HOPES-Higher and Further Education Opportunities and Perspectives for Syrians

Grant Scheme

Grant Implementation Manual
This Manual has been adopted by the Contracting Authority – Nuffic for the “HOPES-Higher and Further Education Opportunities and Perspectives for Syrians” Grant Scheme.

Also available at [www.hopes-madad.org](http://www.hopes-madad.org)

Please note that in the case of any inconsistencies between this Manual and the grant contract and its annexes, the grant contract overrules and remains as the legally binding document.

The content of this publication can in no way be taken to reflect the views of the European Union and the U’s Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’
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1. INTRODUCTION

1.1 Scope

The purpose of this Grant Implementation Manual (hereinafter referred to as “Manual”) is to explain the contractual obligations of the Grant Beneficiaries, detail the implementation modalities including secondary procurements (subcontracting) concluded by the Grant Beneficiaries, and provide information for the monitoring framework of implementation of grant contracts for the Grant Beneficiaries of the “HOPES—Higher and Further Education Opportunities and Perspectives for Syrians” Grant Scheme.

The Manual includes all information necessary on how to manage a Grant Contract signed between the Contracting Authority and the Grant Beneficiaries from the award of a contract until the final payment (closing of the contract).

1.2 Legal Basis

The Manual has been prepared by considering the relevant provisions of the “CONDITIONS—Rules and Regulations” as referred to in “Agreement” (referred to as Grant Contract in this document) of the Application Grant Beneficiaries (and the project staff) should carefully read the Grant Contract and its Annexes, particularly CONDITIONS—Rules and Regulations and acknowledge all the terms and conditions depicted in these documents prior to initiating the implementation of their projects.

The Grant Contract and its Annexes and terms and conditions in “CONDITIONS—Rules and Regulations” supersedes the provisions in the Manual that details important aspects of implementation modalities such as eligible cost, documentation and accounting, contract modifications, visibility and communication.

1.3 Institutional Framework

1.3.1 Institutional Bodies Involved

The institutional framework of this Programme includes the following bodies:

**Nuffic:** Nuffic is the Contracting Authority and is responsible of the administrative and financial implementation of the grant scheme within the HOPES project. The implementing partners of the HOPES project are the GERMAN ACADEMIC EXCHANGE SERVICE (DAAD), the BRITISH COUNCIL, CAMPUS FRANCE and NUFFIC. Nuffic has the ultimate responsibility of the correct utilisation of the funds covering tendering, contracting and payments to the Grant Beneficiaries.

Grant scheme programme is managed by Nuffic under the coordination of Call for Proposals (CfP) work package (WP) responsible in Ankara-Turkey Office in cooperation and coordination with CfP WP managers and/or Education Project Managers (EPMs) where available in Lebanon, Jordan, Egypt and Northern Iraq.

The EPMs are responsible for the implementation of the grant scheme on daily basis, provision of coordination with Grant Beneficiaries, dissemination and publicity of the programme, monitoring of the projects and making on-the-spot checks in collaboration with the Technical Assistance provided from Ankara-Turkey Office and Contracting Authority.

**Head Offices and In-Country Offices of the HOPES project:** The CfP WP managers and/or Education Project Managers in the head office and In-Country Offices in the beneficiary countries will also monitor grant projects and provide implementation support.

**Contracting Authority:** European Commission, Directorate General for Neighbourhood and Enlargement Negotiations. The EC has the responsibility for ex-ante approval of the overall activities under the projects financed by the European Union.
2. **GRANT CONTRACT BETWEEN THE CONTRACTING AUTHORITY AND THE GRANT BENEFICIARY**

The Grant Contract between your organisation and the Contracting Authority is the main document that defines the responsibilities of different parties, reporting requirements, eligibility of costs, accounting, payments, visibility and communication, etc.

The Grant Beneficiary shall implement the Project under its own responsibility and in accordance with the Project as described in the Application Form “Detailed Description of the Project” in Section IV to the Grant Contract with a view for achieving the objectives laid down therein.

The Grant Beneficiary shall implement the Project with the requisite care, efficiency, transparency and diligence, in line with best practice in the field concerned and in compliance with the Grant Contract.

The Contracting Authority is the only party to Grant Contract. The Grant Beneficiary has the sole responsibility of actions arising from the implementation of their project.

The **following points should also be considered during the implementation of the grant contracts**:

- Funds may not be transferred from the project account to any other account (except for the project staff and supply or service providers).
- All kind of support should be provided to the Contracting Authority, EC and EPMs on a national level during the monitoring and auditing visits.
- Project staff must have the required qualifications for the responsibilities assigned to them in the project.

2.1 **Eligible costs**

The grant is awarded to a project on a cost-reimbursement basis. Project Budget (Sections 35 and 36 of Application Form and Section 1.3 of Grant contract) gives a cost estimate of the project eligible costs. In reviewing Interim and Final Reports, the Contracting Authority determines which costs are eligible for payments. Ineligible costs will result in a lower payment than the Grant Beneficiary may have expected in the budget, and in certain circumstances can lead to the recovery of the pre-financing payment.

At the end of the Project, the grant amount is calculated based on the actual eligible costs, not on the budget estimate of the project.

The general principles and provisions for eligibility of costs are defined in **Article 4 - Eligible Cost** of the **Conditions - Rules and Regulations**.

Eligible costs are actual costs incurred by the Grant Beneficiary organisation(s), which meet all the following criteria:

- They are indicated in the estimated overall budget (Sections 35 and 36 of Application Form and Section 1.3 of Grant contract) for the proposal.
- They are necessary for the implementation of the proposal and correspond to those described in Application Form/ Detailed Description of the project (Section IV to the Contract).
- They are incurred during the implementation period of the project as specified in project proposal. In particular:

  > 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.

> 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.

