

## **Annex III**

### **Organisation and Methodology**

Annex III  
Organisation and methodology

**Facility for the Cross-border cooperation programmes at the EU's external  
borders (ENPI CBC)**

<b>1</b>	<b>TABLE OF CONTENT</b>	
<b>2</b>	<b>Rationale and Strategy</b>	<b>2</b>
2.1	Objectives and guiding principles	2
2.2	Working method	4
2.3	Activities	5
2.3.1	<i>List of topics covered according to the programme cycle</i>	5
2.3.2	<i>Types of activities</i>	7
2.3.3	<i>Timeline of activities</i>	11
<b>3</b>	<b>Organisation</b>	<b>12</b>
3.1	Project organisation	12
3.2	Communication and information flows	13
3.3	Risks and assumptions	13
<b>4</b>	<b>Logframe</b>	<b>15</b>

stimulate them. This will contribute to creating new consciousness about their roles and tasks as well as it will support them in maintaining a high results-oriented approach in implementing ENPI CBC programmes. This approach applies not only to technical issues of programme delivery, but also to more strategic topics concerning the vision of the programmes, its policy priorities, partnerships and the involvement of local and regional authorities.

**A differentiated approach:** It will be used to take into account the specificities of the project's target groups. Stakeholders include actors with different roles and different levels of experience in implementing cross-border programmes. In particular, the involvement of some of the stakeholders from partner countries can present large differences. Therefore services and products should be conceived and delivered should be adjusted to the actual needs of the programme stakeholders in order to strengthen the human resources capacities in all aspects of the programme and project management. This approach contributes to a constant capacity and institutional building process.

The project will give attention to involve and to support ENPI CBC relevant national representatives such as for example the members of national delegations within the Joint Monitoring Committee. They are among the key actors who help identifying the needs to be covered by the services of the INTERACT ENPI project. Moreover, addressing these representatives will also mean actively involving regional/local actors into the ENPI CBC programmes' activities, improving multi-level governance and the application of the partnership and co-ownership principles. Therefore, they will be regularly consulted in a targeted way. Furthermore, specific capacity and institutional building activities will be organised to support these representatives, particularly those from partner countries who are less familiar with territorial cooperation programmes and projects. These activities will strengthen their skills and capabilities to promote awareness about cooperation and to disseminate information to a wider public.

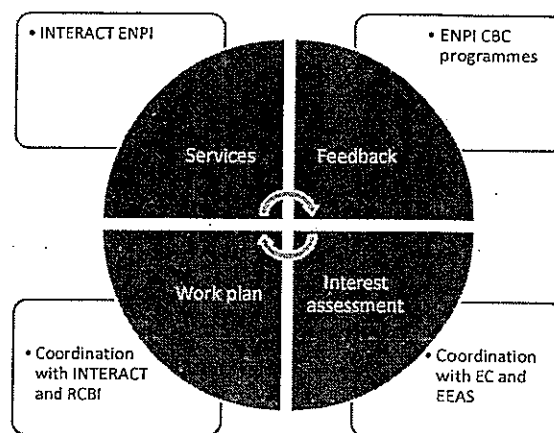
Finally, differentiation is also required because programmes are implemented at their own pace and are always specific (i.e. differences in the number of involved countries, previous territorial cooperation experiences, structural differences in administrative, legal and financial systems, different level of administrative decentralisation in partner countries, implementing arrangements, typologies of projects,, etc.)

**An approach aiming at generating and sharing knowledge:** Joint implementation of cross border cooperation programmes at the external borders of the EU is a developing process. Therefore specific attention is needed to networking and cooperation activities. Networks will contribute to support the programmes to learn from each other, to identify good governance practices concerning programme and project management as well as to improve evaluation and to build partnership in the context of ENPI CBC programmes.

**An approach aiming at capitalisation:** When planning and implementing activities, attention should be given to capitalisation both in terms of programme and project management focusing on the thematic priorities. For the transfer and sharing of experience and knowledge among the programmes, information needs to be captured, documented and processed. This will be transformed later into knowledge transferable to the ENPI CBC community and to the large public. The creation and the use of project databases, like KEEP and monitoring systems is a starting point in this process. Capitalisation also means using case studies and benchmarking methodology allowing to identify examples of good governance practices, in order to boost mutual learning, generate and share knowledge.

**Regular coordination with other initiatives:** The INTERACT ENPI project will continue to have permanent information exchanges with other initiatives and donor activities in order to avoid duplication of efforts, to exchange materials and experience and to arrange common events whenever necessary.

