

INTERACT 2007-2013

Good Governance of European Territorial Cooperation Programmes

Multi Annual Work Programme

in accordance with Chapter 5 of the
INTERACT 2006 – 2013 Operational Programme Document

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LIST OF ACRONYMS

AA	Audit Authority
AWP	Annual Work Plan
CA	Certifying Authority
ComG	Communication Group
ConG	Content Group
CooG	Coordination Group
EC	European Commission
EDF	European Development Fund
ENPI	European Neighbourhood Policy Instrument
ERDF	European Regional Development Fund
FinG	Finance Group
ETC	European Territorial Cooperation
IP	INTERACT Point
IPA	Instrument for Pre-Accession Assistance
IS	INTERACT Secretariat
MA	Managing Authority
MAWP	Multi Annual Work Programme
MC	Monitoring Committee
ManS	Managing System
NCP	National Contact Persons
OP	Operational Programme

1 INTRODUCTION

In the 2000 – 2006 programming period the INTERACT Programme has contributed to the improvement of INTERREG programme and project generation and implementation, as well as administration and accounting. It has brought forth a network of stakeholders who actively participate in a European-wide process of exchange and learning, across national institutional contexts and all three strands of territorial cooperation. The INTERACT Programme has built an effective support system and put national and regional stakeholders in relation to each other and with European stakeholders.

A thorough reflection process involving the Monitoring and Steering Committee, the European Commission, the Managing Authority (hereinafter MA), the INTERACT Secretariat (hereinafter IS) and INTERACT Points (hereinafter IPs) has led to a redesign of the INTERACT Programme at the transition between the first and its second term.

The Programme essentially builds on the achievements of INTERACT 2002-2006, but responds to a new scenario as set by the new programming period policy and regulations. In particular the new European Territorial Cooperation Programmes will have to adopt a more strategic orientation and focus on Lisbon and Gothenburg agendas, select and finance strategic projects and in some cooperation areas work with Candidate and Potential Candidates Countries. Whereas requirements for European Cooperation Programmes and projects have been increased in 2007-2013, expectations from many (political) stakeholders have increased at the same time who have announced to carefully monitor the value-added of this initiative in future. These few examples introduce a very challenging situation for European Territorial Cooperation and INTERACT 2007 – 2013 Programme which will have to face and operate within.

Given the above context INTERACT will contribute to:

- 1- increase the efficiency and effectiveness of programmes and projects by providing technical and thematic support and generating knowledge and information;
- 2- operate as a platform to facilitate and strengthen the exchange of know-how and transfer of knowledge.

These two main objectives will guide the programme management which will focus the initiatives in four different cooperation areas. The programme management will also work with a flexible approach:

- 1- responding to demands and needs of stakeholders as they emerge;
- 2- involving directly European Territorial Cooperation Programme actors in the adjustment of priorities and in the identification of new interventions;
- 3- researching and producing new training tools and working methodologies as the overall context evolves and the programme actors become more and more involved and active in INTERACT;
- 4- improving procedures and tools to achieve a high level of quality;
- 5- spreading good governance approaches.

In organisational terms, the experience shows that INTERACT 2007-2013 has to strengthen its organisational core and to brace the organisational ties within the Managing System (hereinafter ManS) made of MA, IS and IPs.

This document is the Multi Annual Work Programme (hereinafter MAWP)¹. It is intended to describe in more detail the services to be provided in each Programme Priority by the whole Managing System. In the following chapters the document illustrates the roles and the functions of the Units responsible for programme management and delivery as well as the working processes and related responsibilities of each single Unit. It also explains how the Programme will operate and respond to the demands and the needs of European Territorial Cooperation stakeholders. Finally the document presents the financial commitments per year and Unit in accordance with the allocations of the Operational Programme Document.

The MAWP is content-related and serves as an additional document to the Operational Programme. It also contributes in part to the description of the Management and Control Systems according to Art. 71 of Regulation 1083/2006².

In order to comply with the complex and constantly changing environment of European Territorial Cooperation, INTERACT 2007 – 2013 will define single Annual Work Plans for the whole ManS – in close and ongoing contact with stakeholders – detailing the concrete INTERACT activities for each calendar year.

Both the Multi Annual Work Programme as well as the Annual Work Plans are subject to approval of the Monitoring Committee (hereinafter MC). The single Annual Work Plans shall also be approved by the Monitoring Committee.

¹ Section 5.3.2 of the INTERACT 2007 – 2013 Operational Programme Document

² The description of the Management and Control Systems as applied in INTERACT 2006 – 2013 will be sent to the European Commission within 12 month of the approval of the Operational Programme Document.

2 GLOBAL OBJECTIVES, PRIORITIES AND BENEFICIARIES

The **global objective** of INTERACT 2007-2013 is to support the European Territorial Cooperation Objective (Objective 3) Programmes, co-financed by the European Regional Development Fund, in the programming period 2007-2013 by providing services to the target groups. The Programme aims at:

- increasing the efficiency³ and effectiveness⁴ of European Territorial Cooperation Programmes and projects relating to specific geographic spaces or thematic fields and
- contributing to the quality⁵ of and know-how in cross-border, trans-national and interregional cooperation in the 27 EU Member States and in the Programme associated countries Norway and Switzerland.

The Operational Programme addresses **two priorities**:

- Development and delivery of products and services to the target groups
- Technical Assistance

A **beneficiary** in the meaning of Article 2 pt. 4 of Council Regulation 1083/06 is „*an operator, body or firm, whether public or private, responsible for initiating or initiating and implementing operations*”. In this regard the beneficiaries of INTERACT 2007-2013 are the INTERACT Point hosting institutions as well as the programme Authorities. However, the concrete beneficiaries of the Programme services are the European Territorial Cooperation operators and stakeholders involved in the different Programmes throughout Europe. In this document they will be referred to as addressees.

It is particularly important to mention that strict cooperation will be established with the ESPON, URBACT and INTERREG IVC Programmes, as well as with the activities carried out within the initiative “Regions for Economic Change”. This relationship aims at reaching all stakeholders and provides excellence in regional policy knowledge transfer, network building, dissemination of good practices and European policy debate. The INTERACT Programme will rely on a group of experienced professionals located in the INTERACT Secretariat and the INTERACT Points representing the core of the Programme knowledge and the assurance of its transfer to targeted addressees in the years ahead.

However, the programmes aim could not be reached without an active involvement and commitment of “INTERREG-stakeholders” located in Member States as well as at supra-national level willing to actively contribute to the programmes objective as well as to the value-added of European Territorial Cooperation.

³ Efficiency signifies the ratio of an activity to the resources input.

⁴ The extent to which a programme has made desired changes or met its goals and objectives through the delivery of services.

⁵ Quality means conformance to requirements. Quality assurance can be defined as a refined process in which products are assessed, improved, ensured, and confirmed.

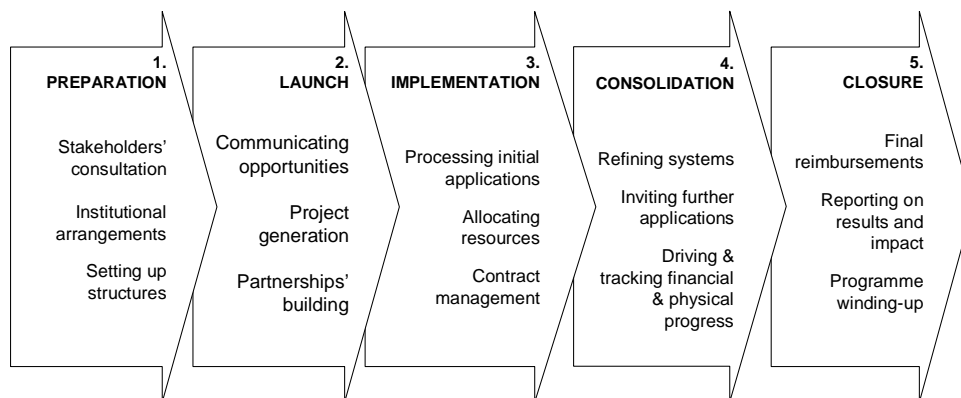
3 TARGET GROUPS AND ASSESSMENT OF NEEDS

The core group of actors that INTERACT will address is primarily represented by the institutions and bodies responsible for the management and delivery of the European Territorial Cooperation Programmes. In the INTERACT 2007 – 2013 Operational Programme Document they have been defined as “target groups”⁶. They include all bodies formally responsible for overall programme management and implementation⁷.

The INTERACT 2007-2013 Programme is expected to identify and assess the needs of the target groups and structure an efficient and prompt answer with the involvement of the whole ManS. In order to meet the global objectives as set out in Chapter 2 the programme’s offer has to go beyond a mere focus on management techniques but has also to establish and make working appropriate links to institutional and thematic networks aiming to improve knowledge and practice in territorial policies as such. In this respect INTERACT offers the platform for exchange on issues related to good governance and strategic orientation. INTERACT will evolve with the direct contribution of its addressees (European Territorial Cooperation programme actors). They both will benefit from services, tools and sources of information and concretely contribute to design them and the format of their delivery.

