

TERMS OF REFERENCE

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

INTERACT ENPI

Project budget:

EUR 3,965,000

ANNEX II: TERMS OF REFERENCE

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1 BACKGROUND INFORMATION

1.1 Beneficiary countries

The beneficiary countries are all the countries participating (member states and partner countries) in the 13 operational ENPI CBC programmes and the potential partner countries of ENI CBC.

Direct beneficiaries will be the national, regional and local authorities, and other relevant actors in the eligible border regions of these beneficiary countries.

1.2 Contracting Authority

The Contracting Authority is the European Commission, on behalf of the beneficiary countries, represented by the Development and Cooperation - EuropeAid Directorate General (DEVCO).

1.3 Background and current state of affairs in the relevant sector

The ENPI Cross-border Cooperation Instrument covers the regions on both sides of the EU external borders that directly share a land or maritime border. Cross-border cooperation and regional cooperation contribute to the creation of greater opportunities for people in the border regions, enhanced economic development and integration at grass root level, as well as better mutual understanding and confidence building across the borders.

Cross-border cooperation programmes at the EU's external borders:

Following the publication of the Commission Communication "Paving the Way for a New Neighbourhood Instrument" (COM (2003) 393 of 1 July 2003), the Commission has taken a number of steps to improve and expand its support for cross-border and regional cooperation activity at the Union's external borders.

In 2003, the Commission introduced the concept of Neighbourhood Programmes. Building on existing experience with the INTERREG Community Initiative and the Tacis, MEDA and Phare CBC Programmes, these Neighbourhood Programmes have, for the first time, allowed for genuinely joint cooperation programmes and projects to be put in place on these borders. The Neighbourhood Programmes allowed for joint project preparation, joint applications, joint selection by the local partnership and joint implementation. The Neighbourhood Programmes 2004-2006 were the first phase in response to the above-mentioned Communication. While the programme funding ended in 2006, projects did continue until 2009.

On 24 October 2006, the European Parliament and the Council adopted a new regulation (1638/2006) for the period 2007-2013, the "European Neighbourhood and Partnership Instrument" (ENPI), to provide assistance in Eastern Europe, the Caucasus and the Mediterranean region. A specific element of this Instrument is to provide support for cross-border and regional cooperation along the EU's external borders. The instrument addresses the limitations of the Neighbourhood Programmes by providing a single instrument which operates, applying a single set of rules on both sides of the border and allows for multi-annual cooperation programmes, developed jointly by the Member States and the partner countries in the programme area, to operate in the same way as the cooperation that takes place between Member States on the internal borders (Interreg programmes).

The ENPI CBC Strategy Paper has identified 15 programmes with a total funding of € 1,118,434, 000 for the 7 year period. The programme content is based on four key objectives: economic and social development, common challenges, ensuring efficient and secure borders and people-to-people cooperation. The funding allocated to ENPI CBC comes from the External Relations heading and the Structural Funds (ERDF) budget. ENPI CBC Implementing Rules (IR) have been prepared,

drawing from the Neighbourhood Programmes experience and inspired by the management system of the EU Structural Funds. The IR have been adapted to programme environment involving partner countries which are non-EU Member States and include important elements taken from external cooperation.

The two Spain-Morocco CBC programmes were cancelled at the end of June 2010 and therefore only 13 out of the 15 programmes identified in the Strategy Paper are operational. The table below presents their individual allocation, based on the indicative programme for CBC for the period 2010-2013.¹

Table 1. The updated financial table of the functioning CBC programmes (millions EUR)

	2007-10	2011-13	Total 2007-13
<i>Land-Border Programmes</i>			
1. Kolarctic/Russia	12.45	15.786	28.241
2. Karelia/Russia	10.23	12.970	23.203
3. SE Finland/Russia	15.95	20.227	36.186
4. Estonia/Latvia/Russia	21.07	26.705	47.775
5. Latvia/Lithuania/Belarus	18.40	23.330	41.737
6. Lithuania/ Poland /Russia	58.27	73.857	132.129
7. Poland/Belarus/Ukraine	82.12	104.082	186.202
8. Hungary/Slovakia/Ukraine/Romania	30.27	38.367	68.638
9. Romania/Moldova/Ukraine	55.88	70.833	126.718
<i>Sea-Crossing Programmes</i>			
10. Italy/Tunisia	11.11	14.081	25.191
<i>Sea-Basin Programmes</i>			
11. Black Sea	11.62	14.074	25.697
12. Mediterranean	76.56	123.435	200.000
13. Baltic Sea Region (ENPI contribution)	8.80	0	8.800
Total (positions 1-13)	409.77	537.747	950.516

¹ The table represents the situation according to the official CBC documentation. In reality the situation in programmes is different at the time of writing this ToR in August 2013.