**An approach ensuring participation and openness:** The INTERACT ENPI approach is to actively involve all stakeholders and to work with them allowing taking ownership of the products and the activities. Openness is guaranteed through open access to service delivery along with open access to information and the resources



## 2.3 ACTIVITIES

The INTERACT ENPI project should collect, generate, disseminate and share information and knowledge resources in order to promote awareness among the stakeholders of the aims and modalities of the EU's external territorial cooperation, improve the implementation of ENPI CBC programmes and foster participation of local and regional stakeholders.

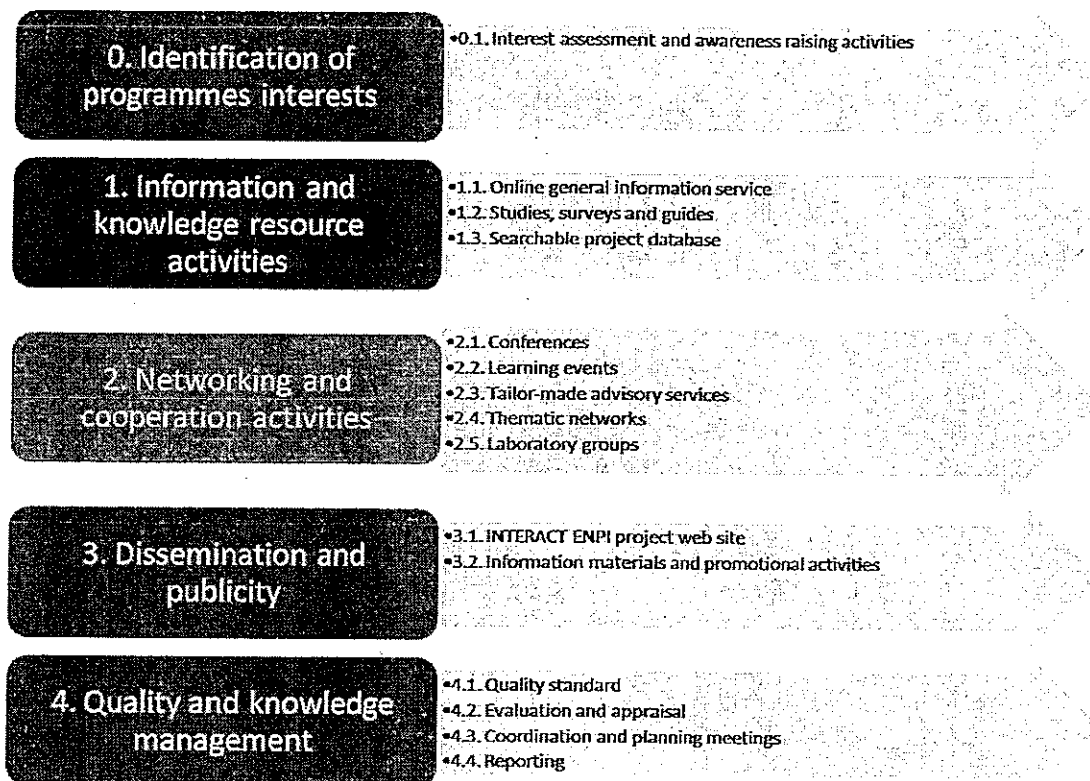
In order to achieve this, the services and products delivered will cover the top thematic priorities in the management and implementation of ENPI CBC programmes. This allows the clustering of cooperation programmes and/or bodies sharing similar problems and facing comparable challenges. This also supports the development of an "ENPI CBC community" that is able to share practices and promote innovations in the management and implementation of external cooperation activities.

### 2.3.1 LIST OF TOPICS COVERED ACCORDING TO THE PROGRAMME CYCLE

**Strategic programming:** The upcoming tasks in this respect relate largely to the preparation of the programming period 2014–2020. The INTERACT ENPI project will assist both the European Commission and the European External Action Service (EEAS) in preparing the policy and regulatory framework for the next programmes as relevant. In addition activities under this heading could involve contribution to the negotiation of the future generation of ENI programmes. Specific attention will be paid to support the identification of appropriate mechanisms ensuring coherence with national programmes and priorities as well as complementarities with other programmes (e.g: thematic programmes, macro-regional strategies, European Territorial Cooperation and IPA programmes). Thematic contributions will be undertaken in relation to the preparation of the next Strategy Paper in reply to requests from EEAS. Capitalisation and sharing of programme achievements will also be promoted.