- They are identifiable and verifiable, in particular being recorded in the accounting records of the Grant Beneficiary and determined according to the accounting standards and the usual cost accounting practices applicable to the Grant Beneficiary(s).
- They comply with the requirements of applicable tax and social legislation.
- They are reasonable, justified and comply with the requirements of sound financial management, in particular regarding economy (value for money) and efficiency (cost-effectiveness).

Basic information on the eligibility of expenditures under each Budget Heads is provided in the table below:

<table>
<thead>
<tr>
<th>Budget heading</th>
<th>Eligible expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. The cost of Staff assigned to the Project</strong></td>
<td><strong>Salaries</strong>&lt;br&gt;- Costs budgeted under this Budget Heading may be used for payment of salaries and fees of the project staff contracted by the Grant Beneficiary or its Partner(s). Subcontracted services (payments to companies under service contracts) cannot be claimed under this Budget Heading.&lt;br&gt;- Salaries and costs should not exceed those normally borne by the Grant Beneficiary or its Partner(s).&lt;br&gt;- Cost of staff assigned must include actual salaries plus social security charges and other remuneration-related costs</td>
</tr>
<tr>
<td><strong>B. Travel and subsistence costs for staff and other persons taking part in the project</strong></td>
<td>Cost budgeted under this Budget Heading are used to cover:&lt;br&gt;- <strong>International travel/transportation</strong> expenditures of project staff and other person taking part in the project from/to the implementation place of the Action for the needs/activities of the Project.&lt;br&gt;- <strong>Local transportation</strong> sub-heading is used to cover intercity transport expenditures within the Country of implementation&lt;br&gt;- <strong>Subsistence cost/Per diems</strong>&lt;br&gt;- Per diems under this Budget Line are allowed for the project staff and other person taking part in the project and can also be used for the conference, seminar etc. participants in case their meal, accommodation and other costs are not covered under other Budget Lines.&lt;br&gt;- Per diems cover all meal, inner city travel and hotel expenses, and are calculated on overnight basis.&lt;br&gt;- Per diems should not be higher than the EU maximum rates published on: <a href="http://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm">http://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm</a></td>
</tr>
<tr>
<td>Budget heading</td>
<td>Eligible expenditures</td>
</tr>
<tr>
<td>----------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>C. Purchase costs for equipment</td>
<td>The purchase of equipment and supplies are eligible provided they are included in the budget and correspond to market rates. The Grant Beneficiary is obliged to obtain value for money, and to use the tendering procedures in accordance with the principles of transparency, competition and equal treatment.</td>
</tr>
<tr>
<td>D. Costs of consumables</td>
<td>Cost of stationary, office materials, photo copies, etc. for the needs of the implementation of project activities.</td>
</tr>
<tr>
<td>E. Costs entailed by contracts awarded by the requesting organisation</td>
<td>This budget heading is for the costs that will be fully sub-contracted services such as publications, organisation of events.</td>
</tr>
<tr>
<td>F. Costs deriving directly from the requirements of the Contract</td>
<td>Dissemination of information, evaluation specific to the project, audits, translation, reproduction, insurance, etc.) including financial service costs (in particular the cost of transfers and financial guarantees where required according to the Contract). Please note that only certified translations are accepted.</td>
</tr>
<tr>
<td>G. Duties, taxes and charges, including VAT, paid and not recoverable by the requesting organisation</td>
<td>Duties, taxes and charges, including VAT that are related to the expenses under the project budget, paid and not recoverable by the Grant Beneficiary.</td>
</tr>
</tbody>
</table>

There are some costs which are **ineligible** under this Grant Scheme:

- purchase, rent or leasing of land and existing buildings;
- fines, financial penalties and expenses of litigation;
- conversion costs, charges and exchange losses associated with any of the component specific Euro accounts, as well as other purely financial expenses;
- contribution in kind;
- any leasing costs;
- depreciation costs;
- debts and debt service charges;
- provisions for losses or potential future liabilities;
- interest owed;
- costs already incurred;
- costs declared by the Grant Beneficiary and covered by another project or programme;
- credits to third parties;
2.1.1 Exchange Rates

Where actual expenditure is incurred and paid in local currency (or any other currency other than Euro) the conversion into Euro shall be done at monthly rates published in InforEuro during financial reporting. These rates referred to on the InforEuro rates can be found on the following web address:


2.2 Project documentation and accountancy

Accounting and technical and financial provisions are set in Article 11 of the Conditions - Rules and Regulations. Grant Beneficiaries should carefully read and acknowledge the provisions therein.

Grant Beneficiaries must prepare and record all technical and financial documentation for all project activities.

2.2.1 Financial Documentation

All of the expenditures and procedures followed for the project implementation should be recorded in writing together with proof documents (invoice, bank receipt, etc.), kept in a separate dossier and presented when requested.

Type of supporting documents depends on the type and nature of the expenditure and the underlying actions or transactions.

The table below summarizes the main supporting documents that the Grant Beneficiary should retain and present in case of audit:

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>All expenditures</td>
<td>▪ Proof of <strong>purchase</strong> such as invoices and receipts,</td>
</tr>
<tr>
<td></td>
<td>▪ Proof of <strong>payment</strong> such as bank statements, debit notices, proof of</td>
</tr>
<tr>
<td></td>
<td>settlement by the contractor,</td>
</tr>
<tr>
<td></td>
<td>▪ Proof of <strong>delivery of services</strong> such as approved reports, proof of</td>
</tr>
<tr>
<td></td>
<td>attendance to seminars, conferences and training courses (including</td>
</tr>
<tr>
<td></td>
<td>relevant documentation and material obtained, list of attendees,</td>
</tr>
<tr>
<td></td>
<td>certificates), etc.,</td>
</tr>
<tr>
<td></td>
<td>▪ <strong>Accounting records</strong> (computerised or manual) such as general</td>
</tr>
<tr>
<td></td>
<td>ledger, sub ledgers and payroll accounts, fixed assets registers and</td>
</tr>
<tr>
<td></td>
<td>other relevant accounting information.</td>
</tr>
<tr>
<td></td>
<td>▪ <strong>Additional—specific to particular budget headings</strong></td>
</tr>
<tr>
<td>Human Resources</td>
<td>▪ CVs of all key staff and experts,</td>
</tr>
<tr>
<td></td>
<td>▪ Contracts,</td>
</tr>
<tr>
<td></td>
<td>▪ Staff and payroll records,</td>
</tr>
<tr>
<td></td>
<td>▪ Monthly time-sheets (prepared in detail, signed by the experts and the</td>
</tr>
<tr>
<td></td>
<td>authorised representative of the Grant Beneficiary) of all project</td>
</tr>
<tr>
<td></td>
<td>staff,</td>
</tr>
<tr>
<td></td>
<td>▪ Bank statements/receipts for payments,</td>
</tr>
<tr>
<td></td>
<td>▪ Board Decision if the staff of the Beneficiary and/or Partners</td>
</tr>
<tr>
<td></td>
<td>assigned to the Action.</td>
</tr>
</tbody>
</table>
### 2.2.2 Technical Documentation