The European Neighbourhood Policy (ENP) was updated in 2011², including the European Neighbourhood Instrument (ENI), for the period 2014 - 20, together with the Indicative Programme for this cooperation for the period 2014 - 17. In connection with this the strategic framework for EC support for cross-border cooperation on the external borders of the European Union has been revised and the following operational programmes have been identified³:

Land border programmes
Kolarctic programme - Finland /Russia
Karelia programme – Finland/Russia
SE Finland/Russia
Estonia/Russia
Latvia/Russia
Lithuania/Russia
[Poland/Russia]
Latvia/Lithuania/Belarus
Poland/Belarus Ukraine
Hungary/Slovakia/Romania/Ukraine
Romania/Moldova/Ukraine
Sea crossings programmes
[Spain/Morocco] <i>(programme currently not operational, future being negotiated)</i>
[Atlantic Programme] <i>(programme currently not operational, future being negotiated)</i>
Italy/Tunisia
Sea basin programmes
Baltic Sea Region <i>(current programme implemented under ERDF, to be confirmed how this programme will be managed in future)</i>
Black Sea
Mediterranean

² Details set out in COM (2011) 303 of 25.05.2011

³ The table presents the situation as per the Draft Programming Document of December 2012. In August 2013 changes to this list have already been introduced on operational level.

CBC in the European Neighbourhood extends the principles of Cross-border co-operation within the EU, which is part of the **European Territorial Co-operation** programme. In addition to supporting the Euro-Mediterranean and Eastern Partnerships, CBC in the Neighbourhood also complements other important **regional or sub-regional initiatives** including the Northern Dimension, Black Sea Synergy and Baltic Sea Strategy.

INTERACT ENPI Phase I (2008-2011) and Phase II (2011-2013)

During the first two phases of the activities, INTERACT ENPI has mainly focused its activities on support to programme managing bodies in different fields. During the second phase, in addition to continuing this support, INTERACT ENPI was required by the European External Action Service and the European Commission to provide inputs in the reflection on the future regulatory framework and set-ups of the programmes for the period 2014-2020 as the resources available for the Interact ENPI project allow. The third phase will continue to support the programme implementation towards the closing of the programmes of period 2007-2013 and to support the upcoming ENI programmes in their preparation to opening the operations. The detailed tasks will be agreed and included in the relevant workplan.

The INTERACT programme:

INTERACT (INTERREG Animation Cooperation and Transfer) is an EU Programme supported by the ERDF, which has facilitated since 2004 the exchange of expertise, experience and good practice within the Community Initiative INTERREG and the European Territorial Cooperation objective of Cohesion Policy. It has a wide geographic scope covering 28 EU member states and partner countries. The second phase of the programme, INTERACT II is covering the programming period 2007-2013, with service provision ongoing until end of 2015.

INTERACT ENPI and previously the INTERACT programme have provided useful support to the Neighbourhood Programmes and to the elaboration of ENPI CBC. It also organised discussions on the original ENPI CBC concept paper and two seminars in 2006 where, for the first time, the elements of the ENPI CBC Strategy Paper and the Implementing Rules were presented to all stakeholders. INTERACT ENPI has been therefore well placed to continue assisting in its implementation and acting as a bridge between cross-border cooperation within the EU and at the external borders.

INTERACT ENPI has been providing and will continue to provide services to the ENPI CBC programmes in a complementary but distinct way compared to the INTERACT programme managed by DG REGIO with regard to the legal, administrative and financial framework. The funding for the INTERACT ENPI's activities comes from the ENPI budget. In order to achieve maximum benefit, INTERACT ENPI does, whenever useful, implement activities in close coordination with the actors focusing on the internal borders. This does allow information and communication flows with actors and stakeholders involved in CBC programmes, experience sharing and transfer of know-how.

1.4 Related programmes and other donor activities:

The activities planned in this project will be linked to the following projects/programmes:

1) INTERACT II, supported by the ERDF, builds on the experiences gained under INTERACT I. The Managing Authority (MA), represented by the Bratislava self-governing Region in Slovakia, manages the programme on behalf of all EU member states. Four INTERACT Points, respectively located in Turku (FIN), Valencia (ES), Viborg (DK) and Vienna (AT), are directly attributed to a Regional Network covering the European cooperation programmes in a defined geographical area within the European Union. Each INTERACT Point focuses its service delivery on the target group within its geographical area whereas the INTERACT Secretariat placed in Bratislava ensures coordination among the INTERACT Points and the other bodies involved (e.g. DG REGIO, Managing Authorities, Committee of the Regions, Council of Europe etc).

2) The Commission has recognised that cross-border and regional cooperation is particularly challenging, especially for the non-Member States concerned, having little or no experience of such a programming approach. To address this problem, the Commission set up a technical assistance project, the "Regional Capacity Building Initiative" (RCBI) with the objective of assisting the partner countries in preparing the ENPI CBC programme documents for Commission adoption and to strengthen their capacity to prepare and implement projects within the framework of these Programmes. The purpose of this project was:

- To ensure the full, active and equal involvement of the ENPI partner countries in the preparation of the ENPI CBC Programmes.
- To strengthen the capacity of local and regional authorities in project development and management in the eligible regions of the partner countries.

The two projects did co-operate closely with the Commission, the relevant Managing Authorities and the Joint Technical Secretariats (JTS)¹. To ensure synergies and complementarities, a coordination mechanism was established between the two projects.