The INTERACT Programme management will operate by constantly seeking addressees’ point of view and involving them as much as possible in delivery.

The INTERACT Programme will have to serve needs that evolve and change as the programming period of European Territorial Cooperation programmes advances. This means that the programming calendar and the related Programme life cycle can to some extent be used by INTERACT as a guide. The task list can – in the course of the whole life cycle of European Territorial Cooperation Programmes including the IPA cross-border programmes – be ascribed to five stages (e.g. see figure below): programme preparation; launch; implementation; consolidation (characterised by refinements to systems and an increased focus on strategic steering, including the tracking of financial and physical progress) and closure. A horizontal task is the progress monitoring starting in phase 2 up to phase 5.



⁶ Chapter 3.1 of the INTERACT 2007 – 2013 Operational Programme Document.

⁷ Council Regulation EC No 1083/2006 of 11 July 2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and repealing Regulation (EC) No 1260/1999.

Experience, however has shown that programmes will be at different points in the implementation cycle with some more advanced than others. Some reasons are the varying start dates, the diversified levels of management experience amongst programme stakeholders – new Managing Authorities, new MC, the differing progress made by programmes in terms of gaining operational momentum, etc...). In this case the support provided by INTERACT needs to meet the different “speeds” programmes are developing and has therefore to be adapted accordingly.

These different speeds aside, the five stages programmes usually straddle during their life time and create a predictable demand for products and services to be developed and delivered by INTERACT in due time. These actions will be planned ex ante in the Annual Work Plan.

One of the lessons learnt from INTERACT 2002-2006 however is that programmes’ needs can be manifold and – as emerging from changing political and/or organisational frameworks – can be rather unpredictable. Therefore INTERACT will have to be able to identify these needs and consequently provide ad-hoc adaptations of services foreseen or – if necessary – to develop new services in due time. The identification of this kind of need will have to be regarded as a stimulus to the generation of new ideas and definition of management tools. This should prevent problems and secure in time solutions. INTERACT will basically conduct an ongoing assessment of needs which will represent the guiding principle of its implementation.

The group of services which is not conventional would include activities going beyond the mere “technical assistance” function of the programme. These will have to address needs stemming from the programme’s understanding to improve knowledge and services in territorial policies as such. As already mentioned INTERACT 2007-2013 will have to establish and make operational links to relevant institutional and thematic networks in order to serve as a platform for exchange on issues related to good governance and strategic orientations. Mutual information, regular round tables and exchanges at strategic level might need settings which will have to be tested.

In 2004 and 2005 INTERACT conducted two relevant studies oriented to assess needs of programme and project stakeholders.⁸ The outcomes still provide a good background, but due to the dynamic environment in which territorial cooperation is implemented, more recent resources are sought for. During INTERACT 2007-2013, activities aiming at needs assessment will be fully incorporated into the standard implementation of the programme. It will be thus embedded in the interactive communication between the ManS on the one side and the target groups on the other side comprising the following elements and processes:

- the set-up of regional networks linked to each IP represent the most important element for efficient and effective “customer” relations. This structure will allow IPs constant close contact with customers and stakeholders within their regional network and therefore the possibility to provide services in a flexible, demand-responsive way. The INTERACT Staff will build and strengthen personal relationships with programmes’ stakeholders and make this a regular source of valuable information. The Staff will take into consideration the expectations of target groups and will organise activities accordingly. Each Regional/local network will develop and grow with its own specific characteristics.
- as a general rule once a year an assessment of needs of the European Territorial Cooperation Objective stakeholders will be conducted in relation to the achieved stage of the Programme life cycle. This exercise might be managed via an on line web based

⁸ INTERREG– An Assessment of Needs by INTERACT, February 2004, Vienna and “A Study of the Mid-Term Evaluations of INTERREG Programmes for the Programming Period 2000-06”, European Policies Research Centre, University of Strathclyde, Glasgow UK, January 2005, Vienna.

questionnaire which will be prepared within the INTERACT Content Group (ConG) and in consultation with the INTERACT National Contact Persons⁹ (see Annex 1).

- the Network of the INTERACT National Contact Persons (NCP) will play an active role in terms of identification of specific national/programme needs and requirements.
- thematic assessment of needs will also be organised with regards to generation of project ideas, groups and networks of professionals (officials working for the Transnational, interregional and Networks' programmes), specific typologies of cooperation (e.g. maritime, mountain and remote areas, etc...).

Personal relationships and professional contacts in this environment play also a crucial role. In addition, "traditional" tools such as surveys on demand, questionnaires, and focus groups will be used. They will always be channelled through the quality assurance process (steered by the Coordination Group – CooG and the INTERACT Secretariat) in order to avoid information asymmetry and distorted communications flows within the ManS and especially to prevent the INTERACT target groups from being overwhelmed.

The above described processes will be subject to revision on a regular basis and changes will be introduced should circumstances and working environment require. They will also offer the possibility to set priorities from the very beginning in order to guarantee the flexibility of INTERACT to adapt to changing requirements/requests through the years.

⁹ Tasks and composition are described in Chapter 5.3 of the INTERACT 2007 – 2013 Operational Programme Document.

4 DESCRIPTION OF THE DEVELOPMENT AND DELIVERY OF SERVICES AND PRODUCTS (PRIORITY 1)

The programme structure figure gives an overview of the services and products delivered by INTERACT 2007-2013. The figure and the following description of each element of future activities are meant to guide INTERACT MC Members and Programme Managers into the detailed planning of the Annual Work Plans (AWP). The Operational programme Document remains the main reference document as far as the use of the outputs and results indicators is concerned as well as their quantification for the whole implementing period. At the same time INTERACT is recommended to keep an open and flexible approach and thus to explore new activities and also new partnerships. Moreover this will be assured by an ongoing assessment of needs of the European Territorial Cooperation Programme stakeholders and furthermore by their direct contribution to programme implementation.

Overview 1: Programme structure figure of INTERACT 2007-2013

Fehler! Es ist nicht möglich, durch die Bearbeitung von Feldfunktionen Objekte zu erstellen.

*Including Communications as horizontal task of QM

4.1 INFORMATION RESOURCES

Information resources relate to access to information and knowledge, as well as added value tools and reference materials which are made available to the INTERACT target groups. To this regards information resources will aim at building the INTERACT Programme web site (portal). This will incorporate a data base of documents and management models and tools accessible for programme management structures throughout Europe. It will also have interactive features which will strengthen the sense of community of the European Territorial Cooperation Programme management people.

Preparing a resource involves an investment in terms of obtaining, collecting, organizing, analyzing and/or communicating information relevant to (all) stakeholders of European Territorial Cooperation. The related activities are subdivided under the headings “knowledge base” and “tools”.

4.1.1 KNOWLEDGE BASE

a) Applied studies and surveys

Studies and surveys will be carried out for

- identifying good practice examples for instruments and tools for programme, process and financial management as well as for individual, team and institutional capacity building,
- analysing and comparing institutional arrangements (internal to the administrations and external when dealing with third parties) in the EU member states with regards to programme management and project implementation,
- generating content related to the priority themes of the Structural Funds (innovation and knowledge economy; accessibility and services of general economic interest; environment and risk prevention; employment, training and adaptation; and social inclusion),
- continuously assessing the needs of target groups in diverse geographical and institutional contexts.

Studies will be carried out on the basis of thorough scrutiny, whether the respective knowledge can be brought in from existing studies and documentations¹⁰.

b) Material sets

Collections of useful materials for publication and/or for research purposes:

- training course materials transferred to the web after the training (e.g. a collection of communication plans from European Territorial Cooperation programmes)
- the materials from a conference (slide presentations and a conference report) published after the event

c) Internal and public databases (web resources)

Information and databases (development and maintenance) are continuously completed and upgraded, not only for fuelling internal communication and networking with the target groups, but especially to provide a valuable information source for each person or institution involved and interested in European Territorial Cooperation, IPA, ENPI, the implementation of the European Development Fund, where appropriate, as well as for external users. The

¹⁰ See the exemplary decision chain for the elaboration of a study in chapter 7.2.

INTERACT databases implemented in 2002 -2006 are the basis for future development. It was so far extensively consulted and used both by INTERACT Programme Managers as well as INTERREG actors.

The database is also a repository of published training courses, conference proceedings and a collection of useful materials from European Territorial Cooperation Programmes.

d) General information services

Each IP and the IS is responsible to directly answer spontaneous requests and to provide guidance for the information-seeking target public. In accordance with the theme and argument requested (e.g. financial management) the demand will be processed by the relevant person in the IP or the IS in accordance with management processes as described in Section 6.3 of this document.

Requests of technical support from programme managers will be collected, examined and assessed in a jointly and coordinated manner. This process could also lead to the conception and launch of a Help Desk function (e.g. a telephone hot line) within INTERACT.

e) Description and collection of good governance practices in European Territorial Cooperation

Special attention will be paid to the operational features of good governance in territorial cooperation. Following the White Paper on Good Governance¹¹, good practice in making operational the principles *openness, participation, accountability, effectiveness and coherence* in the context of Structural Funds administration shall be identified and analysed. The analytical work results in concise technical dossiers including good practice examples.