Project technical documentation should be sufficiently detailed to prove implementation of activities, delivery of services and outputs.

Examples of project documents for some of the project activities are indicated below:

<table>
<thead>
<tr>
<th>Project Activity</th>
<th>Example Document</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surveys/studies</strong></td>
<td>• Survey methodology</td>
</tr>
<tr>
<td></td>
<td>• Sample surveys</td>
</tr>
<tr>
<td></td>
<td>• Reports</td>
</tr>
<tr>
<td><strong>Experts</strong></td>
<td>• Timesheets showing the activities realised on each day</td>
</tr>
<tr>
<td></td>
<td>• Copies of the outputs</td>
</tr>
<tr>
<td></td>
<td>• Activity reports</td>
</tr>
<tr>
<td></td>
<td>• CVs of experts</td>
</tr>
<tr>
<td><strong>Seminars, conferences, working meetings</strong></td>
<td>• Programme/agenda</td>
</tr>
<tr>
<td></td>
<td>• List of presentations/conference reports</td>
</tr>
<tr>
<td></td>
<td>• Hand-outs</td>
</tr>
<tr>
<td></td>
<td>• List of participants</td>
</tr>
<tr>
<td></td>
<td>• List of speakers</td>
</tr>
<tr>
<td></td>
<td>• Minutes (if applicable)</td>
</tr>
<tr>
<td></td>
<td>• Press clippings, photos, video recordings</td>
</tr>
<tr>
<td></td>
<td>• Feed-back questionnaires (if applicable)</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>• A detailed description of the training – training modules, training hours per subject, methods, etc.</td>
</tr>
<tr>
<td></td>
<td>• Training schedule and presentations (if any)</td>
</tr>
</tbody>
</table>
### Project Activity

- List of participants/attendance sheets
- List of trainers/lecturers
- Feed-back questionnaires
- Training evaluation report

### Publications

- Copies of publications (brochures, newsletters, booklets, posters, books, etc.)

### Study Visits

- Study visit programme/agenda
- Study visit reports

#### 2.2.3 Accounting Requirements

The Grant Beneficiary should keep accurate and regular accounts of implementation of the project using an appropriate accounting and double-entry book-keeping system. This system should be run in accordance with the accounting and bookkeeping policies and rules that apply in the Country where the Grant Beneficiary is registered.

The Grant Beneficiary(s) shall ensure that the eligible costs as mentioned in Article 4 of the Conditions-Rules and Regulations, can be produced in the Financial Report should be properly and easily reconciled to the Grant Beneficiaries accounting and bookkeeping system. For this purpose, separate accounts should be used for the action concerned or by ensuring that expenditure for the action concerned can be easily identified and traced to and within the Beneficiary’s accounting and bookkeeping systems. Appropriate reconciliations, supporting schedules, analyses and breakdowns for inspection and verification should also be prepared and kept.

#### 2.3 Verification of the Accounts and Other Project Documents

The European Commission, the European Union’s Regional Trust Fund in response to the Syrian Crisis, the 'Madad Fund', the European Anti-Fraud Office, the European Court of Auditors and any external auditor authorised by the Contracting Authority may carry-out verifications on the accounts and other relevant project documents. The Grant Beneficiary(ies) have to allow the entities and take all necessary steps to facilitate their work to

a) access the sites and locations at which the Project is implemented
b) examine its accounting and information systems, documents and databases concerning the technical and financial management of the Project
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 Project.

Additionally, the Grant Beneficiary(s) should allow the European Anti-Fraud Office to carry out on-the-spot checks and inspections for the protection of the financial interests of the European Union against fraud and other irregularities. Where appropriate, the findings may lead to termination of the Grant Contract and recovery by the European Commission.
2.4 Reporting requirements

Grant Beneficiaries must draw up reports as their contractual obligations. These reports consist of narrative and financial sections and supporting documents.

The narrative and financial reports based on the template provided, are the declaration of the Grant Beneficiaries to the Contracting Authority about the progress of their projects and fulfilment of contractual obligations. Based on these, the Contracting Authority examines the requests for payments and determines the payments based on the assessed eligible costs of the project.

Over the lifetime of their projects Grant Beneficiaries are obliged to submit the following reports:

Narrative report (narrative and financial) provide information on implementation of the project activities, project management, involvement of project partners, relations with key stakeholders, visibility, progress on performance indicators, general assessment of the project as well as minor and/or major contract changes, if applicable.

Financial report (narrative and financial) provides information regarding the actual expenditures realised during implementation of the project as compared to the foreseen amounts. The financial report should include the original budget and modifications (if any), as well as expenditures incurred for the project duration.

The templates of Narrative and Financial Reports are given in the Call for Proposal documents.