**Programme Management:** this area of activities deals mostly with the roles and tasks of programme bodies and their interactions (multi-level governance) supporting them to efficiently deliver the programme. It covers capacity building, building structures, procedures (PraG) and follow up mechanisms throughout the programme life-cycle. The content builds on good governance practices in programme management.

## 2.3.2 TYPES OF ACTIVITIES



### Information and knowledge resources activities

On-line general information and documentation service including:

- ▶ An event calendar about the INTERACT ENPI project and the ENPI CBC programmes activities and news;
- ▶ Electronic tools such as E-handbooks and E-vocabulary, Frequently asked questions; discussion forums for presenting problems and to seek solutions (e.g. in connection to reporting deadlines);
- ▶ Regulations applying to ENPI CBC programmes, strategic papers addressing ENPI CBC, reports concerning ENPI CBC programmes when in coherence with the aim of INTERACT ENPI project;
- ▶ Documents and templates produced by the INTERACT ENPI project in implementing its activities (surveys, studies, guides, training course materials, slide presentations, seminars, workshops and conference reports);
- ▶ Documents collected from the programmes concerning their progress as well as tools utilised for implementing them;
- ▶ Information will be collected, verified and made accessible to target groups through the project web site hosted by the INTERACT portal.

Studies, surveys and guides concerning different aspects of programme management in order to identify best practices:

- ▶ Studies are reports with an analytical content and they can focus on programme managerial aspects (e.g. financial programme management, evaluation of monitoring systems) or on thematic and policy aspects of external territorial cooperation.

- Learning events: they aim to train ENPI CBC programmes stakeholders and to transfer knowledge amongst them. These include seminars, workshops, training courses that could be both:
  - a) vertical, addressing particular stakeholders with a common interest (for instance JMA staff dealing with financial issues or JTS staff ensuring tasks linked to call for proposals management, etc.), and
  - b) horizontal, involving all ENPI CBC programmes or programmes in the same geographical area, addressing issues of interest for the different stakeholders (e.g. tasks to be fulfilled in a JTS, establishing the monitoring and control systems, etc.).

These learning events are needs-based. Studies and surveys carried out by the project will support the identification of thematic topics alongside with the continuous assessment of needs and interests.

The INTERACT ENPI project team, with the support of short term experts if required, prepare, organise, facilitate and deliver learning events. Participation is open and the number of participants is limited to a maximum of 15-20 people in order to facilitate interactivity of the events. They can be organised in all the countries involved in the ENPI CBC programmes in partnership with national or regional authorities. Learning events can also take place online (e-workshops), led by the project team and recognised experts.

- Tailor-made advisory services: they aim at supporting the target groups in handling practical issues associated with the ENPI CBC programmes implementing modalities. They are planned in order to get closer to programmes' specific needs (tailor-made contents), to provide substantial customized advice and to support a problem-solving process in a given context.

These services will be delivered on-site by INTERACT ENPI project team and experienced experts. Usually these services address one specific programme but in case similar needs arise there is also possibility to group programmes.

- Thematic networks: these are formalised permanent forums that allow very specific management expertise building, input on strategic issues and discussion on the latest European and national political trends affecting European external territorial cooperation (synergies with regional initiatives, as well as national programmes or European territorial cooperation programmes involving the same EU member states). They are facilitated by the INTERACT ENPI project team and, if needed, by external experts. They will involve electronic exchanges as well as meetings.
- Laboratory groups: they aim at generating specific knowledge around given topics, and transform it into technical and management support instruments to be afterwards eventually shared among programmes.

A laboratory group may work on new approaches of implementation or it could also deal with programme thematic contents for instance, to find out the most appropriate modalities to ensure coherence with national and regional/local strategies or complementarities with other territorial cooperation programmes within the EC. The results from laboratory groups can be tested afterwards by targeted users establishing an ad hoc pilot thematic network, in order to evaluate how they work in practice, what added value they can bring in terms of efficiency and good governance and what are the possible weaknesses before recommending them to a wider user groups.

---

### 2.3.3 TIMELINE OF ACTIVITIES

Activities will be carried out in coherence with the cycle of implementation of the existing ENPI CBC programmes and the preparation timeline of the next generation of ENI cooperation programmes. Six monthly workplans will help to establish the detailed timing of activities.