4.1.2 TOOLS

The creation and enhancement of new joint programme management bodies (Managing Authorities, Joint Technical Secretariats) attracted a lot of attention during the period 2000-2006. Consequently the national and regional administrations responsible for programme and financial management and control have been less targeted. The technical and organisational capacity of these (mostly public) administrations deserve more attention from INTERACT 2007-2013 as bottlenecks or deficiencies on this side can negatively affect the efficiency of programme implementation.

This is specifically appropriate for first level control of expenditure, which turned out to be a major source of insecurity and organisational stress. Second level control will also need to be addressed. In this regard INTERACT experienced in the 2000 -2006 period the setting up of an EU-wide platform for trans-national financial control (Financial Control Group). The Programme will build on this experience when addressing issues such as models and methods for system and sample checks.

The means and the procedures for monitoring and steering cooperation programmes represent a key target for the INTERACT Programme. Similarly the necessity to build information on the concrete impact that programmes have had and have on their territories has to be furthered. Results achieved by projects must be analysed and provided to programme managers for more effective planning (process of capitalisation).

The same holds true for the nature of the composition of the monitoring committees and the various typology of professional profiles of the decision makers. As a consequence the

¹¹ EUROPEAN COMMISSION: European Governance: A White Paper. Bruxelles, 25.7.2001, COM (2001) 428 final.

effectiveness of these settings and decisions making procedures will be relevant in tool development under INTERACT 2007-2013.

The Regulation (EC) No 1082/2006 on European Groupings for Territorial Cooperation (EGTC) is intended to provide a new legal basis for cross-border and trans-national cooperation structures and will need to be explored by pioneering programme partners when it enters into force. In this regard cooperation with other EU Institutions (Committee of the Regions) and Organisations will be envisaged. Procedures and tools will be analysed and developed on the basis of the analysis of the forerunners' experiences.

Special attention will also be devoted to mainstream regional programmes having integrated the "interregional cooperation" into their Priorities. This would open a new area of cooperation for INTERACT with regional administrations so far only partially engaged in INTERREG. Potentialities will have to be assessed and consequent actions taken in the years ahead.

Some examples point into the direction of a programme architecture integrating bilateral cooperation into overarching trans-national cooperation structures (e.g. Baltic States). The European Commission also promotes a grouping of small cross border programmes into multilateral programmes, a process which could specifically profit from the know-how available through the INTERACT network wherever the programme partners agree to merge.

These and other practices deserve further exploration and examination in order to draw lessons for learning and transfer. Several working tools have been developed under INTERACT I and are still useful and pertinent. Many others will have to be produced as the implementing scenario changes.

a) Refinement and upgrading of tools developed in INTERACT 2002-2006

The tools already developed under INTERACT 2002-2006 will have to be refined and customized to different constitutional framework conditions and administrative cultures.

b) Development of new tools

The new generation of European Territorial Cooperation Programmes will require the elaboration of new tools, taking into account existing programme elements subject to new requirements (e.g. lead partner principle, first level control at National level etc.), new programme elements (e.g. EGTC) and new contexts (e.g. IPA and EDF cooperation areas).

At the same time, the INTERACT Managing System will, to an increasing extent, provide "tool making tools" to the target groups.

4.2 COOPERATION

Concrete activities consist in the development and delivery of services summarised in the organisation of the target public in a two-tier network and in exchange and transfers.

Frequent exchanges are a good seedbed for network learning, and therefore they continue to be an important activity. Exchanges can be organised as theme-oriented meetings or visits but it should be taken into account that many of them often take place spontaneously in and around workshops, seminars, conferences or stakeholder trainings. This type of activities have been the most successful and demanded in INTERACT, especially in the latest phases, and resulted to be the core business of the Programme. Various target groups and addressees are put at the middle of INTERACT's objectives and drive to some extent delivery's priorities.

4.2.1 NETWORK COORDINATION

a) Two-tier network coordination

For enhancing a growing community of actors and stakeholders in European Territorial Cooperation, two organisational characteristics are required at the same time:

- an efficient accomplishment of core tasks according to general quality standards;
- at the same time the delivery system must keep close ties with the whole range of target groups who operate in different governance systems and socio-economic contexts, embodying different institutional cultures.

To meet this challenge, a dual approach is foreseen:

- I. high efficiency and effectiveness of the core functions can be best ensured by firm ties linking the INTERACT Secretariat with the INTERACT Points and with a EU-wide NCP (National Contact Persons) network;
- II. flexible customisation of the delivery will be ensured by a split into non-exclusive regional networks facilitated by the INTERACT Points.

Therefore, the Managing System, with the IS in the coordinating role and the IP in the foreground will operate a two-tier network consisting of:

- the European-wide community of stakeholders of all strands of European Territorial Cooperation and
- geographical subsets which are attended by INTERACT Points obtaining the relevant connections, contextual knowledge, language skills etc.

The two-tier network is first of all a device for network learning. This expression epitomizes all processes in the course of which individual participants, teams, associations, organisations and institutions involved, and the network as a whole continuously acquire competencies and improve their capabilities to handle complex tasks inherent to territorial cooperation.

b) External networking

Access to the networking facility is specifically important for stakeholders involved in ENPI programmes or in the use of the European Development Fund, thus not directly participating in INTERACT 2007-2013, but feeling similar needs in terms of experience exchange and capacity building.

A privileged partnership will be developed with Network programmes such as URBACT, ESPON and INTERREG IVC.

Networking with partners beyond the immediate target public will also increase, first of all with European institutional networks (such as Committee of the Regions, European Investment Bank, European Investment Fund, etc.). They shall be regularly supplied with relevant, up-to-date information and occasionally contacted for joint actions.

External networking could, to a certain extent and on the basis of agreed projects, also reach out to institutions such as the Council of Europe and the OECD, whenever elements of regional policy and cooperation emerge. In this regard, networking with organisations and associations of European regions, municipalities or other local authorities in general could also generate positive synergies (e.g. AER, AEBR, Eurocities, AEM, CRPM, CCRE, UBC).

4.2.2 EXCHANGE AND TRANSFER

Building on the tradition established during INTERACT 2002-2006 – and with the aim to respond still more effectively to the demand of addressees – workshops, seminars and conferences will be organised to exchange, generate and disseminate knowledge, to increase the competencies of an enlarged group of stakeholders, to attract new actors and to promote new tools and standard procedures. There is a distinction to be made between the types of events:

a) Seminars and Workshops

The INTERACT seminars and workshops provide space for intensive exchange and generating new knowledge; in these events a limited number of participants, selected and invited according to the specific theme, actively contribute to cross-fertilisation and innovation.

b) E-workshops

Before and after major events, as well as on the occasion of the availability of interesting resource persons (e.g. from the EC), web space and web-based communication tools will be provided for the target groups. The opportunity to efficiently use web-based discussion platform will be further investigated and developed.

d) Advisory services

Due to the evident success and the existing demand, advisory services will be intensified. The INTERACT Programme Staff will be, in first instance, able to deliver customised expertise directly to the source of demand. The number and the expertise of Staff employed should be regarded as first source of needs and problems solving. However should the requests considerably increase during programme implementation, INTERACT could in part rely on the experts pool set up in 2002 – 2006.

Experts will generally be searched among European Territorial Cooperation stakeholders. In the sense of drawing real benefits from the network of European Territorial Cooperation stakeholders (from Member States, European Commission, European Territorial Cooperation authorities etc.), peer advisory services will be given priority. The multiplicity of themes, issues and contexts requires a multifaceted approach to identifying and brokering the most appropriate know-how.

The aim is to bring together the right people on appropriate issues, and to turn customers into contributors, therefore the cutting-edge programmes with more advanced and efficient procedures in specific fields will share these good practices and knowledge with other programmes.

e) Laboratory groups and pilot networks

On demand of the INTERACT practitioners, laboratory groups can be set up to develop specific topics with the aim to generate specific knowledge, and transform it into technical and management support instruments for stakeholders in European Territorial Cooperation programmes.

The Managing System sets a reliable frame for laboratory groups. Laboratory groups are small teams composed of interested people from target groups and staff members of the managing Unit. A laboratory group is led by a staff member of an INTERACT Point or of the

INTERACT Secretariat and assigned by the Coordination Group¹² on demand of the presumptive team members of the laboratory group. Given a financial availability in the AWP the Coordination Group¹³ allocates resources to the laboratory group and sets the time frame for its activities.

A laboratory group may work on a new approach, or produce a new tool or model-like procedure. If it succeeds to produce a tool, it will be tested by the presumed users (Managing Authorities, Joint Technical Secretariats etc.), under the supervision of the Managing System. In specific cases, the test may be run by or in pilot networks, in order to get a clear picture of the added value or of possible deficiencies before recommending the tool to the target public. After the test phase it will be made available as a web-based tool and/or in hard copy for dissemination to the target public.