The below table summarizes the information regarding the reporting requirements under this Grant Scheme:

<table>
<thead>
<tr>
<th>Type of Report</th>
<th>Reporting Period</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim Report</td>
<td>The first report is due six months after the actual implementation date of the project after which the second payment will be made. During the implementation of the projects, GBs are required to submit a report every six month. The report should be prepared as of the date <strong>15 days</strong> before the due date of the report. The GB should send the report on due date to the <strong>EPMs</strong> for checks. Within <strong>20 days</strong> following the due date the report should reach the <strong>Contracting Authority</strong> for final check and approval.</td>
<td>Narrative and Financial sections using the provided templates in electronic copy (with required supporting documents as required by the Contracting Authority (technical and financial + request for final payment))</td>
</tr>
<tr>
<td>Final Report</td>
<td>On the date of “Final Report Due”. The report should be prepared as of the ending date of the project duration. The GB should send the report on due date to the EPMs for checks. Within 30 days following the due date the report should reach the <strong>Contracting Authority</strong> for final check and approval. After which the last payment will be made.</td>
<td>Narrative and Financial sections using the provided templates in electronic copy (with required supporting documents as required by the Contracting Authority (technical and financial + request for final payment))</td>
</tr>
</tbody>
</table>
The Grant Beneficiary should consult the EPMs at the desk offices on preparation of their reports before final versions are sent to the Ankara office and Contracting Authority.

2.5 Payment procedures

Payment procedures are set out in Article 1.3 of the Agreement/Grant Contract will be made in 3 instalments:

> **1st Payment**: 40% at the start of the project,

> **2nd Payment**: 40% after handing in and the approval of the interim report. The payment amount will be set as the amount calculated on the basis 40% of the grant amount less the unused balance of the 1st payment. The unused balance will be calculated on approved eligible cost by the Contracting Authority upon checking and approval of the interim report.

> **Final payment**: 20% after the handing in the Final Report and approval of the Final Report by the Contracting Authority. The actual amount of payment will be calculated by taking into account of approved final eligible cost of the project.
3. **MONITORING AND SUPPORT ACTIVITIES**

Monitoring is a tool to verify that funds are used for their stated purpose in the Contract and also to ensure that the projects are implemented in compliance with EU and country specific, where applicable, rules and procedures.

### 3.1 Monitoring Framework

The monitoring system covers all actors, tools and procedures involved in the monitoring activities. The process will involve participation from the key stakeholders: EPMs, Contracting Authority, EC and the Grant Beneficiaries.

Implementation of grant projects will be closely monitored in terms of procedures, progress as well as the problems and needs of the Grant Beneficiaries.

The framework of the system is given below:

**In Procedures**
- Compliance with procurement rules,
- Eligibility of costs,
- Compliance with publicity and visibility rules,
- Documentation and archiving,
- Bookkeeping and accountancy,
- Reporting obligations,
- Contract modifications,
- Non-compliances and irregularities.

**In Progress**
- Financial and technical progress,
- Performance indicators.

**In Problems and Needs of the Grant Beneficiaries**
- Financial and procurement related issues,
- Technical execution difficulties,
- Administrative problems.

The Ankara Office and In-Country Offices of HOPES are responsible for the monitoring of grant implementation as well as providing support to the Grant Beneficiaries on the fulfilment of their contractual obligations.

It should be noted that regular monitoring visits will also cover ex-ante and ex-post controls of the tender documents related to procurements done by the Grant Beneficiaries (if any).

### 3.2 Monitoring Tools

**Monthly updates through phone calls and email** will be conducted by the EPMs who are available to answer any questions and document any difficulties the project is facing.

**Monitoring visits** will be conducted by the HOPES Staff. In addition, Contracting Authority and EC may conduct additional monitoring visits and on the spot checks or may attend to regular monitoring visits.

The aim of the monitoring visits is to review the implementation of the project and give advices such as on drafting modification requests, reports, documentation or financial issues.
Regular Monitoring Visits
A minimum of 1 scheduled visit is planned to each Grant Beneficiary within the project duration. This number is indicative and may change depending on the project duration, project’s risks and nature of these risks. The schedule will be set in agreement with the Grant Beneficiary following the project commencement. During the visits verification of the physical existence of the equipment and the implementation of the activities, as well as compliance with the procurement procedures are done.

Spot Checks
No prior notification is given for these visits to the Grant Beneficiary; therefore, the Grant Beneficiaries are recommended to be prepared for such checks at all times.

Early Warning and Irregularity Reports, prepared by the Ankara Office or the Contracting Authority are documentations of the deficiencies and irregularities observed in a grant project. In such cases, an initial early warning will be sent to the Grant Beneficiary by the Contracting Authority. Based on the severity of the case, an irregularity report indicating the certain deficiencies and irregularities observed will be completed.

Early Warning and Irregularity reports are critical warnings for the Grant Beneficiaries. Therefore, such warnings should be taken seriously as it may result in termination of the Grant Contract and recovery of funds by the Contracting Authority even if they have already been spent.

Interim and Final Reports on technical and financial progress are one of the most important elements of determining if the project objectives are being reached and implementation is carried out in compliance within the terms of Grant Contract and other EU rules and regulations.

3.3 Responsibilities of the Grant Beneficiary in Monitoring
The Grant Beneficiary should:

**Monitoring Visits**
> make project key staff (project coordinator, accountant, responsible person for reporting etc.) be present during monitoring visits,
> provide real, up-to-date information about their projects during the monitoring visits with supporting documents,
> define performance indicators of project with the help of monitoring team,
> clarify major dates in procurement,
> inform about the project’s needs or problems.

**Documentation and Archiving**
> keep all technical and financial documents available for whenever requested by the EPMs, Contracting Authority, EC, and audit bodies,
> keep separate accounts for the project using an appropriate accounting and double entry bookkeeping system,
> archive all documents for 7 years after the date of final payment.

**Communications and Correspondence**
> inform the In-Country Offices of HOPES of any issues in a timely manner,
> inform/invite the Ankara Office and In-Country Offices of HOPES, Contracting Authority, and/or EC on significant events,
be in communication with the Ankara Office and In-Country Offices of HOPES and Contracting Authority at all times without any delay,
> keep records of correspondence, including e-mails.

