

Annex 2 to the AAP 2012 part 3 of the Thematic Programme for Cooperation with Third Countries in the Areas of Migration and Asylum

1. IDENTIFICATION

Title/Number	Southern Mediterranean border surveillance network ("Seahorse Mediterranean Network")		
Total cost	EU contribution: maximum EUR 4.5 million		
Aid method / Method of implementation	Project approach – Direct centralised management		
DAC-code	13010	Sector	Population Policy and Administrative Management

2. RATIONALE

2.1. Sector context

The need to support measures aiming at curbing the irregular migration taking place in the Mediterranean has been reaffirmed as a major priority for the EU in the Stockholm Programme in December 2009 as well as in several subsequent Council Conclusions, in particular those adopted by the European Council on the 25 and 26 February 2010.

In order, however, for these flows to be reduced, it is not sufficient to address their pull factors and to strengthen the capacity of the EU; very important remains also to address the factors which facilitate upstream that phenomenon, including by reinforcing the capacity of the authorities of the North African countries to prevent irregular departures of migrants from their territories and, more in general, to prevent other illegal cross-border activities, such as trafficking in human beings, drugs or weapons.

Although the authorities of the North African countries have traditionally shown some reluctance to cooperate with the EU in combating all these phenomena, also due to the inadequacy of the incentives offered by the EU in return, recent developments in EU relations with the region open new perspectives for cooperation in this field.

Actually, at the Justice and Home Affairs Council of 9 June 2011, the Foreign Affairs Council of 20 June 2011 and the European Councils of 24 June 2011 and 2 February 2012, in response to the "Arab Spring", the European Union has elaborated a new policy approach towards the Southern Mediterranean countries, based on the idea that enhanced efforts and cooperation shown by these countries in addressing the security concerns of the EU in these areas, may now be met with more adequate incentives in the areas of migration and mobility. The latter would be identified on a tailor-made and country by country approach through a Dialogue on migration, mobility and security, including through the establishment of Mobility Partnerships.

Against this background, the present project aims, as an **overall objective**, at increasing the capacity of the authorities of the North African countries to tackle irregular migration and illicit trafficking by strengthening their border surveillance systems.

More **specifically**, the project aims: a) to enhance the situational awareness of the authorities of Algeria, Tunisia, Libya and Egypt on the irregular migration flows and illicit trafficking originating in, transiting through or destined to their territories and in particular those taking place in their coastal regions and territorial waters, and b) to reinforce their reaction capacity to preventing and tackling these phenomena including also as regards the capacity to respond to emergencies requiring the search and rescue of stranded migrants or asylum seekers, with focus on those embarking in dangerous journeys at sea.

Through the project, targeted countries will receive support to install and run at national level a technical system allowing each of them to exchange among themselves as well as with the border authorities of neighbouring EU Mediterranean Member States (in particular Spain, France, Italy, Malta, Greece and Cyprus), in a secure and timely manner, information as regards illegal or suspect activities originating in or transiting through any of their respective countries and directed towards the others, or spotted by any of them within the international waters of the Mediterranean, as well as to organise a coordinated response to prevent it or to address its consequences.

2.2. Complementary actions

The activities developed by the project will take place in the framework of a broader initiative being implemented within the European Union, the **European Border Surveillance System (EUROSUR)**. This initiative was proposed by the Commission through its Communication COM (2008) 68 final of February 2008 and received the political support of the Council in June and February 2010 as well as from the European Council in June 2011. In December 2011, the Commission presented a draft Regulation for establishing EUROSUR as of 1 October 2013 (COM(2011)873final), which is currently being negotiated in the Council and the European Parliament. In parallel, Member States and the EU border agency Frontex are developing, testing establishing the different envisaged components of EUROSUR at national and European level.

EUROSUR is aimed at establishing a common technical framework to support Member States' authorities, centrally coordinated and supported by FRONTEX, in reaching full situational awareness at the Southern and Eastern EU external borders and increasing the reaction capability of their border control authorities and national law enforcement authorities, including as regards search and rescue of stranded migrants or refugees/asylum seekers.

