

Annex III  
Organisation and methodology

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

**INTERACT ENPI**

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### 2.1 OBJECTIVES AND GUIDING PRINCIPLES

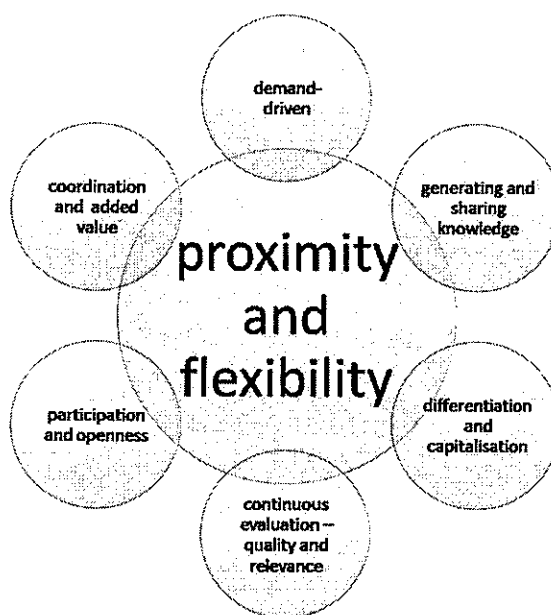
The objective of INTERACT ENPI is to improve the quality of the management and the implementation of the 13 operational ENPI CBC Programmes (2007-2013) and programming of the potential ENI CBC Programmes (2014-2020), and thus ensure a better cooperation between the member states and the partner countries.

In particular, INTERACT ENPI project phase III will continue to aim:

- 1) At contributing to increase the efficiency of programme management
- 2) At increasing the effectiveness of programme delivery
- 3) At facilitating the transfer of know-how and the exchange of knowledge and experience amongst programmes

The INTERACT ENPI project has been building on the experiences of the INTERACT programme. Among other activities it has created similar programme community wide exchange networks between different types of target groups and programme management bodies. These exchange networks are both ENPI CBC wide and regional, depending on the level of common interest or technical detail in questions addressed. According to the feedback received from the programme stakeholders during Phases I and II of the project, this network approach is very valuable. It offers a platform for exchanging practical experience and sharing solutions.

The project works in the complex and challenging environment of the ENPI CBC programmes. As the number of programmes to be served by the project is not huge, this opens possibilities for proximity and flexibility in service delivery. These two principles are guiding the basic project approach.



This means that the INTERACT ENPI project phase III will continue to be implemented guided by:

**A demand-driven approach:** it consists in continuously assessing the needs of the target group. The project will regularly conduct interest assessment surveys, including interviews with key decision makers among ENPI CBC programmes' stakeholders generally linked to the exercise of the preparation of the work plan. While constantly networking with its target groups, the INTERACT ENPI project will not only be able to satisfy their clearly expressed needs, but also to **play a proactive role by taking appropriate initiatives in order to**

**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, particularly in view of the upcoming ENI CBC programming.

The project will give attention to involve and to support **ENPI CBC/ENI 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/ENI 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/ENI 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

created in the course of the project and published on the project web site. Activities will be balanced among different types of target groups and programmes.

**An approach ensuring quality, relevance and added value:** Services will pass rigorous but not excessive **quality controls**. The contents of the web page, communication materials, studies, training and learning events materials will pass through a quality check involving a language check (mainly English and, where needed, French) and a content check before they are made available to the programmes and to the general public. When planning INTERACT ENPI project activities, target groups' interests are constantly assessed and prioritised in function of needs, impact on programme implementation in order to ensure a balanced use of resources. The project shall pay attention to not to fulfil functions that are the responsibility of the programmes management bodies and the planned activities shall not overlap or duplicate the content of their respective work plans.

**A continued evaluation of services and products:** Progress of the project will be monitored against defined criteria. It will compare the achievements to the objectives both qualitatively and quantitatively. This will be done also involving project partners. Continuously collecting feedbacks from participants to events is useful for keeping the services and products up to date and to get valuable input for developing new ones.