With regard to ENPI CBC, INTERACT ENPI's aim has been to stimulate the exchange of experience and encourage the creation of networks among various stakeholders dealing with territorial cooperation inside and outside the EU. The Joint Managing Authorities of the ENPI CBC programmes and the Commission will ensure that other organisations involved in similar activities are aware of events organised in the framework of each individual ENPI CBC programme or for the whole ENPI CBC area (websites, ENPI CBC Information bulletin, Newsletters, Information seminars, regular coordination meetings etc.).

The RCBI project did finish mid 2012. INTERACT ENPI did take over some tasks of RCBI as necessary and as the available resources for INTERACT ENPI did allow. In any case, the services delivered by both projects have been distinctive and dedicated to specific target groups.

3) In the course of 2013 another service project has been set up, the "Support to Programme Preparation (SPP)" project. The purpose of this project is to support programming of ENI CBC in cases where the programmes are new or the current programmes have expressed the need of receiving additional support in the process. Similarly, INTERACT ENPI will co-ordinate and co-operate closely with this project, in order to deliver the most relevant services needed for each of the programmes.

4) International organisations such as UNDP, NGOs (e.g. WWF) and regional networks are very active in providing support to cross-border cooperation actors at the EU's external borders. These organisations are already organising a number of information seminars, trainings, and workshops in various regions eligible under the ENPI CBC programmes and on specific themes covered by the Instrument.

2 OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1 Overall objective

The objective of INTERACT ENPI is to improve the quality of the management and the implementation of the 13 operational ENPI CBC Programmes and thus ensure a better cooperation between the member states and the partner countries.

In addition INTERACT ENPI is to provide support to preparing the operational programmes 2014-2020, including the development of the management modalities for ENI CBC as well as to drafting and finalising the implementing rules.

In particular, INTERACT ENPI project will continue to aim:

- 1) At contributing to increase the efficiency of programme management

2) At increasing the effectiveness of programmes delivery

3) At facilitating the transfer of know-how and the exchange of knowledge and experience amongst programmes

2.2 Purpose

The service provision under this project will continuously have to be examined against its added value vis-à-vis what has already been done by the programmes themselves. The project will aim at:

- Providing advice and support to the ENPI CBC programmes (Joint Managing Authorities, Joint Monitoring Committee, Joint Technical Secretariat etc) as well as to the Commission services in Headquarters in charge of the supervision of these programmes;
- Promoting and disseminating good practice and lessons learned in the field of cross border cooperation;
- Encouraging target groups as defined in section 4.3 in taking initiatives to develop new approaches, tools, instruments and standard procedures for the wider community of the ENPI CBC stakeholders;
- Providing a platform for an exchange of views of the programmes on the preparation for the "after 2013" period for ENPI CBC and supporting the Commission services and the European External Action Service in the development of the regulatory framework and the ENI CBC programmes for the next programming period.

2.3 Results to be achieved

INTERACT ENPI will continue working in close consultation and cooperation with the European Commission Services and well as the management structures of each ENPI CBC programme (JMA and JTS) and ensuring that its activities complement the ones already carried out at the level of each programme. It will also closely coordinate its activities with the SPP project. INTERACT ENPI will support ENPI CBC Stakeholders at programme and project level with a view of achieving the following results:

- ENPI CBC stakeholders will be able to share experiences and best practices with their counterparts from other programmes and with actors involved in European Territorial Cooperation and IPA CBC if relevant;
- The Commission and the programmes counterparts will receive specific assistance to look for solutions to problems that may arise in the implementation of ENPI CBC;
- Studies and/or tools of general nature which may be of use to the Commission (and/or are requested by the Commission) and the ENPI CBC beneficiaries will be carried out;
- Creation of valuable networks among programme and project stakeholders, useful both on substance and support, including for the preparation by the Commission and the European External Action Service (EEAS) of the new programming period;
- The structures of new ENI CBC programmes and the programme stakeholders, especially Partner Countries, will have received adequate support in order to ensure a proper understanding of the new regulatory framework and an efficient programme set up.

3 ASSUMPTIONS & RISKS

3.1 Risks and Assumptions underlying the project intervention

Assumptions:

The team of experts of INTERACT ENPI will provide coordinated uninterrupted and value-added service delivery serving all operational ENPI CBC programmes and where relevant the potential ENI 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 and future ENI CBC programmes are able to benefit from INTERACT ENPI services.

Risks:

INTERACT ENPI has been building on the experience of the member states and of the RCBI team already in place for the partner countries as well as on the experience gained during INTERACT ENPI first and second project implementation phases in 2008-2013. A lack of coordination with the other stakeholders would jeopardize the added value of the project.

The participation of the local and regional authorities from partner countries in the eligible regions is essential.

4 SCOPE OF THE WORK

4.1 Project description

The project INTERACT ENPI will ensure the following:

1) A demand-driven approach consisting in continuously assessing the needs of the target group (as defined in section 4.3). The project will conduct needs assessment among ENPI programmes' stakeholders by the means of surveys and direct identification on an ongoing basis.

2) Generating and sharing knowledge: INTERACT ENPI shall contribute to support stakeholders from the ENPI CBC programmes to learn from each other by identifying good examples of programme and project management in cross border cooperation at the external borders of the EU. INTERACT ENPI shall, as far as possible, advice target groups on good practice of good governance according to their specific needs and constraints.

