspended by notifying the coordinator that:
- a) the amount indicated in its request of payments is not due, or;
  - b) proper supporting documents have not been supplied, or;
  - c) clarifications, modifications or additional information to the narrative or financial reports are needed, or;
  - d) there are doubts on the eligibility of expenditure and it is necessary to carry out additional checks, including on-the-spot checks or an audit to make sure that the expenditure is eligible, or;
  - e) it is necessary to verify, including through an OLAF investigation, whether presumed breach of obligations, irregularities or fraud have occurred in the grant award procedure or the implementation of the action, or;
  - f) it is necessary to verify whether the beneficiary(ies) have breached any substantial obligations under this contract, or;
  - g) the visibility obligations set out in Article 6 are not complied with.

The suspension of the time-limits for payments starts when the above notification is sent to the coordinator. The time-limit starts running again on the date on which a correctly formulated request for payment is recorded. The coordinator shall provide any requested information, clarification or document within 30 days of the request.

If, notwithstanding the information, clarification or document provided by the coordinator, the payment request is still inadmissible, or if the award procedure or the implementation of the grant proves to have been subject to irregularities, fraud, or breach of obligations, then the contracting authority may suspend payments, and in the cases foreseen in Article 12, terminate accordingly this contract.

In addition, the contracting authority may also suspend payments as a precautionary measure without prior notice, prior to, or instead of, terminating this contract as provided for in Article 12.

### **Interest on late payment**

- 15.6. If the contracting authority pays the coordinator after the time limit, it shall pay default interest as follows:
- a) at the rediscount rate applied by the central bank of the country of the contracting authority if payments are in the currency of that country;
  - b) 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, if payments are in euro;
  - c) on the first day of the month in which the time-limit expired, plus three and a half percentage points. The interest will be payable for the time elapsed between the expiry of the payment deadline and the date on which the contracting authority's account is debited.

By way of exception, when the interest calculated in accordance with this provision is lower than or equal to EUR 200, it will be paid to the coordinator only upon demand submitted within two months of receiving late payment.

The default interest is not considered as income for the purposes of Article 17.

This Article 15.6 does not apply if the coordinator is a European Union Member State, including regional and local government authorities or other public body acting in the name and on behalf of the Member State for the purpose of the contract.

### **Expenditure verification report**

15.7. The coordinator must provide an expenditure verification report for:

- a) any request for further pre-financing payment in case of grants of more than EUR 5 000 000;
- b) any final report in the case of a grant of more than EUR 100 000.

The expenditure verification report shall conform to the model in Annex VII and shall be produced by an auditor approved or chosen by the contracting authority. The auditor shall meet the requirements set out in the terms of reference for expenditure verification in Annex VII.

The auditor shall examine whether the costs declared by the beneficiary(ies) and the revenue of the action are real, accurately recorded and eligible under this contract. The expenditure verification report shall cover all expenditure not covered by any previous expenditure verification report.

If no expenditure verification is required with requests for pre-financing payments, a detailed breakdown of expenditure covering the preceding reporting periods not already covered, shall be provided for every other request for further pre-financing payment and starting with the second request for further pre-financing payment (i.e. 3rd, 5th, 7th... pre-financing payment).

The detailed breakdown of expenditure shall provide the following information for each cost heading in the financial report and for all underlying entries and transactions: amount of the entry or transaction, accounting reference (e.g. ledger, journal or other relevant reference) description of the entry or transaction (detailing the nature of the expenditure) and reference to underlying documents (e.g. invoice number, salary slip or other relevant reference), in line with Article 16.1. It shall be provided in electronic form and spread sheet format (excel or similar) whenever possible.

The detailed breakdown of expenditure shall be supported by a declaration of honour by the coordinator that the information in the payment request is full, reliable and true and that the costs declared have been incurred and can be considered as eligible in accordance to this contract.

The final report shall in all cases include a detailed breakdown of expenditure covering the whole action.

When the grant takes the form of reimbursement of eligible costs actually incurred and is only expressed in terms of an absolute value (and not as a percentage of the EU contribution to the total eligible costs), verification can be limited to the amount paid by the Commission for the action concerned (i.e. it does not need to cover the whole action).

Where the coordinator is a government department or a public body, the contracting authority may accept to substitute the expenditure verification with a detailed breakdown of expenditure.

The expenditure verification report shall not be provided by the coordinator if the verification is directly done by the contracting authority's own staff, by the Commission

or by a body authorised to do so on their behalf, according to Article of 5.2 of the special conditions.

### **Financial guarantee**

- 15.8. If the grant exceeds EUR 60 000 the contracting authority may request a financial guarantee for the amount of the initial pre-financing payment.

The guarantee shall be denominated in euro or in the currency of the contracting authority, conforming to the model in Annex VIII. The guarantee shall be provided by an approved bank or financial institution established in one of the Member States of the European Union. Where the coordinator is established in a third country, the contracting authority may agree that a bank or financial institution established in that third country may provide the guarantee if the contracting authority considers that the bank or financial institution offers equivalent security and characteristics as those offered by a bank or financial institution established in a Member State of the European Union. This guarantee shall remain in force until its release by the contracting authority when the payment of the balance is made.

During the execution of the contract, if the natural or legal person providing the guarantee (i) is not able or willing to abide by its commitments, (ii) is not authorised to issue guarantees to contracting authorities, or (iii) appears not to be financially reliable, or the financial guarantee ceases to be valid, and the coordinator fails to replace it, either a deduction equal to the amount of the pre-financing may be made by the contracting authority from future payments due to the coordinator under the contract, or the contracting authority shall give formal notice to the coordinator to provide a new guarantee on the same terms as the previous one. Should the coordinator fail to provide a new guarantee, the contracting authority may terminate the contract.

This provision shall not apply if the coordinator is a non-profit organisation, an organisation which has signed a framework partnership agreement with the European Commission, a government department or public body, unless otherwise stipulated in the special conditions.

### **Rules for currency conversion**

- 15.9. The contracting authority shall make payments to the coordinator to the bank account referred to in the financial identification form in Annex V, which allows the identification of the funds paid by the contracting authority. The contracting authority shall make payments in the currency set in the special conditions.

Reports shall be submitted in the currency set out in the special conditions, and may be drawn from financial statements denominated in other currencies, on the basis of the beneficiary(ies)'s applicable legislation and applicable accounting standards. In such case and for the purpose of reporting, conversion into the currency set in the special conditions shall be made using the rate of exchange at which each contracting authority's contribution was recorded in the beneficiary(ies)'s accounts, unless otherwise provided for in the special conditions. If at the end of the action, a part of the expenses is pre-financed by the beneficiary(ies) (or by other donors), the conversion rate to be applied to this balance is the one set in the special condition according to the beneficiary(ies)'s usual accounting practice. If no specific provision is foreseen in the special conditions, the exchange rate of the last instalment received from the contracting authority will be applied.

- 15.10. Unless otherwise provided for in the special conditions, costs incurred in other currencies than the one used in the beneficiary(ies)'s accounts for the action shall be converted according to its usual accounting practices, provided they respect the following basic requirements: (i) they are written down as an accounting rule, i.e. they are a standard

practice of the beneficiary, (ii) they are applied consistently, (iii) they give equal treatment to all types of transactions and funding sources, (iv) the system can be demonstrated and the exchange rates are easily accessible for verifications.

In the event of an exceptional exchange-rate fluctuation, the parties shall consult each other with a view to amending the action in order to lessen the impact of such a fluctuation. Where necessary, the contracting authority may take additional measures such as terminating the contract.

## **ARTICLE 16 — ACCOUNTS AND TECHNICAL AND FINANCIAL CHECKS**

### **Accounts**

- 16.1. The beneficiary(ies) shall keep accurate and regular accounts of the implementation of the action using an appropriate accounting and double-entry book-keeping system.

The accounts:

- a) may be an integrated part of or an adjunct to the beneficiary(ies)'s regular system;
  - b) shall comply with the accounting and bookkeeping policies and rules that apply in the country concerned;
  - c) shall enable income and expenditure relating to the action to be easily traced, identified and verified.
- 16.2. The coordinator shall ensure that any financial report as required under Article 2 can be properly and easily reconciled to the accounting and bookkeeping system and to the underlying accounting and other relevant records. For this purpose the beneficiary(ies) shall prepare and keep appropriate reconciliations, supporting schedules, analyses and breakdowns for inspection and verification.

### **Right of access**

- 16.3. The beneficiary(ies) shall allow verifications to be carried out by the European Commission, the European Anti-Fraud Office, the European Court of Auditors and any external auditor authorised by the contracting authority. The beneficiary(ies) have to take all steps to facilitate their work.
- 16.4. The beneficiary(ies) shall allow the above entities to:
- a) access the sites and locations at which the action is implemented;
  - b) examine its accounting and information systems, documents and databases concerning the technical and financial management of the action;
  - c) take copies of documents;
  - d) carry out on-the-spot-checks;
  - e) conduct a full audit on the basis of all accounting documents and any other document relevant to the financing of the action.
- 16.5. Additionally the European Anti-Fraud Office shall be allowed to carry out on-the-spot checks and inspections in accordance with the procedures laid down by the European Union legislation for the protection of the financial interests of the European Union against fraud and other irregularities.

Where appropriate, the findings may lead to recovery by the European Commission.

- 16.6. Access given to agents of the European Commission, European Anti-Fraud Office and the European Court of Auditors and to any external auditor authorised by the contracting authority carrying out verifications as provided for by this article as well as by Article 15.7 shall be on the basis of confidentiality with respect to third parties, without prejudice to the obligations of public law to which they are subject.

### **Record keeping**

- 16.7. The beneficiary(ies) shall keep all records, accounting and supporting documents related to this contract for five years following the payment of the balance and for three years in case of grants not exceeding EUR 60 000, and in any case until any on-going audit, verification, appeal, litigation or pursuit of claim has been disposed of.

They shall be easily accessible and filed so as to facilitate their examination and the coordinator shall inform the contracting authority of their precise location.

- 16.8. All the supporting documents shall be available either in the original form, including in electronic form, or as a copy.

- 16.9. In addition to the reports mentioned in Article 2, the documents referred to in this article include:

- a) Accounting records (computerised or manual) from the beneficiary(ies)'s accounting system such as general ledger, sub-ledgers and payroll accounts, fixed assets registers and other relevant accounting information;
- b) Proof of procurement procedures such as tendering documents, bids from tenderers and evaluation reports;
- c) Proof of commitments such as contracts and order forms;
- d) 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) etc.;
- e) Proof of receipt of goods such as delivery slips from suppliers;
- f) Proof of completion of works, such as acceptance certificates;
- g) Proof of purchase such as invoices and receipts;
- h) Proof of payment such as bank statements, debit notices, proof of settlement by the contractor;
- i) Proof that taxes and/or VAT that have been paid cannot actually be reclaimed;
- j) For fuel and oil expenses, a summary list of the distance covered, the average consumption of the vehicles used, fuel costs and maintenance costs;
- k) Staff and payroll records such as contracts, salary statements and time sheets. For local staff recruited on fixed-term contracts, details of remuneration paid, duly substantiated by the person in charge locally, broken down into gross salary, social security charges, insurance and net salary. For expatriate and/or European-based staff (if the action is implemented in Europe) analyses and breakdowns of expenditure per month of actual work, assessed on the basis of unit prices per verifiable block of time worked and broken down into gross salary, social security charges, insurance and net salary.

- 16.10 Failure to comply with the obligations set forth in Article 16.1 to 16.9 constitutes a case of breach of a substantial obligation under this contract. In this case, the contracting authority may in particular suspend the contract, payments or the time-limit for a payment, terminate the contract and/or reduce the grant.

## **ARTICLE 17 — FINAL AMOUNT OF THE GRANT**

### **Final amount**

- 17.1. The grant may not exceed the maximum ceiling in Article 3.2 of the special conditions either in terms of the absolute value or the percentage stated therein.

If the eligible costs of the action at the end of the action are less than the estimated eligible costs as referred to in Article 3.1 of the special conditions, the grant shall be limited to the amount obtained by applying the percentage laid down in Article 3.2 of the special conditions to the eligible costs of the action approved by the contracting authority.

- 17.2. In addition and without prejudice to its right to terminate this contract pursuant to Article 12, if the action is implemented poorly or partially - and therefore not in accordance with the description of the action in Annex I - or late, the contracting authority may, by a duly reasoned decision and after allowing the beneficiary(ies) to submit its observations, reduce the initial grant in line with the actual implementation of the action and in accordance with the terms of this contract. This applies as well with regards to the visibility obligations set out in Article 6. In case of breach of obligations, fraud or irregularities the contracting authority may also reduce the grant in proportion of the seriousness of breach of obligations, fraud or irregularities.

### **No profit**

- 17.3. The grant may not produce a profit for the beneficiary(ies), unless specified otherwise in Article 7 of the special conditions. Profit is defined as a surplus of the receipts over the eligible costs approved by the contracting authority when the request for payment of the balance is made.

- 17.4. The receipts to be taken into account are the consolidated receipts on the date on which the payment request for the balance is made by the coordinator which fall within one of the two following categories:

- a) EU grant;
- b) income generated by the action; unless otherwise specified in the special conditions.

- 17.5. In case of an operating grant, amounts dedicated to the building up of reserves shall not be considered as a receipt.

- 17.6. Where the final amount of the grant determined in accordance with the contract would result in a profit, it shall be reduced by the percentage of the profit corresponding to the final European Union contribution to the eligible costs actually incurred approved by the contracting authority.

- 17.7. The provisions in Article 17.3 shall not apply to:

- a) actions the objective of which is the reinforcement of the financial capacity of a beneficiary, if specified in Article 7 of the special conditions;
- b) actions which generate an income to ensure their continuity beyond the end of this contract, if specified in Article 7 of the special conditions;
- c) actions implemented by non-profit organisations;
- d) study, research or training scholarships paid to natural persons;
- e) other direct support paid to natural persons in most need, such as unemployed persons and refugees, if specified in Article 7 of the special conditions;

- f) grants of EUR 60 000 or less.

## **ARTICLE 18 — RECOVERY**

### **Recovery**

- 18.1. If any amount is unduly paid to the coordinator, or if recovery is justified under the terms of this contract, the coordinator undertakes to repay the contracting authority these amounts.
- 18.2. In particular, payments made do not preclude the possibility for the contracting authority to issue a recovery order following an expenditure verification report, an audit or further verification of the payment request.
- 18.3. If a verification reveals that the methods used by the beneficiary(ies) to determine unit costs, lump sums or flat-rates are not compliant with the conditions established in this contract, the contracting authority shall be entitled to reduce the final amount of the grant proportionately up to the amount of the unit costs, lump sums or flat rate financing.
- 18.4. The coordinator undertakes to repay any amounts paid in excess of the final amount due to the contracting authority within 45 days of the issuing of the debit note, the latter being the letter by which the contracting authority requests the amount owed by the coordinator.

### **Interest on late payments**

- 18.5. Should the coordinator fail to make repayment within the deadline set by the contracting authority, the contracting authority may increase the amounts due by adding interest:
- a) at the rediscount rate applied by the central bank of the country of the contracting authority if payments are in the currency of that country;
  - b) 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, where payments are in euros;

on the first day of the month in which the time-limit expired, plus three and a half percentage points. The default interest shall be incurred over the time which elapses between the date of the payment deadline set by the contracting authority, and the date on which payment is actually made. Any partial payments shall first cover the interest thus established.

### **Offsetting**

- 18.6. Amounts to be repaid to the contracting authority may be offset against amounts of any kind due to the coordinator, after informing it accordingly. This shall not affect the parties' right to agree on payment in instalments.

### **Other provisions**

- 18.7. The repayment under Article 18.4 or the offsetting under Article 18.6 amount to the payment of the balance.
- 18.8. Bank charges incurred by the repayment of amounts due to the contracting authority shall be borne entirely by the coordinator.
- 18.9. The guarantee securing the prefinancing may be invoked in order to repay any amount owed by the Beneficiary(ies), and the guarantor shall not delay payment nor raise objections for any reason whatsoever.

- 18.10. Without prejudice to the prerogative of the contracting authority, if necessary, the European Union may, as donor, proceed itself to the recovery by any means.

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1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>				
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)	Total Cost (in EUR)
<b>1. Human Resources<sup>14</sup></b>									
1.1 Salaries (gross salaries including social security charges and other related costs, local staff) <sup>4</sup>									
1.1.1 Technical									
1.1.1.1 Pemba Municipality project Coordinator and Manager, focal point in Pemba Municipality, coordinator of the integrated urban design processes inside Pemba Municipality (50 M - FT)	Per month	50	1.000,00 €	50.000,00 €	Per month	12	1.000,00 €	12.000,00 €	
1.1.1.2 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (48M - FT)	Per month	48	1.000,00 €	48.000,00 €	Per month	10	1.000,00 €	10.000,00 €	
1.1.1.3 Local staff for the whole coordination of the activities of the Project - 3 persons, responsible for the different topics of the Project (48M - FT)	Per month	144	700,00 €	100.800,00 €	Per month	30	700,00 €	21.000,00 €	
1.1.1.4 Guardians and cleaning services staff for the main Project office + 1 driver (48M)	Per month	48	900,00 €	43.200,00 €	Per month	10	900,00 €	9.000,00 €	
1.1.1.5 CMP Communication officer for the whole coordination and implementation of communication and dissemination activities in Pemba (PT50% - 50M)	Per month	25	600,00 €	15.000,00 €	Per month	6	600,00 €	3.600,00 €	
1.1.1.6 Logistic responsible and driver for the whole coordination of logistic and for the implementation of the activities (46M FT)	Per month	46	500,00 €	23.000,00 €	Per month	8	500,00 €	4.000,00 €	
1.1.2 Administrative/ support staff									
1.1.2.1 Senior financial officer for the whole coordination of the administrative activities of the Project (50 M - PT 50%)	Per month	25	3.500,00 €	87.500,00 €	Per month	6	3.500,00 €	21.000,00 €	
1.1.2.2 Financial Officer Reggio Emilia Municipality, for the general management of financial reports and reports to the EC (50M - PT 10%)	Per month	5	4.000,00 €	20.000,00 €	Per month	1,2	4.000,00 €	4.800,00 €	
1.1.2.3 Financial Officer Pemba Municipality, general management of internal acts and tenders at local level and CMP expenses (50M - PT50%)	Per month	25	1.000,00 €	25.000,00 €	Per month	6	1.000,00 €	6.000,00 €	
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)									
1.2.1 MAISPEMBA Project Coordinator (50M - PT70%)	Per month	35	4.000,00 €	140.000,00 €	Per month	8,4	4.000,00 €	33.600,00 €	
1.2.2 Reggio Emilia Municipality general Project Manager for supervision and coordinator of the integrated plan urban design processes (50 M - PT 20%)	Per month	10	5.000,00 €	50.000,00 €	Per month	2,4	5.000,00 €	12.000,00 €	
1.2.3 Milano Municipality Project Officer supervision and coordinator of the water management component processes (36 M - PT 20%)	Per month	8	4.000,00 €	32.000,00 €	Per month	1,8	4.000,00 €	7.200,00 €	
1.2.4 CNAPPC Project officer responsible for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - PT 15%)	Per month	7,5	4.500,00 €	33.750,00 €	Per month	1,5	4.500,00 €	6.750,00 €	
1.2.5 IREN Project officer technical coordination of the activities related to waste management plans and actions (25% PT - 40M)	Per month	10	4.500,00 €	45.000,00 €	Per month	2,2	4.500,00 €	9.900,00 €	
1.2.6 MM Project officer technical coordination of the activities related to water management and water supply planning (25% PT - 40M)	Per month	10	4.500,00 €	45.000,00 €	Per month	2,2	4.500,00 €	9.900,00 €	

1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>			
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)
1.2.7 Expatriated Project coordinator Sr. - General management and monitoring of the Project. (48M - FT)	Per month	48	4.000,00 €	192.000,00 €	Per month	10	4.000,00 €	40.000,00 €
1.2.8 Expatriated Project Assistan Jr. - General management and monitoring of the Project. (48M - FT)	Per month	48	3.000,00 €	144.000,00 €	Per month	10	3.000,00 €	30.000,00 €
1.2.9 Communication officer for international project dissemination and support to the design of communication materials (15% PT - 50M)	Per month	7,5	3.500,00 €	26.250,00 €	Per month	1,5	3.500,00 €	5.250,00 €
1.3 Per diems for missions/travel <sup>5</sup>								
1.3.1 Abroad (staff assigned to the Action)								
1.3.1.1 Subsistence for Project manager in monitoring and coordination visits in Pemba, Mozambique - 1 per year - 10 days	Per diem	50	100,00 €	5.000,00 €	Per diem	10	100,00 €	1.000,00 €
1.3.2 Local (staff assigned to the Action)								
1.3.2.1 Subsistances for technicians from Quelimane Municipality and Mandhlakazi Municipality in peer exchanges and international trainings in pemba, Mozambique	Per diem	240	80,00 €	19.200,00 €	Per diem	40	80,00 €	3.200,00 €
1.3.2.2 Subsistances for ANAMM and Government officials in peer exchanges and international trainings in Pemba, Mozambique	Per diem	80	80,00 €	6.400,00 €	Per diem	20	80,00 €	1.600,00 €
1.3.2.3 Subsistances in Pemba for UEM coordinator and technicians in supporting the development of the actions in Pemba, Mozambique	Per diem	150	80,00 €	12.000,00 €	Per diem	30	80,00 €	2.400,00 €
1.3.3 Seminar/conference participants								
1.3.3.1 Participants to the launching event in Pemba, Mozambique - Subsistances for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	Per diem	8	80,00 €	640,00 €	Per diem	8	80,00 €	640,00 €
1.3.3.2 Participants to the mid-term event in Pemba, Mozambique - Subsistances for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	Per diem	8	80,00 €	640,00 €	Per diem	0	80,00 €	- €
1.3.3.3 Participants to the final event in Pemba, Mozambique - Subsistances for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	Per diem	8	80,00 €	640,00 €	Per diem	0	80,00 €	- €
1.3.3.4 Participants to the final event in Reggio Emilia, Italy - Subsistances for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality and Pemba Municipality	Per diem	25	180,00 €	4.500,00 €	Per diem	0	180,00 €	- €
<b>Subtotal Human Resources</b>				<b>1.169.520,00 €</b>				<b>254.840,00 €</b>
<b>2. Travel<sup>6</sup></b>								
2.1. International travel					Per flight			
2.1.1 International travels for Expatriated staff (2PAX) - 1 rest and relief per year - Pemba - Bologna/Milano	Per flight	10	1.250,00 €	12.500,00 €	Per flight	2	1.250,00 €	2.500,00 €
2.1.2 International flights for consultants, project staff, training and city to city cooperation - Pemba - Bologna/Milano	Per flight	39	1.250,00 €	48.750,00 €	Per flight	8	1.250,00 €	10.000,00 €
2.1.3 International flights for Pemba Municipality technicians in job shadowing visits - peer to peer learning in Reggio Emilia and Milano -Pemba - Bologna/Milano (including fly to Maputo for the VISA processes)	Per flight	9	1.500,00 €	13.500,00 €	Per flight	3	1.500,00 €	4.500,00 €

1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>			
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)
2.1.4 International flights for Participants to the final event in Reggio Emilia, Italy - Representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality and Pemba Municipality -Pemba - Bologna/Milano (including fly to Maputo for the VISA processes)	Per flight	5	1.500,00 €	7.500,00 €	Per flight	0	1.500,00 €	- €
2.1.5 One return sojourn 2 persons Bologna/Bruxelles. Once per year	Per flight	10	660,00 €	6.600,00 €	Per flight	2	660,00 €	1.320,00 €
<b>2.2 Local transportation</b>								
2.2.1 National flights Quelimane - Pemba and Maputo - Pemba for technicians from Quelimane and Mandhlakazi Municipality attending peer exchanges and trainings in Pemba	Per flight	24	350,00 €	8.400,00 €	Per flight	4	350,00 €	1.400,00 €
2.2.1 National flights Pemba - Maputo for Expatriated staff for duties and administrative issues (VISA, documents, agreements etc...) i Maputo	Per flight	15	350,00 €	5.250,00 €	Per flight	4	350,00 €	1.400,00 €
2.2.3 National flights Maputo - Pemba for Government and ANAMM members and officials for attending peer exchanges and trainings in Pemba	Per flight	8	350,00 €	2.800,00 €	Per flight	2	350,00 €	700,00 €
2.2.4 National flights for participants to the launching event in Pemba - 2 representatives each from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	Per flight	8	350,00 €	2.800,00 €	Per flight	8	350,00 €	2.800,00 €
2.2.5 National flights for participants to the mid-term event in Pemba - 2 representatives each from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	Per flight	8	350,00 €	2.800,00 €	Per flight	0	350,00 €	- €
2.2.6 National flights for participants to the final event in Pemba - 2 representatives each from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	Per flight	8	350,00 €	2.800,00 €	Per flight	0	350,00 €	- €
2.2.7 National flights Maputo - Pemba for UEM coordinator and technicians in supporting the development of the actions in Pemba	Per flight	15	350,00 €	5.250,00 €	Per flight	3	350,00 €	1.050,00 €
2.2.8 Local transportation in Pemba for staff involved in the action and local participants to trainings and participatory paths - Local public transports and taxi	Per person	1080	1,00 €	1.080,00 €	Per person	150	1,00 €	150,00 €
<b>Subtotal Travel</b>				<b>120.030,00 €</b>				<b>25.820,00 €</b>
<b>3. Equipment and supplies<sup>7</sup></b>								
<b>3.1 Purchase or rent of vehicles</b>								
Purchase of 2 cars for the support to implementation of the whole activities of the Project - One MiniVan and one Jeep	Per vehicle	2	20.000,00 €	40.000,00 €	Per vehicle	2	20.000,00 €	40.000,00 €
Purchase of 3 Motorbikes for the staff involved in the development of activities at local level	Per vehicle	3	2.000,00 €	6.000,00 €	Per vehicle	2	2.000,00 €	4.000,00 €
<b>3.2 Furniture, computer equipment</b>								
3.2.1 Office equipment (furniture, desks etc...)	Kit	1	4.000,00 €	4.000,00 €	Kit	1	4.000,00 €	4.000,00 €
3.2.2 IT Equipment (laptop, computer, projector etc...)	item	8	950,00 €	7.600,00 €	item	8	950,00 €	7.600,00 €
3.2.3 Computer + software kit e license for arcGIS programme	item	1	4.000,00 €	4.000,00 €	item	1	4.000,00 €	4.000,00 €
3.2.4 Multifunctional printer and installation	item	1	3.000,00 €	3.000,00 €	item	1	3.000,00 €	3.000,00 €
3.2.5 Mobile phones for the staff	item	6	150,00 €	900,00 €	item	4	150,00 €	600,00 €
3.2.6 Office equipment (furniture, desks etc...) for Urban Plan Office	Kit	1	2.000,00 €	2.000,00 €	Kit	1	2.000,00 €	2.000,00 €
3.2.7 IT Equipment (laptop, computer, projector etc...) for Urban plan office	item	4	950,00 €	3.800,00 €	item	4	950,00 €	3.800,00 €