It is anticipated that an important factor contributing to the success of the EUROSUR system is cooperation with the border authorities of the third countries neighbouring the EU, in sharing information and coordinating reactions to common challenges. The approach proposed by the Commission through its Communication foresees the establishment of several regional networks of countries around the external border of the EU, each of them being composed both by some Member States and some of the third countries neighbouring the EU. Within each regional network the participants would share information among them (with the Member States putting at the disposal of the third countries part of the regionally relevant information received via the EUROSUR system, and conversely feeding the database of the latter with the information received from third countries). By doing this, they would build up the capacity to address common challenges and to protect their respective security.

This approach is also fostered and further developed in the draft EUROSUR Regulation (COM(2011)873final), recently proposed by the Commission, and which is currently negotiated in the Council and the European Parliament and expected to be adopted in the 1st half of 2013.

According to the draft EUROSUR Regulation, these regional networks shall be linked to EUROSUR via the National Coordination Centres (NCCs) for border surveillance in the Member States (Art. 18(1)), which shall ensure the information flow into the National Situational Pictures (Art. 9), from where relevant information shall be fed into the European Situational Picture and the Common Pre-Frontier Intelligence Picture managed by Frontex (Art. 10-11); within each regional network, the exchange of information and cooperation between Member States and neighbouring third countries shall be technically administered by one of the Member States' national coordination centres to ensure a well-functioning information exchange between all participants; it must take place on the basis of a multilateral agreement establishing a regional communication network; any information exchange with a third country, that could use this information to identify persons or groups of persons who are under a serious risk of being subjected to torture, inhuman or degrading treatment or punishment or any other violation of fundamental rights shall be prohibited.

The idea of creating such regional networks has been already widely developed. In order to prevent irregular migration and cross-border crime, during the last years Member States established regional networks to guarantee a structured and permanent cooperation and information exchange with

- 1) Mauritania, Morocco, Senegal, Gambia, Guinea-Bissau and Cap Verde at the Western Africa coast (SEAHORSE);
- 2) Russia in the Baltic Sea (Baltic Sea Region Border Control Cooperation/BSRBCC - COASTNET);
- 3) Georgia, Russia, Turkey and Ukraine in the Black Sea (Black Sea Littoral States Border/Coast Guard Cooperation Forum/BSCF).

While Member States and third countries are cooperating via these regional networks on a daily basis in the Baltic Sea, the Black Sea and in the Atlantic Ocean (Canary Islands), such a network is still missing in Mediterranean Sea. The absence of such a cooperation mechanism between Member States and neighbouring third countries highly contributes to the unsatisfactory management of irregular migration flows in the Mediterranean region, including the fact that according to UNHCR at least 1 500 migrants have drowned in the Central Mediterranean Sea when trying to reach EU Member States' shores in 2011.

Moreover, the project will interact and have important complementarities with other EU-funded projects aimed at developing cooperation in addressing migration matters in the Mediterranean region. In particular, it will have synergies with the EUROMED Migration III and the EUROMED Police III projects that –inter alia- will promote peer-to-peer contacts and relations between the law enforcement agencies, including the border and the coast guards of the EU Member States and of the Southern Mediterranean countries.

2.3. Lessons learnt

As explained above ("Complementary actions") the Seahorse Mediterranean Network project aims at contributing to the development of one of the regional networks meant to flank the EUROSUR system.

When developing the system architecture and structure of this new network, particular attention is paid to the experience acquired with the implementation of the Seahorse Atlantic network, which also helped establish a secured satellite communication capability, allowing communicating and exchanging information (VoIP, fax, file exchange, email, videoconference, etc.) in order to improve daily cooperation and coordination, and whose implementation was supported through three successive EU grants through the AENEAS programme:

The following lessons have been learnt from Seahorse Atlantic project:

Starting small and gaining momentum

The Seahorse Atlantic network was initiated just in Senegal, Mauritania and Cape Verde, but its success convinced other third countries like Morocco to join. The system was created in two phases, the second one including Morocco, Gambia and Guinea Bissau. The main lesson learnt was to simply start in setting up the network with a smaller group of third countries, even and particularly when other third countries in the region cannot be included from the beginning due to political instability. The main success of the action was the combination of measures at all levels - high, medium and low (e.g. conferences and meetings with high ranking officials, training for medium and low ranking officials and technical staff).

Need for flexibility in the implementation schedule.

As mentioned, political circumstances can drive to modify the timetable for the implementation of the project. This was the case of Morocco in the Seahorse Atlantic network. Persons in charge of Aeneas and Thematic Programme were flexible on the requests of project managers and this contributed highly to the success of the projects.