3.4 Help Desks

Information and all relevant documents on grant implementation, visibility etc. can be found on http://www.hopes-madad.org/.

In addition to this, individual advice and support will be provided to the Grant Beneficiaries primarily by the In-Country Offices of HOPES.

Ankara Office and In-Country Offices of HOPES Help Desks are established in the Countries of implementation and can be reached at the following addresses:

<table>
<thead>
<tr>
<th>Country-Province</th>
<th>Address</th>
<th>Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>EGYPT – CAIRO</td>
<td>British Council,192 El Nil Street, Agouza,</td>
<td>Tel: +20 2 33001671, Mob: +20 1023499207</td>
<td><a href="mailto:egyp@hopes-madad.org">egyp@hopes-madad.org</a></td>
</tr>
<tr>
<td>IRAQ – ERBYL</td>
<td>Available via telephone and email</td>
<td>Mob: +9647508176147,</td>
<td><a href="mailto:iraq@hopes-madad.org">iraq@hopes-madad.org</a></td>
</tr>
<tr>
<td>JORDAN – AMMAN</td>
<td>Ahmad Tarawneh St, Jubeihia, 2nd Investment Building, 4th Floor</td>
<td>Tel: +962 6 535 8457, Mob: +962 79 289 5125</td>
<td><a href="mailto:jordan@hopes-madad.org">jordan@hopes-madad.org</a></td>
</tr>
<tr>
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</tr>
</tbody>
</table>

Support will be provided through monitoring visits, e-mails, telephone calls, in person visits to In-Country Offices of HOPES with prior appointments.

In all cases the Grant Beneficiary remains responsible for all the aspects of implementation; however, the support is intended only to provide clarifications and reduce possible problems at later stages.
4. **USE OF RESULTS AND ASSETS /TRANSFER OF OWNERSHIP OF ASSETS**

The Grant Beneficiary is the owner and the title of any intellectual and industrial property rights of the Project's results, reports and other documents.

The Contracting Authority (and the European Commission) is granted the right to use freely and to store, modify, translate, display, reproduce by any technical procedure, publish or communicate by any medium all documents deriving from the Project without breaching existing industrial and intellectual property rights.

The transfer of ownership of assets should be conducted as indicated in the Conditions-Rules and Regulations Article 9.
5. VISIBILITY & PROMOTIONAL ACTIVITIES

5.1 Introduction

> During the implementation and dissemination of their projects activities, the Grant beneficiaries should take all measures to ensure the visibility of the European Union and the EU’s Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’ as well as HOPES project.

> All project activities such as seminars, conferences, trainings, opening/closing events as well as communication materials (leaflets, posters, brochures, banners, etc.), must be in line with the EU’s visibility guidelines as described in the EU’s communication & visibility manual.

The communication and Visibility Manual and a range of templates and examples for promotional activities (e.g. newsletters, brochures, leaflets, posters etc.) can be downloaded (in English) from:

http://ec.europa.eu/europeaid/work/visibility/index_en.htm

> The Grant Beneficiaries should also refer to the visibility guidelines as stated in the Article 8 of Conditions – Rules and Regulations. This Section aims at assisting the Grant Beneficiaries to understand and follow the visibility provisions, as well as providing ideas and advice on how the promotional activities can be as effective as possible.

> The Grant Beneficiary and the sub-contractors for services, supplies must take the necessary measures to ensure the visibility of the EU financing. Such measures must be in accordance with the rules set out in the EU visibility manual available on the EuropeAid website provided above.

> In addition to the EU visibility, the reference should always be made to HOPES- Higher and Further Opportunities and Perspectives for Syrians and the EU Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’ and overall Project -HOPES- should be promoted in effective and efficient manner.

> All materials published and/or used during the meetings, presentations etc. should respect the visibility guidelines.

> The Grant Beneficiaries should submit a communication and visibility plan utmost three weeks after the agreement signing.

> The Grant Beneficiaries should send their communication and visibility plan and tools to the EPMs, a final approval by the MADAD FUND and communication department will be requested through the communication WP of the HOPES Project. Projects in Turkey will require an additional approval through the relevant EU communication department in Turkey.

> All communication tools approval processes will only be handled through HOPES staff. GBs will not contact the relevant EU departments directly.

> Ankara Office and In-Country Offices of HOPES and the Contracting Authority should be consulted before printing or producing any promotional materials to be prepared in accordance with their particular communication and visibility plans.

> In that case, the Grant Beneficiaries shall forward the required documents and information and comply with possible requests for changes. Materials should be submitted at least twenty working days in advance of specific visibility and communication actions to allow enough time and flexibility to address comments from the contracting Authority and communication WP of the HOPES Project as well as from the Madad Fund and EU communication department in Turkey.
5.2 Visual Identity Elements

All communication tools (Posters, banners, official documents, publication on the website and social media, publicity materials, reports and information given to the press and the beneficiaries of the project must include the following elements:

5.2.1 The Logo of the European Union:

- For projects implemented in Iraq/ KRI, Egypt, Jordan, Lebanon and/or Syria:

  **The EU’s Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’ logo:**

  For projects implemented in Iraq/ KRI, Egypt, Jordan, Lebanon and/or Syria under the HOPES project, the EU Madad Fund Logo should be used. It consists of the flags of the EU with a description about the Madad Fund. The common element branding all EU-funded actions is the EU cooperation flag. Whatever the size, scope or objectives of an action, this logo must be prominently displayed.

  The EU Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’ logo is as shown below:

  For correct use, the EU’s Madad Fund logo should not be copied from any another document but will be provided by the HOPES project.

  EU’s ‘Madad Fund’ logo should be used for all visibility actions in Iraq/ KRI, Egypt, Jordan, Lebanon and/or Syria.

  ![EU Regional Trust Fund ‘Madad’ logo](image)

  The logo must be placed prominently as per the template provided by the HOPES project twice the size of the other logos and will be placed separately.