## 2.2 WORKING METHOD

The INTERACT ENPI project will assist ENPI CBC programmes in the management and the implementation of programmes through facilitating co-operation and communication between different stakeholders and by providing information and advice to the programmes. Project activities are developed through a set of services and products:

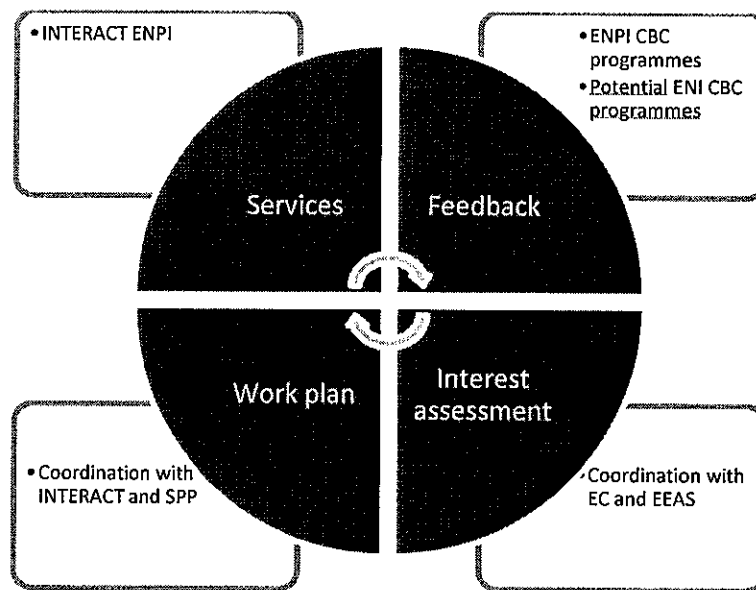
**Services** consist of events which enable the exchange of information and knowledge as well as the transfer of know-how between ENPI CBC programme staff and other people involved at national, regional and local level. As an indirect effect, this will contribute to build up networks of professionals. Services can be delivered on site (i.e. workshops and seminars, conferences but also advisory services) and/or on line (i.e. e-workshops).

**Products** consist of a wide range of different information and knowledge resources made available and easily accessible to final users (target groups). This involves collecting data and qualitative knowledge (through studies, surveys, databases, etc), generating information for raising awareness, identifying and sharing examples of good governance and best practices, promoting the exchanges and transfer of knowledge among target groups, building management and thematic knowledge and, when applicable, reappraising working methodologies. Databases, repositories with relevant documents, event calendars, etc, will constitute the main products made available mainly through the INTERACT ENPI project web site hosted within the INTERACT portal ([www.interact-eu.net](http://www.interact-eu.net)).

The project phase III operates within a specific institutional setting, i.e. in close cooperation with the INTERACT programme, and in an environment in which also the "Support to Programme Preparation (SPP)" project provides support to the programming of ENI CBC programmes.

In developing the overall work plan of the project as well as the detailed work plan for the next reporting period, the activities carried out by these initiatives and their respective approaches should, therefore, be taken into account too, to ensure complementarities and to promote synergies for the benefit of the ENPI CBC programmes.

In order to detail the activities to be carried out throughout the entire project period, target groups are regularly addressed to assess their needs and interests.



## 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 as well as enhance the preparation of upcoming ENI CBC programmes.

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/ENI 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.

**Financial Management:** it targets responsibilities, methods, requirements and successful practices in financial management of programmes including the main aspects of project financial management. Special attention is paid to reports, controls, expenditure verification, public procurement, recoveries and audits. The content of any guidance prepared is regularly updated and checked by the European Commission.