A user-friendly system allowing contacts in real time and aimed at supporting daily operational cooperation

The Seahorse Atlantic Network enabled the information exchange and cooperation between authorities along the Western African coast in order to prevent irregular migration and cross-border crime. It allowed the participants to exchange operational information in near-real time and in a structured manner, which is crucial for intercepting e.g. speed boats transporting drugs. Over time it also increased the trust and daily cooperation between all participating authorities, leading to an even closer cooperation once they had realised that they have a common aim – to combat criminal networks. An important lesson learnt is to keep the network simple and user-friendly for the operators, so that they could accept and use it right from the start.

The human factor.

The success of the Seahorse network, Euro-African Police Conferences and training activities have created a climate of mutual trust among border guards of the participating countries that substantially contributed to enhancing the capacity to close the route from Western Africa to the Canary Islands, which might have cost the lives of 6 000 to 10 000 migrants perishing in the sea.

Displacement of migration routes

The reduction of irregular migration flows to the Canary Islands has immediately increased the irregular migration flows in other geographical areas, such as the Central Mediterranean Sea and along the Greek land and sea borders with Turkey. This shows how important it is to support initiatives which aim at creating a permanent, structured and reliable cooperation with neighbouring third countries along the Member States' external land and maritime borders.

The following results achieved in the Seahorse Atlantic network should also be objectives for the Mediterranean region:

- The capacities of third countries' national administrations have been improved considerably in dealing with border control, migration and asylum matters at national and international level, including the rule of law and the respect of fundamental rights.
- The awareness in third countries that migration management is an important topic not only for the European Union, but also for their development has been raised.
- A permanent, structured and reliable dialogue and cooperation between these third countries and the European Union on migration management has been established.
- Capacities and expertise of third country officials for collating and processing information on migratory flows (risk analysis skills) and the capacities of staff in charge of migration management are improved.

2.4. Donor coordination

This action will support coordination among and between donors and beneficiary countries. In particular it will help the Mediterranean Member States, some of which have developed with North African countries quite relevant bilateral cooperation and assistance in border related issues, to better coordinate their efforts in this area both among them and with the European Commission.

3. DESCRIPTION

3.1. Objectives

The **overall objective is to** increase the capacity of the authorities of the North African countries to tackle irregular migration and illicit trafficking by strengthening their border surveillance systems.

The **specific objectives** of the project are a) to enhance the situational awareness of the authorities of Algeria, Tunisia, Libya and Egypt on the irregular migration flows and illicit trafficking originating in, transiting through or destined to their territories and in particular those taking place in their coastal regions and territorial waters, and b) to reinforce their reaction capacity, both at national level and in cooperation with the other countries of the Mediterranean region, to preventing and tackling these phenomena including as regards the capacity to respond to emergencies requiring the search and rescue of stranded migrants or asylum seekers, with focus on those embarking on dangerous journeys at sea.

3.2. Expected results and main activities

Expected Results:

- Regional cooperation among the border and migration authorities of the North African countries and between them and the Mediterranean Member States of the EU is developed, in particular through the establishment and the running of the Seahorse Mediterranean Network.
- The border and migration authorities of North African countries have enhanced their capacity to receive and share information in a timely and secure manner, on irregular migration flows and illicit trafficking, in particular through their active participation to the Seahorse Mediterranean Network

- The border and migration authorities of North African countries have increased their capacity to collect information relevant for the prevention of irregular migration and illicit trafficking or of emergencies at sea, as well as to react in an effective manner to these situations.

Activities:

Activity 1) Establishing the Seahorse Mediterranean network

Activity 1.1) The project will start with the identification, in each of the North African countries involved, of the public department to be designated as the **National Contact Point** within the framework of the Seahorse Mediterranean network. This identification will be made by the authorities of each country concerned, with the assistance and the encouragement of the project implementer and its partners.

Activity 1.2) Subsequently , the project implementer will start organising regular meetings, involving the representatives of the National contact points of all the EU and North African countries participating in the network, with the aim of promoting the coordination and the cooperation among all the members of the network, and with the objective to discuss and solve problems arising in the implementation of the network, as well as to prepare next steps needed in view of its development. . The possibility to use the resources of the project to facilitate in any suitable manner the participation of the representatives of the involved North African countries in these meetings would be considered.