The main activities of this project will be implemented in coordination with the ones that will be implemented by INTERACT II in the European Union. The activities will be as follows

- (1) Information Resources activities: Information material and tools for exchanging knowledge will be made available to all ENPI CBC/ENI CBC stakeholders. Related activities will include data collection, analysis, and communication. Outputs will include studies, surveys, handbooks, communication brochures, training materials, conference reports and web resources such as e-fora, searchable databases. In particular, INTERACT ENPI will finalise the ENPI CBC project database (currently known as the ENPI KEEP database within the INTERACT KEEP database) which will be used for monitoring and information purposes as well as for capitalising the results of the operations. In compliance with article 14 of the general conditions for service contracts, the database shall be the exclusive property of the Contracting Authority (i.e. the Commission).

- (2) Networking and cooperation activities: INTERACT ENPI encourages the creation of networks and the continuation of existing networks (e.g. finance and audit network, JMA network, Communication network, NCP/NIP network etc) and will offer exchange platforms such as laboratory groups (e.g. monitoring and evaluation laboratory group, procurement and Large scale projects laboratory group etc.) conferences, trainings, workshops, seminars and tailor-made advisory services for the target group as identified in section 4.3.

The abovementioned are the two core activities of INTERACT ENPI. In addition, communication and quality management activities will be undertaken.

- (3) Dissemination and Publicity: There should be activities to promote and communicate about INTERACT ENPI services towards programme stakeholders and about ENPI CBC/ENI CBC in general. The outputs will include the website, communication tools, and when necessary promotional activities such as press conferences, exhibitions etc.
- (4) Quality and Knowledge Management: a rigorous quality management ensures coherence, usefulness and viability of all services and products provided by INTERACT ENPI.

A clear description of the activities undertaken will be presented to the Commission on a regular basis using the two following tools:

Work Plan:

A work plan describing the planned activities and the allocated resources will be proposed every six months to the Commission for its prior approval and to ensure coordination with the SPP project. The activities of the work plan will also be presented for information to the members of the INTERACT Monitoring Committee benefitting from the ENPI CBC component as relevant.

Request for Approval:

Each individual INTERACT ENPI service, envisaged in the work plan, will have to be approved by the Commission before taking place. INTERACT ENPI will submit a so called "Request for Approval" (RfA) as early as possible and at least 10 working days (unless exceptional circumstances or prompt replies to urgent service requests make it impossible) before the service is organised. The request for approval will include a short description of the service, a budget, the CVs of the short term expert(s) if relevant and the evidence of expert availability (see also section 6.1 concerning the "civil servants").

4.2 Geographical area to be covered

The ENPI CBC Programmes and potential ENI CBC Programmes operate on both sides of the external EU borders in the Neighbourhood East and South (see Annex 1 of this TOR).

4.3 Target group

The target groups of INTERACT ENPI are, in addition to the European Commission, the institutions and bodies set up around cross border cooperation at the EU's external borders: Joint Managing Authorities, Joint Technical Secretariats, Joint Monitoring Committees, Joint Selection committees, National Contact Points, regional and local stakeholders, project beneficiaries.

4.4 Project management

Contracting Authority:

The project will be managed by an EC Project Manager with Directorate General DEVCO in Brussels. Project planning, implementation progress, major milestones, work plans, Requests for Approvals, changes in staff etc will have to be approved by the EC Project Manager. He/she will also be responsible for the approval of all reports.

The INTERACT II Managing Authority (MA):

The contractor for this project is:

**The Bratislava Self-governing Region in Slovakia,
INTERACT Department
Sabinovská 16
820 05 Bratislava 25
Tel: 00421 2 48 264 310
Fax: 004212 48 264 284**

INTERACT ENPI Point:

One INTERACT ENPI Point established in 2008 for delivering the field activities and services called the "Interact ENPI Point North" located in Turku, hosted by the Ministry of Economy and Employment, Finland, will continue to contribute to the delivery of the services. Interact ENPI point North will ensure adequate support to the ENPI CBC Programmes by contracting adequate staff to act as contact points to the programmes.

Indicatively, it has been decided that the Interact ENPI Point North would be the contact point for the programmes in North-Eastern Europe (Baltic Sea Region, 3 Finland-Russia programmes, Estonia/Latvia/Russia, Latvia/Lithuania/Belarus, Lithuania/Poland/Russia, Poland/Belarus/Ukraine).

The other ENPI programmes in South East and South Europe, would be supported by INTERACT ENPI experts whose base of operations will be defined in their contract with Interact ENPI, upon prior approval of the Commission. Whenever necessary, each expert should be able to ensure backup for the other experts of the team and assist their colleagues with any programme.

Contacts by experts with potential ENI CBC programmes are established on an "as needed" basis, respecting the similar geographic approach as is currently with the ENPI CBC programmes.

The INTERACT Secretariat:

The INTERACT Joint Technical Secretariat, called INTERACT Secretariat is located in Bratislava at the Managing Authority of the INTERACT II Programme. The Secretariat acts as coordinator of the Management System and of the Internal Communication System (currently called Confluence) developed by INTERACT II which are also used by INTERACT ENPI. The INTERACT Secretariat ensures information coordination, communication and visibility in the programme as well as supports the Managing Authority with financial reporting.