1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>			
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)
3.2.6 Office equipment (furniture, desks etc...) for Municipal Education Office	Kit	1	2.000,00 €	2.000,00 €	Kit	1	2.000,00 €	2.000,00 €
3.2.7 IT Equipment (laptop, computer, projector etc...) for Municipal Education office	item	2	950,00 €	1.900,00 €	item	2	950,00 €	1.900,00 €
3.3 Machines, tools...								
3.4 Spare parts/equipment for machines, tools								
3.5 Other (please specify)								
3.5.1 ICT tools for the organization of on-line steering committee meetings (professional platforms like Skype professional, GoToMeeting etc...)	Per month	50	30,00 €	1.500,00 €	Per month	12	30,00 €	360,00 €
<b>Subtotal Equipment and supplies</b>				<b>76.700,00 €</b>				<b>73.260,00 €</b>
<b>4. Local office<sup>14</sup></b>								
4.1 Vehicle costs	Per month				Per month			
4.1.1 Insurance, maintenance and fuel for cars	Per month	90	200,00 €	18.000,00 €	Per month	16	200,00 €	3.200,00 €
4.1.2 Insurance and maintenance motorbikes	Per month	135	70,00 €	9.450,00 €	Per month	14	70,00 €	980,00 €
4.2 Office rent	Per month				Per month			
4.2.1 Participation in rent of Project Main Office (Casa da Bahia)	Per month	50	800,00 €	40.000,00 €	Per month	12	800,00 €	9.600,00 €
4.3 Consumables - office supplies	Per month				Per month			
4.3.1 Paper, consumables, drinking water, cleaning materials etc... for Project Office	Per month	50	150,00 €	7.500,00 €	Per month	12	150,00 €	1.800,00 €
4.3.2 Paper, consumables, drinking water, cleaning materials etc... for the Urban Plan Office	Per month	40	100,00 €	4.000,00 €	Per month	2	100,00 €	200,00 €
4.3.3 Paper, consumables, drinking water, cleaning materials etc... for the Municipal Education Office	Per month	40	100,00 €	4.000,00 €	Per month	2	100,00 €	200,00 €
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month				Per month			
4.4.1 Electricity, water, small maintenance interventions etc...	Per month	50	120,00 €	6.000,00 €	Per month	12	120,00 €	1.440,00 €
4.4.2 Internet	Per month	50	130,00 €	6.500,00 €	Per month	12	130,00 €	1.560,00 €
4.4.3 Telephone (recharges for UDG)	Per month	50	100,00 €	5.000,00 €	Per month	12	100,00 €	1.200,00 €
<b>Subtotal Local office</b>				<b>100.450,00 €</b>				<b>20.180,00 €</b>
<b>5. Other costs, services<sup>8</sup></b>								
5.1 Publications <sup>9</sup>								
5.1.1 Final publication, editing, translation and printing, of the new urban integrate sustainable development plan of the city of Pemba	Per copy	1000	30,00 €	30.000,00 €	Per copy	0	30,00 €	- €
5.2 Studies, research <sup>9</sup>								
5.3 Expenditure verification/Audit								
5.3.1 Financial audits, one per year (4 audits)	Per audit	4	4.000,00 €	16.000,00 €	Per audit	0	4.000,00 €	- €
5.4 Evaluation costs								
5.4.1 External evaluation reports, 3 reports, 2 mid term, and 1 final report	Per report	3	20.000,00 €	60.000,00 €	Per report	0	20.000,00 €	- €
5.5 Translation, interpreters								
5.5.1 Translation of project documents (ITA - PT - ENG) for the good exchange of communications and practices and for dissemination materials	Forfait	1	12.000,00 €	12.000,00 €	Forfait	0,2	12.000,00 €	2.400,00 €

1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>			
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)
5.5.2 Interpreters for the final event in Reggio Emilia - Simultaneous interpreters PT-ITA-PT	Per day	3	700,00 €	2.100,00 €	Per day	0	700,00 €	- €
5.5.3 Interpreters ITA-PT during the job shadowing study visits in Italy of Mozambique Technicians	Per day	45	200,00 €	9.000,00 €	Per day	15	200,00 €	3.000,00 €
5.6 Financial services (bank guarantee costs etc.)								
5.6.1 Costs for bank transfers and for bank account management	Forfait	1	2.000,00 €	2.000,00 €	Forfait	0,2	2.000,00 €	400,00 €
5.7 Costs of conferences/seminars <sup>9</sup>								
5.7.1 External subcontract to International Organizations of Local Authorities for the organization of the participation of representatives of the Project to at least three international conferences related to Integrated Sustainable Urban Development. International presentation and dissemination of MAISPEMBA approach and results	Per conference	3	15.000,00 €	45.000,00 €	Per conference	0	15.000,00 €	- €
5.8. Visibility actions <sup>10</sup>								
5.8.1 Visibility plaques to identify pilot activities, infrastructures and building related to the project	Per plaque	10	80,00 €	800,00 €	Per plaque	2	80,00 €	160,00 €
5.8.2 Flyers presenting the project objectives and results for dissemination of the project activities at local level	Per flyer	5000	0,50 €	2.500,00 €	Per flyer	500	0,50 €	250,00 €
5.8.3 Banners for the visibility of the project to be used in conferences, meetings and to identify the project implementation locations	Per banner	8	100,00 €	800,00 €	Per banner	3	100,00 €	300,00 €
5.8.4 Stickers, t-shirts and other gadgets to be distributed during events and awareness campaigns in the pilot neighborhoods	Per gadget	5000	3,00 €	15.000,00 €	Per gadget	500	3,00 €	1.500,00 €
5.8.5 Awareness raising materials to be distributed in the pilot neighborhoods by the environmental agents	Per flyer	15000	0,20 €	3.000,00 €	Per flyer	0	0,20 €	- €
5.8.5 Realization of videos for dissemination activities with Eng subtitles	Per video	4	10.000,00 €	40.000,00 €	Per video	0	10.000,00 €	- €
5.8.6 Realization of Pemba Sustainable and resilient city web platform and website for the promotion of the best practices and policies promoted by the Project at National and International level	Per website	1	13.000,00 €	13.000,00 €	Per website	0,2	13.000,00 €	2.600,00 €
5.8.7 Venue, catering and keynote speakers for the launching event in Pemba	Per event	1	5.330,00 €	5.330,00 €	Per event	1	5.330,00 €	5.330,00 €
5.8.8 Venue, catering and keynote speakers for the mid-term event in Pemba	Per event	1	4.000,00 €	4.000,00 €	Per event	0	4.000,00 €	- €
5.8.9 Venue, catering and keynote speakers for the final event in Pemba	Per event	1	4.000,00 €	4.000,00 €	Per event	0	4.000,00 €	- €
5.8.10 Venue, catering and keynote speakers for the final event in Reggio Emilia	Per event	1	6.000,00 €	6.000,00 €	Per event	0	6.000,00 €	- €
<b>Subtotal Other costs, services</b>				<b>270.530,00 €</b>				<b>15.940,00 €</b>
<b>6. Other</b>								
6.1 Empowering governance in the city of Pemba								
6.1.1 Subsistence for 9 technicians from Pemba Municipality in job shadowing study visits in Reggio Emilia and Milan (9 for 21 days in ITA)	Per diem	189	160,00 €	30.240,00 €	Per diem	63	160,00 €	10.080,00 €
6.1.2 Consumables and small meals for participants to trainings held in Pemba by Reggio Emilia and Milano Municipal Officers	Per participant	180	5,00 €	900,00 €	Per participant	30	5,00 €	150,00 €
6.2.3 Subsistence for trainers from Reggio Emilia and Milano Municipalities in Pemba	Per diem	28	120,00 €	3.360,00 €	Per diem	14	120,00 €	1.680,00 €

1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>			
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)
6.1.4 Printing and consumables for the work of the Permanent Interdisciplinary Commissions	Per meeting	28	20,00 €	560,00 €	Per meeting	5	20,00 €	100,00 €
6.1.5 Technical supervision of Reggio Emilia Municipality Planning and Control Department officers	Months	2	4.000,00 €	8.000,00 €	Months	1	4.000,00 €	4.000,00 €
6.1.6 Technical supervision of Milano Municipality Water management Department officers	Months	2	4.000,00 €	8.000,00 €	Months	1	4.000,00 €	4.000,00 €
6.1.7 Technical supervision of UEM Professors, Architecture faculty	Months	3	700,00 €	2.100,00 €	Months	1	700,00 €	700,00 €
6.1.8 Technical supervision of CNAPPC, integrated urban planning research department	Months	3	2.000,00 €	6.000,00 €	Months	1,5	2.000,00 €	3.000,00 €
6.1.9 Technical supervision of IREN, solid waste management planning department	Months	3	4.000,00 €	12.000,00 €	Months	1,5	4.000,00 €	6.000,00 €
6.1.10 Technical supervision of MM water management and supply department	Months	3	4.000,00 €	12.000,00 €	Months	1,5	4.000,00 €	6.000,00 €
6.1.11 Internal Municipality of Pemba new staff for the Integrate Urban Development Plan Office (2 Pax - 40M - FT)	Months	80	600,00 €	48.000,00 €	Months	4	600,00 €	2.400,00 €
6.1.12 Substances for Italian Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	Per diem	60	120,00 €	7.200,00 €	Per diem	20	120,00 €	2.400,00 €
6.1.13 Substances for Mozambique Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	Per diem	60	80,00 €	4.800,00 €	Per diem	20	80,00 €	1.600,00 €
6.1.14 Paper and consumables for elaboration of tenders for construction enterprises	Per construction	3	100,00 €	300,00 €	Per construction	0	100,00 €	- €
6.1.15 Construction of pilot centers/rehabilitation of public spaces (3 in the 3 different target pilot neighbourhoods) integrating different functions prioritized in the integrated urban plan	Per construction	3	55.000,00 €	165.000,00 €	Per construction	0	55.000,00 €	- €
6.1.16 Urban furnitures for the pilot rehabilitated pilot spaces	Per public space	3	10.000,00 €	30.000,00 €	Per public space	0	10.000,00 €	- €
6.1.17 Printing of executive plans for the pilot public spaces	Per print	15	15,00 €	225,00 €	Per print	0	15,00 €	- €
6.1.18 Plaques for the regenerated public spaces and interventions of the project	Per plaque	10	150,00 €	1.500,00 €	Per plaque	0	150,00 €	- €
6.1.19 Community participative processes for the definition of the priorities to be enclosed in the Integrated development plan and of priorities and aims of the pilot renovated public spaces	Per participative process	3	5.000,00 €	15.000,00 €	Per participative process	3	5.000,00 €	15.000,00 €
6.2.20 Consumables and small meals for participants to participative paths in the neighbourhoods	Per participant	240	5,00 €	1.200,00 €	Per participant	120	5,00 €	600,00 €
6.1.21 EU Architects expertises for the co-project actions of the urban regeneration pilot activities on public spaces/buildings	Per day	30	250,00 €	7.500,00 €	Per day	0	250,00 €	- €
6.1.22 Mozambique Architects expertises for the co-project actions of the urban regeneration pilot activities on public spaces/buildings	Per day	30	100,00 €	3.000,00 €	Per day	0	100,00 €	- €
6.1.23 Integrated sustainable urban plan design - Consultant	Per plan	1	35.000,00 €	35.000,00 €	Per plan	0,5	35.000,00 €	17.500,00 €
6.2 Improving Pemba Municipality resilience								

1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>			
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)
6.2.1 Consultants/Subcontracts for the development of the mapping and diagnosis of degraded areas in Alto Gingone and Eduardo Mondlane neighbourhoods. Coordination of the interventions of urban regeneration in the three pilot neighborhoods.	Per analysis	2	65.000,00 €	130.000,00 €	Per analysis	1	65.000,00 €	65.000,00 €
6.2.2 ICT tools development for the creation of Alert App and messaging for calamities and emergencies - External Consultant Subcontract	Per consultant	1	25.000,00 €	25.000,00 €	Per consultant	0,5	25.000,00 €	12.500,00 €
6.2.3 External consultant/Subcontracts for the development of participative paths in the neighbourhoods for the mapping and diagnosis of degraded areas and interventions priorities	Per participative path	3	5.000,00 €	15.000,00 €	Per participative path	1,5	5.000,00 €	7.500,00 €
6.2.4 Consumables and small meals for participants to participative paths in the neighbourhoods	Per participant	240	5,00 €	1.200,00 €	Per participant	120	5,00 €	600,00 €
6.2.5 Pilot interventions in degraded areas defined by the analysis for the better resilience of the pilot neighbourhood of the city of Pemba to floods and heavy rains.	Per intervention	3	90.000,00 €	270.000,00 €	Per intervention	0	90.000,00 €	- €
6.2.6 Experts from MM for the support in the definition of the pilot interventions in the field of water management and supply	Per Month	6	4.000,00 €	24.000,00 €	Per Month	2	4.000,00 €	8.000,00 €
6.2.7 Experts from MM for the support in the definition of the pilot interventions in the field of water management and supply - subsistances for 3 mission/10 days in Pemba	Per diem	30	120,00 €	3.600,00 €	Per diem	10	120,00 €	1.200,00 €
6.2.8 Pilot interventions in degraded areas connecte to the water management and supply to citizens living in degraded areas	Per intervention	3	25.000,00 €	75.000,00 €	Per intervention	0	25.000,00 €	- €
6.2.9 Vocational trainings for the development of innovative companies for the resilient construction of new houses, public buildings, furniture and company services. Experts for trainings and materials for trainees.	Per training	3	5.000,00 €	15.000,00 €	Per training	1	5.000,00 €	5.000,00 €
6.2.10 Subgrant Support to startup of innovative companies for the resilient construction of new houses, public buildings, furniture and company services.	Per startup	3	10.000,00 €	30.000,00 €	Per startup	0	10.000,00 €	- €
6.2.11 Vocational trainings for the development of innovative economic initiatives connected to the environmental and responsible tourism. International experts for trainings and materials for trainees.	Per training	3	5.000,00 €	15.000,00 €	Per training	1	5.000,00 €	5.000,00 €
6.2.12 Subgrant Support to startup of innovative economic initiatives connected to the environmental and responsible tourism.	Per startup	3	10.000,00 €	30.000,00 €	Per startup	0	10.000,00 €	- €
6.3 Improving Sustainability and waste management system in the city of Pemba								
6.3.1 Assessment on the state of the art of solid waste management and prduction/separation of waste in the city of Pemba	Per report	1	12.000,00 €	12.000,00 €	Per report	1	12.000,00 €	12.000,00 €
6.3.2 Establishment of neighbourhood enviroment awareness info points in 3 neighbourhoods of the city of Pemba, small info points (rent+electricity+small furniture) - 30 months each info point	Per info point	3	10.600,00 €	31.800,00 €	Per info point	0	10.600,00 €	- €
6.3.3 Communication and dissemination materials, events and other mass-media for the realization of 3 awareness campaigns and to be distributed in the 3 pilot neighbourhoods regarding environmental and solid waste management awareness (flyers, boards, awareness raising events...)	Per campaign	3	8.000,00 €	24.000,00 €	Per campaign	1	8.000,00 €	8.000,00 €

1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>			
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)
6.3.4 Community environmental agents for the awareness paths in neighbourhoods and schools (3 community agents, 30 M - FT)	Per month	90	475,00 €	42.750,00 €	Per month	0	475,00 €	- €
6.3.5 IREN (EDUIREN department) Experts for training of the environmental agents - Training of trainers activities, supervision and definition of communication and awareness materials	Per month	14	3.000,00 €	42.000,00 €	Per month	2	3.000,00 €	6.000,00 €
6.3.6 IREN (technical department) Experts for training of the environmental agents - Substances in field visits (3 visits/10 days)	Per diem	30	120,00 €	3.600,00 €	Per diem	10	120,00 €	1.200,00 €
6.3.7 Consumables and small meals for awareness and dissemination assemblies in the neighbourhoods	Per participant	900	2,00 €	1.800,00 €	Per participant	100	2,00 €	200,00 €
6.3.8 Equipment for the environmental info points (Laptop + Small printers)	Per info point	3	900,00 €	2.700,00 €	Per info point	0	900,00 €	- €
6.3.9 IREN technicians in Pemba for workshop development on the new waste management plan of the city of Pemba - 3 workshops/10 days, substances and meals	Per diem	30	120,00 €	3.600,00 €	Per diem	10	120,00 €	1.200,00 €
6.3.10 CRE technicians in Pemba for workshop development on the new integrated waste management plan of the city of Pemba - 3 workshops/10 days, substances and meals	Per diem	30	120,00 €	3.600,00 €	Per diem	10	120,00 €	1.200,00 €
6.3.11 Subgrants/Subcontracts for the Startup support for 3 associations/cooperatives for the door-to-door collection of waste - Basic staff for 36 months	Per month	108	650,00 €	70.200,00 €	Per month	0	650,00 €	- €
6.3.12 Equipment for the workers of the newborn cooperatives/associations (cleaning materials, handcarts, shirts, working clothes ecc...)	Per startup	3	4.000,00 €	12.000,00 €	Per startup	0	4.000,00 €	- €
6.3.13 Trash bags to be distributed by environmental agents in the three pilot neighborhoods	Per piece	160000	0,05 €	8.000,00 €	Per piece	10000	0,05 €	500,00 €
6.3.14 Small containers for waste separation to be distributed in pilot neighborhoods	Per piece	16000	4,00 €	64.000,00 €	Per piece	3000	4,00 €	12.000,00 €
6.3.15 Realization of a pilot treatment plant for organic waste for the production of compost for vegetable community gardens or to be reselled or used in public spaces, gardens and school gardens.	Per pilot plant	1	75.000,00 €	75.000,00 €	Per pilot plant	0	75.000,00 €	- €
6.3.16 Support for operational costs of Pemba Municipality waste management system for the implementation of the new solid waste management plan (fuel, cleaning equipment, tools maintenance etc...)	Per month	32	500,00 €	16.000,00 €	Per month	0	500,00 €	- €
6.4 Improving inclusiveness in the city of Pemba								
6.4.1 Assessment on the actual status of services for early childhood education in the city of Pemba	Per report	1	12.000,00 €	12.000,00 €	Per report	1	12.000,00 €	12.000,00 €
6.4.2 Staff of CMP Early childhood education office for the integration of early childhood services (40M - FT)	Per month	80	300,00 €	24.000,00 €	Per month	8	300,00 €	2.400,00 €
6.4.3 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Field visits in Pemba, distance monitoring and job shadowing in Reggio Emilia (50M - PT20%)	Per month	10	3.500,00 €	35.000,00 €	Per month	2	3.500,00 €	7.000,00 €
6.4.4 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Substances in Pemba (3 missions 10 days)	Per diem	30	120,00 €	3.600,00 €	Per diem	10	120,00 €	1.200,00 €

1. Budget for the Action <sup>1</sup>	All Years				Year 1 <sup>2</sup>			
	Costs	Unit <sup>13</sup>	# of units	Unit value (in EUR)	Total Cost (in EUR) <sup>3</sup>	Unit	# of units	Unit value (in EUR)
6.4.5 Consultant for the support development of the common guidelines and new rules of Pemba Municipality early childhood system, part of the integrated urban plan.	Per consultant	1	10.000,00 €	10.000,00 €	Per consultant	1	10.000,00 €	10.000,00 €
6.4.6 Startup support to new Public/Private managed services for early childhood education in 3 pilot neighbourhoods of the City of Pemba (Startup staff costs, rent of locations, electricity, cleaning services, materials, small restoring interventions)	Per pilot preschools	3	45.240,00 €	135.720,00 €	Per pilot preschools	0	45.240,00 €	- €
6.4.7 External support for the coordination of the activities related to early childhood education sector. 24M	Per month	24	1.000,00 €	24.000,00 €	Per month	3	1.000,00 €	3.000,00 €
6.4.8 Consumables, meals and venues for trainings directed to teachers of the pilot preschools and of the city of Pemba preschools	Per participant	90	5,00 €	450,00 €	Per participant	25	5,00 €	125,00 €
6.4.9 Banners and visibility materials for the dissemination of the opportunities given by the new education services - Visibility of Pemba preschool network	Per pilot preschools	3	4.000,00 €	12.000,00 €	Per pilot preschools	0,5	4.000,00 €	2.000,00 €
<b>6.5 Integrated urban planning pilot implementation</b>								
6.5.1 International and national consultant for the integrating of the action foreseen in the Integrated Sustainable Urban Plan in strategies for infrastructure project financial and bankability - Lobbying on international donors (I.e. World Bank, EBRD, Budget support instruments etc...)	Per consultant	2	30.000,00 €	60.000,00 €	Per consultant	0	30.000,00 €	- €
6.5.2 Organization of incoming events in Pemba for international donors and Multinational Companies visiting the Project actions - Study of possible ways of infrastructure project financing related to the Integrated Sustainable Urban Plan	Per incoming event	5	6.000,00 €	30.000,00 €	Per incoming event	0	6.000,00 €	- €
<b>Subtotal Other</b>				<b>1.795.505,00 €</b>				<b>260.035,00 €</b>
<b>7. Subtotal direct eligible costs of the Action (1-6)</b>				<b>3.532.735,00 €</b>				<b>650.075,00 €</b>
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)					247.291,45 €			45.505,25 €
<b>9. Total eligible costs of the Action, excluding reserve (7+ 8)</b>					<b>3.780.026,45 €</b>			<b>695.580,25 €</b>
10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)					<b>37.800,26 €</b>			<b>13.911,61 €</b>
<b>11. Total eligible costs (9+10)</b>					<b>3.817.826,71 €</b>			<b>709.491,86 €</b>
12. - Taxes <sup>11</sup> - Contributions in kind <sup>12</sup>								
<b>13. Total accepted<sup>11</sup> costs of the Action (11+12)</b>					<b>3.817.826,71 €</b>			<b>709.491,86 €</b>

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
1.1 Salaries (gross salaries including social security charges and other related costs, local staff) <sup>4</sup>		
1.1.1 Technical		
1.1.1.1 Pemba Municipality project Coordinator and Manager, focal point in Pemba Municipality, coordinator of the integrated urban design processes inside Pemba Municipality (50 M - FT)	Selected by CMP will work full time for the whole duration of the Project transversal to all the activities.	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
1.1.1.2 UEM Project Coordinator, responsible at local level with CNAPPC for the support to the integrated urban policy actions of resilience and adaptation/ Urban planning and regeneration (48M - FT)	Selected by UEM will be responsible from a technical point of view of the coordination of TAC 1 and 2.	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
1.1.1.3 Local staff for the whole coordination of the activities of the Project - 3 persons, responsible for the different topics of the Project (48M - FT)	Selected by E35 and CMP 3 operative staff members full time for 46 months will be employed. Will be involved in supporting the delivery of envisaged activities in TAC 1, 2, 3 and 4. They will have different skills connected to the different topics of the project.	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
1.1.1.4 Guardians and cleaning services staff for the main Project office + 1 driver (48M)	Guardians and cleaning staff for the maintenance of the Main Office (Casa da Bahia) of the project for 48 Months	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
1.1.1.5 CMP Communication officer for the whole coordination and implementation of communication and dissemination activities in Pemba (PT50% - 50M)	Selected by CMP and E35 will be responsible for communication, graphic design and dissemination of results at local level. Social media manager and communication manager will work Part time 50% for the whole duration of the Project.	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
1.1.1.6 Logistic responsible and driver for the whole coordination of logistic and for the implementation of the activities (46M FT)	Selected by CMP and E35 will be responsible for manage the procurement, delivery of materials useful for the implementation of the project, as well as to manage the logistics of transport in the field. Will work Full time 46 months.	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
1.1.2 Administrative/ support staff		
1.1.2.1 Senior financial officer for the whole coordination of the administrative activities of the Project (50 M - PT 50%)	Selected by E35 will work part time 50% for the whole duration of the Project. Will ensure proper administrative management of the whole project, collecting administrative documents from all the project partners, overseeing all the administrative procedures in line with EU rules. The Senior financial officer will be working from the E35 Foundation office in Italy.	Average cost of E35 Foundation workers covering the envisaged position.