Activity 2) Equipment and training

Activity 2.1) As soon as the participating countries are ready, the project will contribute to procuring and installing part of the equipment indispensable to the functioning of the Seahorse Mediterranean Network.

This equipment consists in a satellite encrypted communication network (including parabolic antennas, monitoring and control satellite systems, routers, licences for software and satellite rental bandwidth etc.), allowing for the transmission in an encrypted manner of information of different types and nature (voice, data, tracks and videos), as well as other IT and electric devices (PCs, monitors, telephones, batteries, servers, cables etc.) needed to collect, store and process information.

The network will function on the basis of a central node (so called "Mediterranean Border Cooperation Centre or MEBOCC), to be located in principle in Italy and Malta (*with one country hosting the central server of the system, and the other one its back-up*), to which will be connected the local branches of the network, one for each participating EU Member State and North African country.

The funding provided by the Thematic Programme will ensure the procurement and installation of the equipment located at the premises of each National Contact Point of the participating North African countries, and which will allow each of them to stay connected with the MEBOCC and, via the latter, with any other member of the network.

On the other hand, the procurement and the installation of the equipment of the MEBOCC, as well as in the National contact points of the Member States of the EU which will allow them to be connected to the network will be funded by different national or EU financial instruments (in particular, the EU External Border Fund) .

Activity 2.2) As soon as the procurement of the equipment has been launched, **training** will be provided to the staff of the four North African countries' National Contact Points to be dedicated to the utilization of the communication equipment and to play an active role in the functioning of the overall Seahorse Mediterranean Network. The training will be completed

and continued after the delivery of the equipment . Building on the experience from the Seahorse Atlantic network, the system will be cost-effective and user friendly to ensure that all members of the network can use it in a secure and effective manner.

Activity 3) Monitoring and studies

Activity 3.1) Monitoring of the functioning of the Seahorse Mediterranean Network and analysis in particular of the capacity of the National Contact points of the North African countries involved to make good use of the communication equipment provided to them, the quality of the information introduced into the network, the quantity and quality of the intervention launched by them in response to the reception of relevant information through the network.

Activity 3.2) In addition to this monitoring exercise, the project will also support - whenever appropriate and subject to the agreement of the authorities of the North African countries concerned and the Steering Committee - *ad hoc* **studies** aimed at assessing the influence exercised on the performance of the National Contact Points by other more structural factors.

Such studies may assess for instance: a) whether the National contact point is able to timely collect all the information from all the relevant sources of information which are available at national level, b) how could be enhanced the quality and quantity of information collected at national level in a given country as well as the capacity of its relevant authorities to screen it and assess it; c) whether the State bodies that are in charge of launching effective interventions to prevent irregular migration and illicit trafficking in the coastal regions and in the territorial waters of the country, or launching search and rescue operations in the areas of the sea falling under their competence, manage to receive in a timely manner the relevant information (including the one collected by the National Contact Point), d) whether these public bodies are given adequate resources to fulfil their tasks:

Activity 4) Recommendations and follow-up assistance

Activity 4.1) **Operational follow-up** of the monitoring and of the studies mentioned in the paragraph above through the issuing of **recommendations** and the consequent designing of specific forms of assistance which could be offered by the project to the authorities of any of the North African countries participating in the Seahorse Mediterranean network.

This assistance would be designed in a tailor-made manner with the purpose to address possible specific problems or structural weaknesses identified This assistance could consist in the offer of training, in the organisation of a study tour, in the provision of a short-term expertise, in the provision of border surveillance equipment, etc.

The decision to provide this **follow-up assistance** would in principle be taken by the Steering Committee, on the basis of a positive recommendation made by the project implementer and partners, and provided that the authorities of the North African country concerned show their commitment to address the identified problems and weaknesses and, in general, to deepen their cooperation established with the EU under the project.

3.3. Risks and assumptions

The Mediterranean EU Member States have already expressed their readiness to participate to the Seahorse Mediterranean network and to cooperate under this project, having already signed partnership statements in that sense..

The situation is, on the contrary, still more fluid as far as are concerned the authorities of the North African countries. Actually, for the latter, the idea to increase their efforts in preventing irregular migration and in combating illicit trafficking originating in or transiting through their territories and being directed towards the EU, as well as those taking place in the Mediterranean, is not a neutral one.