Pilot networks can be set up with the support of the ManS, if they fulfil the required criteria set by the ManS. Pilot networks serve to

- exchange and elaborate on topics which are neither generic enough as to trigger a process pertaining to the whole network, nor all too specific as to belong to the realm of single programmes or member states;
- run test phases for new tools and model-like procedures developed by single IP, by the ManS or by laboratory groups.

f) Conferences

Conferences are large events contributing to disseminate acquired knowledge or to introduce new instruments or legislation, which are interesting for a wider audience. They make INTERACT 2007-2013 more visible to the interested public. Conferences also have an eminent function in creating new links and intensifying network relationships and social capital among participants.

4.3 DISSEMINATION AND PUBLICITY

This group of interventions serves the targets of priority 1 of the operational programme, but its range of activities also pertains to the Communication Strategy and the Communication Plan according to Council Regulation (EC) No.1083/06 and European Parliament and Council Regulation 1080/06.

Further information on the dissemination and publicity strategy, as well as a more detailed methodology can be found in the INTERACT 2007-2013 Communications Plan, Section Publicity and Information Channels and Activities.

a) Web portal

The INTERACT Website will fulfil two functions:

- creating a platform for the European Territorial Cooperation/INTERREG programmes to access news, information and resources of relevance to their implementation.
- continuing to be a portal website as INTERACT's main communication channel

Compared to the current INTERACT Website, the INTERACT 2007-13 website will focus increasingly on:

- the development of a press section containing programme official press releases
- the development of online learning tools through interactive presentations

¹² The structures and processes of operational decision-making are set out in detail in chapter 5.4.

¹³ idem

- continuous feedback collection through regular online questionnaires
- response-based features
- user-friendly lay-out and easy information search

The development of the INTERACT Website is the responsibility of the IS, which will seek input from the INTERACT Points through the ComG.

b) Publications

A range of programme publications such as handbooks, studies and material sets will be developed in English following the INTERACT Corporate Identity by the INTERACT Points or the INTERACT Secretariat and made available through the INTERACT Website as the main communication channel. A limited number of hard copies will be produced for dissemination as well.

c) Newsletter

The IS will be responsible for the editorial strategy of the INTERACT Newsletter. Content for each edition will be decided with input from the Communication Group (ComG). The IS will publish and disseminate the periodic newsletter which shall address the INTERACT Target groups electronically in English. Hard copies of the newsletter will be available in English only.

The Newsletter will be complemented by regular electronic 'news flashes'. These news flashes will be coordinated by the INTERACT Secretariat and will primarily address the internal INTERACT Target group (Monitoring committee, National Contact Persons etc.).

d) Publicity materials (promotional initiatives)

A range of publications such as press releases, flyers and information leaflets will be developed in English following the INTERACT Corporate Identity by the INTERACT Points or the INTERACT Secretariat. The development of these materials will be overseen by the IS supported by ComG and will be disseminated through the INTERACT Website, dissemination campaigns and promotional initiatives and through both INTERACT and third party events.

4.4 THE PRODUCTS AND SERVICES COMMUNICATED TO THE TARGET GROUPS

The programme structure figure (overview 1) and the related explanations (sections 4.1 to 4.3) represent the reference model for the internal coordination amongst IPs, IS and MA. The model which recalls the one in the Operational Programme Document is intended to appropriately monitor and evaluate programme progress and performances. As a consequence it serves to regularly report to INTERACT MC and the EC.

In the communication towards the target addressees, the system will be presented in a more straightforward way, even if compatible with its composite internal logic. Essentially six types of products/services will be communicated around two main areas of intervention:

KNOWLEDGE AND INFORMATION

- Studies
- Information services
- Guides

EXCHANGE AND TRANSFER

- Learning events
- Development and advisory services
- Conferences

At this point in time these products/services comprehend all the activities included in the programme logical framework. The following table provides an overview for a better understanding of the consistency of the terminologies used in the Operational Programme Document and the Multi Annual Work Programme vis à vis the communication to the target addressees¹⁴.

Overview 2: Terminologies used for products and service delivery in INTERACT 2007-2013

OPERATIONAL PROGRAMME AND MULTI-ANNUAL WORK PROGRAMME	COMMUNICATED OFFERS
<i>INFORMATION RESOURCES</i>	<i>KNOWLEDGE AND INFORMATION</i>
<i>Knowledge Base</i>	Studies
Applied studies and surveys	
Material sets	
Internal and public databases	Information services
General information services	
Description and collection of good governance practices in European Territorial Cooperation	
<i>Tools</i>	Guides
Refinement and updating of tools developed in INTERACT I	
Development of new tools	
<i>COOPERATION</i>	<i>EXCHANGE AND TRANSFER</i>
<i>Network Coordination</i>	Learning events
Two-tier network coordination	
External networking	
<i>Exchange and Transfer</i>	
Workshops	
Seminars	Development and advisory services
E-Workshops	
Advisory services	
Laboratory groups and pilot networks	Conferences
Conferences	
<i>DISSEMINATION AND PUBLICITY</i>	
Web portal	
Publications	
Newsletter	
Publicity materials	

¹⁴ Specific provisions will be given with the INTERACT 2006 – 2013 Communications Plan which will be a separate document submitted to the EC in accordance with Council Regulation (EC) No.1083/06 and European Parliament and Council Regulation 1080/06.

4.5 QUALITY MANAGEMENT

Rigorous quality management ensures the coherence, usefulness and viability of the tools and support instruments, as well as of communication flows, competence nodes and the enabling process itself.

Quality management ensures the overall excellence of INTERACT products and services, and certifying active members of the INTERACT network who are willing to contribute in laboratory groups, pilot networks or networks of professionals. Quality management will consist of two complementary approaches which are described here below and which will be anyhow complemented by a systematic assessment of needs of the European Territorial Cooperation programmes stakeholders as well as the research of their direct contribution to the programme implementation.

4.5.1 FIRST APPROACH: QUALITY MANAGEMENT AS EMBEDDED IN THE OPERATIONAL STRUCTURE OF THE MANAGING SYSTEM

The first level of quality management is structured along four permanent working groups in which team members of all Units of the Managing System (IS, IPs) participate:

- Coordination Group (CooG)
- Communication Group (ComG)
- Finance Group (FinG)
- Content Group (ConG)

Other (temporary or permanent) **Task Groups (TG)** can be assigned for specific purposes (e.g. ENPI link or EDF funded operations) on assignment by the CooG. The composition and specific assignments for each group is described in detail in chapter 6.2. These working groups will be operatively coordinated by the IS which will also acts to avoid inconsistencies in content development, implementation and delivery.

With these working groups, quality management will be directly embedded into the production processes themselves. It will be ensured by those who are responsible for the relevant processes of development and delivery. The overall responsibility and supervision of the primary processes for developing and delivering products and services is in the hands of the Coordination Group, the steering body of the ManS.

Periodic feed back is obtained from the ongoing-contacts with the target groups and especially from the **National Contact Persons (NCP)**.

The assurance of quality in programme delivery will additionally benefit of the strict cooperation with the European Commission and in particular the involvement and the contributions of the different officers responsible for the European Territorial Cooperation programmes throughout Europe.

Focus groups for self-evaluation are set up developing and using a limited number of key indicators allowing immediate insights into the functioning of the whole INTERACT system, in close connection with the general monitoring system.

Needless to say, quality management will include ensuring that services provided are to the highest standard through proof-reading and testing with key-players. It is particularly relevant mentioning proof-reading activities as these will have to be given high priority. With regard to it the ManS will invest to a large extent on the use of internal Staff as well as consider the option to look for ad hoc technical support of professional translators (e.g. a framework

contract could be envisaged). Should this last become necessary a decision upon will be asked to the INTERACT MC.

4.5.2 SECOND APPROACH: QUALITY ASSURANCE FUNCTION IN INTERACT SECRETARIAT

While a large part of the responsibility of delivering quality lies with projects managed in the Coordinators, Content, Finance and Communications Groups, there is a need to ensure quality across the INTERACT delivery structure in a systematic, harmonised and objective fashion. Following best practice as applied in the majority of international donor organisations the Quality Assurance function is to be kept separate from those responsible for delivery of projects. This can be ensured through the establishment of the position of Quality Assurance Manager in the INTERACT Secretariat. This person would be responsible for “leading” the quality management efforts in INTERACT 2007-2013.

In agreement with the Managing Authority and the Coordinators’ Group, the Quality Assurance Manager would therefore be responsible for:

- acting as INTERACT’s contact person with its External Evaluator (EE) and in this regard produce an annual activity plan which takes into consideration the EE’s own evaluation plan.
- promoting a culture of best practices and lessons learnt with INTERACT, by way of establishing a set of minimum quality standards in relation to content, finance and communication.
- undertaking structured monitoring and evaluation of performance of INTERACT Points and INTERACT Secretariat in relation to such standards and also in view of formally report to the INTERACT MC and the EC.
- acting as the point of contact for providing feedback to all actors involved and in particular to the Coordinator’s Group and ensuring that lessons learnt are shared within the whole organisation.
- designing ways and means to address INTERACT’s institutional learning needs and ensuring that lessons learnt are incorporated into future activities.
- producing studies on the impact of INTERACT operations.
- providing input on training needs of staff.