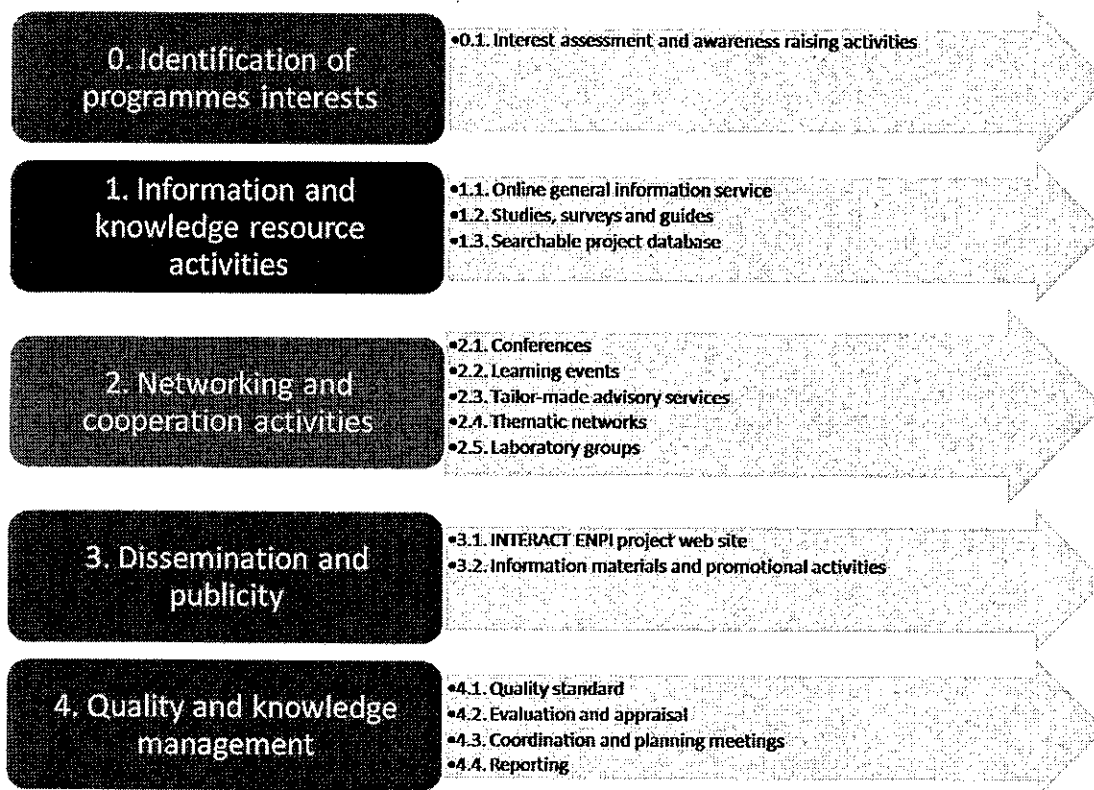
**Project generation and management:** support is provided to the overall picture of the project life-cycle and the special requirements of ENPI CBC projects and possible future ENI CBC projects. The contents are constructed around the project cycle from partner search through the application phase, into implementation and on to the closure of projects. There is an emphasis on the support that projects and partners need from programmes and the relationship between projects and programmes throughout the programme cycle. It addresses procedures and documents such as applications, assessment criteria, partnership agreements, as well as best practices in generating quality project proposals. It also tackles issues like the definition of strategic projects foreseen by some of the programmes, how to raise project quality and how to improve the visibility of core project results. It is assumed that assistance from INTERACT ENPI will tackle rather the capacity building aspect of the project level tasks if anything.

**Monitoring and Evaluation:** activities aim to secure effective measurement of projects and programme performance. It includes tools such as indicators and databases but also general procedures for assessing and improving project quality and impact. The content focuses not only on tools for regular assessment of performance but also on monitoring and evaluation as a key input for strategic adjustment of the programmes.

**Communication:** promotes methods and successful practices addressing requirements in information and communication for ENPI CBC/ENI CBC programmes. The contents focus on developing and implementing strategies and tools to maximize awareness of and involvement in these programmes. Increasing the visibility of the programmes and projects and in general ENPI CBC/ENI CBC is particularly important according to feedback received from the programmes.