Although such efforts could indeed be considered also in their national interest, as a more effective action against irregular migration and illicit trafficking contributes to reducing illegal activities in their own territory and the role of criminal organisations in this, the authorities of North African countries are very sensitive to the potential unpopularity of such measures amongst the public opinion at national level and in neighbouring countries, and therefore may only be willing to take them in exchange of political or financial incentives to be offered by the EU.

Talks have already started with several of these countries but their real commitment to the project will be eventually confirmed only once the negotiations, which will be carried out with each of them in the second half of 2012, are completed. In this context, both Tunisia, in parallel with the conclusion of its Mobility Partnership with the EU (whose signature is expected at the end of Summer 2012) and Libya (in the framework of the cooperation in border management currently under discussion) will very probably be the first participants in the Seahorse Mediterranean Network.

Algeria and Egypt are expected to join later on, and depending also on their internal political evolution as well as on the developments of their relations with the EU in the field of migration, mobility and security. In any case, preliminary contacts were already established, in particular by the Spanish Ministry of Interior, with the authorities of each of these countries, with the aim to discuss the possibilities to cooperate in the establishment of the Seahorse Mediterranean network.

Since financial support for the project will come from different funding sources, it will be important to ensure good coordination of such funding so that the funds are made available at the same time (ideally as of January 2013), and are spent in a coherent manner, especially when it comes to choosing equipment to be procured for developing the network.

3.4. Stakeholders

Target groups

The main target groups in the beneficiary countries (Algeria, Tunisia, Libya and Egypt) will be the Ministries of the Interior, and more specifically the State agencies placed under their supervision which are in charge of controlling the borders of their countries, to patrol and fight against illicit activities taking place in the coastal areas and in the territorial waters of the latter, to combat against irregular migration and against the criminal organisations dealing with the migrants' smuggling, the trafficking in human beings and other transnational crimes (in particular drug trafficking and smuggling of weapons and goods).

Final beneficiaries

Final beneficiaries will be the population of the North African countries, as the activities promoted by the project will help to combat illegal activities taking place in their countries, reduce the possibility of gain for criminal organisations, reduce corruption and enhance the efficiency of their law enforcement agencies, and in the end contribute to building a relationship of trust and strong cooperation between their countries and the EU, which should

normally be conducive to enhancing the relations between them in the fields of migration and mobility.

4. IMPLEMENTATION ISSUES

4.1. Method of implementation

The Action will be awarded in accordance with art 168.1.f of the Implementing rules to an authority dealing with border surveillance and migration management of one of the EU Member States located in the Mediterranean region (Spain, France, Italy, Malta, Greece and Cyprus). It is expected that the selected beneficiary (for instance Spain's Guardia Civil, which has a considerable experience in coordinating this type of projects) will act as a leader of consortium of partners, who will also be the border police and migration authorities of the other Mediterranean Member States.

These EU Member States, due to their geographic location, are those having direct cooperation with the Northern African countries in border management issues and are expected to be part of the Seahorse Mediterranean Network once established.

The project's implementation will naturally fully use the experience acquired in designing and implementing the above-mentioned network in the Atlantic region (the Seahorse project) - which represents the model and the main source of inspiration for the network to be built in the Mediterranean. Spain's Guardia Civil, (a police force under the supervision of Spain's Ministry of Interior, which was responsible for the implementation of that project), is making available its experience for the preparation of this action and playing a proactive role in coordinating and mobilising support from other Mediterranean Member States and the North African countries to establish the Seahorse Mediterranean network. The expertise in this area of the other participating EU MS border authorities will also be extremely relevant for the preparation of this action.

In any case, a **Steering Committee (SC)**, composed by representatives from each of the EU Member States' agencies involved in the project, the European Commission and in principle also the European External Action Service, will decide on the main orientation and strategic choices necessary to adjust the project to changing circumstances. The SC might be assisted, if necessary, by experts recruited for technical advice. The SC will in principle meet once a year, but the frequency of its meeting can be increased as necessary.

Due to different role which it is foreseen to play within the architecture of the EUROSUR programme, FRONTEX will not be directly involved in the project's implementation; however, FRONTEX will be regularly consulted and informed so that its assistance and expertise might also be used as appropriate.

4.2. Procurement and grant award procedures

1) Contracts

All contracts implementing the action must be awarded and implemented in accordance with the procedures and standard documents laid down and published by the Commission for the implementation of external operations, in force at the time of the launch of the procedure in question.