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
1.1.2.2 Financial Officer Reggio Emilia Municipality, for the general management of financial reports and reports to the EC (50M - PT 20%)	Selected by Lead Applicant will work part time 10% for the whole duration of the Project. Will be responsible for final control of all the administrative tasks and will prepare financial reports for the EC. The Senior Financial offer from the Municipality of Reggio Emilia will be needed in order to ensure the budgetary transfers from the Municipality to the rest of the project partners as well as to carry out the administrative and municipal acts necessary to ensure the ongoing management of the project - such as the approval of the MAIS PEMBA expenses within the annual budget of the Municipality, the assignment letters to select the municipal staff involved in the technical assistance as well as their authorizations to travel to Mozambique - which must be carried out by administrative staff of the entity itself.	Average cost of Reggio Emilia Municipality officials covering the envisaged position.
1.1.2.3 Financial Officer Pemba Municipality, general management of internal acts and tenders at local level and CMP expenses (50M - PT50%)	Selected by CMP will be responsible for all the internal procedures at CMP level needed for the proper implementation of the Project. CMP will have to face a number of administrative acts connected to the development of pilot Projects. An internal financial and administrative officer will ensure the smooth procedures needed. Will work part time 50% for the whole duration of the project.	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)		
1.2.1 MAISPENBA Project Coordinator (50M - PT70%)	Selected by E35 Foundation and CRE, based in Italy with frequent on-field visits, will be the main project coordinator of the Project, working transversely on the whole envisaged activities. Will assure the general integration of all the activities. Will work 70% part time for the whole duration of the Project.	Average cost of E35 Foundation workers covering the envisaged position.
1.2.2 Reggio Emilia Municipality general Project Manager for supervision and coordinator of the integrated plan urban design processes (50 M - PT 20%)	Appointed by CRE will be the general manager of the Project, giving the general rules and guidelines to be followed by all the staff involved in the development of the Action. Will lead the Local Authority Committee. Will work part time 20% for the whole duration of the Project.	Average cost of Reggio Emilia Municipality officials covering the envisaged position.
1.2.3 Milano Municipality Project Officer supervision and coordinator of the water management component processes (36 M - PT 20%)	Appointed by CMI will be part of the Local Authorities Committee and will support the CRE Project officer on the whole coordination of the Action.	Average cost of Milano Municipality officials covering the envisaged position.
1.2.4 CNAPPC Project officer responsible for the support to the integrated urban policy actions of resilience and adaptation/Urban planning and regeneration (50M - PT 15%)	Appointed by CNAPPC will be the general technical supervisor and technical advisor and trainer for the development of TAC 1 and 2	Average cost of CNAPPC officials covering the envisaged position.
1.2.5 IREN Project officer technical coordination of the activities related to waste management plans and actions (25% PT - 40M)	Appointed by IREN will be the general technical supervisor and technical advisor and trainer for the development of TAC 3	Average cost of IREN Technicians covering the envisaged position.

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
1.2.6 MM Project officer technical coordination of the activities related to water management and water supply planning (25% PT - 40M)	Appointed by MM will be the general technical supervisor and technical advisor and trainer for the development of TAC 2 - Water management and supply pilot actions	Average cost of MM technicians covering the envisaged position.
1.2.7 Expatriated Project coordinator Sr. - General management and monitoring of the Project. (48M - FT)	Selected by E35 Foundation and CRE, based in Mozambique, will be the main project coordinator in loco, working transversely on the whole envisaged activities. Will assure the general integration of all the activities. Full time for 48 Months.	Average cost of E35 Foundation workers covering the envisaged position.
1.2.8 Expatriated Project Assistan Jr. - General management and monitoring of the Project. (48M - FT)	Appointed by E35 will support Expatriated Project coordinator in all her/his duties	Average cost of E35 Foundation workers covering the envisaged position.
1.2.9 Communication officer for international project dissemination and support to the design of communication materials (15% PT - 50M)	Appointed by E35 will work 15% part time for the whole duration of the project assuring constant visibility of the action at international level and the proper respecting of EU visibility rules. Will work strictly in contact with the CMP Communication officer in Pemba.	Average cost of E35 Foundation workers covering the envisaged position.
1.3 Per diems for missions/travel <sup>5</sup>		
1.3.1 Abroad (staff assigned to the Action)		
1.3.1.1 Subsistance for Project manager in monitoring and coordination visits in Pemba, Mozambique - 1 per year - 10 days	Transversal for all the activities, presence of the MAISPENBA Project manager in Pemba for monitoring and coordination visits	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba
1.3.2 Local (staff assigned to the Action)		
1.3.2.1 Subsistances for technicians from Quelimane Municipality and Mandhlakazi Municipality in peer exchanges and international trainings in pemba, Mozambique	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for peer exchanges and trainings	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
1.3.2.2 Subsistances for ANAMM and Government officials in peer exchanges and international trainings in Pemba, Mozambique	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for peer exchanges and trainings	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba
1.3.2.3 Subsistances in Pemba for UEM coordinator and technicians in supporting the development of the actions in Pemba, Mozambique	TAC 1 and 2, presence of UEM professors from Maputo in pemba for peer exchanges and trainings	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba
<b>1.3.3 Seminar/conference participants</b>		
1.3.3.1 Participants to the launching event in Pemba, Mozambique - Subsistances for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for launch event in Pemba	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba
1.3.3.2 Participants to the mid-term event in Pemba, Mozambique - Subsistances for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for mid term event in pemba	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba
1.3.3.3 Participants to the final event in Pemba, Mozambique - Subsistances for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for final event in Pemba	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba
1.3.3.4 Participants to the final event in Reggio Emilia, Italy - Subsistances for representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality and Pemba Municipality	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Reggio Emilia for final event	Amount lower then the maximum Per-Diem rate defined by EC in Italy - Average envisaged for Subsistance and Stay in Reggio Emilia and Milan
<b>Subtotal Human Resources</b>		
<b>2. Travel<sup>6</sup></b>		
<b>2.1. International travel</b>		
2.1.1 International travels for Expatriated staff (2PAX) - 1 rest and relief per year - Pemba - Bologna/Milano	1 travels per yaer per each expat staff	Average cost in economic class for flights Italy-Mozambique-Italy
2.1.2 International flights for consultants, project satff, training and city to city cooperation - Pemba - Bologna/Milano	5 Transversal for all the activities, presence of the MAISPEMBA Project manager in Pemba for monitoring and coordination visits + 4 CRE Urban TAC 1 and 2 + 4 CRE EDU TAC 4 + 4 IREN TAC 3 + 3 EDUIREN (consultant for environment education) TAC 3 + 4 CMI TAC 1 annd 2 + 6 CNAPPC TAC 1 and 2 + 3 MM TAC 2 + 6 CNAPPC for co-project with Mozambique Architects pilot public spaces projects TAC1	Average cost in economic class for flights Italy-Mozambique-Italy
2.1.3 International flights for Pemba Municipality technicians in job shadowing visits - peer to peer learning in Reggio Emilia and Milano -Pemba - Bologna/Milano <b>(including fly to Maputo for the VISA processes)</b>	9 technicians in Reggio Emilia and Milano for job shadowing activities	Average cost in economic class for flights Italy-Mozambique-Italy
2.1.4 International flights for Participants to the final event in Reggio Emilia, Italy - Representatives from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality and Pemba Municipality -Pemba - Bologna/Milano <b>(including fly to Maputo for the VISA processes)</b>	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Reggio Emilia for final event - 5 persons	Average cost in economic class for flights Italy-Mozambique-Italy
2.1.5 One retourn sojourn 2 persons Bologna/Bruxelles. Once per year	As requested in the Guidelines for Applicants by EC.	Average cost in economic class for flights Italy-Belgium-Italy
<b>2.2 Local transportation</b>		

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
2.2.1 National flights Quelimane - Pemba and Maputo - Pemba for technicians from Quelimane and Mandhlakazi Municipality attending peer exchanges and trainings in Pemba	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for peer exchanges and trainings	Average cost in economic class for internal flights Maputo - Pemba or Quelimane - Pemba
2.2.1 National flights Pemba - Maputo for Expatriated staff for duties and administrative issues (VISA, documents, agreements etc...) in Maputo	Transversal, travels for expat to maputo for administrative issues to be managed at Government level	Average cost in economic class for internal flights Maputo - Pemba or Quelimane - Pemba
2.2.3 National flights Maputo - Pemba for Government and ANAMM members and officials for attending peer exchanges and trainings in Pemba	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for peer exchanges and trainings	Average cost in economic class for internal flights Maputo - Pemba or Quelimane - Pemba
2.2.4 National flights for participants to the launching event in Pemba - 2 representatives each from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for launch event in Pemba	Average cost in economic class for internal flights Maputo - Pemba or Quelimane - Pemba
2.2.5 National flights for participants to the mid-term event in Pemba - 2 representatives each from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for mid term event in pemba	Average cost in economic class for internal flights Maputo - Pemba or Quelimane - Pemba
2.2.6 National flights for participants to the final event in Pemba - 2 representatives each from Government, Mandhlakazi Municipality, ANAMM, Quelimane Municipality	TAC 1, 2, 3 and 4, presence of Associated partners technicians in Pemba for final event in Pemba	Average cost in economic class for internal flights Maputo - Pemba or Quelimane - Pemba
2.2.7 National flights Maputo - Pemba for UEM coordinator and technicians in supporting the development of the actions in Pemba	TAC 1 and 2, presence of UEM professors from Maputo in pemba for peer exchanges and trainings. 15 travels in total	Average cost in economic class for internal flights Maputo - Pemba or Quelimane - Pemba
2.2.8 Local transportation in Pemba for staff involved in the action and local participants to trainings and participatory paths - Local public transports and taxi	Local transportation, transversal to all the TACS of the Project, to support participation of citizens.	Calculated on the basis of previous experiences in the development of similar actions and on quotations collected in January 2019 by CMP
<b>Subtotal Travel</b>		
<b>3. Equipment and supplies<sup>7</sup></b>		
3.1 Purchase or rent of vehicles		
Purchase of 2 cars for the support to implementation of the whole activities of the Project - One MiniVan and one Jeep	2 Project vehicles will be purchased for the support of the whole implementation of the action.	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
Purchase of 3 Motorbikes for the staff involved in the development of activities at local level	3 motorbikes will be purchased for the mobility of the local staff of the project. Tansversal to all TACs.	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.2 Furniture, computer equipment		
3.2.1 Office equipment (furniture, desks etc...)	Transversal to all TACs, to be used by all the staff of the Project in Casa da Bahia Office. (8 desks, 8 chairs, 1 desk for meeting, 8 chairs for meetings, 4 closets...)	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.2.2 IT Equipment (laptop, computer, projector etc...)	Transversal to all TACs, to be used by all the staff of the Project in Casa da Bahia Office. (8 laptops and IT equipment + projector + Camera)	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.2.3 Computer + software kit e license for arcGIS programme	TAC 1 and 2, to be used by the UEM technician	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.2.4 Multifunctional printer and installation	Transversal to all TACs, to be used by all the staff of the Project in Casa da Bahia Office.	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
3.2.5 Mobile phones for the staff	Transversal to all TACs, to be used by all the staff of the Project in Casa da Bahia Office.	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.2.6 Office equipment (furniture, desks etc...) for Urban Plan Office	TAC 1, to equip the new internal CMP Urban Plan Office, 2 desks, 2 chairs etc...	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.2.7 IT Equipment (laptop, computer, projector etc...) for Urban plan office	TAC 1, to equip the new internal CMP Urban Plan Office, 2 laptops and IT equipment	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.2.6 Office equipment (furniture, desks etc...) for Municipal Education Office	TAC 4, to equip the new internal CMP Education Office, 2 desks, 2 chairs etc...	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.2.7 IT Equipment (laptop, computer, projector etc...) for Municipal Education office	TAC 4, to equip the new internal CMP Urban Plan Office, 2 laptops and IT equipment	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
3.3 Machines, tools...		
3.4 Spare parts/equipment for machines, tools		
3.5 Other (please specify)		
3.5.1 ICT tools for the organization of on-line steering committee meetings (professional platforms like Skype professional, GoToMeeting etc...)	Transversal, to be used for international on-line Steering meeting and daily on-line international exchanges and communications.	Calculated on the basis of average prices collected by E35 in January 2019 comparing different systems (GoToMeeting, Skype Business, etc...)
<b>Subtotal Equipment and supplies</b>		
<b>4. Local office<sup>14</sup></b>		
4.1 Vehicle costs		
4.1.1 Insurance, maintenance and fuel for cars	Transversal, for the vehicles of the Project used by all the staff.	Calculated on the basis of monthly average costs for insurance and fuel expenses
4.1.2 Insurance and maintenance motorbikes	Transversal, for the motorbikes of the Project used by all the staff.	Calculated on the basis of monthly average costs for insurance and fuel expenses
4.2 Office rent		
4.2.1 Participation in rent of Project Main Office (Casa da Bahia)	Transversal, for the participation in the rent of the main Project Office	Calculated on the basis of monthly average costs for Office Rents in Pemba
4.3 Consumables - office supplies		
4.3.1 Paper, consumables, drinking water, cleaning materials etc... for Project Office	Transversal, for the basic use of the Project Office	Calculation based on Partners evaluation of monthly costs
4.3.2 Paper, consumables, drinking water, cleaning materials etc... for the Urban Plan Office	TAC1, to support the created Urban Plan Office in CMP	Calculation based on Partners evaluation of monthly costs
4.3.3 Paper, consumables, drinking water, cleaning materials etc... for the Municipal Education Office	TAC4, to support the created Education Office in CMP	Calculation based on Partners evaluation of monthly costs
4.4 Other services (tel/fax, electricity/heating, maintenance)		
4.4.1 Electricity, water, small maintenance interventions etc...	Transversal, for the basic use of the Project Office	Calculation based on Partners evaluation of monthly costs
4.4.2 Internet	Transversal, for the basic use of the Project Office	Calculated on the basis of monthly average costs for internet connection costs (January 2019)

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
4.4.3 Telephone (recharges for UDG)	Transversal, for the project staff	Calculation based on Partners evaluation of monthly costs
<b>Subtotal Local office</b>		
<b>5. Other costs, services<sup>8</sup></b>		
5.1 Publications <sup>9</sup>		
5.1.1 Final publication, editing, translation and printing, of the new urban integrate sustainable development plan of the city of Pemba	Editing and printing of a final Publication of the project presenting the work done and the new Pemba Municipality Integrate Urban Development plan. The publication will also underline the process developed in order to be a useful tool for the replicability. Will be published also on-line.	Calculation based on quotations collected by E35 in January 2019
5.2 Studies, research <sup>9</sup>		
5.3 Expenditure verification/Audit		
5.3.1 Financial audits, one per year (4 audits)	Requested by the guidelines for Applicant	Average cost per external audit in Italy, as per previous experiences on EU funded Projects managed by CRE and E35
5.4 Evaluation costs		
5.4.1 External evaluation reports, 3 reports, 2 mid term, and 1 final report	3 evaluation reports will be done during the Project. 2 mid-term (year 2 and year 3) and a final one after the closure of the project.	Calculated on the basis of previous experiences of CRE in monitoring and evaluation External Experts services
5.5 Translation, interpreters		
5.5.1 Translation of project documents (ITA - PT - ENG) for the good exchange of communications and practices and for dissemination materials	Translation services for the exchange of documents inside the partnership and for the dissemination at international level. Transversal	Calculated on the basis of previous experiences of CRE and CMP in translation services
5.5.2 Interpreters for the final event in Reggio Emilia - Simultaneous interpreters PT-ITA-PT	Transversal. Live interpreters for the final event in Italy.	Calculated on quotations collected by E35 for realtime translator in Reggio Emilia and Milan (January 2019)
5.5.3 Interpreters ITA-PT during the job shadowing study visits in Italy of Mozambique Technicians	TAC 1, 2, 3 and 4. Interpreters to be contracted during the job shadowing and trainings of Mozambique technicians in Italy	Calculated on quotations collected by E35 for consecutive translators in Reggio Emilia and Milan (January 2019)
5.6 Financial services (bank guarantee costs etc.)		
5.6.1 Costs for bank transfers and for bank account management	Transversal. Bank transfer costs and home banking services.	Average costs for international bank transfers from Italy to Mozambique. Calculated on the basis of previous experiences.
5.7 Costs of conferences/seminars <sup>9</sup>		
5.7.1 External subcontract to International Organizations of Local Authorities for the organization of the participation of representatives of the Project to at least three international conferences related to Integrated Sustainable Urban Development. International presentation and dissemination of MAISPEMBA approach and results	TAC 5. Organization of the participation of representatives of the Project to at least three international conferences related to Integrated Sustainable Urban Development. International presentation and dissemination of MAISPEMBA approach and results	Quotations calculated by E35 on the basis of previous experiences in involving Pemba representatives in International Conferences and events
5.8. Visibility actions <sup>10</sup>		
5.8.1 Visibility plaques to identify pilot activities, infrastructures and building related to the project	TAC 1 and 2, visibility of the pilot implemented buildings and interventions of the Project in Pemba.	Calculated on the basis of previous experiences of CRE and CMP

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
5.8.2 Flyers presenting the project objectives and results for dissemination of the project activities agt local level	Transversal. Dissemination and presentation of results and the financial support of EU at local level.	Calculated on the basis of previous experiences of CRE and CMP
5.8.3 Banners for the visibility of the project to be used in conferences, meetings and to identify the project implementation locations	Transversal. Visibility of the project in conferences, meetings and to identify the project implementation locations	Calculated on the basis of previous experiences of CRE and CMP
5.8.4 Stickers, t-shirts and other gadgets to be distributed during events and awareness campaigns in the pilot neighborhoods	Transversal. Dissemination and presentation of results and the financial support of EU at local level. To be used also in TAC 3 for the environmental awareness raising activities.	Calculated on the basis of previous experiences of CRE and CMP
5.8.5 Awareness raising materials to be distributed in the pilot neighborhoods by the enviromental agents	TAC3. Awareness raising campaign in the neighborhoods about new solid waste management system and environment education actions.	Calculated on the basis of previous experiences of CRE and CMP
5.8.5 Realization of videos for dissemination activities with Eng subtitles	Transversal. Dissemination and presentation of results and the financial support of EU at local level. To be used also in TAC 3 for the environmental awareness raising activities.	Calculated on the basis of previous experiences of CRE and CMP
5.8.6 Realization of Pemba Sustainable and resilient city web platform and website for the promotion of the best practices and policies promoted by the Project at National and International level	TAC 1, 2 and 3 - realization of Pemba Sustainable and resilient city web platform and website for the promotion of the best practices and policies promoted by the Project at National and International level	Calculated on the basis of average prices collected by E35 in January 2019 comparing different systems (i.e. wordpress)
5.8.7 Venue, catering and keynote speakers for the launching event in Pemba	TAC 1, 2, 3 and 4, venue, catering and keynote speakers for launch event in Pemba	Calculated on the basis of previous experiences of CRE and CMP
5.8.8 Venue, catering and keynote speakers for the mid-term event in Pemba	TAC 1, 2, 3 and 4, venue, catering and keynote speakers for mid term event in pemba	Calculated on the basis of previous experiences of CRE and CMP
5.8.9 Venue, catering and keynote speakers for the final event in Pemba	TAC 1, 2, 3 and 4, pvenue, catering and keynote speakers in Pemba for final event in Pemba	Calculated on the basis of previous experiences of CRE and CMP
5.8.10 Venue, catering and keynote speakers for the final event in Reggio Emilia	TAC 1, 2, 3 and 4, venue, catering and keynote speakers in Reggio Emilia for final event	Calculated on the basis of previous experiences of CRE and CMP
<b>Subtotal Other costs, services</b>		
<b>6. Other</b>		
6.1 Empowering governance in the city of Pemba		
6.1.1 Subsistence for 9 technicians from pemba Municipality in job shadowing study visits in Reggio Emilia and Milan (9 for 21 days in ITA)	TAC1, presence of 9 technicians in Reggio Emilia and Milan for 21 days each in job shadowing activities. Accomodation and meals. The costs will be contracted, managed and implemented by the Beneficiary	Amount lower then the maximum Per-Diem rate defined by EC in Italy - Average envisaged for Subsistence and Stay in Reggio Emilia and Milan
6.1.2 Consumables and small meals for participants to trainings held in Pemba by Reggio Emilia and Milano Municipal Officers	TAC 1, Consumables and small meals (pens, paper, folders, small meals, coffe, water...) for the organization of the foreseen trainings in Pemba delivered by CRE and CMI rtechnicians from Urban Departments. The costs will be contracted, managed and implemented by the Beneficiary	Costs for trainings and participatory processes development have been evaluated by E35 and CMP and quoted (per participant) on the basis of previous experiences in which similar costs has been paied. These includes for instance: pens, paper, folders, small meals, water and coffee
6.2.3 Subsistence for trainers from Reggio Emilia and Milano Municipalities in Pemba	TAC1 accomodation and subsistence fo CRE and CMI Urban planning department technicians during training and monitoring visits in Pemba. The costs will be contracted, managed and implemented by the Beneficiary	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistence and Stay in Pemba

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
6.1.4 Printing and consumables for the work of the Permanent Interdisciplinary Commissions	A1.1 consumables and printing for the work of the Permanent Urban Forum and of the Urban Committee (pens, prints, paper etc...). The costs will be contracted, managed and implemented by the Beneficiary	Costs for consumables and printing have been evaluated by E35 and CMP and quoted on the basis of previous experiences in which similar costs has been paid. These includes for instance: pens, paper, folders, prints etc...
6.1.5 Technical supervision of Reggio Emilia Municipality Planning and Control Department officers	TAC1 Reggio Emilia Municipality Experts from Planning and control department for technical supervision for the whole development of the TAC 1 Activities. In distance technical support and supervision and visits in pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of Reggio Emilia Municipality officials covering the envisaged position.
6.1.6 Technical supervision of Milano Municipality Water management Department officers	TAC1 Milano Municipality Experts from water management department for technical supervision on water management section of the Intergated Urban Plan. In distance technical support and supervision and visits in pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of Milano Municipality officials covering the envisaged position.
6.1.7 Technical supervision of UEM Professors, Architecture faculty	TAC1 UEM Professors from Architecture faculty for technical supervision for the whole development of the TAC 1 Activities. A1.5 coordinators with CNAPPC. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of UEM Professors covering the envisaged position.
6.1.8 Technical supervision of CNAPPC, integrated urban planning research department	TAC1 CNAPPC Experts for technical supervision for the whole development of the TAC 1 Activities. A1.5 coordinators with UEM. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of CNAPPC Technicians covering the envisaged position.
6.1.9 Technical supervision of IREN, solid waste management planning department	TAC1 IREN Experts from waste management department for technical supervision on waste management section of the Intergated Urban Plan. In distance technical support and supervision and visits in pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of IREN Technicians covering the envisaged position.
6.1.10 Technical supervision of MM water management and supply department	TAC1 MM Experts in water management for technical supervision on water management section of the Intergated Urban Plan. In distance technical support and supervision and visits in pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of MM Technicians covering the envisaged position.