The INTERACT secretariat should also facilitate the exchange of experiences between INTERACT II and the INTERACT ENPI.

The "Confluence" communication system serves INTERACT ENPI III as a central repository for all documentation on implementation (activities, services delivered, communication tools developed etc.). The Management System serves as a central repository for management information and reporting. All implementing parties (i.e. The Commission, the MA and the experts) shall have access to these INTERACT ENPI repositories.

5 LOGISTICS AND TIMING

5.1 Location

The INTERACT II Managing Authority and the INTERACT secretariat are located in Bratislava, Slovakia. The operational base for the project's activities will be the existing INTERACT ENPI Point in Turku, Finland as the main co-ordinator. INTERACT ENPI related services and activities will take place in the eligible regions of the 13 operational ENPI CBC programmes as laid down in Annex 1. Other activities might take place outside these eligible regions if this is relevant for the project.

5.2 Commencement date & Period of execution

The starting date is 4 October 2011 and the period of execution of the contract will be 45 months, expiring on 30/06/2015. Please refer to Articles 4 and 5 of the Special Conditions for the actual starting date and period of execution.

6 REQUIREMENTS

6.1 Personnel

6.1.1 Key experts

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

Key expert 1: Project Director (200 working days max) - Senior expert

Description of tasks

- Ensure sound financial and administrative management of the project including contacts and coordination with the Contracting Authority, INTERACT II Managing Authority and the hosting institution(s) of the Interact ENPI Point
- Coordinate the financial planning and cash flow management, the preparation of the inception, progress and final reports and related invoices
- Manage human resources and expert needs of the the project together with the Team Leader.
- Provide policy input and participate in service delivery as necessary
- Manage and closely follow the communication activities (possible brochures, press release, website etc) of the project, including the development of the KEEP database supported by a short term expert as needed
- Represent the INTERACT ENPI project at conferences, events and meetings

Qualifications and skills

- University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- In-depth knowledge of the European Neighbourhood and Partnership Instrument and ENPI CBC programmes
- Leadership and management experience
- Ability to lead and motivate the team
- Strong communication, presentation and organisational skills
- Fluency in English
- Knowledge of French or Russian or any other language of the participating countries would be an asset

General professional experience

- At least 10 years of professional experience in a relevant sector
- Previous experience as a Coordinator in projects of comparable size
- Experience in strategic planning
- Experience in managing complex organisational structures
- Expertise in advocating and enabling development in programme management structures
- Proven experience with the area

Specific professional experience

- Experience with EU external policies and external funding instruments

Key expert 2: Team leader (888 working days max) - Senior expert

Description of tasks

- Liaise on a permanent basis with the European Commission and seek the necessary approvals needed for project implementation
- Plan, coordinate and supervise the activities of the INTERACT ENPI experts
- Manage human resources and expert needs of the project in coordination with the project director
- Ensure quality assurance of all documents produced (minutes of meetings, guides, website, database, newsletters, press releases etc)
- Ensure that all activities of the INTERACT ENPI are coordinated with the management structures of the ENPI CBC programmes
- Assist the Project Director in the reporting (inception, progress, final and financial)
- Provide policy input and participates in service delivery as necessary
- Coordinate with SPP and other sources of funding such as Structural Funds
- Represent the INTERACT ENPI project at conferences, events and meetings.

Qualifications and skills

- University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- In-depth knowledge of the European Neighbourhood and Partnership Instrument and ENPI CBC programmes
- Strong communication, presentation and organisational skills
- Strong skills for assessing interests, planning and prioritising
- Ability for effective and independent back office management: filing, administrative duties towards host organisation, travel arrangements etc.
- Excellent Microsoft Office Skills
- Fluency in English and French and preferably in one other EU language spoken in the area
- Knowledge of any other language of the participating countries would be an asset

General professional experience

- At least 7 years of professional experience in a relevant sector
- Expertise in advocating and enabling development in programme management structures
- Experience with the area.

Specific professional experience

- Experience with EU external policies and external funding instruments
- Previous experience in providing knowledge and experience between the Neighbourhood Programmes/CARDS, INTERREG programmes or other relevant European Programmes.

Key expert 3: Project Manager (888 working days max) - Expert

Description of tasks

Under the supervision of the Team Leader:

- Develop the content of services in areas of ENPI CBC Programme management and ENI CBC Programme preparation together with the other project managers and short term experts
- Manage and organise, develop and deliver trainings, events, presentations, reports, surveys and advisory services
- Develop ENPI/ENI Programme management tools (e.g. manuals and reference guides), if necessary in cooperation with the INTERACT II programme, specialising in the management methods and the implementation challenges of ENPI/ENI
- Ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- Provide inputs to information materials and communication tools such as databases, newsletters, website etc.
- Provide input for administrative and financial reporting

Qualifications and skills

- University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- In-depth knowledge of the European Neighbourhood and Partnership Instrument and ENPI CBC programmes
- Strong communication, presentation and organisational skills
- Strong skills for assessing interests, planning and prioritising
- Ability for effective and independent back office management: filing, administrative duties towards host organisation, travel arrangements etc.
- Excellent Microsoft Office Skills
- Fluency in English and French and preferably in one other EU language spoken in the area
- Knowledge of Russian or any other language of the participating countries would be an asset
- Knowledge of ENPI CBC programme management including financial management and application of PRAG