The key expert team is available for providing all services set out also on short notice, if a last minute request is received from the programmes.

The general timeline of activities is as follows:

2011 – the work will focus on tasks related to a more advance state of programme implementation: this includes financial management, control and audit activities, monitoring and evaluation support, knowledge management, communication and dissemination activities; in addition, the key expert team will focus on assisting the European Commission and the European External Action Service in preparing the new regulatory framework for external cooperation.

2012 – The implementation related guidance activities will continue: participation at programme committees, providing trainings as requested; The preparation for the end of the RCBI project will also be in the focus: it includes defining the additional activities to take over and to prepare the programmes for the time when RCBI services are not available anymore; in terms of activities related to the future, assistance can be focused on the preparation of the next generation of programmes: eligibility, strategic priorities, partnership etc.

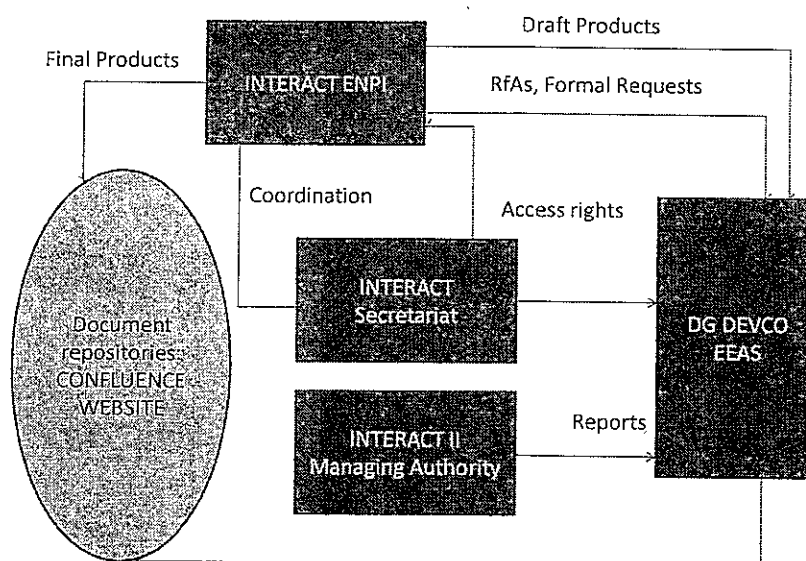
2013 – In addition to the programme implementation tasks, the preparation for the closure of the programmes 2007-2013 will be addressed; assistance will be provided to the programmes to finalise and submit the new generation of cooperation programmes.

The key expert team is coordinated and supervised by the Team Leader with the support of the Project Director who in Turku ensures the coordination with the Hosting institution and the financial and administrative conditions for carrying out the activities. Four key experts are in the position of Project Manager. They have responsibilities for assisting specific programmes and they take care of a number of horizontal activities. Their responsibilities are divided in a way that all ENPI CBC programme have a Project Manager as a direct contact person. The detailed tasks in relation to the horizontal activities may change according to the content of the specific workplans. A Project Officer assists the work of the Project Managers, the Team Leader and the Project Director. He/she also participates in coordinating communication and information activities. One Project Manager is based in Bratislava where he/she acts as liaison officer with the INTERACT Secretariat. Finally a Financial Manager is responsible for carrying out the financial management tasks of the project.

The roles and responsibilities of the key experts are defined in the Terms of Reference. Further these roles are defined in overall plan of activities and in the work plan of upcoming reporting period. Short term experts may be contracted for specific tasks as necessary.

INTERACT ENPI works in close coordination with the European Commission the European External Action Service, the Regional Capacity Building Initiative, the Interact II programme, the 13 ENPI CBC programmes and the national and regional stakeholders of these programmes.

### 3.2 COMMUNICATION AND INFORMATION FLOWS



### 3.3 RISKS AND ASSUMPTIONS

#### Assumptions:

The team of experts of INTERACT ENPI will provide coordinated uninterrupted and value-added service delivery serving all operational ENPI CBC programmes.

It is assumed that local, regional authorities and other relevant actors on both sides of the external borders of the EU are interested in continuing to benefit from INTERACT ENPI services.

It is assumed that all 13 operational ENPI CBC are able to benefit from INTERACT ENPI services.