  For more information about the EU Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’


- For projects implemented in Turkey: (funded under the EU Facility for Refugees in Turkey)

  **The EU-Turkey cooperation logo**

  For projects implemented in Turkey, the joint EU-Turkey cooperation logo should be used instead of the EU Madad Fund Logo. It consists of the flags of Turkey and the EU representing the cooperation between the EU and Turkey as a joint response in Turkey to the Syrian refugee crises in Turkey.

  The EU-Turkey cooperation logo should be used for all visibility actions in Turkey.

  The EU-Turkey joint logo should be accompanied by the following text in English, Turkish and Arabic (and any other language where needed): This project is funded by the European Union.
To ensure the correct usage of the EU-Turkey joint logo it should not be replicated but downloaded from the website of the EU Delegation to Turkey at http://www.avrupa.info.tr/en/learn-about-eu-visibility-guidelines-16 where it is available in various formats.

Communication and Visibility Manual for EU External Actions Projects funded under the EU Facility for Refugees in Turkey
VisibilityGuidelines_May2017_FRIT_EN_20170605_Final.docx

It is recommended that the EU and Turkish flags enjoy at least double prominence each, both in terms of size and placement in relation to other displayed logos. If the use of the EU-TR joint logo double size is not possible, the partner logos should not be displayed with the same size or bigger than the joint logo, or in the same line.

The logo must be placed prominently as per the template provided by the HOPES project, be twice the size of the other logos and will be placed separately.

If the grant beneficiary is a consortium, only the logo of the consortium leader will be displayed. The logos may be displayed at the bottom of the front or back side or inside a publication, depending on the design of the visibility item.

- **Alterations and Additions of the EU logos**

  The correct use of the EU flag must be ensured at all times avoiding common mistakes like the incorrect positioning and angle of the stars. Every EU flag that will be used for display should be checked according to the specifications in the Communication and Visibility Manual for European Union External Actions.

  Grant Beneficiaries should be aware that when reproducing the EU’s Madad Fund logo and the EU-Turkey cooperation logo in newsletters and other graphic presentations it must be used in its entirety, without any alterations or additions made to it. Thus, the EU flag must not be shown to incorporate any flag or symbol of another country, donor or institution. Each should be presented separately from the other.

- **Colours**

  Grant Beneficiaries, their partners, contractors and international organisations must, until further notice, use the following official colours:

  > "Pantone Reflex Blue" for the surface of the rectangle,

  > "Pantone Process Yellow" for the stars.
Backgrounds - The flag should preferably be printed on a white background. Multicolour backgrounds should be avoided, especially those involving a colour that clashes with the blue.

5.2.2 The Logos of the HOPES Higher and Further Opportunities and Perspectives for Syrians project and consortium partners

All Grant beneficiaries are requested to add the HOPES logo and the logos of the Contracting Authority and Implementing Partners’ in all their communication materials.

The following combined logo (HOPES-CfP logo) should be used as per the template provided by the HOPES project.

The HOPES-CfP logo will be placed at the left bottom of the page. The Grant Beneficiary logo must be in the same height on the right as per the template provided by the HOPES project.

For the documents in Arabic, the position of the HOPES-CfP logo and the logos of Grant Beneficiary and/or partners (if available) should be changed: the HOPES-CfP logo on the right as the rest of the logos on the left.

Disclaimer

All materials published in whatever form and whatever medium, including the internet, shall include the following disclaimer: “This document has been produced with the assistance of the European Union under the grant scheme of HOPES project. The contents of this publication and document are the sole responsibility of <name of the organisation> and can in no way be taken to reflect the views of the European Union, the EU’s Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’ nor the HOPES consortium and partners”.

Disclaimer for the projects implemented in Turkey:

All materials published in whatever form and whatever medium, including the internet, shall include the following disclaimer: “This document has been produced with the assistance of the European Union under the grant scheme of HOPES project. The contents of this publication and document are the sole responsibility of <name of the organisation> and can in no way be taken to reflect the views of the European Union, nor the HOPES consortium and partners”.

Reference to the HOPES and the Madad fund in text documents (for projects implemented in Iraq, Egypt, Lebanon, Jordan and/or Syria)

When describing the Grant beneficiary’s project, reference to the EU ‘Madad Fund’ and HOPES should be always made as follows:

English:

The project (Title of the Project) is implemented by (Organisation Name) in partnership with (Organisation Name if available) as part of the Grant scheme of the HOPES project funded by the
European Union’s Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’ and implemented by the German Academic Exchange Service (DAAD) together with the British Council, Campus France and Nuffic.

Arabic:
تقدم مؤسسة (اسم المؤسسة) بتنفيذ مشروع (اسم المشروع) بالشراكة مع (اسم المؤسسة)، في حال وجود شركاء، ضمن إطار منحة برنامج HOPES الممول من الصندوق الإقليمي الإقليمي للاتحاد الأوروبي للإستجابة للأزمة السورية "صندوق مدد" الذي تقوم بتنفيذه الهيئة الألمانية لتبادل العلمي DAAD بالشراكة مع المجلس الثقافي البريطاني Campus France, وكامبوس فرنسا British Council, وكامبوس فرنسا-campus France, والهيئة الهولندية للتعاون الدولي Nuffic.

Publicity pertaining to the European Union and HOPES contributions shall quote these contributions in Euro, in parenthesis if necessary.

Reference to the European Union and the project HOPES in text documents (for projects implemented in Turkey)

When describing the Grant beneficiary’s project, reference to the European Union and HOPES should be always made as follows:

English:
The project (Title of the Project) is implemented by (Organisation Name) in partnership with (Organisation Name if available) as part of the Grant scheme of the HOPES project funded by the European Union, and implemented by the German Academic Exchange Service (DAAD) together with the British Council, Campus France and Nuffic.