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
6.1.11 Internal Municipality of Pemba new staff for the Integrate Urban Development Plan Office (2 Pax - 40M - FT)	Employed by CMP will be the basic staff of the new created Urban Development Plan Office, with the role of drafting the Integrated Urban Development Plan final document and monitoring the development of all the pilot actions from CMP perspective. The costs will be contracted, managed and implemented by the Beneficiary	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
6.1.12 Subsistances for Italian Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	TAC1 accomodation and subsistance fo Italian Architects during Co-project activities with Mozambique Architects in Pemba for the design and construction of pilot urban regeneration sites. A1.5. The costs will be contracted, managed and implemented by the Beneficiary	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba
6.1.13 Subsistances for Mozambique Architects involved in the project design of the pilot public spaces/buildings (2 PAX - 3 missions - 10 days)	TAC1 accomodation and subsistance for Mozambique Architects during Co-project activities with Italian Architects in Pemba for the design and construction of pilot urban regeneration sites. A1.5. The costs will be contracted, managed and implemented by the Beneficiary	Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba
6.1.14 Paper and consumables for elaboration of tenders for construction enterprises	A1.5 Materials for tender elaboration by CMP directed to the development of construction pilots throughtout the Project (TAC1, 2 and 3). The costs will be contracted, managed and implemented by the Beneficiary	Costs for consumables have been evaluated by E35 and CMP and quoted on the basis of previous experiences in which similar costs has been paid. These includes for instance: pens, paper, folders, etc...
6.1.15 Construction of pilot centers/rehabilitation of public spaces (3 in the 3 different target pilot neighbourhoods) integrating different functions prioritized in the integrated urban plan	A1.5 realization of the 3 pilot intervention on urban regeneration, infrastructural interventons. The costs will be contracted, managed and implemented by the Beneficiary	Costs estimated on the basis of previous experiences of CMP and E35 on similar interventions in other neighborhoods of the city of Pemba that have been coordinated by the Municipality of Reggio Emilia / E35 Foundation in Pemba (PARTICIDADE project)
6.1.16 Urban furnitures for the pilot rehabilitated pilot spaces	A1.5 Urban furnitures for the equipment of new public spaces regenerated/created (lighting, benches, trees etc...). The costs will be contracted, managed and implemented by the Beneficiary	Costs estimated on the basis of previous experiences of CMP and E35 on similar interventions in other neighborhoods of the city of Pemba
6.1.17 Printing of executive plans for the pilot public spaces	A1.5 Printing costs from external printing companies (use of plotters etc.). The costs will be contracted, managed and implemented by the Beneficiary	Costs for printing have been evaluated by E35 and CMP and quoted on the basis of previous experiences in which similar costs has been paid.
6.1.18 Plaques for the regenerated public spaces and interventions of the project	A1.5 EU and Project visibioty in regenerated spaces. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of previous experiences of CRE and CMP
6.1.19 Community participative processes for the definition of the priorities to be enclosed in the Integrated development plan and of priorities and aims of the pilot renovated public spaces	TAC 1 transversal. External involvement of CSOs for the development of participatory paths for the definition of interventions guidelines. Costs subcontracted to experienced Associations/NGOs/Companies in line with the tender rules	Calcltaed on the basis of quotations collected by CMP and E35 (January 2019) and on the basis of previous experiences

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
6.2.20 Consumables and small meals for participants to participative paths in the neighbourhoods	TAC 1, Consumables and small meals (pens, paper, folders, small meals, coffe, water...) for the organization of participatory processes in pilot Neighborhoods. The costs will be contracted, managed and implemented by the Beneficiary	Costs for trainings and participatory processes development have been evaluated by E35 and CMP and quoted (per participant) on the basis of previous experiences in which similar costs has been paid. These includes for instance: pens, paper, folders, small meals, water and coffee
6.1.21 EU Architects expertises for the co-project actions of the urban regeneration pilot activities on public spaces/buildings	A1.5 Reimbursements/small payments for Italian architect involved in the co-project activities of the pilot urban regeneration activities. The costs will be contracted, managed and implemented by the Beneficiary	Average daily cost for Italian Architects expertises involved in cooperation projects
6.1.22 Mozambique Architects expertises for the co-project actions of the urban regeneration pilot activities on public spaces/buildings	A1.5 Reimbursements/small payments for Mozambique architect involved in the co-project activities of the pilot urban regeneration activities. The costs will be contracted, managed and implemented by the Beneficiary	Average daily cost for Mozambique Architects expertises involved in cooperation projects
6.1.23 Integrated sustainable urban plan design - Consultant	TAC1. External Expertise support for the development of the final document of the Integrated Urban Development plan of the city of Pemba. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of quotations collected by CMP and E35 (January 2019)
<b>6.2 Improving Pemba Municipality resilience</b>		
6.2.1 Consultants/Subcontracts for the development of the mapping and diagnosis of degraded areas in Alto Gingone and Eduardo Mondlane neighbourhoods. Coordination of the interventions of urban regeneration in the three pilot neighborhoods.	A2.1 Consultants for the development of the mapping and diagnosis of degraded areas in Alto Gingone and Eduardo Mondlane neighbourhoods. Costs subcontracted to experienced Associations/NGOs/Companies in line with the tender rules	Calculated on the basis of quotations collected by CMP and E35 (January 2019) and on the basis of previous experiences in similar activities
6.2.2 ICT tools development for the creation of Alert App and messaging for calamities and emergencies - <del>External Consultant</del> Subcontract	A 2.2 External expertise for the development of the ICT tools, together with direct trainings to the environmental educators for the use and dissemination to citizens. Costs subcontracted to experienced Associations/NGOs/Companies in line with the tender rules	Costs estimated on the basis of previous experiences E35 and Associate partner Quelimane on similar interventions in other Mozambique cities. The cost has been calculated as follows: 10.500 Euros for an externa consultant (3.500 Euro per 3 months), 2 field visits of the consultant, one for the startup and training to the environemntal educators to the project staff, and one for themonitoring, 7.500 Euros for the sms service. Based on the Mozambique mobile companies lists (quotations requested while writing the proposal) 7.500 Euros are equal to 135.000 sms sents.
6.2.3 External consultant/Subcontracts for the development of participative paths in the neighbourhoods for the mapping and diagnosys of degraded areas and interventions priorities	A2.1 - 2.4 - 2.5. External involvement of CSOs for the development of participatory paths for the definition of interventions priorities envisaged in TAC2 pilots. Costs subcontracted to experienced Associations/NGOs/Companies in line with the tender rules	Calcutaed on the basis of quotations collected by CMP and E35 (January 2019) and on the basis of previous experiences

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<p><b>1. Human Resources<sup>14</sup></b></p>	<p><i>Provide a narrative clarification 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).</i></p>	<p><i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i></p>
<p>6.2.4 Consumables and small meals for participants to participative paths in the neighbourhoods</p>	<p>TAC 2, Consumables and small meals (pens, paper, folders, small meals, coffe, water...) for the organization of participatory processes in pilot Neighborhoods. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Costs for trainings and participatory processes development have been evaluated by E35 and CMP and quoted (per participant) on the basis of previous experiences in which similar costs has been paied. These includes for instance: pens, paper, folders, small meals, water and coffee</p>
<p>6.2.5 Pilot interventions in degraded areas defined by the analysis for the better resilience of the pilot neighbourhood of the city of Pemba to floods and heavy rains.</p>	<p>A2.4 realization of the 3 pilot intervention on urban resilience, green infrastructures interventons. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Costs estimated on the basis of previous experiences of CMP and E35 on similar interventions in other neighborhoods of the city of Pemba. The price of the intervention estimated in the budget took as reference the studies realized in the framework of PLATIP Project. In particular PLATIP Project, funded by the EU, realized a study on the vulnerabilities of one pilot Neighborhood in Pemba, Josina Machel (the same study is going to be realized in two more neighborhoods by the MAISPEMBA Project). In the study also the costs of interventions for green infrastructures and green areas are foreseen. The estimated cost for this kind of interventions is 100.000 dollars, equals to 400 linear meters of drainage ditch. 400 linear meters is the distance calculated as needed in order to reach the sea from the pilot neighborhoods of MAISPEMBA Project. The interventions moreover foresee the realization of water collection basins in the involved neighborhoods.</p>
<p>6.2.6 Experts from MM for the support in the definition of the pilot interventions in the field of water management and supply</p>	<p>A2.5 MM Experts on watwer management for technical supervision on water management and supply pilots. In distance technical support and supervision and visits in pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Average cost of MM technicians covering the envisaged position.</p>
<p>6.2.7 Experts from MM for the support in the definition of the pilot interventions in the field of water management and supply - subsistances for 3 mission/10 days in Pemba</p>	<p>A2.5 MM Experts on watwer management for technical supervision on water management and supply pilots. In distance technical support and supervision and visits in pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba</p>

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
1. Human Resources <sup>14</sup>	<p><i>Provide a narrative clarification 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).</i></p>	<p><i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i></p>
6.2.8 Pilot interventions in degraded areas connecte to the water management and supply to citizens living in degraded areas	<p>A2.5 MM Experts on watwer management for technical supervision on water management and supply pilots. In distance technical support and supervision and visits in pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Costs estimated on the basis of previous experiences of CMP and E35 on similar interventions in other neighborhoods of the city of Pemba. The price of the intervention estimated in the budget took as reference the studies realized in the framework of PLATIP Project. In particular PLATIP Project, funded by the EU, realized a study on the vulnerabilities of one pilot Neighborhood in Pemba, Josina Machel (the same study is going to be realized in two more neighborhoods by the MAISPEMBA Project). In the study also the costs of interventions for water pipes and connection to houses are taken into account. The estimated cost for this kind of interventions is more or less 60 Dollars per linear meter of pipes. In the project we foresee to install more or less 400 meters of pipes for the connection to water in each pilot neighborhood. In total is more or less 25.000 Euros per intervention taking into consideration some more costs (5000 Euros each intervention) for the installment of pumps and water containers. It's the important to underline that the interventions will be defined during the project, thanks to the studies and exchanges realized between Pemba Municipality and the experts from MM and Milano Municipality.</p>
6.2.9 Vocational trainings for the development of innovative companies for the resilient construction of new houses, public buildings, furniture and company services. Experts for trainings and materials for trainees.	<p>A2.5 MM Experts on watwer management for technical supervision on water management and supply pilots. In distance technical support and supervision and visits in pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Costs estimated on the basis of previous experiences</p>
6.2.10 Subgrant Support to startup of innovative companies for the resilient construction of new houses, public buildings, furniture and company services.	<p>A2.5 MM Experts on watwer management for technical supervision on water management and supply pilots. In distance technical support and supervision and visits in pemba for training and support in developing the actions. Costs sub-granted to another entity after an open call for proposal for startup of new companies</p>	<p>Costs estimated on the basis of previous experiences in subgranting startup companies in Pemba</p>

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
6.2.11 Vocational trainings for the development of innovative economic initiatives connected to the environmental and responsible tourism. International experts for trainings and materials for trainees.	A2.5 MM Experts on water management for technical supervision on water management and supply pilots. In distance technical support and supervision and visits in Pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary	Costs estimated on the basis of previous experiences. Each training will be a one week (5 days) full immersion training directed to 20 young people (60 beneficiaries in total). The 5.000 Euros per training has been calculated as follows: - 3.500 Euro for the trainers (international expertise, travel and subsistence costs included) - 100 Euros per day (500 Euros in total) for the lunch and small meals for participants - 1.000 Euros materials for the practical part of the training.
6.2.12 Subgrant Support to startup of innovative economic initiatives connected to the environmental and responsible tourism.	A2.5 MM Experts on water management for technical supervision on water management and supply pilots. In distance technical support and supervision and visits in Pemba for training and support in developing the actions. Costs sub-granted to another entity after an open call for proposal for startup of new companies	Costs estimated on the basis of previous experiences in subgranting startup companies in Pemba
<b>6.3 Improving of waste management system in the city of Pemba</b>		
6.3.1 Assessment on the state of the art of solid waste management and production/separation of waste in the city of Pemba	A3.1 Consultants for the Assessment on the state of the art of the waste management and collection system of the city of Pemba. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of quotations collected by CMP and E35 (January 2019) and on the basis of previous experiences in similar activities
6.3.2 Establishment of neighbourhood environment awareness info points in 3 neighbourhoods of the city of Pemba, small info points (rent+electricity+small furniture) - 30 months each info point	3.3 3 Field offices established. Will be managed by environmental Educators and will be the contact points of the Project in the pilot neighborhoods for the whole implementation of activities. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of quotations collected by CMP and E35 (January 2019) and on the basis of previous experiences in similar activities. For each info point is foreseen, each month, a rent of 200 Euro + 70 Euro for internet and electricity. For 30 months the total amount is 8.100 Euro. For each info point is also foreseen the purchase of small furnitures (table, chairs etc...) + some consumables, for a total foreseen amount of 2.500 Euros each. It means that each info point will cost 10.700 Euro. The plan is to incur these costs directly, but we can also take into consideration to subcontract them.
6.3.3 Communication and dissemination materials, events and other mass-media for the realization of 3 awareness campaigns and to be distributed in the 3 pilot neighbourhoods regarding environmental and solid waste management awareness (flyers, boards, awareness raising events...)	3.4 Realization of awareness raising campaigns directed to citizens and children in schools in the three pilot neighborhoods. Campaigns will be directed to the new solid waste management and collection system, as well as for the use of the ICT tools produced in A2.2 as well as for general information about correct behaviours in households waste management. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of previous experiences of CRE and CMP

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
6.3.4 Community environmental agents for the awareness paths in neighbourhoods and schools (3 community agents, 30 M - FT)	Transversal to TAC3 - 3 community environmental agents will be appointed by the Project for the TAC 3 implementation in the neighborhoods. The costs will be contracted, managed and implemented by the Beneficiary	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
6.3.5 IREN (EDUIREN department) Experts for training of the environmental agents - Training of trainers activities, supervision and definition of communication and awareness materials	TAC3 IREN Experts on awareness raising for technical supervision and trainings. In distance technical support and supervision and visits in Pemba for training and support in developing the actions. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of EDUIREN Technicians covering the envisaged position.
6.3.6 IREN (technical department) Experts for training of the environmental agents - Subsistances in field visits (3 visits/10 days)	TAC3 accommodation and subsistence for EDUIREN technicians during training and monitoring visits in Pemba about the new waste management system. The costs will be contracted, managed and implemented by the Beneficiary	Amount lower than the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistence and Stay in Pemba
6.3.7 Consumables and small meals for awareness and dissemination assemblies in the neighbourhoods	TAC 3, Consumables and small meals (pens, paper, folders, small meals, coffee, water...) for the organization of awareness raising activities in environment education. Environment education paths in schools. The costs will be contracted, managed and implemented by the Beneficiary	Costs for trainings and participatory processes development have been evaluated by E35 and CMP and quoted (per participant) on the basis of previous experiences in which similar costs has been paid. These includes for instance: pens, paper, folders, small meals, water and coffee
6.3.8 Equipment for the environmental info points (Laptop + Small printers)	A3.3 Small equipment for the field Offices, necessary for the work of the environmental community agents. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
6.3.9 IREN technicians in Pemba for workshop development on the new waste management plan of the city of Pemba - 3 workshops/10 days, subsistances and meals	A3.2 IREN Experts on waste management for technical supervision on new solid waste management of the city of Pemba system. Accommodation and subsistence during field training visits. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of IREN technicians covering the envisaged position.
6.3.10 CRE technicians in Pemba for workshop development on the new integrated waste management plan of the city of Pemba - 3 workshops/10 days, subsistances and meals	A3.2 accommodation and subsistence for Reggio Emilia experts from the environment department during training and monitoring visits in Pemba about the new waste management system. The costs will be contracted, managed and implemented by the Beneficiary	Amount lower than the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistence and Stay in Pemba
6.3.11 Subgrants/Subcontracts for the Startup support for 3 associations/cooperatives for the door-to-door collection of waste - Basic staff for 36 months	A3.5 - A3.6 Development of call for proposal for the support to startup of associations/cooperatives for the door-to-door collection of waste. Costs sub-granted to another entity after an open call for proposal for startup of new companies	Costs estimated on the basis of previous experiences in subgranting startup companies in Pemba
6.3.12 Equipment for the workers of the newborn cooperatives/associations (cleaning materials, handcarts, shirts, working clothes ecc...)	A3.5 - A3.6 Equipment for the newborn cooperatives/Association of waste collectors. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
6.3.13 Trash bags to be distributed by environmental agents in the three pilot neighborhoods	A3.5 Basic equipment for families involved in the new collection of waste system in pilot neighborhoods. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
6.3.14 Small containers for waste separation to be distributed in pilot neighborhoods	A3.5 Basic equipment for families involved in the new collection of waste system in pilot neighborhoods. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of quotations collected by CMP in January 2019 - In line with previous experiences in Pemba
6.3.15 Realization of a pilot treatment plant for organic waste for the production of compost for vegetable community gardens or to be reselled or used in public spaces, gardens and school gardens.	A3.5 - A3.6 Realization of a pilot treatment plant for organic waste for the production of compost for vegetable community gardens or to be reselled or used in public spaces, gardens and school gardens - Subcontract to CSOs with expertise in this field. Costs subcontracted to experienced Associations/NGOs/Companies in line with the tender rules	Costs estimated on the basis of previous experiences E35 and Associate partner Qualimane on similar interventions in other Mozambique cities. The cost has been calculated as follows: 21.000 Euros for an external consultant (3.500 Euro per 6 months); 2 field visits (6.000 Euros) of the consultant, one for the startup and training to the environmental educators, to the associations of workers in the field of solid waste management and to the project staff, and one for the monitoring; realization of a manure well (3000 Euros); seeds and materials for the realization of vegetable gardens (3400 Euros); Construction of the pilot treatment plant (30.000 Euros - based on already done similar plants); Equipment for the plant (6.000 Euros); Security equipment for the staff (1.100 Euros); Construction of a serra (4500 Euros).
6.3.16 Support for operational costs of Pemba Municipality waste management system for the implementation of the new solid waste management plan (fuel, cleaning equipment, tools maintenance etc...)	A3.5 Support for operational costs for Pemba Municipality for the development of the new waste management and collection system. The costs will be contracted, managed and implemented by the Beneficiary	Costs estimated on the basis of fuel and equipment costs in Pemba, from CMP budget
<b>6.4 Improving inclusiveness in the city of Pemba</b>		
6.4.1 Assessment on the actual status of services for early childhood education in the city of Pemba	A4.1 Consultants for the development of the mapping and diagnosis of the status of Early Childhood Services in the city of Pemba. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of quotations collected by CMP and E35 (January 2019) and on the basis of previous experiences in similar activities
6.4.2 Staff of CMP Early childhood education office for the integration of early childhood services (40M - FT)	Transversal TAC4 Opening and management of a new CMP dedicated Office about Early Childhood Education (Casa da criança) - Staff costs. The costs will be contracted, managed and implemented by the Beneficiary	Salary, insurance, taxes and other related costs. Average cost on the job market in Pemba.
6.4.3 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Field visits in Pemba, distance monitoring and job shadowing in Reggio Emilia (50M - PT20%)	Transversal TAC 4 - CRE Experts officials from Early Childhood Education Services for training and supervision on new Early Childhood Education System of Pemba. In distance support and in field visits and trainings. The costs will be contracted, managed and implemented by the Beneficiary	Average cost of Reggio Emilia Municipality officials covering the envisaged position.

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<p><b>1. Human Resources<sup>14</sup></b></p>	<p><i>Provide a narrative clarification 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).</i></p>	<p><i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i></p>
<p>6.4.4 Reggio Emilia Municipality experts from the early childhood department for trainings directed to Pemba staff - Subsistances in Pemba (3 missions 10 days)</p>	<p>Transversal TAC 4 - CRE Experts officials from Early Childhood Education Services for training and supervision on new Early Childhood Education System of Pemba. Accomodation and subsistance during field training visits. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Amount lower then the maximum Per-Diem rate defined by EC in Mozambique - Average envisaged for Subsistance and Stay in Pemba</p>
<p>6.4.5 Consultant for the support development of the common guidelines and new rules of Pemba Municipality early childhood system, part of the integrated urban plan.</p>	<p>4.3 External experts for the final editing version of the Common Guidelines for all Pemba Municipality Early Childhood Education Services. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Calcutaed on the basis of quotations collected by CMP and E35 (January 2019) and on the basis of previous experiences</p>
<p>6.4.6 Startup support to new Public/Private managed services for early childhood education in 3 pilot neighbourhoods of the City of Pemba (Startup staff costs, rent of locations, eletricity, cleaning services, materials, small restoring inteventions)</p>	<p>A4.4 - A4.5Opening and management of 3 new pilot community Early Childhood Services managed by CMP (Staff costs, rent, small equipment and materials etc...). The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Calculated on the basis of quotations collected by CMP in January 2019. - Each pilot school will be supported in the startup for 36 months;</p> <ul style="list-style-type: none"> <li>- Each pilot preschool will have 2 teachers/educators part-time (4 hours per day), 200 Euro each educator per month: 14.400 Euros;</li> <li>- Each pilot preschool will have at disposal 250 euro each month (36 months) for rent of space and payments of water and electricity: 9.000 Euros;</li> <li>- Each pilot preschool will receive 6.000 Euros for renovation of spaces and purchase of materials, furnitures etc..., in order to be ready to welcome children;</li> <li>- Each pilot preschool will have at disposal an amount of 1 Euro per day (22 days/month) per children (20 children each school) for 36 months for school meals (calculations based on the study published by PARTICIDADE project;</li> </ul> <p>Each pilot preschool will costs for 36 months 45.240,00 Euros. The budget has been reformulated in line with these calculations. These costs will be directly incurred by the project partners, by Pemba Municipality in particular.</p>
<p>6.4.7 External support for the coordination of the activities related to early childhood education sector. 24M</p>	<p>Transversal to TAC 4 - Support in the coordination of the activities related to Early Childhood Education in field. The costs will be contracted, managed and implemented by the Beneficiary</p>	<p>Calcutaed on the basis of quotations collected by CMP and E35 (January 2019) and on the basis of previous experiences</p>

2. Justification of the Budget for the Action	All Years	
Costs	Clarification of the budget items	Justification of the estimated costs
<b>1. Human Resources<sup>14</sup></b>	<i>Provide a narrative clarification 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).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should 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</i>
6.4.8 Consumables, meals and venues for trainings directed to teachers of the pilot preschools and of the city of Pemba preschools	TAC 4, Consumables and small meals (pens, paper, folders, small meals, coffe, water...) for the organization of the foreseen trainings in Pemba delivered by CRE education department officers. The costs will be contracted, managed and implemented by the Beneficiary	Costs for trainings and participatory processes development have been evaluated by E35 and CMP and quoted (per participant) on the basis of previous experiences in which similar costs has been paied. These includes for instance: pens, paper, folders, small meals, water and coffee
6.4.9 Banners and visibility materials for the dissemination of the opportunitieasd given by the new education services - Visibility of Pemba preschool network	Transversal to TAC 4 - Visibility and copmunication materials for the new created Early Childhood Services, as well as for the common guidelines to be followed at Pemba city level for the proper management fo Early Childhood Education services. The costs will be contracted, managed and implemented by the Beneficiary	Calculated on the basis of previous experiences of CRE and CMP
<b>6.5 Integrated urban planning pilot implementation</b>		
6.5.1 International and national consultant for the integrating of the action foreseen in the Integrated Sustainable Urban Plan in strategies for infrastructure project financial and bankability - Lobbying on international donors (I.e. World Bank, EBRD, Budget support instruments etc...)	A5.1 and A5.2 External expertises for the lobbying at National and International level for the further implementation of the plans envisaged in the Integrated Urban Development Plan drafted at MaisPemba level. Costs subcontracted to experienced Associations/NGOs/Companies in line with the tender rules	Quotations calculated by E35 on the basis of previous experiences in involving International experts for project positioning and bankability
6.5.2 Organization of incoming events in Pemba for international donors and Multinational Companies visiting the Project actions - Study of possible ways of infrastructure project financing related to the Integrated Sustainable Urban Plan	A5.2 A5.2 Organization of incoming events of important stakeholders for advising about the results of the project and of the needs for the further implementation of the Integrated Urban Development plan. Costs subcontracted to experienced Associations/NGOs/Companies in line with the tender rules	Quotations calculated by E35 on the basis of previous experiences in organiziang incoming events in Pemba

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

	Amount	Percentage
	EUR	%
<b>Expected sources of funding</b>		
EU/EDF contribution sought in this application <b>(A)</b>	3626935,38	
Other contributions (Applicant, other Donors etc)		
<i>Name</i>	<i>Conditions</i> <sup>6</sup>	
Reggio Emilia Municipality		76356,53
Milano Municipality		76356,53
E35 Foundation		30542,61
Pemba Municipality		7635,65
Revenue from the Action	0	
To be inserted if applicable and allowed by the guidelines: In-kind contributions <sup>5</sup>	0	
Expected TOTAL CONTRIBUTIONS	3817826,71	
<b>Estimated Costs</b>		
Estimated TOTAL ELIGIBLE COSTS <sup>2</sup> <b>(B)</b>	3817826,71	
EU/EDF contribution expressed as a percentage of total eligible costs <sup>4</sup> <b>(A/B x 100)</b>		95,00%
To be inserted if applicable and allowed by the guidelines: Taxes/In-kind contributions <sup>5</sup>		
Estimated TOTAL ACCEPTED COSTS <sup>3</sup> <b>(C)</b>	3817826,71	
EU/EDF contribution expressed as a percentage of total accepted costs <sup>4</sup> <b>(A/C x 100)</b>		95,00%

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

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

## ANNEX IV

### Procurement by grant beneficiaries in the context of European Union external actions

- **PRINCIPLES**

If the implementation of an action requires procurement by the beneficiary(ies), the contract must be awarded to the tender offering best value for money (i.e. the tender offering the best price-quality ratio) or, as appropriate, to the tender offering the lowest price. In doing so, the beneficiary(ies) shall avoid any conflict of interests and respect the following basic principles:

Where the beneficiary does not launch an open tender procedure it shall justify the choice of tenderers that are invited to submit an offer.

The beneficiary shall evaluate the offers received against objective criteria which enable measuring the quality of the offers and which take into account the price (the offer with the lowest price shall be awarded the highest score for the price criterion).

The beneficiary shall keep sufficient and appropriate documentation with regard to the procedures applied and which justify the decision on the pre-selection of tenderers (where an open tender procedure is not used) and the award decision.

With reference to Section 2.4 of PRAG, the beneficiary shall be responsible for the respect of EU restrictive measures in the award of contracts.

The beneficiary may decide to apply the procurement procedures set forth in the practical guide. If these procedures are correctly followed the principles above will be deemed to be complied with.

The European Commission will carry out *ex post* checks on beneficiary(ies)'s compliance with the principles above and the rules of section 2 below. Failure to comply with these principles or rules would render the related expenditure ineligible for EU/EDF funding.