#### 4 LOGFRAME

	Intervention Logic	Objectives of achievement	Sources of Verification	Assumptions and Risks
Overall Objective	<ul style="list-style-type: none"> <li>To continue providing professional assistance supporting the preparation, management and implementation of ENPI CBC and future ENI CBC programmes and thus to contribute to a better cooperation between the Member States and the Partner Countries.</li> </ul>	<ul style="list-style-type: none"> <li>Programmes are implemented efficiently and effectively and transfer of know how is facilitated</li> </ul>	<ul style="list-style-type: none"> <li>EC evaluation reports on ENPI CBC programmes</li> </ul>	<ul style="list-style-type: none"> <li>No major changes occur in the political context having a negative effect on the implementation of the programmes.</li> <li>The present structure of the project is stable functions without disruption.</li> </ul>
Specific Objectives	<ul style="list-style-type: none"> <li>Promoting and disseminating knowledge and good practice in the field of cross-border cooperation.</li> <li>Encouraging target groups to take initiatives in order to develop new approaches, tools, instruments and standard procedures for the wider community of the ENPI CBC Programmes.</li> <li>Providing a platform for an exchange of views and for sharing experience on the current issues and the future preparation of ENPI CBC.</li> </ul>	<ul style="list-style-type: none"> <li>The already established networks, tools, instruments continue to work at the satisfaction of the programmes.</li> <li>Programmes receive the requested support services in good quality.</li> <li>New network, tools and instruments are developed as requested by the programmes</li> <li>ENPI CBC Programmes are satisfied with the quality of services provided;</li> </ul>	<ul style="list-style-type: none"> <li>INTERACT ENPI project progress reports</li> <li>ENPI CBC programmes progress reports</li> <li>External evaluations reports</li> </ul>	<ul style="list-style-type: none"> <li>A needs assessment is prepared regularly and supports the planning of services to be provided</li> <li>Programmes provide regular feedback on the quality of services</li> <li>ENPI CBC Programmes are interested in using the services of INTERACT ENPI and actively use them.</li> </ul>

<p><b>Activities</b></p>	<p>1) Identification of programmes' interests:</p> <ul style="list-style-type: none"> <li>Regular interest assessment</li> </ul> <p>2) Information and knowledge resources activities:</p> <ul style="list-style-type: none"> <li>1 permanent on-line information and documentation service;</li> <li>5 studies, surveys and guides;</li> <li>1 Searchable project database.</li> </ul> <p>3) Networking and cooperation activities:</p> <ul style="list-style-type: none"> <li>2 conference per year;</li> <li>6 learning events per year;</li> <li>1 advisory service per programme per year, (including those organised by RCBI);</li> <li>3 thematic or programme networks set and animated;</li> <li>2 laboratory groups animated.</li> </ul> <p>4) Dissemination and publicity:</p> <ul style="list-style-type: none"> <li>1 INTERACT ENPI Project web site regularly updated;</li> <li>max 2 contributions to the INTERACT newsletter;</li> <li>1 update to the project brochure;</li> <li>4 press conferences.</li> </ul> <p>5) Quality and knowledge management:</p> <ul style="list-style-type: none"> <li>internal quality management set up and applied;</li> <li>internal evaluation system set up and applied;</li> <li>external evaluation system set up and applied;</li> <li>8 internal coordination and planning meetings;</li> <li>4 coordination meetings with RCBI (2 per year), supported by monthly phone meetings;</li> <li>Participation at INTERACT events whenever useful;</li> <li>Participation at other events whenever useful;</li> <li>1 inception report and 4 six-monthly reports (including 4 verifications of expenditure).</li> </ul>	<p><b>MEANS</b></p> <p>a) 9 Key experts (KE) b) Short term experts (STE) c) Incidental expenditure (IE) Expenditure verification (EV)</p>	<p><b>COSTS:</b></p> <p><u>Total budget:</u> 2.300.000€ for 27 month</p>	<ul style="list-style-type: none"> <li>Interact ENPI Point Turku continues to operate as in Phase I of the project</li> <li>The key expert team stays available and works as foreseen in the workplans</li> <li>Recruiting skilled and competent STEs is manageable</li> <li>The Managing Authority of Interact II stays committed for the project</li> <li>The INTERACT ENPI project is efficiently coordinated with the EC, EEAS, INTERACT and RCBI</li> <li>The end of the RCBI project foreseen for mid-2012 is manageable in terms of resources and additional services</li> <li>The INTERACT ENPI project properly coordinates itself with other stakeholders in order not to jeopardize the added value of the project</li> </ul>
--------------------------	--	---	--	--