General professional experience

- Minimum 7 years of professional experience in a relevant sector
- Expertise in advocating and facilitating change in management practises
- Proven experience and capability for training and event facilitation
- Experience with the operational zone, i.e. North-East Europe

Specific professional experience

- Experience with EU external policies and external funding instruments
- Previous experience in programming of Neighbourhood Programmes/Phare/Tacis, INTERREG programmes or other relevant European Programmes

Key expert 4: Project Manager, (888 working days max) - Expert

Description of tasks

Under the supervision of the Team Leader:

- Develop the content of services in areas of ENPI CBC Programme management and ENI CBC Programme preparation together with the other project managers and short term experts
- Manage and organise, develop and deliver trainings, events, presentations, reports, surveys and advisory services

- Develop ENPI/ENI Programme management tools (e.g. manuals and reference guides), if necessary in cooperation with the INTERACT II programme, specialising in the management methods of ENPI/ENI
- Ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- Provide Inputs to information materials and communication tools such as databases, newsletters, website etc.
- Provide input for administrative and financial reporting

Qualifications and skills

- University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- In-depth knowledge of the European Neighbourhood and Partnership Instrument and ENPI CBC programmes
- Strong communication, presentation and organisational skills
- Strong skills for assessing interests, planning and prioritising
- Ability for effective and independent back office management: filing, administrative duties towards host organisation, travel arrangements etc.
- Excellent Microsoft Office Skills
- Fluency in English and French and preferably in one other EU language spoken in the area
- Knowledge of Arabic or any other language of the participating countries would be an asset
- Knowledge of ENPI CBC programme management including financial management and application of PRAG

General professional experience

- At least 7 years of professional experience in a relevant sector
- Expertise in advocating and enabling development in programme management structures
- Experience with the operational zone, i.e. South and South East Europe

Specific professional experience

- Experience with EU external policies and external funding instruments
- Previous experience in providing knowledge and experience between the Neighbourhood Programmes/CARDS, INTERREG programmes or other relevant European Programmes.

Key expert 5: Project Manager, (888 working days max) Expert

Description of tasks

Under the supervision of the Team Leader:

- Develop the content of services in areas of ENPI CBC Programme management and ENI CBC Programme preparation together with the other project managers and short term experts
- Manage and organise, develop and deliver trainings, events, presentations, reports, surveys and advisory services
- Develop ENPI/ENI Programme management tools (e.g. manuals and reference guides), if necessary in cooperation with the INTERACT II programme, specialising in the management methods of ENPI/ENI
- Ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- Provide Inputs to information materials and communication tools such as databases, newsletters, website etc.
- Provide input for financial and administrative reporting

Qualifications and skills

- University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- In-depth knowledge of the European Neighbourhood and Partnership Instrument and ENPI CBC programmes
- Strong communication, presentation and organisational skills
- Strong skills for assessing interests, planning and prioritising
- Excellent Microsoft Office Skills
- Fluency in English and French and preferably in one other EU language spoken in the area
- Knowledge of Arabic or any other language of the participating countries would be an asset
- Knowledge of ENPI CBC programme management including financial management and application of PRAG

General professional experience

- Minimum 7 years of professional experience in a relevant sector
- Proven experience and capability for training and event facilitation
- Experience with the operational zone, i.e. South and South -East Europe

Specific professional experience

- Proven experience in financial management of EU programmes
- Proven experience with EU external policies and external funding instruments
- Previous experience in programming of Neighbourhood Programmes/CARDS or INTERREG programmes or other relevant European Programmes

Key expert 6: Project Manager, (822 working days max) Expert

Description of tasks

Under the supervision of the Team Leader:

- Develop the content of services in areas of ENPI CBC Programme management and ENI CBC Programme preparation together with the other project managers and short term experts
- Manage and organise, develop and deliver trainings, events, presentations, reports, surveys and advisory services
- Develop ENPI/ENI Programme management tools (e.g. manuals and reference guides) if necessary in cooperation with the INTERACT II programme, specialising in the management methods of ENPI/ENI
- Ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- Provide Inputs to information materials and communication tools such as databases, newsletters, website etc.
- Provide input for financial and administrative reporting

Qualifications and skills

- University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- In-depth knowledge of the European Neighbourhood and Partnership Instrument and ENPI CBC programmes
- Strong communication, presentation and organisational skills
- Strong skills for assessing interests, planning and prioritising
- Excellent Microsoft Office Skills
- Fluency in English and French and preferably in one other EU language spoken in the area
- Knowledge of Russian or any other language of the participating countries would be an asset
- Knowledge of ENPI CBC programme management including financial management and application of PRAG

General professional experience

- Minimum 7 years of professional experience in a relevant sector
- Proven experience and capability for training and event facilitation
- Experience with the operational zone, i.e. North East Europe

Specific professional experience

- Proven experience in financial management of EU programmes
- Proven experience with EU external policies and external funding instruments
- Previous experience in programming of Neighbourhood Programmes/CARDS or INTERREG programmes or other relevant European Programmes