The provisions of this Annex apply *mutatis mutandis* to contracts to be concluded by the beneficiary(ies)'s affiliated entity(ies).

- **ELIGIBILITY FOR CONTRACTS**

#### **1.1. The nationality rule**

Participation in tender procedures managed by the beneficiary(ies) is open on equal terms to all natural and legal persons effectively established in a Member State or a country, territory or region mentioned as eligible by the relevant regulation/basic act governing the eligibility rules for the grant as per Annex a2 to the practical guide. Tenderers must state their nationality in their tenders and provide the usual proof of nationality under their national legislation.

This rule does not apply to the experts proposed under service tenders financed by the grant.

## **1.2. The rule of origin**

If the basic act or the other instruments applicable to the programme under which the grant is financed contain rules of origin for supplies acquired by the beneficiary in the context of the grant<sup>1</sup>, the tenderer must be requested to state the origin<sup>2</sup> of the supplies, and the selected contractor will always have to prove the origin of the supplies.

For equipment and vehicles of a unit cost on purchase of more than EUR 5 000, contractors must present proof of origin to the beneficiary(ies) at the latest when the first invoice is presented. The certificate of origin must be made out by the competent authorities of the country of origin of the supplies and must comply with the rules laid down by the relevant Union legislation. Failure to comply with this condition may result in the termination of the contract and/or suspension of payment.

Where supplies may originate from any country, no certificate of origin needs to be submitted.

## **1.3. Exceptions to the rules on nationality and origin**

Where an agreement on widening the market for procurement of goods, works or services applies, access must also be open to nationals and goods originating from other countries under the conditions laid down in that agreement.

In addition, in duly substantiated exceptional cases foreseen by the applicable regulations, in order to give access to nationals or goods originating from countries other than those referred to in Sections 2.1 and 2.2, a prior authorization by the European Commission must be sought prior to the launch of the procedure, unless the action takes place in a country under a crisis declaration,

\* \* \*

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<sup>1</sup> Under the CIR (i.e. not IPA I) and the EDF supplies may originate from any country if the amount of the supplies to be procured is below EUR 100 000 per purchase.

<sup>2</sup> For the purpose of this annex, the term 'origin' is defined in Chapter 2 of Regulation (EC) No 450/2008 of the European Parliament and of the Council of 23 April 2008 laying down the EU Customs Code (Modernised Customs Code).

Letterhead from the Beneficiary (Coordinator)

**ANNEX V**

**Request for payment for grant contract**

**European Union external actions**

Letterhead from the Beneficiary (Coordinator)

## **Request for payment for grant contract European Union external actions**

<Date of the payment request >

For the attention of

<address of the contracting authority >  
<Financial unit/section indicated in the contract ><sup>1</sup>

Reference number of the grant contract:

Title of the grant contract:

Name and address of the coordinator:

Payment request number:

Period covered by the payment request:

Dear Sir/Madam,

I hereby request [a further pre-financing payment] [payment of the balance] under the contract mentioned above.

The amount requested is <according to the option indicated in Article 4(1) of the special conditions of the contract/the following: ...>.

Please find attached the following supporting documents:

- detailed breakdown of expenditure (if required by Article 15.7 of the general conditions of the contract)
- narrative and financial interim report (for further pre-financing payments)
- a forecast budget for the subsequent reporting period (for further pre-financing payments)
- narrative and financial final report (for payment of the balance)
- expenditure verification report (for payment of the balance).

The payment should be made to the following bank account: <give the account number shown on the financial identification form annexed to the contract<sup>2</sup>>

<sup>1</sup> Please do not forget to send a copy of this letter to the entities mentioned in Article 5(1) of the special conditions of the contract, if any.

<sup>2</sup> In case a different bank account has to be used a new financial identification form has to be timely submitted.

Letterhead from the Beneficiary (Coordinator)

***Declaration on honour***

***I hereby certify that the information contained in this payment request is full, reliable and true, and is substantiated by adequate supporting documents that can be checked.***

***I hereby certify that the costs declared have been incurred in accordance with this contract and that they can be considered as eligible in accordance with the contract.***

Yours faithfully,

< Signature >

## ANNEX VI INTERIM NARRATIVE REPORT

- This report must be completed and signed by the contact person of the coordinator.
- The information provided below must correspond to the financial information that appears in the financial report.
- Please complete the report using a typewriter or computer (*you can find this form at the following address <specify>*).
- Please expand the paragraphs as necessary.
- *Please refer to the special conditions of your grant contract and send one copy of the report to each address mentioned.*
- The contracting authority will reject any incomplete or badly completed reports.
- The answer to all questions must cover the reporting period as specified in point 1.6.

### *Table of contents*

### *List of acronyms used in the report*

#### **1. Description**

---

- 1.1. Name of coordinator of the grant contract:
- 1.2. Name and title of the contact person:
- 1.3. Name of beneficiary(ies) and affiliated entity(ies) in the action:
- 1.4. Title of the action:
- 1.5. Contract number:
- 1.6. Start date and end date of the reporting period:
- 1.7. Target country(ies) or region(s):
- 1.8. Final beneficiaries &/or target groups<sup>1</sup> (if different) (including numbers of women and men):
- 1.9. Country(ies) in which the activities take place (if different from 1.7):

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<sup>1</sup> 'Target groups' are the groups/entities who will be directly positively affected by the project at the project purpose level, and 'final beneficiaries' are those who will benefit from the project in the long term at the level of the society or sector at large.

## 2. Assessment of the implementation of the action activities and its results

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### 2.1. Executive summary of the action

Please give a global overview of the action's implementation for the reporting period (no more than ½ page).

Referring to the updated logical framework matrix<sup>2</sup> (see point 2.3. below), please describe and comment the level of achievement of the outcome(s), if it is relevant at this stage and the likeliness of reaching the final target(s) related to the outcome(s) at the end of the action.

Please explain briefly if any changes should be or have been brought to the intervention logic and to the Logical framework matrix, giving the justification for such changes (complete explanation should be placed in the 2.2 section under the relevant level considered: outcomes, outputs, activities). Comment the likeliness of reaching the final target(s) related to the impact in the future (specify).

### 2.2. Results and activities

#### A. RESULTS

*The narrative report should be based on the monitoring and evaluation system set up using as a basis the Logical framework matrix. As such, narrative report must inform all the indicators defined in the logical framework. Monitoring and/or evaluation reports relating to the performance of the Action shall be used and mentioned in the narrative reports.*

What is your assessment of the results of the action so far? Include observations on the performance and the achievement of outputs, outcomes and impacts and whether the action has had any unforeseen positive or negative results.

Explain how the Action has mainstreamed cross-cutting issues such as promotion of human rights,<sup>3</sup> gender equality,<sup>4</sup> democracy, good governance, children's rights and indigenous peoples, youth, environmental sustainability<sup>5</sup> and combating HIV/AIDS (if there is a strong prevalence in the target country/region).

Referring to the logical framework matrix (see point 2.3. below) please comment for each level of results (output, outcome, impact) the level of achievement of all the results on the basis of the corresponding current value of the indicators and all the related activities implemented during the reporting period.

- the level of achievement on the basis of the corresponding baseline, target and current value of the indicators, making reference to the assumptions and risks defined in the Logical framework

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<sup>2</sup> The relevant terminology (i.e. outputs, outcome, indicators, etc.) is defined in the logical framework matrix template attached to the guidelines for applicants (Annex e3d).

<sup>3</sup> Including those of people with disabilities. For more information, see 'Guidance note on disability and development' at [https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff\\_en](https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff_en)

<sup>4</sup> See Guidance on Gender equality at [https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation\\_en](https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation_en)

<sup>5</sup> See Guidelines for environmental integration at: [https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment\\_en](https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment_en)

<Contract number>

<Start date and end date of the reporting period>

- the activities covered and implemented. Activities should be linked to corresponding output(s) through clear numbering.

In case of underperformance, please explain the reasons and the corrective measures.

**Outcome (Oc) – "<Title of Outcome > "**

<comment on current status of indicators associated to Oc and explain any changes, especially any underperformance; refer to assumptions in the Logframe>

**(possibly) intermediary Outcome 1 (iOc 1) - "<Title of intermediary Outcome 1>"**

(...)

**Output 1.1. (Op 1.1.)**

(...)

<Following the above assessment of results, please elaborate on all the topics/activities covered and implemented. >

**B. ACTIVITIES**

**Activity 1.1.1.**

<please explain any problems (e.g. delay, cancellation, postponement of activities) which have arisen and how they have been addressed> (if applicable)

<please list any risks that might have jeopardised the realisation of some activities and explain how they have been tackled> (if applicable)

**Activity 1.1.2.**

<...>

**2.3. Logframe matrix updated**

The Logical framework (logframe) matrix should evolve during the Action project (i.e. the projects) lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose (see "Current value"). The term "results" refers to the outputs, outcome(s) and impact of the Action.

The logframe can be revised as necessary (in line with the provisions defined in Article 9.4 of the General Conditions).

	<i>Result chain</i>	<i>Indicator</i>	<i>Baseline (value &amp; reference year)</i>	<i>Target (value &amp; reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>

	<b>Result chain</b>	<b>Indicator</b>	<b>Baseline (value &amp; reference year)</b>	<b>Target (value &amp; reference year)</b>	<b>Current value* (reference year) (* to be included in interim and final reports)</b>	<b>Source and mean of verification</b>	<b>Assumptions</b>
	<i>The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders.</i>	<i>Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. (Ideally, to be drawn from the partner's strategy)</i>	<i>The intended final value of the indicator(s) . (Ideally, to be drawn from the partner's strategy )</i>	<i>The latest available value of the indicator(s) ) at the time of reporting (* to be updated in interim and final reports)</i>	<i>Ideally to be drawn from the partner's strategy.</i>	<i>Not applicable</i>
<b>Outcome(s) objective (Specific (s))</b>	<i>The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the Action (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here)</i>	<i>(see definition above)</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.</i>	<i>The intended final value of the indicator(s) .</i>	<i>(same as above)</i>	<i>Sources of information and methods used to collect and report (including who and when/how frequently) .</i>	<i>Factors outside project management's control that may influence on the impact-outcome(s) linkage.</i>
<b>Outputs</b>	<i>The direct/tangible products (infrastructure, goods and services) delivered/ generated by the intervention (*Outputs should in principle be linked to corresponding outcomes through clear numbering)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>Factors outside project management's control that may influence on the other outcome(s)/output s linkage.</i>

## 2.4. Activity Matrix

<p><i>What are the key activities to be carried out to produce the intended outputs?</i></p> <p><i>(*activities should in principle be linked to corresponding output(s) through clear numbering)</i></p>	<p><b>Means</b>  <i>What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.</i></p> <p><b>Costs</b>  <i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i></p>	<p><b>Assumptions</b>  <i>Factors outside project management's control that may impact on the activities-outputs linkage.</i></p>
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## 2.5. Please provide an updated action plan for the future activities of the project<sup>6</sup>

Year	Half-year 1						Half-year 2						
Activity	Month 1	2	3	4	5	6	7	8	9	10	11	12	Implementing body
<i>Example</i>	<i>example</i>												<i>Example</i>
Preparation Activity 1(title)													Beneficiary or affiliated entity 1
Execution Activity 1(title)													Beneficiary of affiliated entity 1
Preparation Activity 2 (title)													Beneficiary or affiliated entity 2
Etc.													

## 3. Beneficiaries/affiliated entities, trainees and other cooperation

- 3.1. How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract (i.e. those having signed the mandate for the coordinator or the affiliated entity statement)? Please provide specific information for each beneficiary/affiliated entity.
- 3.2. How would you assess the relationship between your organisation and State authorities in the action countries? How has this relationship affected the action?
- 3.3. Where applicable, describe your relationship with any other organisations involved in implementing the action:
  - Associate(s) (if any)
  - Contractor(s) (if any))
  - Final beneficiaries and target groups
  - Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc.)
- 3.4. Where applicable, outline any links and synergies you have developed with other actions.

<sup>6</sup> This plan will cover the financial period between the interim report and the next report.

<Contract number>

<Start date and end date of the reporting period>

- 3.5. If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).
  
- 3.6. Where applicable, include a traineeship report on each traineeship which ended in the reporting period to be prepared by the trainee including the result of the traineeship and assessment of the qualifications obtained by the trainee with a view to his/her future employment.

#### 4. Visibility

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How is the visibility of the EU contribution being ensured in the action?

**The European Commission may wish to publicise the results of actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.**

Name of the contact person for the action:

.....

Signature: .....

Location: .....

Date report due: .....

Date report sent: .....

## ANNEX VI FINAL NARRATIVE REPORT

- This report must be completed and signed by the contact person of the coordinator.
- The information provided below must correspond to the financial information that appears in the financial report.
- Please complete the report using a typewriter or computer (*you can find this form at the following address <specify>*).
- Please expand the paragraphs as necessary.
- *Please refer to the special conditions of your grant contract and send one copy of the report to each address mentioned.*
- The contracting authority will reject any incomplete or badly completed reports.
- Unless otherwise specified, the answer to all questions must cover the reporting period as specified in point 1.6.
- Please do not forget to attach to this report the proof of the transfers of ownership referred to in Article 7.5 of the general conditions.

### *Table of contents*

### *List of acronyms used in the report*

#### 1. Description

---

- 1.1. Name of coordinator of the grant contract:
- 1.2. Name and title of the contact person:
- 1.3. Name of beneficiary(ies) and affiliated entity(ies) in the action:
- 1.4. Title of the action:
- 1.5. Contract number:
- 1.6. Start date and end date of the action:
- 1.7. Target country(ies) or region(s):
- 1.8. Final beneficiaries &/or target groups<sup>1</sup> (if different) (including numbers of women and men):
- 1.9. Country(ies) in which the activities take place (if different from 1.7):

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<sup>1</sup> 'Target groups' are the groups/entities who will be directly positively affected by the project at the project purpose level, and 'final beneficiaries' are those who will benefit from the project in the long term at the level of the society or sector at large.

## 2. Assessment of the implementation of action activities and its results

---

### 2.1. Executive summary of the action

Please give a global overview of the action's implementation for the whole duration of the project

Referring to the updated final logical framework matrix<sup>2</sup> (see point 2.3. below), describe the level of achievement of the outcome(s) on both the final beneficiaries &/or target group (if different) and the situation in the target country or target region which the action addressed.

Please explain if the intervention logic has proved to be valid, including with the possible changes and their justifications presented in earlier reports, comment the likeliness of reaching the final target(s) related to the impact in a near future (specify).

Please indicate any modification that have be brought to the Logical framework matrix since the start of the Action and explain briefly why (complete explanation should be placed in the 2.2 section under the relevant level considered: outcomes, outputs, activities).

### 2.2. Results and activities

#### A. RESULTS

*The narrative report should be based on the monitoring and evaluation system set up using as a basis the Logical framework matrix. As such, narrative reports must inform all the indicators defined in the logical framework. Monitoring and/or evaluation reports relating to the performance of the Action shall be used and mentioned in the narrative report. All the monitoring and/or evaluation reports shall be submitted to the Commission with the Final narrative report.*

What is your assessment of the results of the action so far? Include observations on the performance and the achievement of outputs, outcomes and impact and whether the action has had any unforeseen positive or negative results.

Explain how the Action has mainstreamed cross-cutting issues such as promotion of human rights,<sup>3</sup> gender equality,<sup>4</sup> democracy, good governance, children's rights and indigenous peoples, youth, environmental sustainability<sup>5</sup> and combating HIV/AIDS (if there is a strong prevalence in the target country/region).

Referring to the final updated logframe matrix (see point 2.3. below) please comment the level of achievement of all the results on the basis of the corresponding current value of the indicators and all the related activities implemented during the reporting period.

- the level of achievement on the basis of the corresponding baseline, target and current value of the indicators, making reference to the assumptions and risks defined in the Logical framework

---

<sup>2</sup> The relevant terminology (i.e. outputs, outcome, indicators, etc.) is defined in the logical framework matrix template attached to the guidelines for applicants (Annex e3d).

<sup>3</sup> Including those of people with disabilities. For more information, see 'Guidance note on disability and development' at [https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff\\_en](https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff_en)

<sup>4</sup> See Guidance on Gender equality at [https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation\\_en](https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation_en)

<sup>5</sup> See Guideline for environmental integration at [https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment\\_en](https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment_en)

<Contract number>

<Start date and end date of the reporting period>

- the activities covered and implemented. Activities should be linked to corresponding output(s) through clear numbering.

(...)

**Outcome – "<Title of the Outcome>"**

(...)

Comment on final status of indicators associated to Oc and explain any changes, especially any underperformance; refer to the indicators and assumptions in the Logframe:

**(Possibly) intermediary Outcome 1 (iOc1) – "<Title of intermediary Outcome 1>"**

(...)

**Output 1.1. (Op 1.1.) – "Title of Output 1.1. "**

(...)

Following the above assessment of results, please elaborate on all the topics/activities covered.

## **B. ACTIVITIES**

### **Activity 1.1.1.**

Please explain any problems (e.g. delay, cancellation, postponement of activities) which have arisen and how they have been addressed (if applicable)

Please list any risks that might have jeopardised the realisation of some activities and explain how they have been tackled.

### **Activity 1.1.2.**

(...)

- 2.3.** What has your organisation or any actor involved in the Action learned from the Action and how has this learning (including evidence from monitoring and evaluations) -been utilised and disseminated? What has and has not worked?

Describe if the action will continue after the support from the European Union has ended. Are there any follow up activities envisaged? What will ensure the sustainability of the action?

- 2.4.** The Logical framework (logframe) matrix should evolve during the Action project (i.e. the projects) lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose (see "Current value"). The term "results" refers to the outputs, outcome(s) and impact of the Action.

The logframe can be revised as necessary (in line with the provisions defined in Article 9.4 of the General Conditions).

	<b>Result chain</b>	<b>Indicator</b>	<b>Baseline (value &amp; reference year)</b>	<b>Target (value &amp; reference year)</b>	<b>Current value* (reference year) (* to be included in interim and final reports)</b>	<b>Source and mean of verification</b>	<b>Assumptions</b>
<b>Impact (Overall objective)</b>	<i>The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders.</i>	<i>Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. (Ideally, to be drawn from the partner's strategy)</i>	<i>The intended final value of the indicator(s) . (Ideally, to be drawn from the partner's strategy )</i>	<i>The latest available value of the indicator(s) at the time of reporting (* to be updated in interim and final reports)</i>	<i>Ideally to be drawn from the partner's strategy.</i>	<i>Not applicable</i>
<b>Outcome (Specific objective(s))</b>	<i>The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the Action (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here)</i>	<i>(see definition above)</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.</i>	<i>The intended final value of the indicator(s) .</i>	<i>(same as above)</i>	<i>Sources of information and methods used to collect and report (including who and when/how frequently)</i>	<i>Factors outside project management's control that may influence on the impact-outcome(s) linkage.</i>
<b>Outputs</b>	<i>The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>Factors outside project management's control that may influence on the other outcome(s)/output</i>

	<i>Result chain</i>	<i>Indicator</i>	<i>Baseline (value &amp; reference year)</i>	<i>Target (value &amp; reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>
	(*Outputs should in principle be linked to corresponding outcomes through clear numbering)						s linkage.

**2.5. Activity matrix**

<i>What are the key activities to be carried out to produce the intended outputs?</i>  <i>(*activities should in principle be linked to corresponding output(s) through clear numbering)</i>	<p><b>Means</b> <i>What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.</i></p> <p><b>Costs</b> <i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i></p>	<p><b>Assumptions</b> <i>Factors outside project management's control that may impact on the activities-outputs linkage.</i></p>
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**2.6.** Explain how the action has mainstreamed cross-cutting issues such as promotion of human rights,<sup>6</sup> gender equality,<sup>7</sup> democracy, good governance, children’s rights and indigenous peoples, environmental sustainability<sup>8</sup> and combating HIV/AIDS (if there is a strong prevalence in the target country/region)<sup>9</sup>.

**2.7.** How and by whom have the activities been monitored/evaluated? Please summarise the results of the feedback received from the beneficiaries and others.

**2.8.** What has your organisation or any actor involved in the action learned from the action and how has this learning been utilised and disseminated?

**2.9.** Please list all materials (and number of copies) produced during the action on whatever format (please enclose a copy of each item, except if you have already done so in the past).

*Please state how the items produced are being distributed and to whom.*

**2.10.** Please list all contracts (works, supplies, services) above EUR 60 000 awarded for the implementation of the action for the whole implementation period since the last interim

<sup>6</sup> Including those of people with disabilities. For more information, see ‘Guidance note on disability and development’ at [https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff\\_en](https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff_en)

<sup>7</sup> [https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation\\_en](https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation_en)

<sup>8</sup> Guidelines for environmental integration are available at: [https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment\\_en](https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment_en)

<sup>9</sup> Please refer to EC Guidelines on gender equality, disabilities, etc.

<Contract number>

<Start date and end date of the reporting period>

report if any or during the reporting period, giving for each contract the amount, the name of the contractor and a brief description on how the contractor was selected, including compliance with EU restrictive measures.

### **3. Beneficiaries/affiliated entities, trainees and relations with Government/other cooperation**

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- 3.1. How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract (i.e. those having signed the mandate for the coordinator or an affiliated entity statement)? Please provide specific information for each beneficiary/affiliated entity.
- 3.2. Is the above agreement between the signatories to the grant contract to continue? If so, how? If not, why?
- 3.3. How would you assess the relationship between your organisation and State authorities in the action countries? How has this relationship affected the action?
- 3.4. Where applicable, describe your relationship with any other organisations involved in implementing the action:
  - Associate(s) (if any)
  - Contractor(s) (if any)
  - Final beneficiaries and target groups
  - Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc.)
- 3.5. Where applicable, outline any links and synergies you have developed with other actions.
- 3.6. If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).
- 3.7. How do you evaluate cooperation with the services of the contracting authority?
- 3.8. Where applicable, include a traineeship report on each traineeship which ended in the reporting period to be prepared by the trainee including the result of the traineeship and assessment of the qualifications obtained by the trainee with a view to his/her future employment.

### **4. Visibility**

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How is the visibility of the EU contribution being ensured in the action?

**The European Commission may wish to publicise the results of actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.**

### **5. Location of records, accounting and supporting documents**

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Please indicate in a table the location of records, accounting and supporting documents for each beneficiary and affiliated entity entitled to incur costs.

<Contract number>

<Start date and end date of the reporting period>

The European Commission may wish to publicise the results of actions. Do you have any objection to this report being published on the website of DG International Cooperation and Development ? If so, please state your objections here.

Name of the contact person for the action: .....

Signature: ..... Location: .....

Date report due: ..... Date report sent: .....

**Nota Bene**

The beneficiary(ies) alone is responsible for ensuring that the financial information provided in these tables is correct.

**Forecast budget and follow-up**

In accordance with Article 15.3 of the General Conditions a forecast budget for the subsequent reporting period or for the remaining period (if shorter) must be provided with any request for payment of further pre-financing instalment.

**Interim Report & Final Report**

Additional information on expenditure incurred in local or other currencies than the euro (or the currency of the Contract) may be asked by the Contracting Authority

**Addenda and use of contingencies**

To be filled in case of an addendum and/or when contingencies are used.

**ROUNDINGS**

Figures have to be rounded to the nearest euro cent



## TERMS OF REFERENCE FOR AN EXPENDITURE VERIFICATION If there is a # of a Rfs <# of RfS>

The present terms of reference apply to the verification of expenditure declared in financial reports under the following contracts:

1) Contract<sup>1</sup> number / IT system: <example: 286637 / CRIS>

[An audit of the design and operating effectiveness of the internal control system governed by ISAE 3000 is also requested for which the procedures described in annex 4 should be carried out and a systems audit report should be presented based on the template in annex 5.]

[2) Contract number / IT system: <example: 286637 / CRIS>]

An audit of the design and operating effectiveness of the internal control system governed by ISAE 3000 is also requested for which the procedures described in annex 4 should be carried out and a systems audit report should be presented based on the template in annex 5.]

<Repeat contracts/reports as applicable>

Detailed information is provided at the cover page of Annex 1

- **How the model should be completed by the Contracting Authority**
  - **(also applies to Annexes 1 and 2)**

- **insert** the information requested between the <...>
- **choose** the optional text between [...] highlighted in grey when applicable or delete
- **delete** all yellow instructions and the present text box

**The standard wording** can only be modified in exceptional cases and after prior consultation of DEVCO R2, Audit & Control Unit.

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<sup>1</sup> Contract in relation to which the financial report subject to verification is issued. The contract established with the expenditure verifier will be identified as "Verification Contract"

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## 1 Introduction

The present document and the Annexes listed in Section 8 are the terms of reference ('ToR') on which the **Contracting Authority** agrees to engage 'the Expenditure Verifier' to perform a verification of expenditure reported by Reporting Entities.

These ToR will become an integral part of the contract concluded between the Contracting Authority and the Expenditure Verifier.

They apply to expenditure verifications contracted by the Commission or by the Reporting Entity and cover the verification of expenditure incurred under the EU financed contracts on the cover sheet.

## 2 Objectives and context

The Expenditure Verifier is expected

- to carry out the agreed-upon procedures listed in Annex 2, and
- to issue reports based on the template in Annex 3 which will support the Contracting Authority's conclusions on the eligibility of the reported expenditure and the related follow-up.