Participation in the award of contracts for the present action shall be open to all natural and legal persons covered by the Financial Regulation applicable to the General Budget. For the present action, participation will also be extended to persons from all third countries covered by the European Neighbourhood and Partnership Instrument (ENPI), the Development Cooperation Instrument (DCI) and the European Development Fund (EDF). Further extensions of this participation to other natural or legal persons by the concerned authorising officer shall be subject to the conditions provided for articles 31(7) and (8) DCI, 21(7) ENPI, 20 of Annex IV of the Cotonou Agreement.

2) Specific rules for grants

The essential selection and award criteria for the award of grants are laid down in the Practical Guide to contract procedures for EU external actions. They are established in accordance with the principles set out in Title VI 'Grants' of the Financial Regulation applicable to the General Budget. When derogations to these principles are applied, they shall be justified, in particular in the following case:

4.3. Budget and calendar

The Action will be fully funded by the EU in accordance with Article 253.1 of the Implementing rules and Article 169 of the Financial Regulation with a budget estimated at maximum EUR 4.5 millions. The action takes place in the framework of EUROSUR, a new programme which results from an important political commitment taken by the EU to ensure better surveillance and monitoring, in cooperation with neighbouring countries of EU external borders. The action constitutes a first initiative to engage in border surveillance with the new regimes in North Africa, in the framework of a broader agenda aiming at reinforced cooperation on migration and mobility between the EU and its southern neighbourhood countries.

The operational duration of the Action is 36 months. The project is expected to start in early y 2013.

The participation of a single Northern African country in the network would be sufficient to justify its starting up. It is possible that not all the four targeted Northern African countries will eventually accept to join the network. Should this happen, the funds not spent for the procurement and installation of the equipment in the non-participating countries will be in principle reallocated to support the implementation of follow up actions in the participating countries.

Indicative Budget

Indicative breakdown of overall amount by main components (€) (*)	
Human resources, organisation of and participation in meetings and trainings	800,000€
Travel costs	200,000€
Equipment and supplies, including design and maintenance, for the establishment of four national contact points, and the functioning of the overall network	2,200,000€ Of which approx. 350,000€ for each of the four National Contact points in North Africa, and 20,000€ per month for the satellite bandwidth rental
Follow up and complementary assistance to be mobilised for the border management departments of the North African countries participating to the network (training, equipment, advice)	600,000 €
Other components (studies, monitoring, communication, audit and evaluation, information, visibility, contingencies)	400,000€
Administrative costs (max. 7%)	300,000€

(*)The budget repartition is tentative and will be fixed at a later stage

Timeline

Month activity	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-28	29-36
0.0. Inception										
1.1.National contact points										
1.2. Steering Committee										
1.3. Liaison officers										
2.1. Equipment										
2.2. Training										
3.1. Monitoring										
3.2. Studies										
4.1.Recommendations										
4.2. Follow-up assistance										
5.0Evaluation and Audit										
Closure										

4.4. Performance monitoring

Performance monitoring will be ensured through strict reporting requirements, regular debriefings and the full involvement of the Steering Committee in the planning process.

The performance of the implementation of the Action will be measured notably on the basis of the following indicators, which will be further specified and detailed in terms of reference of the project:

- Number of meetings of the Seahorse Mediterranean network organized
- Quantity of communications made and quality of the information shared by the members of the Seahorse Mediterranean network through its communication channels
- Number of interventions implemented by the authorities of the countries participating to the Seahorse Mediterranean Network launched in response to communications and the information sent to them by other members of the network
- Number of irregular migrants intercepted, of migrants in distress searched and rescued, of smugglers and traffickers arrested in the coastal regions and in the territorial waters of the countries participating to the network, as well as in the Mediterranean high seas.

During the first 3 months of inception period of the project, the mentioned indicators will be updated following the baseline developed.

4.5. Evaluation and audit

A final evaluation will be catered for under the project budget. Additional external evaluations and audits might also be carried out by independent consultants recruited directly by the Commission in accordance with EC rules and procedures and in line with specifically established terms of reference.

4.6. Communication and visibility

Adequate communication and visibility of the Action will be carried out by the Implementing Partner via widespread dissemination of project achievements and results in line with the relevant articles of the standard contribution agreement and the EC Visibility Guidelines. Public events such as kick-off meetings, opening- and hand-over ceremonies will be carried out when and where applicable.