The Quality Assurance Manager will also contribute to programme delivery by offering to European Territorial Cooperation programmes stakeholders specific knowledge on how organise quality management in this specific working environment. Detailed projects (reference material, training modules and targets of participants) will be planned and agreed within the working groups.

5 DESCRIPTION OF TECHNICAL ASSISTANCE (PRIORITY 2)

According to Article 46 of EC Regulation 1083/06, technical assistance shall accomplish preparatory, management, evaluation, information and control activities of operational programmes together with activities to reinforce the administrative capacity for implementing the funds. The budget available is limited to 6% of the total ERDF allocation.

Given the nature of the INTERACT Programme, providing support to European Territorial Cooperation programmes which to some extent in itself is a kind of Technical Assistance, a clear differentiation between Technical Assistance related to the INTERACT Programme management and INTERACT activities to achieve the aim of the programme will be required.

The following activities are to be carried out within the scope of Technical Assistance in order to ensure the efficient administration of the INTERACT Programme:

- **Management Activities:**
 - Activities relating to the preparation, appraisal and financial implementation of the assistance;
 - Activities involving meetings of the Monitoring Committee and the sub-committees in connection with interventions.
- **Monitoring and Evaluation Activities:**
 - The operation of a computerised system for the monitoring, administration, support and evaluation of the programmes (ongoing systematic recording of the material implementation of the Programme using financial and other implementation indicators);
 - Preparation and carrying out of evaluations.
- **Information Activities**
 - Activities pursuant to Title II (Information and Communication) of the Implementation Regulation.
- **Audit**
 - Audits and on the spot checks of operations to be organised separately from programme management.

The implementation of Technical Assistance is primarily entrusted to the INTERACT Secretariat by the Managing Authority.

6 DESCRIPTION OF OPERATIONAL FUNCTIONS AND PROCESSES

This Chapter describes how the INTERACT Programme will be implemented. In particular, given the working environment which is introduced in section 6.1, the Chapter aims at presenting the operative functions of the INTERACT Secretariat (IS) and the INTERACT Points (IPs) in relation to programme management. It provides the description of the MC and the MA role within the delivery model throughout different phases of programme implementation. It also gives a description of how cooperation zones and European Territorial Cooperation programmes have been assigned to IPs and IS together with the description of the main rules for appropriate delivery.

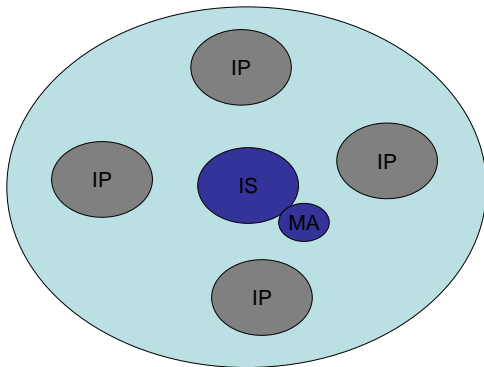
The second part of the Chapter presents the operative model that INTERACT will use in the years ahead and namely defines cases and related processes concerning project (intended as INTERACT products and services) generation and management.

6.1 PROGRAMME STRUCTURE AND DELIVERY MODEL

The description of the managing bodies involved in the programme delivery is given in the INTERACT Operational Programme document (chapter 5.3.1). Nevertheless, before presenting their roles, functions and processes as planned for INTERACT 2007 -2013 it is worthwhile illustrating synthetically the programme structure and the respective operating modules.

Overview 3 shows the implementing bodies as they constitute the operative part of the programme structure (Managing System). It comprises the INTERACT Managing Authority (acting in accordance with art. 59 of Council Regulation (EC) N° 1083/2006), the INTERACT Secretariat (which fulfils the role of technical assistance according to Art. 46 of Council Regulation (EC) N° 1083/2006 as well as a central role in programme implementation) and the four decentralized implementing bodies, hereafter called the INTERACT Points (IPs). The ManS is responsible for the actual programme delivery.

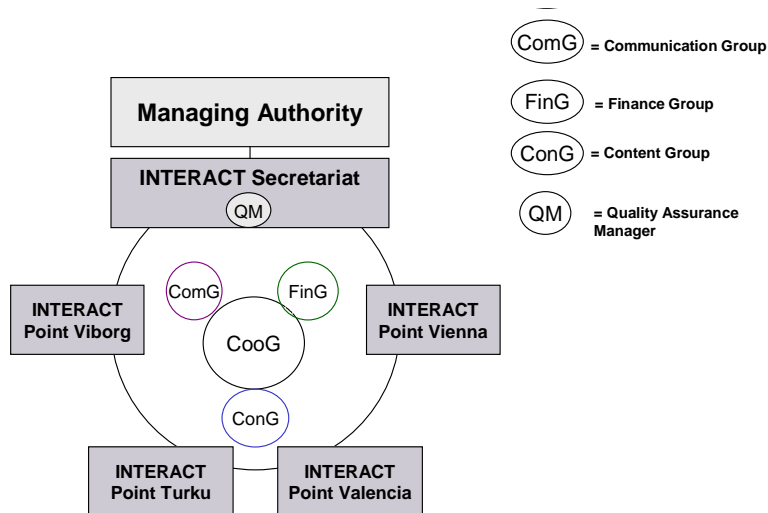
Overview 3: Managing System



The sound management of the programme and the assurance of high quality in delivery are structured around defined working groups with clear competencies and related working processes. The composition and the functions of the working groups are described later in

this chapter. Overview 4 shows the relationship between the different Units of the ManS and the permanent working groups that will operate for the appropriate delivery of the programme in accordance with the identified objectives.

Overview 4: Managing System and Working Groups



The whole programme working environment presented in overview 5 includes the Monitoring Committee, which plays the important role of strategically guiding the programme and consequently taking decisions to satisfy appropriate effectiveness and quality of implementation¹⁵. The European Commission also contributes to the programme planning and implementation by providing technical advice and supporting the ManS in the relations with European Territorial Cooperation stakeholders as well as its internal services.

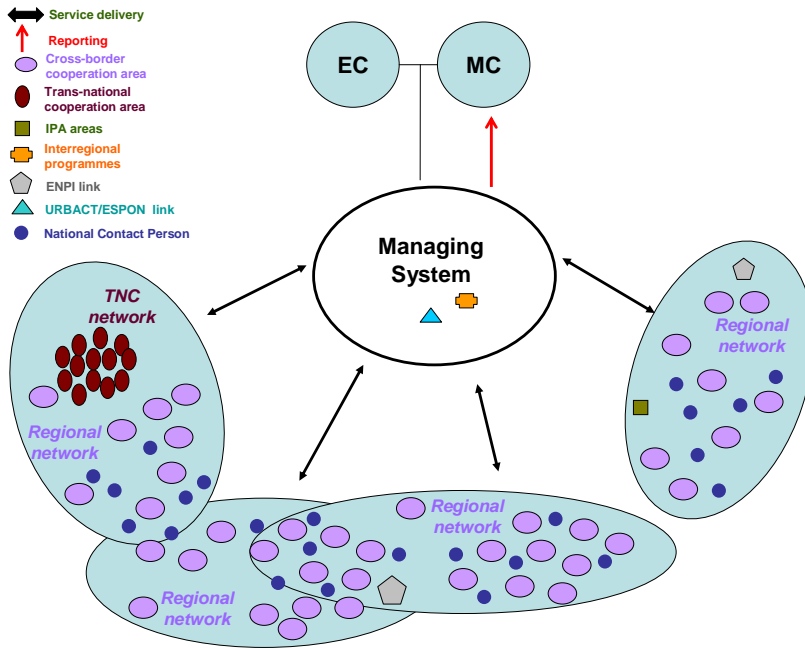
The picture is completed by the National Contact Persons (NCP)¹⁶ which Member States are invited to nominate.

The overview also displays the relationships between the ManS and the programme Target Groups identified with the regional networks or the clusters of different type of cooperation (e.g. transnational, interregional, network programmes). Chapter 7.2 of this document explains the relations between the ManS and the Target Groups as well as the different processes identified for appropriate consistent delivery in all programme areas in order to offer the same high quality standards.

¹⁵ Tasks and composition are described in Chapter 5.3 of the INTERACT 2007 – 2013 Operational Programme Document.

¹⁶ Idem note 9

Overview 5: INTERACT 2007-2013 management and implementation structure



6.2 OPERATIONAL FUNCTIONS

It is essential mentioning that while implementing the programme the following principles will constantly apply to the delivery structure:

- decentralised implementing structure (decentralised INTERACT Points responsible for a regional cooperation area)
- strengthened coordination Unit (INTERACT Secretariat)
- value-added of getting coordinated needs throughout the delivery structure and overall shared programme targeted results
- assurance of quality in content and delivery via a consistent and coordinated INTERACT approach to delivery throughout Europe.
- assurance of flexibility for INTERACT Points to react to stakeholders changing needs (within the limits of programme shared activities jointly planned).
- smooth transfer of know how from INTERACT I to INTERACT II (transition period).