Arabic:
تقدم مؤسسة (اسم المؤسسة) بتنفيذ مشروع (اسم المشروع) بالشراكة مع (اسم المؤسسة)، في حال وجود شركاء، ضمن إطار منحة برنامج HOPES الممول من الاتحاد الأوروبي الذي تقوم بتنفيذه الهيئة الألمانية لتبادل العلمي DAAD بالشراكة مع المجلس الثقافي البريطاني Campus France, وكامبوس فرنسا British Council, وكامبوس فرنسا-campus France, والهيئة الهولندية للتعاون الدولي Nuffic.

Turkish:
“(Projenin Adı), (Yürütücünün adı) tarafından ((varsı Partnerlerin adı) işbirliği ile) Avrupa Birliği tarafından finanse edilen ve Alman Akademik Değişim Servisi (DAAD), British Council, Campus France ve Nuffic tarafından yürütülen HOPES Projesi’nin hibe programının parçası olarak olarak yürütülmektedir.

Publicity pertaining to the European Union and HOPES contributions shall quote these contributions in Euro, in parenthesis if necessary.

Internet Links

All publications produced by beneficiaries or their partners should refer to the project website, http://www.hopes-madad.org/ and official EU Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’’s website: https://ec.europa.eu/ neighbourhood-enlargement/ neighbourhood/countries/syria/madad_en
EU Visibility after Completion of the Action

An action may continue to be managed by the beneficiary or partner after the EU-funded phase of the action has been completed. In this case, six months after the phase funded by the EU has finished, no EU symbol may be included in any communication tools of the action, with the exception of any commemorative plaques. However, the following sentence must be included on material, with the same prominence as was given to the EU flag: "The initial phase <dates> of this project/programme was supported by the European Union-EU Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’.”

In case of any doubts, the Grant Beneficiaries must consult with the EPMS in In-Country Offices of HOPES.

5.3 Communication and Visibility Strategy

It should be kept in mind that communication activities should be properly planned.

Communication should focus on progress towards the project’s overall objective and the objectives of the "HOPES- Higher and Further Education Opportunities and Perspectives for Syrians" not on administrative or procedural milestones.

In order to maximize the impact of communication efforts;

- Activities need to be timely,
- Information used must be accurate,
- Activities should be coordinated closely with the Head and In-Country Offices of HOPES,
- Right audience(s) should be targeted,
- Messages should interest the target audience(s),
- Activities should be appropriate in terms of resources spent and expected impact.

However, there should also be room in any plan to seize a good opportunity. A good communication reflex and the ability to exploit unexpected opportunities to the benefit of the action will often be as important as more formal efforts and may often be free of cost. Where such opportunities arise, they should be exploited. The communication and visibility plan for any action should seek to maximise synergies with the overall visibility strategy of the HOPES project and the EU Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’.

5.3.1 Identifying Right Audience

In order to communicate effectively, target audiences should be clearly identified in communication and visibility plans. Audiences will include the beneficiaries of the action, opinion formers and influential figures, as well as those who have a stake in the action, or are affected by it. The Grant Beneficiary must be aware that their focus of attention should be on BOTH audiences in the beneficiary province/country, but also in the provinces/countries where their project partners and associates are based.

5.3.2 Communication and Visibility Plans

- The Grant Beneficiaries are required to develop a Communication and visibility Plan in collaboration with the project partners and associates which will be sent at the beginning of their project and utmost three weeks after the agreement signing, to the In-Country Offices of HOPES and communicated to the EU Regional Trust Fund in response to the Syrian Crisis, the 'Madad Fund' and/or the EU communication department in Turkey.
Annex 1 - Communication and Visibility Plan to be developed

The contents of such a Plan are likely to include:

### General Communication Strategy

<table>
<thead>
<tr>
<th>Objectives</th>
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<tbody>
<tr>
<td>1. Overall communication objectives</td>
</tr>
<tr>
<td>2. Target groups/ Audience</td>
</tr>
<tr>
<td>- Within the country(ies)/province(s) where the action is implemented,</td>
</tr>
<tr>
<td>- Within the EU and/or in other Candidate Countries (as applicable).</td>
</tr>
<tr>
<td>3. Specific objectives for each target group, related to the Action's objectives and the phases of the project cycle</td>
</tr>
</tbody>
</table>

**Examples of overall and specific communication objectives:**

- Ensure that the beneficiary population is aware of the roles of the Grant Beneficiary, its partner(s) and of the EU in the activity,
- Raise awareness among the host country population or in Europe of the roles of the Grant Beneficiary, its partner(s) and of the EU in delivering aid in a particular context,
- Raise awareness of how the Grant Beneficiary and its partner(s), work together with the EU funds to support education, health, environment, etc.
- To provide beneficiaries with information related to the project services

| 4. Key messages specific to each target audience |

**Key messages are the main messages that will be conveyed to your target audience through various sources.**

When developing the key messages, it is important to determine the response you want from your target audiences. Are you educating or informing the audience, or are you trying to change attitudes or behaviour?

**Key messages should be clear, short, benefit-oriented, and written in a language that your target audiences can understand and relate to.**

### Communication Activities

| 1. Main activities that will take place during the period covered by the communication and visibility plan |

**Include details of:**

- the nature of the activities,
- The target group
- The time foreseen for implementation (When)
- the responsibilities for delivering the activities.

| 2. Communication tools chosen |

**Include details of advantages of particular tools (media, advertising, events, etc.) in the local context.**

### Success Indicators

Include some indicators that can be measured to see whether the communication and promotional activities are having any impact or not.

Indicators can be qualitative (Knowledge acquired) and quantitative (i.e number of posters, number of beneficiaries reached)

### Resources
Ensure that the appropriate project resources are available (human resources and financial) to support the communication activities.

5.3.3 Communication & Visibility Tools and Guidelines

There is a diverse range of tools that the Grant Beneficiaries and its partner(s) can use in the promotion of their project activities and results. Some examples together with a brief introduction on how to use them and where further support may be obtained are presented below.

Press Releases

Press releases can be a very useful contribution to the communication activities. As a general rule, it is strongly recommended to issue a press release at the beginning of all actions.