The expenditure verification will be performed as [**Choose either one or both**] a desk review or/and fieldwork at the location indicated in Annex 1.]

[Additional specific objectives taking the form of agreed-upon procedures can be included where the Expenditure Verifier is requested to report on specific matters. **<Describe the additional objective>**]

The Expenditure Verifier is not expected to provide an audit opinion.

## 3 Standards and Ethics

The Expenditure Verifier shall undertake this engagement in accordance with:

- the International Standard on Related Services ('ISRS') 4400 Engagements to perform Agreed-upon Procedures regarding Financial Information as promulgated by the IFAC;
- the IFAC Code of Ethics for Professional Accountants, developed and issued by IFAC's International Ethics Standards Board for Accountants (IESBA), which establishes fundamental ethical principles for Auditors with regard to integrity, objectivity, independence, professional competence and due care, confidentiality, professional behaviour and technical standards.

Although ISRS 4400 provides that independence is not a requirement for agreed-upon procedures engagements, the Contracting Authority requires that the Expenditure Verifier is independent from the Reporting Entity and complies with the independence requirements of the IFAC Code of Ethics for Professional Accountants.

## 4 Requirements for the Expenditure Verifier

### 4.1 General Principles

By agreeing these ToR, the Expenditure Verifier confirms meeting at least one of the following conditions:

- The Expenditure Verifier 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).
- The Expenditure Verifier is a member of a national accounting or auditing body or institution. Although this organisation is not member of the IFAC, the Expenditure Verifier commits to undertake this expenditure verification in accordance with the IFAC standards and ethics set out in these ToR.
- The Expenditure Verifier 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)<sup>2</sup>.
- The Expenditure Verifier 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).

### 4.2 Qualifications, Experience and Team Composition

#### 4.2.1 Qualifications and Experience

The Expenditure Verifier will employ staff with appropriate professional qualifications and suitable experience with IFAC standards and with experience in verifying financial information of entities comparable in size and complexity to the Reporting Entity. In addition, the verification team as whole should have:

- Experience with programmes and projects related to External Relations funded by national and/or international donors and institutions. It is desirable that the team leader and, where applicable, the fieldwork team, i.e. either the audit manager (category 2) or the senior auditor (category 3) has experience with audits of EU funded External Relations actions.
- [Experience with audits/verifications in <specify geographic zone, country>]
- [Experience with audits/verifications of <specify sector or instrument>]
- [Sufficient knowledge of relevant laws, regulations and rules in the country concerned. This includes but is not limited to taxation, social security and labour regulations, accounting and reporting.]

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<sup>2</sup> Directive 2006/43 of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts, amending Council Directives 78/660/EEC and 83/349/EEC and repealing Council Directive 84/253 EEC.

- [Fluency in <language(s)>]
- [A good knowledge of <required knowledge>]

#### 4.2.2 *Team Composition*

The team of auditors required for this engagement will be composed of a category 1 auditor who has the ultimate responsibility for the expenditure verification and a team which is composed of an appropriate mix of category 2 – 4 auditors.

#### 4.2.3 *Categories of staff/experts*

##### **Category 1 – (Audit Partner)**

A Category 1 expert (audit partner) should be a partner or another person in a position similar to that of a partner and be a highly qualified expert with relevant professional qualifications who assumes or has assumed senior and managerial responsibilities in public audit practice.

He/she should be a member of a national or international accounting or auditing body or institution. He/she must have at least 12 years of professional experience as a professional auditor or accountant in public audit practice. Experience with audit related services in beneficiary countries of EU External Action Programmes will particularly be taken into account for the evaluation at the level of specific contracts.

The audit partner will be the person who will be responsible for the specific contract and its performance as well as for the report that is issued on behalf of the firm. He/she has the appropriate authority from a professional, legal or regulatory body and is authorized to certify accounts by the laws of the country in which the audit firm is registered.

##### **Category 2 – (e.g. Audit Manager)**

Audit managers should be qualified experts with a relevant university degree or professional qualification. They should have at least 6 years of experience as a professional auditor or accountant in public audit practice including relevant managerial experience of leading audit teams.

He/she should be a member of a national or international accounting or auditing body or institution.

##### **Category 3 – (e.g. Senior Auditor)**

Senior auditors should be qualified experts with a relevant university degree or professional qualification and at least 3 years professional experience as a professional auditor or accountant in public audit practice.

##### **Category 4 – (e.g. Assistant Auditor)**

Assistant auditors should have a relevant university degree and at least 6 months professional experience in public audit practice.

#### 4.2.4 *Curricula Vitae (CVs)*

The Expenditure Verifier will provide the Contracting Authority with CVs of the staff/experts involved in the expenditure verification. The CVs will include appropriate details for the purpose of the evaluation of the offer on the relevant specific experience for this expenditure verification and the qualifying work carried out in the past.

## 5 Scope

### 5.1 *Contracts and Financial Reports covered by these ToR*

The Contract(s) and Financial Reports subject to this expenditure verification are indicated on the cover sheet and in Annex 1.

### 5.2 *Conditions for Eligibility of Expenditure*

The conditions for eligibility are stipulated in the Contracts which are provided in Annex 1 (including riders).

Further documents (e.g. Financing Decisions, Financing Agreements, Framework Agreements) that the Expenditure Verifier might deem to be required for the purposes of this expenditure verification will be provided by the Contracting Authority on request.

Expenditure Verifiers will inform the Contracting Authority as soon as possible about any limitations in the scope of work they may find prior to or during the verification.

The Expenditure Verifier will report any attempt by the Reporting Entity or its staff to restrict the scope of the verification, or any lack of co-operation on the part of the Reporting Entity or its staff. The Expenditure Verifier will consult the Contracting Authority on what action may be required, whether or how the expenditure verification can be continued and whether changes in the verification scope or the timetable are necessary.

## 6 Verification Process and Methodology

### 6.1 *Preparation of the Verification*

The Expenditure Verifier shall contact the Reporting Entity as soon as possible (and no later than 7 calendar days) after the formal announcement by the Contracting Authority of the expenditure verification to the Reporting Entity, so as to prepare the verification and to agree on the timing for carrying out the expenditure verification, notably with regard to fieldwork (if any) (see Section 6.2. for applicable maximum time lags). The Expenditure Verifier will then also confirm with the Reporting Entity the location(s) indicated in Annex 1 and ensure that relevant supporting documents as well as key staff will be available during the verification.

### 6.2 *Preparatory Meeting, Fieldwork, Desk Review*

[The Contracting Authority foresees a preparatory meeting with the Expenditure Verifier which will be held [**<Choose either one or both>** by conference call or at **<name and address of the meeting place should be clearly stated>**.]

The field work or desk review shall commence as soon as possible and not later than **<xx calendar>** days after the signature of the verification contract or the date of availability of the Financial Report (i.e. financial report, supporting documents and other relevant information).

#### 6.2.1 *Engagement Context, Materiality, Risk Analysis, Sampling*

The Expenditure Verifier's procedures should include:

- obtaining a sufficient understanding of the engagement context including the contractual conditions, the Reporting Entity and the applicable EC laws and regulations

which are set out in Section 5 above (Scope). The Expenditure Verifier should pay specific attention to the contractual provisions relevant for the following aspects:

- documentation, filing and record keeping for expenditure and income;
- eligibility of expenditure and income;
- procurement and origin rules insofar as these conditions are relevant to determine the eligibility of expenditure;
- asset management (management and control of fixed assets; e.g. equipment).
- cash and bank management (treasury);
- payroll and time management;
- accounting (including the use of exchange rates) and financial reporting of expenditure and income; and
- internal controls and notably financial internal controls.

The understanding should be sufficient to identify and assess the risks of material errors or misstatements in the expenditure and revenue stated in the Financial Report in order to determine the size and structure of the expenditure sample to be tested, whether caused by error or fraud, and sufficient to design and perform further verification procedures.

- performing a risk analysis (Annex 2).

The outcome of the risk analysis has to be clearly described in the Verification Report (Annex 3, Section 2.1);

- determining the sample size;

For the purpose of determining what the overall material misstatement or error is, the Expenditure Verifier will apply a materiality threshold of 2% of the total amount of the gross reported expenditure with a confidence level of 95%.

- establishing the sample and selecting the individual items for testing (Annex 2).

The link between the risk assessment and the size and composition of the sample, as well as the sampling method (statistical/non-statistical) must be clearly described in the Verification Report (Annex 3, Section 2.2);

### **6.2.2 *Fieldwork / Desk Review***

The main task during the fieldwork or desk review will be to perform the substantive tests (Annex 2, Section 2). Key information about the testing process must be provided in the Verification Report (Annex 3, Section 4.1).

### **6.2.3 *Debriefing Memo and Closing Meeting***

At the end of the fieldwork or desk review, the Expenditure Verifier should prepare a debriefing memo, organize a closing meeting with the Reporting Entity in order to discuss the findings, obtain its initial comments and agree on additional information to be provided at a later date. [If the Reporting Entity is not the Contracting Authority for the expenditure verification, the representative of the Commission in charge of the audit will be invited to attend the closing meeting.]

#### 6.2.4 *Complementary Letter*

The Expenditure Verifier may at any time during the expenditure verification process draw up a complementary letter to inform the Commission about facts and issues that are considered of particular interest and importance. Suspicions of fraud or irregularity should be reported immediately.

#### 6.2.5 *Documentation and Verification Evidence*

The evidence to be used for performing the procedures in Annex 2 is all financial and non-financial information which makes it possible to examine the expenditure declared in the Financial Report.

The Expenditure Verifier documents matters which are important in providing evidence to support the report of factual findings, and evidence that the work was carried out in accordance with ISRS 4400 and these ToR.

### 6.3 *Reporting*

#### 6.3.1 *Structure and Content of the Report*

The use of the Expenditure Verification Report template in Annex 3 of these ToR, including the annexed tables, is **compulsory**.

If the verification scope covers Financial Reports related to different Contracts, a separate and specific report should be issued for each Contract.

The report should provide basic information about the Contract and should describe the outcome of the risk analysis and its implications on the sampling. The report should also give an overview of the substantive testing and fully disclose the information regarding the items included in the expenditure population and in the sample. The report should finally detail the findings identified through the performance of the agreed-upon procedures.

The report should be presented in <language>. [An executive summary of the report in <English/French> should be provided along with the report.]

[<Option 1: applies if the Reporting Entity is the Contracting Authority for the expenditure verification. If this is **not** the case the entire paragraph for option 1 should be removed>

The Expenditure Verifier will submit within 21 working days of the conclusion of the field work a draft report to the Reporting Entity for comments to be received within 21 working days. This delay expired, the Expenditure Verifier will provide the final report to the Reporting Entity within 7 working days from the receipt of the comments (if any).]

[<Option 2: applies if the Reporting Entity is not the Contracting Authority for the expenditure verification. If this is not the case the entire paragraph for option 2 should be removed>

The Expenditure Verifier will submit a draft report to the Contracting Authority within 21 working days of the conclusion of the fieldwork or desk review. After the authorisation to do so by the Contracting Authority, the Expenditure Verifier will submit the draft report to the Reporting Entity and ask for its comments to be received within 21 working days. The Contracting Authority may foresee a meeting with the Expenditure Verifier before authorising the transmission of the draft report to the Reporting Entity.

The target date for the Contracting Authority's authorisation to transmit the draft report will be 21 calendar days after receiving the draft report.

7 calendar days after receiving the Reporting Entity's comments, the Expenditure Verifier will submit a pre-final report to the Contracting Authority for comment and approval. The Contracting Authority may request the Expenditure Verifier to carry out additional work, in which case a reporting deadline should be agreed on a case-by-case basis

7 calendar days after receiving the Contracting Authority's comments, the Expenditure Verifier will submit the final report for the Contracting Authority's approval.]

### **6.3.2** *Expenditure Verification Findings and Recommendations*

The factual findings shall be reported in accordance with the formats and criteria specified in the Expenditure Verification Report template (Annex 3). The description of findings will include the standard applied (e.g. art. xx of the General Conditions of the Contract), the facts and the analysis of the Expenditure Verifier.

The verification report should include all financial findings made by the Expenditure Verifier, regardless of the amount involved. Changes in the financial findings occurring between the draft and the pre-final or final report as a result of the consultation procedure should be clearly and sequentially reported.

### **6.3.3** *[Debriefing Meeting with the Contracting Authority]*

The Contracting Authority foresees a meeting with the Expenditure Verifier following receipt of the pre-final report. This meeting will be held [<Choose either one or both> by conference call or at <name and address of the service and the meeting place should be clearly indicated>].

[<6.3.4 applies if the Reporting Entity is not the Contracting Authority for the expenditure verification. If this is not the case the entire paragraph should be removed>

### **6.3.4** *Access to supporting documents*

The Expenditure Verifier shall retain electronic copies of the supporting documents reviewed for all expenditure items included in the sample and provide them to the Contracting Authority upon request for a period of 5 years after the approval of the Final Verification Report.]

## **7 Other Matters**

[<7.1 applies only if the Reporting Entity is not the Contracting Authority for the expenditure verification. To be deleted if the Reporting Entity is the Contracting Authority for the expenditure verification.>

### **7.1** *Contradictory Procedure and Follow-Up*

[After receipt of the final expenditure verification report the Commission will begin a formal contradictory procedure with the Reporting Entity. The purpose of this procedure is for the Commission to discuss and agree with the Reporting Entity the corrective measures and actions which arise from the findings in the final report. The Expenditure Verifier may, where appropriate, be requested to provide clarifications or additional information with regard to the final report.]

## **7.2 Subcontracting**

The Expenditure Verifier will not subcontract without prior written authorisation from the Contracting Authority.

## **8 Annexes**

Annex 1 - Engagement Context / Key Information

Annex 2 – Guidelines for Risk Analysis and Verification Procedures

Annex 3 - Model for Expenditure Verification Report

[The following annexes should only be included if an audit of the design and operating effectiveness of an internal control system is foreseen]

Annex 4 – Guidelines for Systems Audit (take annex 2 of ToR for a systems audit of design and operating effectiveness)

Annex 5 – Model for Systems Audit Report (take annex 3 of ToR for a systems audit of design and operating effectiveness)]

# TERMS OF REFERENCE FOR AN EXPENDITURE VERIFICATION

## Annex 1/**<...<sup>3</sup>>**: Engagement Context / Key Information

### Contract<sup>4</sup> and report summary

Contract number / IT system: <example: 286637 / CRIS>  
Contract title: <contract title>  
Contract type: <contract type>

Financial Report(s) subject to verification: <DD/MM/YYYY-DD/MM/YYYY>  
<DD/MM/YYYY-DD/MM/YYYY>  
<DD/MM/YYYY-DD/MM/YYYY>

Reporting Entity: <name>  
Other Spending Entities<sup>5</sup>: <name(s)>

Country: <Country where the Contract is implemented>

Commission Service in charge of the Contract: <DG-Unit/EUD>

Contracting Authority for the expenditure verification: <EC (DG-Unit/EUD) or Reporting Entity>

[the following information is needed only for verifications launched by the Commission]

Audit Module record: <example: 95592 / one record per Contract subject to verification>  
Verification Contract number / IT system: <example:385446/CRIS>]

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<sup>3</sup> Sequential number. Fill in a separate annex per contract covered.

<sup>4</sup> Contract in relation to which the financial report subject to verification is issued. The contract established with the expenditure verifier will be identified as "Verification Contract"

<sup>5</sup> The term "Other spending entities" identifies the entities, beyond the reporting one, which incurred part of the reported expenditure.

**A Logistics**

Issue	Question	Reply
Locations	1. Where do the Reporting Entity and Other Spending Entities retain the accounting records?	
	2. Where do the Reporting Entity and Other Spending Entities retain the original supporting documents?	
	3. Where were contractual activities carried out?	
	4. Where are key project staff available to provide information and explanations?	
Languages	5. Which is the contractual language?	
	6. Which is the language of the accounting records?	
	7. Which are the languages of supporting documents?	
	8. Which languages are spoken by key project staff?	

**B Contractual Conditions**

Contract amount	9. What is the total amount of the contract?	
EC contribution	10. What is the amount of the EC contribution?	
Other contributions	11. Which are the other sources of funding (including the Reporting Entity)?	Source 1 / amount
		Source 2 / amount
		Source 3 / amount
		Source 4 / amount
		Source 5 / amount

**C Financial Report (enclosed as Annex 1.1)**

Financial report	12. Approximately how many expense transactions have been reported / are expected to be reported in the Financial Report?	
	13. What is the distribution of these transactions (e.g. capital expenditure, operating expenditure, fees, simplified costs, per diem, etc.), Are the transactions few/many of large/small value?	
	14. To what extent have Project transactions been carried out in cash? <b>[high, medium, low]</b>	
	15. In which currencies has expenditure been incurred?	
	16. What is the reporting currency?	

17. How many other Financial Reports have already been presented by the Reporting Entity under this contract?

## D Procurement

Procurement	18. How many procurement procedures have been undertaken during the period covered by the Financial Report?	
	19. Was the EC involved in any of the procurement procedures referred to in question 18 (e.g. ex-ante verifications or derogations to the rule of origin)?	
	20. Are works done and supplies delivered under the contract located centrally or are they dispersed?	

## E Previous contracts verifications, audits or monitoring

Previous verifications, audits or monitoring	21. Which previous experience did the Entity have with EC contracts and associated regulations?
	22. How many of the previously presented Financial Reports (if any) have been subject to audit/verification by external consultants contracted by the Contracting Authority?
	23. Have any verification, audit or monitoring exercises other than those referred to under numeral 22 been carried out with regard to the contract or the Reporting Entity that are relevant for the scope of the current verification?
	24. Have any significant findings been raised under the exercises referred to in questions 22 and 23? If so, what are they?
	25. Have any instances of fraud or irregularities been previously identified in dealings with the particular Entity?

## F Contact Details

Reporting Entity: <full name of the entity subject to audit>

Address Country

Phone Fax

Website

Key contact

Annex 1/<... >.1: Financial Report(s) to be verified

Annex 1/<... >.2: Contract and riders

<Other documents to be sent to the Auditor, (e.g. narrative reports, previous audit reports)>



## TERMS OF REFERENCE FOR AN EXPENDITURE VERIFICATION

### Annex 2: Guidelines for risk analysis and verification procedures

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# 1. RISK ANALYSIS AND DETERMINATION OF THE SAMPLE

The Expenditure Verifier should assess the risks of material errors or misstatements in the expenditure and revenue declared in the Financial Report in order to determine the size and structure of the expenditure sample to be tested according to the procedures described in Section 2.

This work involves an assessment of the inherent risks that:

- The Financial Report is not reliable, i.e. that it does not present, in all material aspects, the actual expenditure incurred and the revenue received in conformity with applicable conditions.
- Expenditure declared in the financial report has not, in all material aspects, been incurred in conformity with applicable contractual conditions.
- Revenues generated by the Reporting Entity in the execution of the contract are not deducted from the declared expenditure in conformity with applicable conditions.
- Fraud and irregularities have occurred which could have had an impact on expenditure and/or revenue reported under the contract.

The Expenditure Verifier should assess the inherent risk based, inter alia, on the number and complexity of the transactions, the complexity of the activities provided for by the Contract, the number of implementing Entities involved and the environment where the Contract is implemented. In addition the Expenditure Verifier, based inter alia on the information provided in annex 1 to the Terms of Reference (*Engagement Context / Key Information*) will consider the control risk, i.e. whether the design of the Internal Control System sufficiently mitigates the identified inherent risks and whether it is plausible that it is operating effectively.

## 2. EXPENDITURE VERIFICATION PROCEDURES

The following checks must be performed by the Expenditure Verifier unless they are irrelevant in relation to the eligibility criteria applicable to the contract type. Therefore the Expenditure Verifier is required to gain appropriate understanding of such requirements in order to carry out only the relevant checks and properly apply the relevant eligibility requirements.

### **2.1 *The expenditure was incurred by and pertains to the Entity.***

### **2.2 *The expenditure is recorded in the accounting system of the Reporting Entity or of the Other Spending Entities.***

The expenditure is recorded in the accounting system of the Reporting Entity or of the Other Spending Entities in accordance with the applicable accounting standards and the Reporting Entity's usual cost accounting practices.

### **2.3 *Expenditure incurred during the contractual eligibility period***

The expenditure declared in the financial report was incurred during the contractual implementation period of the Action, except for expenditure relating to final reports, expenditure verification, audit and evaluation. Expenditure paid after the submission of the financial report, is listed in the final report along with the estimated date of payment.

#### **2.4 Expenditure indicated in the contractual estimated budget**

The expenditure included in the financial report was indicated in the contractual budget.

The applicable budget ceilings were not exceeded.

The expenditure has been allocated to the correct heading of the Financial Report.

#### **2.5 Expenditure necessary for the implementation of the contractual activities, reasonable and justified**

It is plausible that the direct and indirect expenditures included in the financial report were necessary for the implementation of the contractual activities.

The amount of the expenditure items included in the financial report is reasonable and justified and respects the principle of sound financial management.

#### **2.6 Expenditure identifiable and verifiable**

The expenditure is backed up by sufficient supporting documentation (e.g. invoices, contracts, order forms, pay slips, time sheets) and proof of payment.

Where expenditure was apportioned, the applied allocation key was based on sufficient, appropriate and verifiable underlying information.

The expenditure is backed up by evidence of works done, goods received or services rendered. The existence of assets is verifiable.

#### **2.7 Compliance with Procurement Principles and Nationality and Origin Rules**

For the expenditure items concerned, the Reporting Entity has complied with the contractual requirements for procurement. Contractual nationality and origin rules have been applied, including those on derogations to be awarded by the Commission.

#### **2.8 Expenditure complies with the requirements of applicable tax and social legislation**

For the expenditure items concerned the Reporting Entity complies with the requirements of tax and social security legislation (for example: employer's part of taxes, pension premiums and social security charges).

#### **2.9 Financial support to third parties (sub-granting)**

Financial support to third parties is provided for by the contractual conditions and its amount does not exceed the contractual limits.

The expenditure incurred by the third parties meets the relevant eligibility requirements. In particular it was incurred by and pertains to the third party, during the contractual eligibility period, is necessary for the implementation of the contractual activities and is identifiable and verifiable (see definition at point 2.6).

## **2.10 Other eligibility requirements**

Duties, taxes and charges, (e.g. VAT) included in the financial report cannot be recovered by the Entity unless otherwise provided for in the contractual conditions (accepted costs system). In the latter case these expenses are reported separately and relate to eligible direct expenditure.

The correct exchange rates are used where applicable.

The contingency reserve has been established in accordance to the contractual conditions and its use authorised by the Contracting Authority.

The indirect costs do not exceed the maximum contractual percentage of the eligible direct costs and do not include ineligible expenses or expenses already declared as direct ones.

Contributions in kind are not included in the financial report, unless otherwise provided for in the contractual conditions.

Expenditure specifically considered ineligible by the contractual conditions is not included in the financial report.

Expenditure declared under the simplified cost options respects the contractual requirements.

The revenues generated by the Reporting Entity in the execution of the contract are disclosed in the financial report and deducted from the declared expenditure, unless otherwise provided for in the contractual conditions.

[If additional checks are needed, notably in case specific objectives are established at point 2 of the Terms of Reference, then add the following:

### **2.11 Additional checks not included in the standard verification procedure**

<Describe the additional checks>]

# TERMS OF REFERENCE FOR AN EXPENDITURE VERIFICATION

## **<Annex 3: Model for >Expenditure verification Report**

### **How this model should be completed by the Expenditure Verifier**

- **insert** the information requested between the <...>
- **choose** the optional text between [...] highlighted in grey when applicable or delete
- **delete** all yellow instructions and the present text box
- **replace footer** by "EVR <Year of Report>- Contract <...> - Page .../..."

Apart from the addition of information and statements that reports on factual findings should contain in accordance with ISRS 4400, **the standard wording** can only be modified in exceptional cases and after prior consultation of DEVCO R2, Audit & Control Unit.

# **1. Background information**

## **1.1. Short description of the action subject to verification**

<b>Contract number and title:</b>	
<b>Contract type</b>	< e.g. grant contract, programme estimate, service contract...>
Financial Report(s) subject to verification	<DD/MM/YYYY-DD/MM/YYYY> <DD/MM/YYYY-DD/MM/YYYY> <DD/MM/YYYY-DD/MM/YYYY>
<b>Reporting Entity and Other Spending Entities<sup>6</sup></b>	< Identify the Reporting Entity and Other Spending Entities and provide key information about their legal form, nationality, size, main field(s) of activity and other elements deemed relevant – max 200 words>
<b>Location(s) where the Contract is implemented</b>	
<b>Contract execution period</b>	
<b>Contract implementation status</b>	< indicate on-going or completed >
<b>General and specific objectives of the Contract</b>	
<b>Synthetic description of the activities, outputs and target group</b>	<max 300 words>

<sup>6</sup> The term "Other spending entities" identifies the entities, beyond the reporting one, which incurred part of the reported expenditure

## 1.2. Basic financial information of the Contract (at the time of the verification)

### 1.1.1 Expenditure

<b>Budget Headings</b>	<b>Budgeted Expenditure (amount)</b>	<b>Reported Expenditure (amount)</b>
Budget Heading "..."		
...		
<b>Total</b>		

### 1.1.2 Contributions

<b>Source of Contribution</b>	<b>Budgeted Contribution (amount)</b>	<b>Actual Contribution (amount)</b>
EU		
Reporting Entity		
Spending Entity 1		
...		
Other Donor 1		
...		
<b>Total</b>		

### 1.1.3 Revenues

<b>Revenue Types</b>	<b>Budgeted Revenues (amount)</b>	<b>Actual Revenues (amount)</b>
Type "..."		
Type "..."		
...		
<b>Total</b>		

### 1.3. Verified Financial Reports/Invoices

See annex 3.1

## **2. Risk analysis**

### **2.1. Outcome of risk analysis**

Based on the risk analysis performed according to the Terms of Reference, provide succinct information about the identified risks possibly affecting the verified report, regarding the action, the context in which the latter is implemented, the beneficiaries and the target group.