These themes will not be covered extensively and at the same time. Directly and autonomously expressed programmes' needs or those identified through an assessment conducted in partnership with the project will orientate the thematic coverage of the services and products actually delivered.

### 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/ENI 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 and programming deadlines);
- ▶ Regulations applying to ENPI CBC programmes, strategic papers addressing ENPI CBC/ENI CBC, reports concerning ENPI CBC/ENI 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.

- ▶ Surveys are collections of data and qualitative information with limited analysis undertaken (e.g. a survey of the management structures of a set of programmes or of the application packs developed by them for launching call for proposals).
- ▶ Guides, as handbooks and operational manuals, are the product of the activities aiming at conceiving and developing programme and project management tools. They are intended to support programme staff in their daily activities concerning the different aspects of programme management.
- ▶ Studies, surveys and guides could be both horizontal, targeted across the overall area covered by the ENPI CBC/ENI CBC programmes or geographically focused, involving only programmes interested to develop a specific aspect of programme management. Their thematic contents will be defined through stakeholder interest assessment that will be conducted proactively. The aim is to stimulate them to consider the need to analyse and systematise information concerning innovative and diversified issues related to programme implementation and evaluation. They are prepared in-house by INTERACT ENPI project staff and/or by short term experts with experience in the relevant field and will be made available through the INTERACT ENPI project web site.
- ▶ A searchable project database has been designed and developed for monitoring ENPI CBC programmes in the first phase of the INTERACT ENPI project. It reports on success stories, partners search etc. The database, hosted in the INTERACT ENPI project web site will continue to be developed taking into account that it should be complementary to the Result Oriented Monitoring system of the EC. The database would be incorporated within the database of INTERACT KEEP initiative that collects similar data from European Territorial Cooperation programmes. The database will constantly be updated to contain all the projects selected by the ENPI CBC programmes during the respective calls for proposals. Data will be updated always consulting the management structures of the ENPI CBC programmes.

Printed copies, especially for studies, surveys, handbook and guidelines could be made available if there is sufficient demand. Information services will be delivered mainly in English, partly also in French. Information materials and tools will be regularly updated according to the experiences gained in different phases of implementation of the programmes.

#### **Networking and cooperation activities**

The INTERACT ENPI project will continue to play an active role in encouraging and facilitating networking and cooperation amongst programmes and amongst different types of actors involved at various levels in the management and delivery of ENPI CBC programmes as well as in the preparation of ENI CBC programmes. This will be achieved by offering exchange platforms for mutual learning such as conferences, trainings, seminars and tailor-made advisory services to support the target groups in implementing their respective mandates and responsibility in managing their programmes. These platforms will contribute to create an ENPI CBC/ENI CBC community thus enabling people to learn from each other's experience, to transfer know-how, to exchange on best practices and to share problems and successes.

- ▶ Conferences: these are large events open to all INTERACT ENPI project target groups, conceived as information exchange platforms for disseminating knowledge, evaluating progress and/or deficiencies, suggesting improvements or introducing new instruments, approaches or modalities in implementing ENPI CBC/ENI CBC programmes. Conferences provide a wider forum for discussion on political and strategic issues, enable the creation of new links and intensify networking and social capital building among the participants. Conferences will be organised either involving all the ENPI CBC/ENI CBC programmes or at the regional level (grouping programmes geographically). The conferences will be designed and run together with the European Commission and with other stakeholders involved and interested in EU's external territorial cooperation.



- Learning events: they aim to train ENPI CBC/ENI 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/ENI 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/ENI 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/ENI 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.

Laboratory groups are small teams composed of interested representatives from the relevant target groups supported and facilitated by the INTERACT ENPI team and, if necessary, by short term experts.