6.2.1 PROGRAMME MANAGEMENT AND IMPLEMENTATION

The Programme is steered by the INTERACT Managing Authority, on behalf of the MC, supported by the INTERACT Secretariat. The strategic planning of the activities is shared with the INTERACT Points which are the implementing bodies in their respective regional areas when dealing with regional networks.

The Section 5.3.1 of the INTERACT 2007 – 2013 Operational Programme Document sets the structural frame for the sharing of tasks and responsibilities in programme management and implementation.

In the following sub-sections (6.2.2- 6.2.4) this frame is made operative and presented more in detail with respect to the roles and tasks of IS and IPs while coordinating of the two-tier network (European and Regional level).

6.2.2 NETWORK COORDINATION, REGIONAL NETWORKS AND THEMATIC RESPONSIBILITY

INTERACT operates according to a cross-strand and a cross-programme approach, which facilitates dissemination of information and identification of good practices with consequent spill over effects. In order to support closely programmes throughout Europe and provide targeted and tailor made services, the IPs are assigned to regional networks of cross border and transnational programmes.

Annex 2 gives a detailed overview upon the assignments, also referring to the programmes financed under external cooperation instruments such as IPA and ENPI Programmes.

The programmes have been assigned to IPs by taking into consideration primarily an appropriate balance in number of programmes to serve, but also in respect to an approximately equal amount of ERDF funds allocated to the European Territorial Cooperation programmes in each zone. Furthermore the concept behind the allocation of programmes relies on the criteria listed below, sorted according to the three strands:

Cross border cooperation (including IPA)

- the geographical proximity/distance of the IP offices to the target groups (although in some cases rather large distances cannot be avoided);
- the history of cooperation in a geographical area (e.g. Baltic space, Alpine area, etc...)
- the working language and the cultural background

Transnational cooperation

The INTERACT 2007 – 2013 Operational Programme recognises the specific character the trans-national programmes have and opts for their primary attribution to one INTERACT Point. They are limited in number and have many essential features in common (project development procedures, second level control system, large area size, etc...). According to the Monitoring Committee the IP Viborg is deemed to be the most suitable and experienced one to fulfil this task. Therefore the IP Viborg is responsible for the coordination of the support to the trans-national programmes.

Nevertheless experience shows that concentrating all the interlinks with trans-national stakeholders in only one IP would definitely weaken the INTERACT delivery model and be hardly acceptable for the trans-national clientele either – given the existing networks and cultural relations in geographical areas.

Taking all this into consideration the INTERACT Point Viborg

- operates as the main centre of expertise for the trans-national programmes;
- works on and promotes capitalization for programme stakeholders;
- encourages the debate on Lisbon and Gothenburg agendas at overall trans-national programme level;
- builds, strengthens and animates the networks of professionals (e.g. of projects managers, financial managers, communications managers);
- regularly consults the EC desk officers responsible for trans-national cooperation (in close coordination with the IS and the respective IP if questions relate to a specific trans-national programme).

At the same time each IP operates for the trans-national programmes in its respective area as first contact and information point for the INTERACT services.

In particular each IP (Turku, Valencia, Vienna and Viborg)

- builds up knowledge and competence about the trans-national programmes assigned (e.g. themes of cooperation, nature and status of project promoters), as well as related programmes assigned (IPA, ENPI and synergies with the European Development Fund);
- creates interlinks between cross border and trans-national programmes in the assigned area and facilitates cross fertilization;
- creates interlinks and provides services between IPA, ENPI and European Territorial Cooperation programmes (when applicable);
- eases communication overcoming possible language barriers;
- supports IP Viborg in service development by fulfilling designated tasks (agreed within the Coog and compatible with the AWP and available resources);
- coordinates with Viborg (and the IS) the active participation to events relating to trans-national programmes or National events organized by programme management bodies;
- encourages the debate on Lisbon and Gothenburg in the respective Regional Network and in single trans-national programmes assigned;
- informs the ManS about specific requests and needs which have to be managed according to section 7.2 of this document (cases and processes).

The IP Viborg coordinates all interventions concerning trans-national programmes and is responsible for avoiding overlaps and duplications. It reports regularly to the Coog on bottlenecks, problems encountered in delivery management and unsolved issues. While evaluating the priority for interventions at European level the Viborg IP consults all IPs and the IS and takes a co-leadership with the IS in the preparation and ongoing adaptation of the AWP.

Network programmes and Interregional Cooperation (ESPON, URBACT, INTERREG IVC)

Given the European dimension of the network programmes and the need to exchange information primarily at programme level the link with these programmes is under the main responsibility of the INTERACT Secretariat and the INTERACT Managing Authority. The IS will constantly coordinate with these programmes. These programmes will be consulted by the IS in the preparatory phase of the AWP and agree on specific projects to be jointly delivered. Such approach is intended to open INTERACT to other target groups (URBACT and ESPON) and to benefit of similar capacities and experiences. The INTERACT MA and IS will establish a dialogue with the respective network programmes' Managing Authorities and Joint Technical Secretariats whereas the operative links with the INTERREG IV Information Points will be discussed and agreed case by case in the Coog.

6.2.3 THE INTERACT SECRETARIAT

As stated in section 5.3.1 of the INTERACT 2007 – 2013 Operational Programme Document, the INTERACT Managing Authority will be supported by a Joint Technical Secretariat, called INTERACT Secretariat, in the implementation of its tasks within the meaning of Article 14.1 of Regulation 1080/06. The INTERACT Secretariat is located in Vienna and will be contracted and supervised by the Managing Authority.

The tasks of the INTERACT Secretariat exceed the usual functions of technical secretariats in programmes funded by the European Regional Development Fund. Due to the specific nature of INTERACT, the IS will also act as an implementing body, contributing with own

services and activities to the operative implementation of the INTERACT 2007-2013 programme, under the overall responsibility and on behalf of the Managing Authority. The INTERACT Secretariat will therefore act as the coordinating Unit of the ManS. The two ENPI Points will be associated case-by-case in issues of their concern. By virtue of its coordinating function the IS will inform, facilitate, enable and coordinate the implementing structures of INTERACT.

The tasks of the INTERACT Secretariat include

- **Technical Assistance Functions (Priority 2):**
 - **To support the Managing Authority in the implementation of its tasks**, among others through
 - the organisation of meetings
 - taking notes and writing minutes and events
 - support in tendering contracts to and working with external experts
 - elaboration of ad-hoc reports and other work papers
 - collecting and analysing data and information for programme monitoring
 - **To support, where appropriate, the Audit Authority respectively the Group of Auditors in the implementation of their tasks** according to Article 14 (2) of Regulation (EG) 1080/2006, amongst others through
 - the organisational preparation of meetings and events
 - delivering invitations, minutes and other work papers to addressees
 - support in tendering contracts and working with external accountants;
 - taking notes and writing minutes
 - **To support the Monitoring Committee in the implementation of its tasks**, among others through
 - the organisation of meetings
 - delivering invitations, minutes and other working papers to addressees
 - the preparation and implementation of operational MC decisions;
 - the drafting of minutes
 - **To coordinate, cooperate and monitor progress made by INTERACT Points** through
 - collecting and checking thematic reports (activity and financial report)
 - monitoring activity progress (outputs delivered and results achieved) and financial implementation;
 - **To elaborate the annual and final implementation reports** according to Article 67 of Regulation (EG) 1083/2006 and especially the information listed in paragraph 2;
 - **To provide information and publicity on the programme and its operations** according to Article 69 of Regulation (EG) 1083/2006 and chapter II section 1 of Regulation (EG) 1828/2006, as far as applicable for the INTERACT programme, among others through
 - the elaboration of the INTERACT communication plan
 - the instalment and ongoing technical management of the INTERACT Website
 - the technical realisation of publications (studies, brochures, etc.).
- **Operative functions for programme implementation (Priority 1):**
 - **To lead the strategic programme coordination and the quality management in ongoing close coordination with the MA in order to ensure that the overall programme objectives are met, notably by**

- coordinating the timely elaboration – and revision, if necessary – of the draft Multi-Annual Work Programme and the draft Annual Work Plans in collaboration with the IPs as well as the elaboration of IS contributions for these documents, particularly as regards the role and tasks of the IS;
 - coordinating the operations under Priority 1 (service development and delivery) as well as related quality standards and qualification measures, together with the INTERACT Points;
 - managing the schedule of activities for the whole programme, identifying synergies and initiating joint actions;
 - preparing/organising (in terms of content and organisation), facilitating, leading, reporting on, and documenting the meetings of the working groups (CooG, FinG, ConG, ComG and other thematic groups in which the MA, IS and IP are represented) installed for the internal coordination of the programme implementation, eventually coordinating their follow-up;
 - identifying the tasks and responsibilities and ensuring the deadlines decided;
 - defining standards and procedures and leading processes for internal cooperation and coordination;
 - leading an ongoing change management process in close cooperation with the external evaluators: to assess deliverables as well as processes against quality standards and to provide concrete recommendations for improvement, including staff-profiles/training.
- **To act as an implementing body among several in the ManS elaborating services and activities by itself, especially for internal service functions of the programme and horizontal issues, in particular:**
- managing information and knowledge including intranet and databases, among others
 - to manage the development and implementation of the INTERACT Communication System, incl. the release and monitoring of permissions for access;
 - to initiate and manage the knowledge flow from and to each IP to ensure that information is effectively spread across the whole organisation, including the development and provision of technical means to support and structure the exchange of information;
 - to set up and continuously update databases relevant for programme implementation, such as contact database, expert database, etc.
 - to oversee and provide an up-to-date overview of the full range of INTERACT services planned/delivered, combining resources to produce the most complete information possible and repackaging of this information for different uses;
 - to create and maintain pools of thematic expertise in each office as a resource available to all other offices;
 - to organise and manage additional research activities both internally and through the use of external experts in coordination with the needs expressed by the working groups;
 - bearing the responsibility for the content and content management of the INTERACT website, which implies a close monitoring of the contributions uploaded by the IPs;
 - communication and public relations activities (beyond the basic requirements as foreseen in Priority 2), e.g.