<E.g. action implemented via complex procurement procedures, financial assistance to third parties (sub-grants) or revolving funds, transactions incurred in several currencies, technical complexity, high corruption perception index, instances of political interference, predominance of cash payments, number of parties involved, partners lacking administrative capacity, known weaknesses in internal control systems, lack of involvement or cooperation of the target group, history of fraud cases. (max. 300 words)>

In addition, please identify possible mitigating factors.

< E.g. previous audit or verification work, evidence of close follow up by the contracting authority, good results yielded in the past by the implementing partner, etc. (max. 150 words)>

### **2.2 Implications on the sampling**

Explain how the identified risk factors are reflected in the structure and size of the sample.

<Based on the identified risk factors, describe how the sample was selected (e.g. statistical/judgemental sampling, stratification, etc.), what type of transactions were prioritised (e.g. amount above xx EUR, expensed declared by co-beneficiary XY, staff expenditure, payments to sub-grantees, etc.) what is the coverage ratio in amount and number of transaction (max. 200 words)>

## **3. Transaction population and sample**

### **3.1 Sampling Highlights/Overview**

The sample size was determined based on a materiality threshold of 2% of the total amount of reported expenditure with a confidence level of 95% and considering the risk analysis presented above.

Report/invoice: <indicate the report/invoice number and cut-off dates>		
	Population	Audited sample
Number of transactions		
Value of transactions EUR		

[If more than one financial report/invoice is verified, repeat as applicable]

A complete list of the transactions included in the population is to be included in Annex 3.2. The Contracting Authority may request the Expenditure Verifier to exclude from the population the transactions included in the financial report but already rejected during the ex-ante verifications.

Section 3.2 applies only if the Reporting Entity is not the Contracting Authority for the expenditure verification. If this is not the case the entire section 3.2 should be removed.

### **3.2 Reconciliation of the reports/invoices with the Commission accounting records**

In case the report/invoice amount is different from that of the relevant accounting record (invoice, clearing, payment), fill in this table

<b>Report/invoice: &lt;indicate the report number and cut-off dates&gt;</b>	
<b>Total amount of the verified report</b>	
<b>+/- corrections following external ex ante verifications</b>	
<b>+/- corrections following internal ex ante verifications</b>	
<b>Amount of the Commission's accounting record</b>	

If more than one financial report/invoice is verified, repeat as applicable. If financial reports under different Contracts are verified, include the contracts reference

## **4. Substantive testing**

### **4.1. Short description of the testing process**

Compliance with the Terms of Reference and with the International Standard on Related Services (ISRS) 4400.

<Confirm that the testing procedures established in the annex 2 to the Terms of Reference were fully applied or disclose any scope limitation. Also confirm that the testing was executed in accordance with the International Standard on Related Services (ISRS) 4400, "Engagements to Perform Agreed-upon Procedures Regarding Financial Information".>

Provide the key information about the testing process.

<E.g. describe if the audit work took place at the implementing partner's premises, whether qualified representatives of the auditee were present, if they were cooperative, if the supporting documentation was available in full, if additional documents had to be received after the field mission, whether evidence of the equipment transfer is available, if physical inspections were performed, any scope limitations, etc. (max. 300 words)>

## **5. Summary of findings**

### **5.1. Summary of errors detected**

<Description of the main outcomes of the transaction testing (e.g. type of errors detected, type of transactions, geographic scope, sector, involved implementing partners, etc.) (max. 200 words)>

### **5.2. Classification of errors by compliance issue**

No	Compliance issue / reason for ineligible expenditure	No of findings	Amount €
1	Missing / inadequate documentation		
2	Incorrect procurement procedure applied		
3	Expenditure outside contractual period		
4	Expenditure includes VAT / other taxes		
5	Incorrect exchange rate used		
6	Budget exceeded		
7	Expenditure not for project purposes		
8	Fraud and irregularities		
9	Income not declared / not reported		
10	Other financial findings		
	<b>Total financial findings</b>		

### 5.3 Audit team

<List names and expert category levels for this report.>

<Name and signature of the Verifier>

<Verifier's address: office having responsibility for the audit>

[for final reports <Date of signature> the date when the final report is signed]

**Annex 3.1: Financial reports/invoices provided by the auditee**

**Annex 3.2: Procedures performed**

**Annex 3.3: Table of transactions - provided as Excel file**

**Annex 3.4: Table of errors - provided as Excel file**

## **Annex 4 Guidelines for System Audit (Systems Audit Procedures (design and operating effectiveness of Internal Control Systems))**

### **4.1 Audit Documentation and Evidence**

#### **1 Audit Documentation (Working Papers)**

The Auditor should in accordance with ISAE 3000, prepare audit documentation that provides:

- A sufficient and appropriate record of the basis for the auditor's report; and
- Evidence that the audit was planned and performed in accordance with ISAs and applicable legal and regulatory requirements.

Audit documentation or working papers means the record of audit procedures performed, relevant audit evidence obtained, and conclusions the auditor reached. Audit file means one or more folders or other storage media, in physical or electronic form, containing the records that comprise the audit documentation or working papers for a specific engagement.

#### **2 Audit Evidence**

The Auditor should in accordance with ISAE 3000, ensure that audit evidence is gathered to support the Auditor's opinion and evidence that the audit was carried out in accordance with the IFAC *International Framework for Assurance Engagements* and *International Standard on Assurance Engagements ('ISAE') 3000 for Assurance Engagements other than Audits or Reviews of Historical Financial Information*.

The Auditor should obtain sufficient appropriate audit evidence to support audit findings and to draw reasonable conclusions on which to base the audit opinion. The Auditor uses professional judgment to determine whether audit evidence is sufficient and appropriate taking into account the Contractual Conditions.

#### **3 Retention of Audit Documentation (Working Papers)**

The Auditor should retain audit documentation for the engagement (including evidence for audit fees and expenses such as invoices for hotel accommodation, air plane boarding cards, ticket stubs, time sheets etc.) for inspection by the Commission for a period of 5 years from the date of payment by the Commission of the Auditor's final invoice for this engagement. The Commission shall, on request and in accordance with the legislation in the country where the office having responsibility for the audit is based, have access to the audit documentation within this 5 year period.

#### **4 Access to Records and Documents of the Entity**

The Auditor should have full and unrestricted access at any time to all records and documents (including accounting records, contracts, minutes of meetings, bank records, invoices etc.), to employees of the Entity and to the Entity's locations insofar as this is possible and relevant to the audit of the Project. The Auditor may request the Entity to get access to banks (e.g. to request a bank confirmation), consultants and other persons or firms engaged by the Entity.

## **4.2 Planning**

### *1 Preparatory Meeting with the Commission*

The Commission normally foresees a preparatory meeting with the Auditor. This meeting will take place at DEVCO Headquarters in Brussels, or in the EU Delegation concerned by the audit or at another place whichever location is most appropriate and convenient for both parties. The purpose of this meeting is to discuss the planning, fieldwork and reporting of the audit and to clarify outstanding issues. The Commission and the Auditor may agree to use alternative methods to prepare the audit (e.g. conference calls).

### *2 Opening Meeting with the Entity*

The Auditor should arrange for an opening meeting with the Entity to discuss and explain the planning, fieldwork and reporting. The Auditor will explain the nature, objectives and scope of the audit. The Auditor should inform the Commission about this meeting which may be attended by Commission representatives including the Audit Task Manager ('ATM').

During the preparatory and opening meeting the Auditor may request additional information and documents that he/she considers necessary or useful for the planning and fieldwork of the audit. The Auditor may contact the Entity directly to obtain such information.

### *3 Planning Activities, Audit Plan and Audit Work Programmes*

The Auditor should plan the audit so that it will be performed in an effective manner and efficient manner. Adequate planning involves that appropriate attention is devoted to important areas of the audit, that potential problems are identified and resolved on a timely basis and that the audit is properly organised and managed in order to be performed in an effective and efficient manner.

The Auditor should have an audit plan (or a similar planning document such as an audit work plan or a planning memorandum) documenting the audit approach and key principles of audit planning, fieldwork and reporting. The Auditor should have audit work programmes which detail and document the audit tests and procedures. The Auditor should provide copies of the audit plan and audit work programmes to the Commission's ATM on request.

### *4 Risk Assessment*

The Auditor should assess the main risks to the achievement of the objectives of the Project including risks to the Project funding provided not being used in conformity with the applicable Contractual Conditions and the risk of error, irregularities and fraud with regard to Project funding. The assessment should be sufficient to design and perform further audit procedures and to determine the nature, timing and extent of test of controls.

The Auditor should assess whether the design of the Internal Control System sufficiently mitigates those risks and whether it is operating effectively.

The Auditor should consider the risks of weaknesses and deficiencies in the design or operating effectiveness of internal controls to determine the nature, timing and extent of evidence gathering procedures. A weakness or a deficiency in controls exists where an internal control or series of internal controls does not reasonably prevent or detect risks that could have an adverse impact on the objectives of the Project. A deficiency in internal control exists when:

- An internal control is designed, implemented or operated in such a way that it is unable to prevent, or detect and correct, errors and misstatements in the financial report for the Project on a timely basis; or
- An internal control necessary to prevent, or detect and correct, errors and misstatements in the financial report for the Project on a timely basis is missing.

Risk assessment involves an assessment of the risks that:

- the Financial Report of the Project is not reliable i.e. that it does not present, in all material respects, the actual expenditure incurred and the revenue received for the Project in conformity with applicable Contractual Conditions;
- the Project funds provided by the Commission have not, in all material respects, been used in conformity with applicable Contractual Conditions;
- fraud and irregularities can occur or have occurred which have an impact on Project expenditure and income and which are not detected and corrected in a timely manner;
- the relevant Contractual Conditions for the Project are not complied with. For this purpose the Auditor can concentrate on the controls and control areas described in the ToR Section 6.2 (Planning and Fieldwork, obtaining an understanding of the engagement context).

### **4.3 Fieldwork**

#### *1 Obtaining evidence regarding the design of controls*

The scope of work should include an assessment of whether the **design** of the Internal Control System sufficiently mitigates the risks to the achievement of the Project (see point 2.2.4 above).

The Auditor should concentrate only on the key internal controls of the Entity and specifically those relating to the Project which are designed to prevent and detect material errors, irregularities or fraud with regard to the Project funding. The Auditor should determine which of the internal controls at the Entity were necessary to achieve the internal control objectives and assess whether these internal controls are suitably designed.

The Auditor should consider qualitative as well as quantitative factors but this audit is not a performance audit and therefore the Auditor should concentrate on financial internal controls rather than operational controls.

Evaluating the design of an internal control involves considering whether a control, individually or in combination with other controls, is capable of effectively preventing, or detecting and correcting weaknesses and deficiencies.

Procedures to obtain evidence regarding the design of internal controls may include:

- Inquiring of Entity staff who may have relevant information;
- Evaluating whether descriptions of the Entity's internal controls, if available, fairly present the internal controls that have been designed and implemented;
- Inspecting Contractual Conditions;
- Observing operations and inspecting documents, reports, printed and electronic records of transaction processing, accounting procedures (e.g. bank reconciliation) and other key approval and internal control procedures (e.g. periodical expenditure reports, budget – actual comparisons, review and approval of timesheets etc.);
- Reperforming internal control procedures.

The Auditor may consider using flowcharts or questionnaires to facilitate assessing the design of the internal controls.

## *2 Tests of Controls*

The scope of work should include an assessment of whether the Internal Control System is **operating effectively**.

The Auditor should test those internal controls that have been determined as necessary to achieve the internal control objectives and assess their operating effectiveness throughout the period.

An internal control is operating effectively if, individually or in combination with other controls, it provides reasonable assurance that

- The Entity's internal control objectives are achieved and in particular that risks to the achievement of the objectives of the Project are properly managed and controlled;
- The risks of error, irregularities and fraud with regard to Project funding are properly and timely prevented or detected.

When designing and performing tests of controls, the Auditor should:

- Perform other procedures in combination with inquiry to obtain evidence about:
  - How the internal control was applied;
  - The consistency with which the internal control was applied; and
  - By whom or by what means the internal control was applied;
- Determine whether internal controls to be tested depend upon other controls (indirect controls) and, if so, whether it is necessary to obtain evidence supporting the operating effectiveness of those indirect controls; and
- Determine means of selecting items for testing that are effective in meeting the objectives of the procedure.

When determining the extent of tests of controls, the Auditor shall consider matters including the characteristics of the population to be tested, which includes the nature of controls, the frequency of their application (for example, monthly, daily, a number of times per day), and the expected rate of deviation.

Audit procedures for tests of controls may include but are not limited to inspection (of records, documents and assets), observation, inquiry of management and others within the Entity, confirmation, recalculation and reperformance.

## *3 Sampling and other means of selecting items for testing*

When designing and performing tests of controls the Auditor may apply audit sampling or other means of selecting items for testing. Audit sampling involves the application of audit procedures to less than 100% of items within a population of audit relevance (e.g. a class of transactions or account balance) such that all sampling units have a chance of selection in order to provide the auditor with a reasonable basis on which to draw conclusions about the entire population.

Audit sampling can use either a statistical or non-statistical approach. The Auditor may use a judgmental selection of specific items from a population (e.g. high value or key items, all items

over a certain amount, items to obtain information or items to test control activities). Selective examination does not constitute audit sampling.

While selective examination of specific items will often be an efficient means of obtaining evidence, it does not constitute sampling. The results of procedures applied to items selected in this way cannot be projected to the entire population; accordingly, selective examination of specific items does not provide evidence concerning the remainder of the population. Sampling, on the other hand, is designed to enable conclusions to be drawn about an entire population on the basis of testing a sample drawn from it.

#### *4 Using the work of internal auditors*

When the Auditor determines that an internal audit function is likely to be relevant for the audit he/she (a) determines whether, and to what extent specific work of the internal auditors can be used, and (b) if using the specific work of the internal auditors, whether that work is adequate for the purposes of the audit. The Auditor should comply with *ISA 610 'Using the Work of Internal Auditors'* insofar as this ISA is relevant to the audit.

#### *5 Written representations*

In assurance engagements other than audits or reviews of historical financial information (ISAE 3000) the auditor should obtain representations from the management. A written representation is a statement by the management provided to the Auditor to confirm certain matters or to support other audit evidence. The Commission does not require that the Auditor obtains written representations but this is recommended. The Auditor may request a letter of representation signed by the member(s) of the management of the Entity who have the primary responsibility for the Project and its financial aspects. The Auditor may request a letter of representation in cases where there is a specific point to obtain supplementary verification.

#### *6 Fraud and irregularities*

If Auditor may find that a fraud or irregularity has occurred or is likely to have occurred and such findings should be reported to the Commission in a complementary letter. The Commission will decide on follow-up measures including where appropriate the launching of an investigation by OLAF.

#### *7 Complementary letter*

The Auditor may at any time during the audit process draw up a complementary letter if he/she considers that the Commission should be informed about facts and issues that are or may be urgent or of particular interest and importance to the Commission.

This may cover issues that do not fall within the audit scope and/or the nature of which may be confidential or sensitive including for example indications and evidence of fraud or irregularities.

The Auditor should submit the complementary letter to the Commission as a separate and confidential letter independent of the audit report and solely addressed to the Commission. The ATM will ensure a proper and timely distribution to the relevant Commission services.

#### *8 Debriefing Memorandum ('Aide Mémoire')*

The Auditor will prepare a Debriefing Memo for discussion at the closing meeting. The Memo should outline the main audit findings which have resulted from the fieldwork and recommendations. A copy of the Memo should be sent to the ATM as soon.

## 9 Closing Meeting

The Auditor should organise a closing meeting with the Entity. The ATM and other Commission representatives can attend the meeting. The purpose of this meeting is to discuss the Debriefing Memo and to obtain the confirmation and initial comments of the Entity on the Auditor's findings and recommendations. The Auditor and the Entity can agree outstanding information to be provided by the Entity and where applicable a deadline for submission. The Auditor can inform the Entity about the reporting procedures. The Auditor should document any comments (verbal and written) made by the Entity and by Commission representatives and take these into account for the audit report.

### 4.4 Reporting

#### 1 Basic Reporting Requirements and Language

The Auditor should report the results of the audit in accordance with the IFAC International Framework for Assurance Engagements and ISAE 3000, the practices of his/her audit firm and the requirements of these ToR.

The audit report should be objective, clear, concise, timely and constructive.

The report should be presented in the language as indicated in Section 6.3 of the ToR. If the language of the report is other than English or French the Auditor should also provide an executive summary of the report in English or French.

#### 2 Date of the Audit Report and the Independent Auditor's Report

The date of draft and pre-final reports should be the date when these reports are sent for consultation. The date on the cover page of the final audit report should be the date when the final Independent Auditor's Report is signed.

Facts and events that have come to the Auditor's attention before the final Independent Auditor's Report is signed and which have an impact on that report (i.e. on the opinion and findings) must be taken into account. However, the auditor is under no obligation to enquire of the Entity's management and/or to carry out further audit procedures after the audit closing meeting and before the signature of the final report.

#### 3 Procedure for the consultation and submission of the draft report

The Auditor should submit a draft report to the Commission (i.e. to the attention of the ATM) within 21 calendar days after the day of the closing meeting (i.e. the end of audit field work). The draft report should include the comments of the Entity insofar as these have already been obtained during the fieldwork of the audit and the closing meeting.

A paper and an electronic version of the draft report along with a cover letter should be submitted. The word 'draft' should be clearly indicated on all versions.

The Commission should provide comments on the draft report to the Auditor within 21 calendar days from receipt of the draft report. The ATM should collect the Commission's comments and ensure a proper and timely submission to the Auditor.

The Commission may request the Auditor to carry out additional audit work in which case a reporting deadline should be agreed on a case-by-case basis.

The Auditor should submit a draft report which takes into account the Commission's comments to the Entity (and a copy of that report with cover letter to the ATM) within 7 calendar days from receipt of the Commission's comments.

The Entity should submit comments to the Auditor within 21 calendar days from receipt of the draft report.

If the Entity's comments are not received within this deadline, the Auditor reminds the Entity until a written reply from the Entity is received. In the exceptional case where the Entity does not reply or where the absence of a reply leads to excessive delays in the consultation and reporting process, the Auditor contacts the Commission to discuss a solution. The Auditor should record and document causes and reasons for delays in the consultation of reports for which the Auditor is not responsible.

The Commission normally foresees a meeting with the Auditor after receipt of the draft audit report. This meeting will take place at DEVCO Headquarters in Brussels, or in the EU Delegation concerned by the audit or at another place whichever location is most appropriate and convenient for both parties. The purpose of this meeting is to discuss the draft report and any related issues that require specific attention. The Commission and the Auditor may agree to refer to alternative methods to discuss the report such as for example conference calls.

The Auditor may, where necessary or appropriate, propose a meeting with Commission and EU Delegation staff to discuss the draft report and the comments made thereon.

#### *4 Procedure for the consultation and submission of the final report*

If no additional audit fieldwork is required, the Auditor should submit a pre-final report to the Commission (i.e. to the attention of the ATM) within 7 calendar days from receipt of the Entity's comments on the draft report. The word 'pre-final' should be clearly indicated on the cover page of the pre-final report.

The Commission should inform the Auditor in writing whether it accepts the pre-final report within 14 calendar days from receipt of the pre-final report.

The Auditor should submit a final report within 7 calendar days from receipt of the Commission's comments on the pre-final report.

The Auditor should then submit three original paper versions (two bound versions and one loose-leaf) and one electronic version of the final report along with a cover note to the Commission. In the cover note the Auditor should confirm that two original paper versions of the final audit report have been sent to the Entity. The reports should be provided on original letterhead of the Auditor. The word 'final' should be clearly indicated on all versions. The Auditor should also send an electronic version of the final report i.e. a scanned copy (in PDF format) of the signed and dated final report with the Auditor's letterhead paper should also be sent to the ATM.

The ATM will ensure submission of the final audit report to the Commission services concerned.

The period between the audit closing meeting and the submission to the Commission of the final audit report should not exceed 98 calendar days or 14 weeks.

**<Annex 5 Model for System Audit Report (Systems Audit Report (design and operating effectiveness of Internal Control Systems))>**

**<AUDITOR'S LETTERHEAD>**

**EUROPEAN COMMISSION  
EUROPEAID DEVELOPMENT AND COOPERATION  
DIRECTORATE GENERAL ('DEVCO')**

**[DRAFT, PRE-FINAL OR FINAL] REPORT<sup>7</sup>**

**[date]**

**<for the final report this is the date on which the final Independent Auditor's Report is signed;  
for a draft or pre-final report this is the date on which these reports are sent for consultation>**

**SYSTEMS AUDIT  
Design and operating effectiveness of the Internal Control System  
OF [TITLE OF THE PROJECT]**

Entity subject to Audit:	[Entity name]
Country:	[Country where the project is implemented]
Commission service :	[DEVCO Service/Unit or EU Delegation]
DEVCO Directorate:	[Indicate Directorate concerned]]
Audit Framework Service Contract:	2013/S192-330430 (Lot N° 1) <b>&lt;remove if the Auditor has not signed an AFC&gt;</b>
Audit Module N°	[as per Audit Module]
Auditor:	[Audit firm and office having responsibility for the audit]
Period subject to audit:	[date] to [date]
Dates of audit fieldwork:	[[date] to [date]
Project status:	[indicate ongoing or completed]

<sup>7</sup> The European Commission has requested this report. The views expressed in this report are those of the external auditor and in no way reflect the official opinion of the European Commission. This report is intended solely for the information and use of the European Commission for the purpose of its control of the use of funds of the project concerned by the audit. It may be disclosed to those EU official authorities having regulatory right of access to it, such as the European Court of Auditors, the Internal Audit Service and the European Anti Fraud Office. This report should not be used by any other party or for other than its intended purpose.

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## INSTRUCTIONS FOR USING THIS MODEL REPORT

This model report for a **systems audit** of the **design and operating effectiveness of the Internal Control System** provides a report format and structure for the Auditor and it also includes guidance for the content of the report sections.

- All grey shaded text in *<Italic>* is guidance which should be removed.
- All text which is **not** grey shaded can be used by the Auditor for drawing up the report.  
The Auditor can modify text as he/she sees fit **except for the prescribed text of the Independent Auditor's report.**
- This model report includes **four** formats for the **Independent Auditor's Report** for a **Systems Audit** of the **design and operating effectiveness of the Internal Control System**: unqualified, qualified and adverse opinion and disclaimer of opinion.

Models which do not apply should be fully removed.

**The prescribed text and wording of the Independent Auditor's Assurance Report for a Systems Audit should be respected at all times and not be changed.**

**This instruction page should be removed from the report**

## GUIDANCE FOR AUDIT OPINIONS

The Auditor should assess the magnitude (i.e. minor, significant or fundamental) of the weaknesses in the Internal Control System. For the purpose of determining what is a material weakness or deficiency in the Internal Control System the Auditor should assess whether the absence or failure of a control or a series of controls results in a significant risk of material error, irregularity or fraud in the use of the Project funds provided by the European Commission. The assessment of the magnitude of weaknesses in the Internal Control System is a matter of professional judgment of the Auditor.

If the Auditor's internal control findings relate to **minor weaknesses** in the Internal Control System which **do not** pose a significant risk to the achievement of the objectives of the Project, the effects of these weaknesses should be considered as **not material** in the context of the audit. The Auditor should express an **unqualified** opinion and use an **Emphasis of Matter** paragraph to draw the attention to findings for minor weaknesses in the Internal Control System, if any.

If the Auditor's internal control findings relate to **significant weaknesses** in the Internal Control System which pose a **substantial** risk to the achievement of the objectives of the Project, the effects of these should be considered as **material** in the context of the audit. The Auditor should express a **qualified** opinion

If the Auditor's internal control findings relate to **fundamental weaknesses** in the Internal Control System which pose a **critical** risk to the achievement of the objectives of the Project, the effects of these should be considered as **material and pervasive** in the context of the audit. The Auditor should express an **adverse** opinion.

In cases of **scope limits** the Auditor should assess the uncertainty and the possible effects of the uncertainty on the design and operating effectiveness of the Internal Control System and decide whether it is appropriate to issue a **qualified, adverse or disclaimer of opinion**.

# **Independent Auditor's Report – Systems Audit**

## **Design and operating effectiveness of the Internal Control System**

### **<Format for an unqualified opinion>**

European Commission

EuropeAid Development and Co-operation Directorate General *<or: Delegation of the European Union in country>*

Rue de la Loi / Wetstraat 41 *<or: address of EU Delegation concerned>*

B-1040 BRUSSELS

We have audited the Internal Control System set up and operated by [name], the ‘Entity’ for the project entitled [title of the project], the ‘Project’ and for the purpose of managing risks to the achievement of the objectives of the Project. These risks include risks to the Project funding provided by the European Commission not being used in conformity with the applicable Contractual Conditions as set out in section 2.2 of our report and the risk of error, irregularities and fraud with regard to Project funding.