The Grant Beneficiary should liaise with the Ankara Office and In-Country Offices of HOPES, Contracting Authority before sending out a Press Release.

Press Conferences

In case of press conferences, on the invitation cards; the visibility of the European Union and the Contracting Authority and Implementing Partners’ should be ensured in line with above mentioned rules.

Leaflets, Brochures and Booklets

Leaflets are simple communication tools used for informing the public about the purpose of the project, the proceedings and findings.

Project brochures are among one of the most essential pieces in the communication tools package to be used during the implementation of a project. Project brochures should contain key information with high quality visuals/photographic illustrations, focusing on objectives, achievements, activities and outputs of the project, along with the correctly placed logos.

On the booklets, EU flag should be present on the cover sheet of the booklet. The details defined for the leaflets should be covered also for the booklets.

Newsletters

Newsletters have a key importance and they are used for informing the target group about the progress of a project. Newsletters require a mailing capacity together with an appropriate mailing list. Newsletters can be sent to the target group via internet or they can be broadcasted on the web page. Newsletter formats can be various but on the cover sheet it should be clearly stated that your project is financed by the EU and it is a part of EU Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’.

Posters

Posters are another important piece of the communication tools package which can be designed, printed and placed to convey specific messages. Posters are also important because they can be displayed almost anywhere like community service offices, streets, shopping malls etc. Posters can be remarkably effective in getting the message across so the design of the posters should be planned as to have a simple message, an eye-catching image, and a catchy slogan.

Banners can be really effective to ensure the visibility of the project in all your activities and Trainings

Websites

Websites are becoming to be a basic requirement for communication, but separate websites are not always required for all actions depending on project scope and duration since information can simply be made available via the website of the Grant Beneficiary. When designing websites:

- Ensure EU and HOPES visibility and disclaimer
- Content based, helpful for beneficiary guidance
- Easy to navigate
- Interlink websites amongst partners within same sector
- Provide link to EU DG NEAR Madad Web page as well as HOPES Madad website: www.hopes-madad.org

**Social Media**

Popular social media tools and channels (Facebook – Twitter and Youtube) that are suitable for target groups and stakeholders can be used to promote project, disseminate information on activities and the results of the project. It is recommended to share with HOPES project a strategy for the online presence and always tag HOPES project social media pages when posting about it.

**Academic Publications & Journals**

Any publication, produced with project resources, to disseminate research findings or case study materials should follow the standard visibility procedures outlined above for newsletters and booklets.

**Public Events**

Organising a public event (or participating in an event organised independently from the Action, for example by the EU Delegation in the Country) may offer excellent opportunities for generating interest in an action’s particular achievements. Such events can include conferences, workshops, seminars, fairs, and exhibitions. Those attending to these training courses, conferences, seminars, fairs, exhibitions and workshops should be made aware that the EU is financing the event.

Depending on the circumstances, the opportunity should be taken to display the EU flag and logos, flags and banners of the Contracting Authority and Implementing Partners in the event rooms.

High level visits by Commission officials or political leaders are a potential communication opportunity – through press releases, press conferences, events, and through public diplomacy such as photo opportunities when visiting a project site.

**Stationery Goods**

The Grant Beneficiary should use its own letter heads or fax headings.

**Display Panels and Banners**

Display panels can be used during events for introducing a project or placed at the main entrance of a training centre/Grant Beneficiary and/or its partner(s) project office/headquarters etc. The size of panels varies depending on its contents or whether it is to be portable or not.

Banners can be really effective to ensure the visibility of the project in all your activities and trainings.

**Stickers**

All purchased equipment must be marked with a sticker indicating the financing provided by the EU. The stickers should be made of durable materials.

Any supplies or equipment delivered under the grant scheme must visibly carry the abovementioned logos and the following and mention This project is funded by the European Union’s Regional Trust Fund in response to the Syrian Crisis, the ‘Madad Fund’ under the scope of the regional programme HOPES implemented by the German Academic Exchange Service (DAAD) in partnership with the British Council, Campus France and Nuffic”.

**Commemorative Plaques**
Permanent commemorative plaques are effective tools for indicating EU contribution in planning or in construction of permanent structures such as house, clinic, factory, institution, training centre, road and bridge. These commemorative plaques should be placed on the front walls or at the main gate of such structures in the opening ceremony.

**Promotional Materials**

These materials can be produced as supportive materials in the scope of communication strategy.

**Interim and Final Reports**

The content, preparation frequency and submission formats of the reports are stated in Section 2.4 of Grant Implementation Manual.

The methods, tools, materials that were used to ensure the visibility and communication of the EU financing, MADAD Fund, HOPES programme during the implementation and dissemination of the project’s activities and achievements should be explained in Section 24 of Narrative and Financial Report with concrete examples and their impacts supported with references from press and where possible together with audio and visual documents.

**Photographs and Audio visual materials**

Grant Beneficiary and partners should take photographs to document the progress of the project and realisation of the project activities as well as visits of EPMs, Contracting Authority and EC.

If it is possible, these photographs should be included in all communication tools. In this scope, film and video films can also be considered as options.

All pictures and videos showing clearly the faces of individuals should have the written consent of the individuals in the presented material.

**Annex 2 - consent release form**

- The photos chosen should illustrate the results and impact of the action
- Digital photography should be used in order to facilitate reproduction on web sites and other information material (for producing printed materials, 300 dpi is the minimum quality standard).

Pictures should be sent on a regular basis to the EPMs alongside a description (name of the project to which the picture relates, date, country in which it was taken, the name of the person/organisation)

The Grant Beneficiary accepts that HOPES and the European Commission and European Union publish, reproduce, archive and use, in any form and medium, including on their websites and social media channels these photographs as well as the name and address of the Organisation, the purpose of the contribution as well as the amount contributed.

For the films and videos, the above-mentioned logos should appear on the opening and ending screen. Disclaimers should also be introduced. (The films should mention EU’s financial assistance to the project in the text) please refer to the above.