- to develop in close cooperation with the IPs and to continuously adapt a strong INTERACT communication strategy and to lead the implementation of the communication strategy;
 - to develop and provide means/tools to ensure a joint and consistent programme representation vis-à-vis stakeholders and other addressees, e.g. corporate identity and respective templates for printing materials, electronic means such as registration templates, on-line discussion fora etc.;
- quality control for all INTERACT information products, specifically
 - to define, in close cooperation with IPs, quality standards for internal processes as well as for INTERACT deliverables;
 - to monitor compliance with standards set and provide concrete recommendations and support services for improvements;
 - to format all documents for publication (as opposed to event related texts) and carry out a full editorial check (i.e. to carry out the whole process from raw text to finished product);
 - to initiate and coordinate whenever time allows an INTERACT peer review of all materials produced for public presentation;
- service delivery to INTERACT stakeholders, e.g.
 - to elaborate and provide support services and activities to the other European Territorial Cooperation Network Programmes in close cooperation with the IPs
 - to create within the IS pools of thematic expertise – in the frame of the responsibilities assigned to the IS – to be made available throughout the ManS as well as to INTERACT stakeholders, if necessary;
- **to liaise with the relevant bodies within the European Commission as well as – in a subsidiary way to the liaisons of the IPs and in close coordination with them – the relevant bodies within the Member States (e.g. NCPs) as well as with other authorities responsible for implementing Territorial Cooperation Programmes according to Article 6 pts. 1-3 of Regulation 1080/06, e.g. through:**
 - the organisation of and the participation in events aiming to exchange experience;
 - the elaboration of information notes/documents as well as work papers;
 - other network activities, such as the set up of an EU-wide NCP network etc.;
- **to cooperate with organisations, institutions and networks relevant for the objectives of the INTERACT programme** and to filter cooperation requests from external networks by defining parameters for such cooperation.
- **to manage the interlink between INTERACT and the corresponding ENPI Points including the provision of support services for the ENPI Points according to point 2.1 to 2.4**

6.2.4 THE INTERACT POINTS

Four decentralised implementing bodies will deliver the INTERACT Programme to the target groups. The IPs form part of the INTERACT ManS. Each IP will be operatively embedded in a public institution, signing a contractual agreement with the Managing Authority and acting as beneficiary in the meaning of Article 2 pt. 4 of Council Regulation 1083/06. The hosting institutions will be involved in the administrative management of the contractual agreement, as indicated in the OP chapter 5.3.1.

All tasks of the INTERACT Points relate to Priority 1 (service development and delivery) and comprise

- **To build up Regional Networks with programmes assigned to each IP according to Annex 2**, in particular
 - to identify, on a regular/ongoing basis, needs of stakeholders in the network and appropriate means to approach them;
 - to install on-going feedback loops with key stakeholders in order to ensure the relevance of the INTERACT services offered;
 - to act as first contact point for target groups and to represent the INTERACT programme towards them;
- **To deliver INTERACT services as outlined in chapter 6 to the Regional Networks and target groups assigned to each IP according to Annex 2**. A more detailed list of IP activities is in Annex 3. This list can be accordingly modified during programme implementation. The INTERACT services shall be delivered
 - ensuring their quality, balance and consistency provided in the respective area according to the OP/MAWP/AWP;
 - ensuring that ad-hoc needs not foreseen in the AWP be assessed with regard to the overall aims and priorities of INTERACT;
- **To contribute, with IP-specific inputs, to activities provided/managed by the INTERACT Secretariat**, such as
 - the elaboration and implementation of the INTERACT Communication Strategy, including content contributions to communication means such as website and newsletter;
 - the provision of content to EU-wide events;
 - tendering/contracting/implementing EU-wide studies/research activities, etc.;
 - the contribution to ad-hoc reports and other work papers elaborated by the IS, e.g. evaluation summaries and statistics;
 - the participation in and provision of IP-specific inputs for MC meetings, if necessary, to ensure a direct communication flow between MC members and persons actually delivering the INTERACT programme;
 - the contribution to the ongoing evaluation whenever required, etc.;
- **To contribute to jointly developed initiatives such as**
 - surveys of programme materials and/or procedures;
 - identification of relevant good practices in programmes and projects;
 - contributions to joint documents and event materials;
- **To contribute to strategic programme coordination and ensuring compliance with quality standards, such as**
 - contributing to elaboration - and revision, if necessary - of the draft MAWP and the draft AWP;

- full participation and full representation of the IP in the ManS respectively the working group meetings and other procedures and means installed for internal coordination of the programme implementation;
 - ensuring compliance with decisions taken, standards set and procedures agreed in the ManS, including the consistent use of the editorial strategy, PR lay-outs and standards, standardised forms and templates;
 - sharing information and know-how in the ManS on a regular and up-to-date basis;
 - implementing MC decisions wherever IP tasks and responsibilities are affected;
- o **To ensure sound and effective IP internal administration**, including
 - providing activity and financial reports as well as other contributions to prove progress made such as statistics etc.;
 - management of IP budget;
 - teambuilding, HR development and training;
 - coordination with hosting institutions;

The tasks of the IPs as well as the processes identified for appropriate programme delivery (described in section 6.3) are the basis for the description of the IP staff profiles. These profiles (see Annex 4) will be consistent in each IP to a large extent in order to guarantee an appropriate quality level of human resources in all four areas of cooperation and to cover all the core functions in the best possible way. However differences will arise from specific assignments as well as resulting from specific needs of stakeholders such as:

- initiate where appropriate and continue a dialogue with stakeholders in IPA programmes to identify the most beneficial interventions and, on request, to facilitate these interventions (IP Vienna)
- consolidate a dialogue with Transnational programmes' stakeholders to identify the most beneficial interventions and services (coordination and management of communities of professionals – e.g. finance, communications, project managers).(IP Viborg)
- ad hoc tasks related to the launch and implementation of the ENPI component will be defined in an separate work package. (IP Turku)

6.3 MANAGEMENT AND COORDINATION PROCESSES

6.3.1 LEADERSHIP PRINCIPLES

The leadership principles give guidance beyond the prickly questions of day-to-day management. They relate to the sharing of responsibilities and roles in the decision-making process as envisaged in the ManS, to the ways in which decisions are taken, and to the attitude governing the interactions within the ManS and with the target groups.

Clear roles and shared responsibilities

- The ultimate responsibility for the sound and effective programme implementation is assumed by the Managing Authority (MA).
- The MA delegates the operational steering of the ManS to the INTERACT Secretariat (IS), but follows it closely and is involved in the most relevant processes.
- As a part of its management duties the IS also performs operational Technical Assistance (TA) functions and serves the INTERACT Monitoring Committee.
- The MA and IS lead the ManS “from behind”: they do not impose a command and control approach, but rather stimulate a pro active shared working style. They set the frame for

optimal tasks delivery and supervise the consistency and coherence of the activities of the operational Units (IPs) within the framework. They also constantly gauge the quality of the outcomes.

- The IS presides over the Coordination Group (CooG) and is ultimately co-responsible with the MA for the implementation of the Multi-annual Work Programme and the Annual Work Plans.
- The Coordination Group (CooG) is a steering body composed of the responsible managers of the MA, the IS and the IPs. The CooG is the most relevant mechanism for decision-making in programme implementation as it supervises the outputs and ongoing activities of the other working groups.

Concerted decisions and plenty of scope

- The guiding principle of decision-making in all working groups, including the Coordination Group, is consensus. Should consensus not be reached, the IS shall mediate a formula which is accepted by all partners of the ManS. If there is no consensus possible in due time, the Managing Authority, duly advised by the IS, ultimately takes a decision.
- Every Unit of the ManS is autonomous in taking the decisions relating to its specific assignment and related field of activities, as long as it corresponds to the framework of content and rules set out in the operational programme and in the multi-annual work programme.
- Each IP is autonomous in responding to local requests and needs as far as the consequent activity is in line with the objectives set out in the INTERACT Operational Programme, the priorities identified in the AWP and above all it does not erode time and resources related to the ManS shared activities. These activities (linked to local requests) have always to be presented a priori in the CooG and agreed by the Mans. Should any activity imply a substantial change in the AWP approved the MC will decide upon (e.g. by written procedure).
- All products and services which are to be delivered similarly and with the same style in all zones will be agreed and worked following a decision in the Coordination Group. This is particularly important when such actions are not ex ante planned in the AWP.
- The rationale and process of decision-making must be transparent and comprehensible to third parties (e.g. auditors).