This systems audit covers the design and operating effectiveness of the Internal Control System in the period from [date] to [date].

Our findings are set out in the relevant sections of our report, which is made solely to the European Commission in order to gain assurance that risks to the achievement of the objectives of the Project are properly managed and controlled.

### **Respective Responsibilities of the Entity's management and auditors**

The Entity’s management are responsible for the design, implementation and effective operation of the Internal Control System, including the management and control of risks to the achievement of the objectives to the Project.

Our responsibility is to audit the Internal Control System and to report our findings to the European Commission in accordance with the Terms of Reference for the audit engagement. These specify that we should carry out our work in accordance with the International Framework and Standards for Assurance Engagements (issued by the International Federation of Accountants) insofar as these standards can be applied in the specific context of a systems audit intended to provide assurance that risks to the achievement of the objectives of the Project are properly managed and controlled. These standards require us to observe applicable ethical standards in the conduct of our work.

### **Scope of the audit**

The scope of our audit is set out in our Terms of Reference as noted in Section 3 of our report. It includes an assessment of the main risks to the achievement of the objectives of the Project including risks to the Project funding provided not being used in conformity with the applicable Contractual Conditions and the risk of error, irregularities and fraud with regard to Project funding. The scope of our audit includes an assessment of whether the design of the Internal Control System sufficiently mitigates those risks and whether it is operating effectively.

Our work is designed to concentrate only on the key internal controls of the Entity and specifically those relating to the Project which are designed to prevent and detect material errors, irregularities or fraud with regard to the Project funding.

For the purpose of determining what is a material weakness or deficiency in the Internal Control System we have assessed whether the absence or failure of a control or a series of controls results in a significant risk of material error, irregularity or fraud in the use of the Project funds provided by the European Commission.

Accordingly, our findings cannot be relied upon to disclose every weakness in internal control that may exist at the Entity or Project level. Additionally, although our audit scope includes consideration of qualitative as well as quantitative factors, it is not a performance audit and therefore concentrates on financial internal controls rather than operational controls.

We have taken into account all the available evidence presented to us during our fieldwork which we finalised on [date of closing meeting], including the subsequent comments and information of the Entity and of the European Commission up to the date of this report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our unqualified opinion.

### **Unqualified Opinion**

In our opinion the Internal Control System set up and operated by the Entity for the purpose of managing material risks to the achievement of the objectives of the Project, was suitably designed and operated effectively in the period from [date] to [date].

### **Emphasis of Matter** <remove this paragraph if not applicable>

Without qualifying our opinion we draw your attention to the findings as set out in Section 4 of our report detailing minor weaknesses in the Internal Control System. As these weaknesses do not pose a significant risk to the achievement of the objectives of the Project, they are not considered to be material in the context of our audit. Nevertheless, we report them to you in accordance with our Terms of Reference in order that they may be brought to the attention of the Entity and remedied in order to further strengthen the Internal Control System.

### **Distribution and Use**

The European Commission has requested this report and it is intended solely for the information and use of the European Commission and the Entity.

*Auditors' signature* <person or firm or both, as appropriate>.

*Name of Auditor signing* <person or firm or both, as appropriate>.

*Auditor's address* <office having responsibility for the audit>.

*Date of signature* <not be used for draft reports. The date when the **final** report is signed.>

# **Independent Auditor's Report – Systems Audit**

## **Design and operating effectiveness of the Internal Control System**

**<Format for a qualified opinion>**

European Commission

EuropeAid Development and Co-operation Directorate General *<or: Delegation of the*

*European Union in country>*

Rue de la Loi / Wetstraat 41 *<or: address of EU Delegation concerned>*

B-1040 BRUSSELS

We have audited the Internal Control System set up and operated by [name], the ‘Entity’ for the project entitled [title of the project], the ‘Project’ and for the purpose of managing risks to the achievement of the objectives of the Project. These risks include risks to the Project funding provided by the European Commission not being used in conformity with the applicable Contractual Conditions as set out in section 2.2 of our report and the risk of error, irregularities and fraud with regard to Project funding.

This systems audit covers the design and operating effectiveness of the Internal Control System in the period from [date] to [date].

Our findings are set out in the relevant sections of our report, which is made solely to the European Commission in order to gain assurance that risks to the achievement of the objectives of the Project are properly managed and controlled.

### **Respective Responsibilities of the Entity's management and auditors**

The Entity’s management are responsible for the design, implementation and effective operation of the Internal Control System, including the management and control of risks to the achievement of the objectives to the Project.

Our responsibility is to audit the Internal Control System and to report our findings to the European Commission in accordance with the Terms of Reference for the audit engagement. These specify that we should carry out our work in accordance with the International Framework and Standards for Assurance Engagements (issued by the International Federation of Accountants) insofar as these standards can be applied in the specific context of a systems audit intended to provide assurance that risks to the achievement of the objectives of the Project are properly managed and controlled. These standards require us to observe applicable ethical standards in the conduct of our work.

### **Scope of the audit**

The scope of our audit is set out in our Terms of Reference as noted in Section 3 of our report. It includes an assessment of the main risks to the achievement of the objectives of the Project including risks to the Project funding provided not being used in conformity with the applicable Contractual Conditions and the risk of error, irregularities and fraud with regard to Project funding. The scope of our audit includes an assessment of whether the design of the Internal Control System sufficiently mitigates those risks and whether it is operating effectively.

Our work is designed to concentrate only on the key internal controls of the Entity and specifically those relating to the Project which are designed to prevent and detect material errors, irregularities or fraud with regard to the Project funding.

For the purpose of determining what is a material weakness or deficiency in the Internal Control System we have assessed whether the absence or failure of a control or a series of controls results in a significant risk of material error, irregularity or fraud in the use of the Project funds provided by the European Commission.

Accordingly, our findings cannot be relied upon to disclose every weakness in internal control that may exist at the Entity or Project level. Additionally, although our audit scope includes consideration of qualitative as well as quantitative factors, it is not a performance audit and therefore concentrates on financial internal controls rather than operational controls.

We have taken into account all the available evidence presented to us during our fieldwork which we finalised on [date of closing meeting], including the subsequent comments and information of the Entity and of the European Commission up to the date of this report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

#### **Basis for Qualified Opinion**

We refer to our findings as set out in Section 1 (Summary of Findings) of our report detailing significant weaknesses in the Internal Control System and which therefore pose a substantial risk to the achievement of the objectives of the Project. The effects of these weaknesses to the design and operating effectiveness of the Internal Control System are considered to be material in the context of our audit.

[We were unable to obtain sufficient appropriate audit evidence about [describe issues] because [describe reasons / circumstances]. The effects of this to the design and operating effectiveness of the Internal Control System are material but not pervasive in the context of our audit.]

#### **Qualified Opinion**

In our opinion, except for the effects of the matters referred to in the preceding 'basis for qualified opinion' paragraph, the Internal Control System set up and operated by the Entity for the purpose of managing material risks to the achievement of the objectives of the Project was suitably designed and operated effectively in the period from [date] to [date].

#### **Distribution and Use**

The European Commission has requested this report and it is intended solely for the information and use of the European Commission and the Entity.

*Auditors' signature* <person or firm or both, as appropriate>.

*Name of Auditor signing* <person or firm or both, as appropriate>.

*Auditor's address* <office having responsibility for the audit>.

*Date of signature* <not be used for draft reports. The date when the **final** report is signed.>

## **Independent Auditor's Report – Systems Audit**

### **Design and operating effectiveness of the Internal Control System**

**<Format for an adverse opinion>**

European Commission  
EuropeAid Development and Co-operation Directorate General <or: Delegation of the  
European Union in country>  
Rue de la Loi / Wetstraat 41 <or: address of EU Delegation concerned>  
B-1040 BRUSSELS

We have audited the Internal Control System set up and operated by [name], the ‘Entity’ for the project entitled [title of the project], the ‘Project’ and for the purpose of managing risks to the achievement of the objectives of the Project. These risks include risks to the Project funding provided by the European Commission not being used in conformity with the applicable Contractual Conditions as set out in section 2.2 of our report and the risk of error, irregularities and fraud with regard to Project funding.

This systems audit covers the design and operating effectiveness of the Internal Control System in the period from [date] to [date].

Our findings are set out in the relevant sections of our report, which is made solely to the European Commission in order to gain assurance that risks to the achievement of the objectives of the Project are properly managed and controlled.

#### **Respective Responsibilities of the Entity's management and auditors**

The Entity’s management are responsible for the design, implementation and effective operation of the Internal Control System, including the management and control of risks to the achievement of the objectives to the Project.

Our responsibility is to audit the Internal Control System and to report our findings to the European Commission in accordance with the Terms of Reference for the audit engagement. These specify that we should carry out our work in accordance with the International Framework and Standards for Assurance Engagements (issued by the International Federation of Accountants) insofar as these standards can be applied in the specific context of a systems audit intended to provide assurance that risks to the achievement of the objectives of the Project are properly managed and controlled. These standards require us to observe applicable ethical standards in the conduct of our work.

#### **Scope of the audit**

The scope of our audit is set out in our Terms of Reference as noted in Section 3 of our report. It includes an assessment of the main risks to the achievement of the objectives of the Project including risks to the Project funding provided not being used in conformity with the applicable Contractual Conditions and the risk of error, irregularities and fraud with regard to Project funding. The scope of our audit includes an assessment of whether the design of the Internal Control System sufficiently mitigates those risks and whether it is operating effectively.

Our work is designed to concentrate only on the key internal controls of the Entity and specifically those relating to the Project which are designed to prevent and detect material errors, irregularities or fraud with regard to the Project funding.

For the purpose of determining what is a material weakness or deficiency in the Internal Control System we have assessed whether the absence or failure of a control or a series of controls results in a significant risk of material error, irregularity or fraud in the use of the Project funds provided by the European Commission.

Accordingly, our findings cannot be relied upon to disclose every weakness in internal control that may exist at the Entity or Project level. Additionally, although our audit scope includes

consideration of qualitative as well as quantitative factors, it is not a performance audit and therefore concentrates on financial internal controls rather than operational controls.

We have taken into account all the available evidence presented to us during our fieldwork which we finalised on [date of closing meeting], including the subsequent comments and information of the Entity and of the European Commission up to the date of this report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our adverse opinion.

#### **Basis for Adverse Opinion**

We refer to our findings as set out in Section 1 (Summary of Findings) of our report detailing fundamental weaknesses in the Internal Control System and which therefore pose a critical risk to the achievement of the objectives of the Project. The effects of these weaknesses to the design and operating effectiveness of the Internal Control System are considered to be both material and pervasive in the context of our audit.

[We were unable to obtain sufficient appropriate audit evidence about [describe issues] because [describe reasons / circumstances]. The effects of this to the design and operating effectiveness of the Internal Control System are material and pervasive in the context of our audit.]

#### **Adverse Opinion**

In our opinion, because of the fundamental nature of the matters referred to in the preceding 'basis for adverse opinion' paragraph, the Internal Control System set up and operated by the Entity for the purpose of managing material risks to the achievement of the objectives of the Project was not suitably designed and did not operate effectively in the period from [date] to [date].

#### **Distribution and Use**

The European Commission has requested this report and it is intended solely for the information and use of the European Commission and the Entity.

*Auditors' signature* <person or firm or both, as appropriate>.

*Name of Auditor signing* <person or firm or both, as appropriate>.

*Auditor's address* <office having responsibility for the audit>.

*Date of signature* <not be used for draft reports. The date when the **final** report is signed.>

# **Independent Auditor's Report – Systems Audit**

## **Design and operating effectiveness of the Internal Control System**

**<Format for a disclaimer of opinion>**

European Commission  
EuropeAid Development and Co-operation Directorate General *<or: Delegation of the  
European Union in country>*  
Rue de la Loi / Wetstraat 41 *<or: address of EU Delegation concerned>*  
B-1040 BRUSSELS

We have been engaged to audit the Internal Control System set up and operated by [name], the 'Entity' for the project entitled [title of the project], the 'Project' and for the purpose of managing risks to the achievement of the objectives of the Project. These risks include risks to the Project funding provided by the European Commission not being used in conformity with the applicable Contractual Conditions as set out in section 2.2 of our report and the risk of error, irregularities and fraud with regard to Project funding.

The purpose of this systems audit was to cover the design and operating effectiveness of the Internal Control System in the period from [date] to [date].

### **Respective Responsibilities of the Entity's management and auditors**

The Entity's management are responsible for the design, implementation and effective operation of the Internal Control System, including the management and control of risks to the achievement of the objectives to the Project.

Our responsibility is to audit the Internal Control System and to report our findings to the European Commission in accordance with the Terms of Reference for the audit engagement. These specify that we should carry out our work in accordance with the International Framework and Standards for Assurance Engagements (issued by the International Federation of Accountants) insofar as these standards can be applied in the specific context of a systems audit intended to provide assurance that risks to the achievement of the objectives of the Project are properly managed and controlled. These standards require us to observe applicable ethical standards in the conduct of our work.

### **Basis for Disclaimer of Opinion**

The scope of our audit is set out in the Terms of Reference as noted in Section 3 of our report. We were unable to obtain sufficient appropriate audit evidence about the [describe issues] because [describe reasons / circumstances]. The possible effects of this to the design and operating effectiveness of the Internal Control System could be both material and pervasive in the context of our audit. As a result of this uncertainty we do not have a basis for an opinion.

### **Disclaimer of Opinion**

Because of the significance of the matters described in the 'basis for disclaimer of opinion' paragraph, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an opinion. Accordingly, we do not express an opinion on the design and operating effectiveness of the Internal Control System in the period from [date] to [date].

## **Distribution and Use**

The European Commission has requested this report and it is intended solely for the information and use of the European Commission and the Entity.

*Auditors' signature* <person or firm or both, as appropriate>.

*Name of Auditor signing* <person or firm or both, as appropriate>.

*Auditor's address* <office having responsibility for the audit>.

*Date of signature* <not be used for draft reports. The date when the **final** report is signed.>

# 1 Summary of Findings

<Provide a summary (2-3 pages) of the detailed internal control findings in Chapter 4.>

## 8.1 Summary of Internal Control Findings

Our detailed internal control findings in Section 4 can be summarised as follows:

<b>Finding n°.</b>	<b>Internal control issue</b>	<b>Title</b>	<b>Priority (1)</b>	<b>Entity comments</b>
1	[same as in Section 3.1]	[same title as in Section 4]	[level 1,2 or 3]	[agreed / disagreed]
2				
3				
Etc				

(1) Priority level of the recommendation (see Section 4).

## 8.2 Key Audit Data for the Audit Module

The summary tables below contain **key audit data** and are solely for **use of the Commission** for internal reporting purposes in the **Audit Module**.

<b>Type of audit</b>	<b>Systems audit - design and operating effectiveness of the Internal Control System</b>
<b>Type of systems audit opinion</b>	<b>[Qualified, Unqualified, Adverse, Disclaimer]</b>

<b>Internal Control Findings</b>					
<b>N°</b>	<b>internal control issue</b>	<b>number (1) findings priority 1</b>	<b>number findings priority 2</b>	<b>number findings priority 3</b>	<b>total number of findings</b>
1	No documentation or inadequate documentation				
2	Accounting system and procedures				
3	Financial reporting system and procedures				
4	IT systems and procedures (computerised information systems)				
5	Control environment				
6	Asset management including related procurement process and procedures				
7	Cash and bank management (treasury)				
8	Expenditure control including related procurement process and procedures				
9	Human resources and payroll management				
10	Other				
	<b>Total internal control findings</b>				

(1) This is the number of times a finding for the compliance issue concerned was made. For priority levels for ranking the recommendations relating to the findings see Section 4.

## 9 The Engagement Context

*<This Chapter should contain a description of the engagement context of maximum 8 pages. Information in the ToR and related documents (e.g. ToR Annex ) can be taken.>*

### 9.1 Reason for the Audit

*<Describe whether the audit was foreseen in a DEVCO Audit Plan and for what reason i.e. risk based or mandatory.>*

### 9.2 Contractual Conditions

*<Describe agreements, contracts and other regulatory and contractual documents which set out the Contractual Conditions for the Project. These may include:*

- ✓ Basic Regulations, Financing and other Agreements and related documents*
- ✓ External aid contracts for works, services, supplies or grants, programme estimates and related documents*

*Where applicable annexes and amendments (i.e. riders) to agreements, contracts etc. should be mentioned. If the Project is implemented through a series of contracts or other documents (e.g. programme estimates) describe which contracts were covered by the audit and which ones were excluded and for what reasons.>*

### 9.3 Project subject to Audit

*<Describe the characteristics of the Project subject to audit and its context including:*

- ✓ The background and history of the Project*
- ✓ A description of the Project, objectives, results, main activities, Project locations and context (e.g. country, sector, type of project).*
- ✓ The implementation structure for the Project covering the roles and responsibilities of the Entity and of other parties, external stakeholders (e.g. ministries and departments of the partner government, agencies etc.) and specific instances such as for example project steering committees involved with the implementation of the project.*
- ✓ Duration, state of implementation and notable successes or problems*
- ✓ A financial report or analysis of the Project>*

### 9.4 Entity subject to Audit

*<Briefly describe the Entity's organisation and management structure>*

### 9.5 Internal Control System subject to Audit

*<Provide a (summary) description of the Internal Control System focusing on the main / key internal controls designed and implemented by the Entity insofar these internal controls are relevant to the Project and to the objectives for the Project (see ToR Section 6.2, Planning and Fieldwork). The Auditor can provide further details of the Internal Control System in Annex 1.>*

Annex 1 contains details of the Entity's Internal Control System subject to audit.

## 10 The Audit

*<Section 3 should contain a description of the audit of maximum 8 pages.>*

We have been engaged by the European Commission to perform this audit in accordance with the terms of reference attached to the Commission's [request for services; or other document if the Audit Framework Contract was not used] of [date] and the Commission's [order form; or contract other document if the Audit Framework Contract was not used] of [date] with reference [order form number or reference of other document].

### 10.1 Audit Objectives

*<The text on the audit objectives should normally be the same as in Section 2 (Objectives) of the ToR. Any changes to the audit objectives in the ToR should be agreed with the ATM and be addressed here.>*

### 10.2 Audit Scope

*<The text on the audit scope should normally be the as in Section 5 (Scope) of the ToR. Any changes to the audit scope in the ToR should be agreed with the ATM and be addressed here.>*

#### 10.2.1 Contractual Conditions

*<Refer to the Contractual Conditions for the Project in Section 2.2.>*

The Contractual Conditions for the Project are set out in Section 2.2 of this report. The scope of this audit included obtaining a sufficient understanding of the applicable EC laws and regulations for the Project, the Contractual Conditions and of the requirements for controls set out in Section 6.2 of the ToR (Planning and Fieldwork) for this audit engagement.

#### 10.2.2 Scope of Work

The scope of work of this systems audit covered the design and operating effectiveness of the Internal Control System in the period from [date] to [date].

The Internal Control System subject to audit is described at Section 2.5 of this report.

The scope of work included specific considerations and procedures which are set out further below at Section 3.3.

#### 10.2.3 Scope Limitations

*<Describe scope limits if any. >*

### 10.3 Audit Procedures

*<Describe the **specific considerations** and **procedures** covered by the scope of work (Section 6.2 of the ToR, Planning and Fieldwork). For example, there are specific considerations for materiality and for risk assessment and for the internal controls and internal control areas which are relevant and appropriate to the Project and the Entity.*

*The latter include, but are not necessarily limited to key financial internal controls which are related to the revenue and expenditure categories in the financial report for the Project and the ones which are important for the management and control of the Project activities. This is critical in this specific context of a systems audit intended to provide assurance that risks to the achievement of the objectives of the Project are properly managed and controlled.*

*The structure provided below should be used (insofar applicable). Descriptions can be taken from section 6.2 of the ToR (Planning and Fieldwork) and Annex 2 to the ToR (Systems Audit Process and Procedures) and be complemented by the Auditor as he/she sees fit.>*

The scope of work included the following specific considerations and procedures:

**Obtaining an Understanding of the Engagement Context**

[description]

**Risk Assessment and Materiality**

[description]

**Obtaining Evidence regarding Design of Controls**

[description]

**Test of Controls**

[description]

**Sampling and other means of selecting items for testing**

[description]

**Using the work of Internal Auditors <remove if not applicable>**

[description]

**Obtaining Written Representations <remove if not applicable>**

[description]

## 11 Findings and Recommendations

<The Auditor may use separate pages for each finding. Each finding should be given a sequence number.>

Our detailed internal control findings are set out below.

<b>Finding n°:</b> [number]	<b>Title:</b> [title of the finding]
<b>Internal control issue:</b> [internal control issue n° 1 – 10]	
<b>Description of the finding:</b> [describe in detail the finding covering <u>facts, criteria, cause and impact</u> . <b>For criteria</b> mention relevant article(s) / contractual provision(s) in the Contractual Conditions.]	
<b>Recommendation:</b> <description the recommendation> <recommendations should be designed to correct existing situations, to improve the management and internal control system of the Project or to better comply with established controls and/or best practice>.	
<b>Recommendation priority:</b> Priority 1 - Urgent remedial action is required; Priority 2 - Prompt specific action is required; Priority 3 - Specific remedial action is desirable <remove what is not applicable>	
<b>Comments from the Entity:</b> [state whether the Entity agrees or disagrees with the finding and describe Entity comments]	
<b>Comments from the Commission:</b> [describe Commission comments ]	
<b>Further comments of the Auditor:</b> [complete only if the Entity does not agree with the finding of the Auditor but the Auditor still believes that the finding is valid. In that case the Auditor should rebut here the comments of the Entity and justify why the finding is still made>	

<b>Priority levels for ranking recommendations</b>
<b>Priority 1 - Urgent remedial action is required.</b> Key internal controls are absent or are not complied with on a regular basis. There is a fundamental weakness or deficiency in an internal control or in a series of internal controls which involves a substantial risk of either material error, or irregularity or fraud with regard to the expenditure and revenue stated in the Financial Report of the Project. There is a substantial risk of failure to achieve the control objectives for the Project which concern reliability of financial reporting, effectiveness and efficiency of operations and compliance with applicable laws and regulations notably the Contractual Conditions for the Project. Such risks could lead to an adverse impact on the financial report of the Project. Remedial action should be taken urgently.
<b>Priority 2 - Prompt specific action is required.</b> There is a weakness or deficiency in an internal control or in a series of internal controls which, although not fundamental, relates to shortcomings which expose specific internal control areas (e.g. cash and bank management or budgetary and expenditure control) to a less immediate level of risk of either error, or irregularity or fraud. Such a risk could impact on the effectiveness of the internal controls and on the internal control objectives and should be of concern to the Entity's management. Prompt specific action should be taken.
<b>Priority 3 - Specific remedial action is desirable.</b> There is a weakness or deficiency in internal control which individually has no major impact but where the Project would benefit from improved internal controls and/or where the Entity would have the opportunity to achieve greater effectiveness and/or efficiency. There is a possibility of undesirable effects at the process level, which, combined with other weaknesses, could give cause for concern.

## **Annexes**

**Annex 1: Internal Control System subject to Audit**

*<The Auditor can provide further details of the Internal Control System subject to audit in this Annex.>*

## **Annex 2: Other Information**

*< Annex 2 can be used to include other relevant information.*

*The Auditor may add other Annexes to include additional information as he/she deems necessary or appropriate>*

### **Annex 3: Persons contacted or involved in the Audit**

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#### **The Auditor – [name of the audit firm]**

[Name 1]	[indicate position / title of the person in the audit firm who has ultimate responsibility for the engagement and its performance, and for the report that is issued on behalf of the firm, e.g. Partner, Director or equivalent]
[Name 2; optional]	[optional (if not in conflict with the practices and HR policies of the Audit Firm). Indicate position / title in the audit firm of the person in the audit firm who has been managing the audit. E.g. Senior Manager]

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#### **The Entity subject to audit – [name of the Entity]**

[Name 1]	[indicate position / title in the audited entity e.g. Director, Finance Manager, Accountant, Programme Manager]
[Name 2]	[as 1]
[Name 3 etc]	[as 1]

---

#### **EuropeAid Development and Co-operation Directorate General**

[Name 1]	Audit Task Manager. [to be completed only if the Audit Task manager works at DEVCO. Indicate position and unit in DEVCO]
[Name 2]	[indicate position / title and unit in DEVCO e.g. Head of Finance, Contracts and Audit]
[Name 3 etc]	[as 2]

---

#### **Delegation of the European Union in [country]**

[Name 1]	Audit Task Manager. [to be completed only if the Audit Task manager works in the EU Delegation. Indicate position in the EU Delegation]
[Name 2]	[indicate position in the EU Delegation e.g. Head of Finance and Contracts, Programme Officer, Contracts Officer, Finance Officer etc]
[Name 3 etc]	[as 2]

---

#### ***[Indicate name of any other external organisation or person contacted or involved in the audit such as the Entity's statutory auditors or Technical Assistants. Remove this table if not applicable]***

[Name 1]	[indicate position / title in the organisation]
[Name 2 etc]	[as 1]