## **Dissemination and Publicity**

Dissemination and publicity activities aim at making the target groups aware of the tools and techniques offered by the INTERACT ENPI project and which can be of use for their daily work. In addition, these activities will enhance a sense of belonging to a wider community and provide virtual interactions. They help not only to develop understanding but also to generate new knowledge and ideas, supporting improvement in the management and implementation of the ENPI CBC programmes and in the preparation of the ENI CBC programmes.

- ▶ **INTERACT ENPI project web site:** it has been hosted within the INTERACT web portal. It will continue providing up-to-date information about the activities of the INTERACT ENPI project as well as information about ENPI CBC programmes and projects and progress of ENI CBC programming process.
- ▶ **Information materials and promotional activities:** they aim at spreading useful information to the target groups and raise awareness in a wider public. They include: ENPI CBC/ENI CBC specific articles within the INTERACT newsletter. The newsletter is disseminated electronically and in printed copies in case of events organised by the INTERACT ENPI project or by other partners; "ENPI CBC news" issued in case of special communication needs. They are usually announcements about the latest developments (news, services or products) that need to be passed on quickly to the stakeholders; The update of the INTERACT ENPI project brochure give an overview of the range of services available and how target groups can access them; Promotional activities such as articles for national and international newspapers and specialised magazines presenting success stories and achievements in ENPI CBC programmes; press conferences in coordination with events carried out by INTERACT ENPI project.

All communication activities will be developed according to the visibility guidelines provided by the EC.

## **Quality and Knowledge Management**

INTERACT ENPI will invest in activities ensuring that services and products delivered are coherent, useful and viable so that target groups can regard INTERACT ENPI as a valuable and reliable source of information and support for their daily work in programme management and implementation.

- ▶ **Quality standards:** this involves identifying and applying standards for all the main products and services, from their initial conception to the final phase of delivery and distribution. In this respect, the experience gained by the INTERACT programme will be used.
- ▶ **Evaluation and appraisal:** in order to maintain high quality of the activities it is also necessary to develop and apply adequate mechanisms of self-evaluation and continuous improvement. In this respect, feedback from those who attend learning events or use INTERACT ENPI products will be collected and systematically analysed. Moreover, target groups will be specifically involved in evaluation activities in order to make them more actively involved in planning of activities, evaluating their impact and suggesting improvements and, if needed, new services and products.
- ▶ **Coordination and planning meetings:** because of its implementing structure, with the key experts located in different countries and because of the complex institutional setting requiring liaison with different actors and institutions, coordination and planning meetings will regularly be organised.

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### 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 CBC programmes. Six monthly work plans 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:

2014 – the work will focus on tasks related to a very advanced state of programme implementation and programme closure: 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. Assistance is also provided to the programmes to prepare the new generation of cooperation programmes.

2015 – The implementation related guidance activities will continue: participation at programme committees, providing trainings as requested. In terms of activities related to the future, assistance will be focused on the preparation for the launching of the next generation of programmes: eligibility, strategic priorities, partnership etc.

### 3.1 PROJECT ORGANISATION

#### **Contracting Authority**

The project is managed by an EC Project Manager in DG Development and Cooperation in Brussels. The project planning, implementation progress and major milestones will have to be approved by the EC Project Manager. He/she is also responsible for the approval of all reports.

#### **INTERACT II Managing Authority (MA)**

The Managing Authority is ultimately responsible for the efficiency and the correctness of management as well as for the implementation of the operational programme of INTERACT II in accordance with the principle of sound financial management. This includes the responsibility of the overall coherence and coordination of the INTERACT II programme.

In addition to the above, the Commission has entrusted the INTERACT II Managing Authority to coordinate the project INTERACT ENPI. The implementation of this project is carried out under the direct centralised management scheme.

The INTERACT II Managing Authority has in turn signed a cooperation agreement, i.e. an "Assignment", with the INTERACT ENPI Point Turku in full compliance with Article 3 of the General conditions for Service Contracts. The INTERACT II Managing Authority is the only body that signs the contract and submits the implementation reports, the financial reports and the payment claims of the Assignment to the Contracting Authority.