Key expert 7BIS: Liaison Manager, (360 working days max) - Expert

Description of tasks

Under the supervision of the Team Leader:

- Assist in the Inception, progress and final reporting in cooperation with the Project Director and Team Leader and in accordance with the contract signed between the INTERACT Managing Authority and the Commission
- Facilitate in ENPI CBC service events and services
- Expert in capitalisation services for ENPI CBC
- Communication data management of INTERACT ENPI CBC within the INTERACT electronic communication system Confluence
- Manage and carry out communication and information activities with support of a short term expert as needed
- Supervise of the development of the INTERACT ENPI KEEP database

Qualifications and skills

- Relevant University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- Strong communication, presentation and organisational skills
- Fluency in English, command of French desirable
- Knowledge of any other language spoken in the ENPI programme area would be an advantage
- Proven capacity for communication data management
- Proven capacity for website communication development

General professional experience

- Minimum 5 years of professional experience in a relevant sector
- Solid professional experience in a relevant sector
- Experience in computer based communication on website platform

Specific professional experience

- Experience with EU external policies and external funding instruments
- Knowledge of the ENPI funding instrument
- Identification of relevant communication needs
- Extensive experience in the design of website communication

Key expert 8BIS: Project Officer (360 working days max) - Expert

Description of tasks

Under the supervision of the Project Director and the Team Leader:

- Supporting facilitator in ENPI CBC service events and services
- Implement quality monitoring activities inc. "Confluence" communication system entries and ENPI CBC specific Website communication
- Assist the Project Director and the Team Leader in financial and administrative management of the project
- Contribute to communication and data management
- Office management: filing, administrative duties towards host organisation, travel arrangements for external partner representatives at events etc.
- Provide input as relevant to developing and delivering training events and advisory services by supporting ENPI Project Managers
- Ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- Organise technical background for production of presentations and materials for events
- Organise and carry out tendering procedures and liaise with suppliers

Qualifications and skills:

- Relevant University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- Excellent organisational abilities and communication skills
- Service minded approach
- Attention to detail and accuracy
- Excellent English, preferably other languages spoken in the area
- Excellent Microsoft Office Skills, experience with desktop publishing
- Ability for effective and independent back office management: filing, administrative duties towards host organisation, travel arrangements etc.
- Knowledge on working within a ENPI funded service provision project

General professional experience

- Minimum 3 years of professional experience in a relevant sector
- Proven experience with document and data management system/s
- In-depth experience with tendering procedures and procurement rules

Specific professional experience

- Experience with EU policies and institutions
- Experience with Structural Funds, especially INTERREG would be considered as an asset

Key expert 9: Finance Manager, (200 working days max)

Description of tasks

Under the supervision of the Project Director:

- Financial management of the INTERACT ENPI project
- Responsible for the payment requests to the Commission
- Draft financial reports of the INTERACT ENPI project to Contracting Authority
- Contract the Auditor for verification of expenditure
- Submission of all reports on behalf of the Joint Managing Authority

Qualifications and skills

- Relevant University degree (Master equivalent) in economics, business administration, management, accountancy, public administration, law, geography or other relevant field of specialisation
- Strong communication, presentation and organisational skills
- Fluency in English
- Knowledge of any other language spoken in the ENPI CBC programme area would be an advantage
- Proven capacity for financial reporting

General professional experience

- Minimum 3 years of professional experience in a relevant sector
- Solid professional experience in a relevant sector
- Experience in financial management of EU funded operations and/or external funding instruments

Specific professional experience

- Experience with EU external policies
- Experience with EU and/or external cooperation funding instruments
- Experience with EU and/or external cooperation expenditure verification
- Proven experience in coordinating multi-source financial reporting
- Proven experience in financial control and payments

6.1.2 Short-term experts

Experts other than the key experts are not selected prior to the signature of the contract. The selection of other experts will be based on a separate call inviting candidates to participate in a pool of short term experts for INTERACT ENPI. A joint selection panel will be established for this Assignment.

The Consultant shall select and hire short-term experts (STE) as required according to the profiles identified in these Terms of Reference. These profiles must indicate whether they are to be regarded as senior or medium experts. Daily fees for senior and medium experts are 600 euro and 450 euro respectively. Senior experts will be employed on an exceptional basis. They should demonstrate a minimum of 10 years relevant experience and very specific knowledge and/or skills which would justify the fee rate. Medium experts should respectively demonstrate a minimum of 7 years of relevant experience. The budget breakdown will apply these rates to each profile. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them.

The selection procedures used by the Consultant to select these experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel shall be recorded. The selection of experts shall be subject to approval by the Contracting Authority. Each STE recruitment will take the form of an administrative order to be issued by the Contracting Authority.

Note that civil servants and other staff of the public administration of the beneficiary countries cannot be recruited as experts, unless prior written approval has been obtained from the Commission. In the very specific context of INTERACT and INTERACT ENPI, where the relevant expertise often comes from staff employed by public administrations, the Commission agrees with the recruitment of civil servants and other staff of the public administration provided it is necessary and well justified. In all cases, prior approval should be given by the Commission. With this regard and for each and every service, INTERACT ENPI will have to give the evidence that the expert is available to fulfil an INTERACT ENPI related task in agreement with his employer (e.g. a public administration, an INTERREG Secretariat etc.). The relevant evidence will have to be submitted to the Commission together with the corresponding request for approval. The experts recruited shall not receive double payment.