#### **INTERACT ENPI Point Turku**

The INTERACT ENPI Point established in 2008 for delivering the field activities and services called the "INTERACT ENPI Point North", hosted by a branch office of the Ministry of Economy and Employment in Turku, Finland, will continue to contribute to the delivery of the services

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.

#### **The INTERACT Secretariat:**

The INTERACT Secretariat is located in Bratislava with the Managing Authority of the INTERACT II Programme. It has an important role in facilitating the exchange of experiences between INTERACT II and INTERACT ENPI.

#### **The expert team**

INTERACT ENPI Point Turku will ensure adequate support to the ENPI CBC/ENI CBC Programmes by hosting the contracted key experts, and by implementing activities as contact point for the programmes in North-Eastern Europe (Baltic Sea Region, three Finland-Russia programmes, Estonia/Latvia/Russia, Latvia/Lithuania/Belarus, Lithuania/Poland/Russia, Poland/Belarus/Ukraine). The base of operation for these experts is decentralised to Finland, Latvia and Poland

The other ENPI/ENI programmes in South East and South Europe, will be supported by INTERACT ENPI experts whose base of operations is similarly decentralised to Italy and in some cases Belgium. The locations will be defined in their contract with INTERACT ENPI, upon prior approval of the Commission. Whenever necessary,

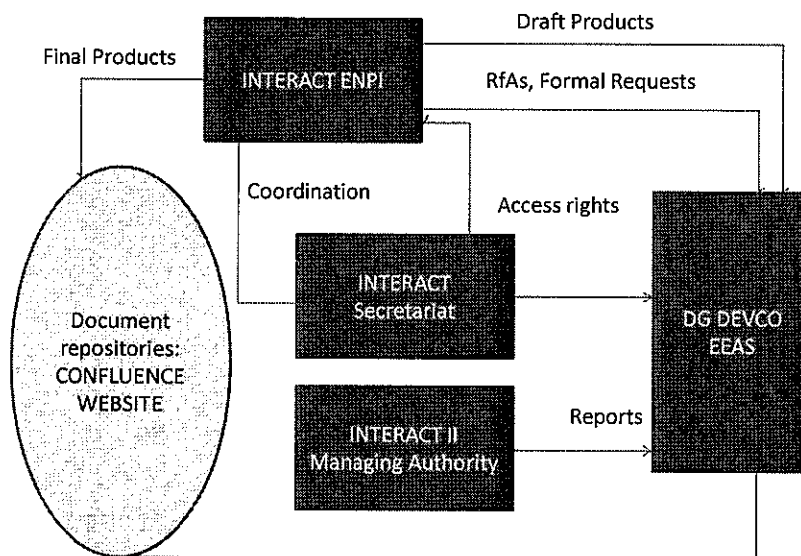
each expert should be able to ensure backup for the other experts of the team and assist their colleagues with any programme.

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 each ENPI CBC/ENI CBC programme has 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 work plans. 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 Key Expert, a Liaison manager is in charge of the key horizontal activity: information-communication-project database. 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 Support to Programme Preparation Project, the Interact II programme, the 13 ENPI CBC programmes and the potential ENI 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/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 potential 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 former Regional Capacity Building Initiative 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.

Risks and assumptions are described in detail in the Logframe (under point 4).