A provision of **368,100 EUR** for short-term experts has to be foreseen in the budget.

The contractor is required to maintain a pool of short-term experts during the project which can be drawn upon to provide dedicated technical assistance in relation to specific issues and tasks and to participate in the delivery of the training foreseen.

INTERACT ENPI must propose a range of competencies necessary to include in the pool of short-term experts, providing justification for their inclusion.

Short term experts should have:

- A relevant university degree;
- Excellent English and/or French (written and spoken);
- Knowledge of EU external policies and external funding instruments
- Previous experience in providing knowledge and experience with Neighbourhood Programmes/Phare/Tacis, INTERREG or European Territorial Cooperation programmes
- Proven working experience in programmes and projects supported under cross border initiatives;
- Project preparation experience;
- Experience of team working in international technical assistance projects, if relevant for the assignment;
- Experience in control and audit, if relevant for the assignment

The experience of Short Term experts will be checked on a case by case basis.

6.2 Facilities to be provided by the Managing Authority and the INTERACT ENPI Point

The Ministry of Employment and Economy in Finland (hosting the INTERACT ENPI Point North in Turku, Finland), and the Bratislava self-governing Region in Slovakia (hosting the Managing Authority and the INTERACT Secretariat) will provide premises, office furniture, working equipment etc. The overhead costs of staff located in Turku is covered by the budget line "fees" and is included in the expert fees.

The INTERACT II MA and the INTERACT ENPI Point shall ensure that experts hosted in their offices are adequately supported and equipped. In particular they shall ensure that there is sufficient administrative provision to enable experts to concentrate on their primary responsibilities. The INTERACT Managing Authority must also transfer funds necessary to support the activities under the contract and to ensure that the experts are paid regularly and in a timely fashion.

6.3 Equipment

No equipment is to be purchased on behalf of the Contracting Authority / beneficiary country as part of this service contract or transferred to the Contracting Authority / beneficiary country at the end of this contract.

6.4 Incidental expenditure

The Provision for incidental expenditure covers the eligible incidental expenditure incurred under this contract. Its use is governed by the provisions in the General Conditions and the notes in Annex V of the contract. It covers:

- Travel costs and subsistence allowances for missions to be undertaken as part of this contract from the base of operations as defined in the contracts between Interact ENPI III and the experts;
- Costs of seminars and training workshops, including travel costs and subsistence allowances for participants, logistical arrangements, etc.
- Costs related to information and communication activities (information material, brochures, etc.)
- Costs related to web-based information tools such as websites, database, e-fora etc.

Any subsistence allowances to be paid for missions undertaken as part of this contract from the base of operations in the beneficiary country must not exceed the per diem rates published on the Web site

http://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm at the start of each such mission.

The provision for incidental expenditure for this contract is **870,240 EUR**.

- This amount must be included without modification in the Budget breakdown.

6.5 Expenditure verification

The Provision for expenditure verification relates to the fees of the auditor who has been charged with the expenditure verification of this contract in order to proceed with the payment of pre-financing instalments if any and/or interim payments if any.

The Provision for expenditure verification for this contract is **55,000 EUR**. This amount must be included without modification in the Budget breakdown. This provision cannot be decreased but can be increased with prior written approval by the Contracting Authority.

7 REPORTS

7.1 Reporting requirements

The working language with the contracting authority for INTERACT ENPI is English and all correspondence and reporting shall be submitted in English. Both French and English will be used for INTERACT ENPI activities.

In addition to the provisions of article 26 of the general conditions:

An Inception Report of maximum 12 pages to be produced after one month from the commencement of the implementation. In the report the consultant shall describe e.g. the first findings, the progress in collecting data, the encountered and/or foreseen difficulties in addition to the work programme and staff mobilization. The consultant is advised to proceed with his/her work also in absence of comments by the Contracting Authority to the inception report.

Interim reports must be prepared every six months during the period of execution of the contract. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the General Conditions. There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of execution. The draft final report must be submitted at least one month before the end of the period of execution of the contract.

Each report shall consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, of the incidental expenditure and of the provision for expenditure verification. The final report must be accompanied by the final invoice, the financial report and an expenditure verification report.

7.2 Submission & approval of inception and progress reports

One electronic version and two hard copies of the inception and progress reports referred to above must be submitted to the Project Manager identified in the contract. The progress reports must be written in English. The Project Manager is responsible for approving the progress reports.

8 MONITORING AND EVALUATION

8.1 Definition of indicators

The INTERACT II Managing Authority has provided a set of indicators that have been used for monitoring and evaluation purposes. These indicators are expected to enable both the Managing Authority and the Contracting Authority to adequately assess the efficiency of the project in terms of:

- Technical performance (implementation processes);
- Quality of output (results);
- Impact (vis-à-vis the stakeholders);
- Re-usability of results and sustainability of activities.

The INTERACT II Managing Authority is required to undertake its own continuous monitoring and regular evaluation of the project's activities. The proposed method and timing should be outlined in the inception report.