#### 4 LOGFRAME

|                            | Intervention Logic   | Objectives of achievement  | Sources of Verification  | Assumptions and Risks   |
|----------------------------|--|--|--|---|
| <b>Overall Objective</b>   | <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 and functions without disruption.</li> </ul>   |
| <b>Specific Objectives</b> | <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/ENI 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 ENI 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/ENI CB 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/ENI 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/ENI CBC Programmes are interested in using the services of INTERACT ENPI and actively use them.</li> </ul> |

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| <p><b>Results</b></p> | <ul style="list-style-type: none"> <li>• Providing trainings and advising ENPI stakeholders for creating knowledge and building capacity for programme implementation.</li> <li>• Facilitating sharing experiences and best practices among ENPI/ENI CBC stakeholders and their counterparts from other programmes e.g. European Territorial Cooperation and IPA CBC programmes;</li> <li>• Assisting the European Commission, the European External Actions Service and the programmes' counterparts through the researching and elaborating solutions to specific implementation problems</li> <li>• Collecting and disseminating knowledge by means of studies, guides or other tools which may be of use for the Commission (and/or are requested by the Commission) and the ENPI/ENI CBC beneficiaries</li> <li>• Creating and operating valuable networks among programme and project stakeholders, useful both for the content and the community aspect.</li> </ul> | <ul style="list-style-type: none"> <li>• All target groups from the ENPI/ENI CBC programmes participate in learning events and have access to information and knowledge resources developed by the project</li> <li>• All programmes are assisted with tailor-made problems solving services</li> <li>• The on-line repository includes all relevant studies carried out by the project as well as outputs from learning events and external useful documentation</li> <li>• All the programmes are invited to take part to thematic networks and laboratory groups and at least 80% of them are actively involved</li> </ul> | <ul style="list-style-type: none"> <li>• Interview documents</li> <li>• Survey summaries</li> <li>• Agendas of events</li> <li>• Participants lists (per programme and country)</li> <li>• Related INTERACT ENPI deliverables</li> <li>• List of members per network</li> <li>• Concept notes</li> <li>• Meetings minutes</li> <li>• Progress reports</li> </ul> | <ul style="list-style-type: none"> <li>• Local, regional authorities and other relevant actors on both sides of the external borders of the EU are aware of and are interested in benefiting from INTERACT ENPI services.</li> <li>• The programmes are being implemented without major delays.</li> <li>• Local actors do not face major difficulties in co-financing CBC projects or in finding qualified staff members responsible for project development activities.</li> <li>• The planning of services corresponds to the ENPI CBC programme implementation cycle and to the ENI CBC programme preparation cycle</li> </ul> |
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| <p><b>Activities</b></p> | <p>1) <b>Identification of programmes' interests:</b></p> <ul style="list-style-type: none"> <li>Regular interest assessment</li> </ul> <p>2) <b>Information and knowledge resources activities:</b></p> <ul style="list-style-type: none"> <li>1 permanent on-line information and documentation service;</li> <li>4 studies, surveys and guides;</li> <li>1 on-line searchable project database.</li> </ul> <p>3) <b>Networking and cooperation activities:</b></p> <ul style="list-style-type: none"> <li>3 conferences;</li> <li>6 learning events;</li> <li>1 advisory service per programme;</li> <li>3 thematic or programme networks animated;</li> <li>2 laboratory groups animated.</li> </ul> <p>4) <b>Dissemination and publicity:</b></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>3 press conferences.</li> </ul> <p>5) <b>Quality and knowledge management:</b></p> <ul style="list-style-type: none"> <li>internal quality management applied;</li> <li>internal evaluation system applied;</li> <li>external evaluation system applied;</li> <li>5 internal coordination and planning meetings;</li> <li>Participation at INTERACT events whenever useful;</li> <li>Participation at other events whenever useful;</li> <li>1 inception report and 3 six-monthly reports (including 3 verifications of expenditure and final report).</li> </ul> | <p><b>MEANS</b></p> <p>a) 9 Key experts (KE)<br/>b) Short term experts (STE)<br/>c) Incidental expenditure (IE)<br/>Expenditure verification (EV)</p> | <p><b>COSTS:</b></p> <p><u>Total budget:</u><br/>3.965.000 EUR<br/>for 45 months</p> | <ul style="list-style-type: none"> <li>Interact ENPI Point Turku continues to operate as in Phases I and II of the project</li> <li>The key expert team stays available and works as foreseen in the work plans</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 SPP</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> |
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