Consistent delivery and flexible handling

- Maximum effort will be taken to predict the needs of European Territorial Cooperation stakeholders and to draw up Annual Work Plans accordingly¹⁷. At the same time each IP will be accorded with some flexibility in order to respond to some zone or theme specific requests in a relatively short time.
- Flexible and customized delivery is to be propped up with intensive information and communication between all Units of the ManS, in order to keep a maximum a coherence not only with regards to INTERACT public exposure but also in the factual consistency of the overall delivery of the ManS.

6.3.2 THE OPERATIONAL CORE: THE FOUR PERMANENT WORKING GROUPS

The processes for developing and delivering INTERACT products and services are coordinated through four permanent working groups in which team members of all Units of the ManS (IS, IPs and the MA) participate. The permanent working groups meetings will be coordinated by the IS, under the principles of efficiency and effectiveness. In order to limit the

¹⁷ See Chapter 3 – Target Groups and Assessment of Needs

number of meetings these will be clustered and organised in easy accessible locations (e.g. Brussels or Vienna). On the basis of the constant development of the information technology, the opportunity to efficiently use web-based features will be investigated and used.

The **Coordination Group (CooG)** leads the strategic implementation of the programme and elaborates proposals in case relevant changes in the AWP become necessary. It is ultimately responsible for the design and ongoing monitoring of

- pathways for the development and delivery of products and services
- feedback loops, self-evaluation mechanisms and processing
- measures for raising the competence of team members and fostering team spirit
- internal information and communication flows
and the periodic review of internal and external coherence of the INTERACT 2007-2013 strategy
- adequacy of resources (financial and human)
- monitoring and evaluation of outputs, results and impacts
- validating the projects (outputs) prepared by other working groups

The Coordination Group is composed of the Head of IS, a representative of the MA and the team leaders of the IPs. It is presided over by the Head of IS. The IS in its leading role could be represented by two people. The EC is also associated to the work of the CooG and will contribute and advise on the identification of relevant issues to be covered by the Programme. EC will in fact also inform and update CooG members on European political trends and debates which might affect programme delivery.

The operational delivery of the programme relies on the tasks and functions of the following working groups:

The **Communication Group (ComG)** is responsible for

- the design and ongoing monitoring of the Communication Plan according to Art. 69 of Reg. 1083/06, specifically of the
- functionality and image of the web site
- external information activities of IS and IP
- promote and maintain the corporate identity of INTERACT.

The Communication Group is composed of the staff members responsible for communications in the IS and the IPs (e.g. communications manager). The working group is presided over by the Communications Manager of the IS.

The **Finance Group (FinG)** is responsible for

- the design of products and services related to financial management and administration
- quality control of development and delivery processes and output
- processing of feedback.
- Coordination of the INTERACT programme financial reports (one per Unit).

The Finance Group is composed of the staff members) in the IS and IPs responsible for financial management and analysis of financial issues as related to the administration of European Territorial Cooperation programmes (e.g. finance manager). The working group is presided over by the Finance Manager of the IS.

The **Content Group (ConG)** is responsible for

- design of all products and services related to the management and delivery of European Territorial Cooperation programmes with the exception of financial and communications

issues (e.g. programme and project progress monitoring, main themes related to European Territorial Cooperation project development, etc...)

- quality control of development and delivery processes and output
- processing of feedback.

The Content Group is composed of staff members responsible for content development in the IS and IPs (e.g. project managers). The composition is therefore variable according to the topic. The working group is presided over by the Project Manager of the IS.

Other temporary **Task Groups (TG)** can be settled for specific purposes (e.g. ENPI link or synergies with the European Development Fund) by the IS manager after consultation with the CoG. A Task Group consists of experts from the IS and the IP, whereas not always every Unit of the ManS has to be represented. The TG appoints its team leader among all participants. His or her nomination has to be acknowledged by the CoG.

The rules of procedure governing the activities of the working groups are presented in Annex 5. These rules should identify the relevant representative for each type of meeting and should mandate replacements to make decisions on an equal footing to ensure that progress can be made. All nominated representatives commit to attend all meetings or provide a replacement representative. In the event of non-attendance, decisions will be considered to apply to all INTERACT Points.

6.3.3 COORDINATION WITH NATIONAL CONTACT PERSONS (NCP)

In accordance with the provisions of the INTERACT 2007 – 2013 Operational Programme Document a Network of the INTERACT National Contact Persons (NCP) will be set up. Each country participating to the programme is invited to appoint a key person and assign tasks as specified in the OP. This group of professionals will play an active role in terms of identification of specific national/programme needs and requirements.

6.3.4 DESCRIPTION OF POSSIBLE PATHWAYS FOR DEVELOPING AND DELIVERING INTERACT PRODUCTS AND SERVICES

The pathways and the related processes for the development of INTERACT products and services can be distinguished by the way

- a) they get started;
- b) they are organised;
- c) their products are delivered to the target groups.

a) It is distinguished two ways by which processes may get started:

In anticipation of stakeholders' needs: Experience from INTERACT I shows that a significant part of INTERACT products and services follow the programme cycle of European Territorial Cooperation (from programming over building up structures, project generation, financial accounting to evaluation...). Thus the ManS is able to and will anticipate the demand for products and services. The largest part of the Annual Work Plans can be established according to the anticipated needs of stakeholders.

In response to stakeholders' unanticipated solicitation: however, the demand-responsive approach requires a strong commitment to listen to the needs of stakeholders which have not been anticipated and which require different approaches to respond. Any planning shall take into account sufficient flexibility to meet these demands, as long as they are relevant to the overall scope of tasks assigned to the INTERACT ManS.

b) It is distinguished three ways by which the production and provision of INTERACT products and services is organised:

Joint production: the Content Group (ConG), the Finance Group (FinG) and the Communications Group (ComG) are the working groups in which the common INTERACT products are elaborated. They mostly, but not necessarily will concern products which respond to anticipated needs. The working groups are attended by the IS and every IP, but the work will be distributed according to the best available competence in the respective field. There will be a project team for each product. It will be led by the person most appropriate to cover the respective issue.

Local production: some requests, which are raised in a specific regional network, will be covered by products or services elaborated and provided by a specific INTERACT Point. However, there is a possibility that such a product or service might turn out to be useful also for other regional networks, and can therefore be taken over or adapted by other INTERACT Points.

Laboratory groups: an idea or suggestion arising from the stakeholders' networks or from within the ManS can be entrusted to a temporary work group called Laboratory Group, which is composed by members of the ManS (at least the team leader), target group stakeholders and/or external experts. Their work may bring forth a product or service which will be, after a testing phase, taken up for broader dissemination in one or more Regional Networks.

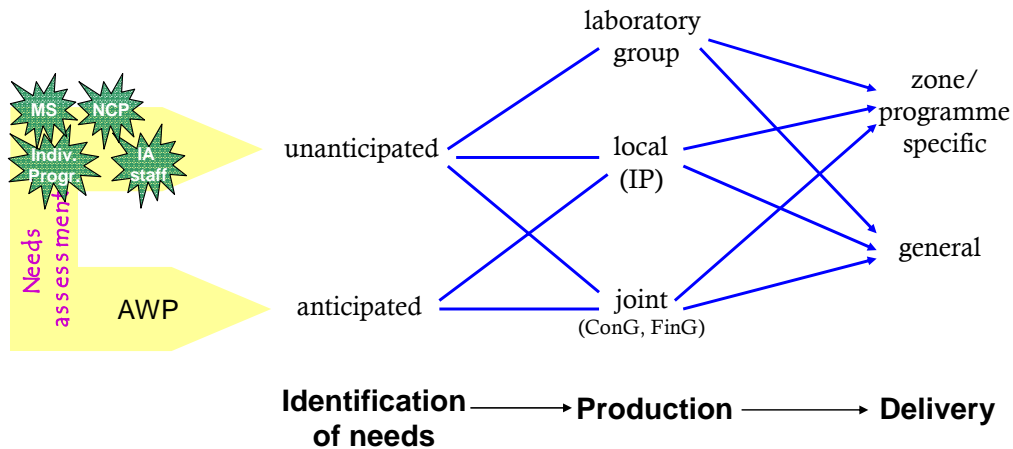
c) It is distinguished two ways by which products and services are delivered:

General delivery: a product or service is produced in a standardised format and delivered to the target groups homogeneously across all areas.

Zone or programme specific delivery: a product or service is produced in various ways respectively apply to different target groups, be they regional networks or groups of programmes (e.g. islands or trilateral programmes).

The following figure shows the different pathways that the primary process of INTERACT may take. Some of them will occur more frequently (such as the pathway “anticipated need – joint production – general delivery”), some more rarely, but it's them which provide the essential flexibility and margin for innovation.

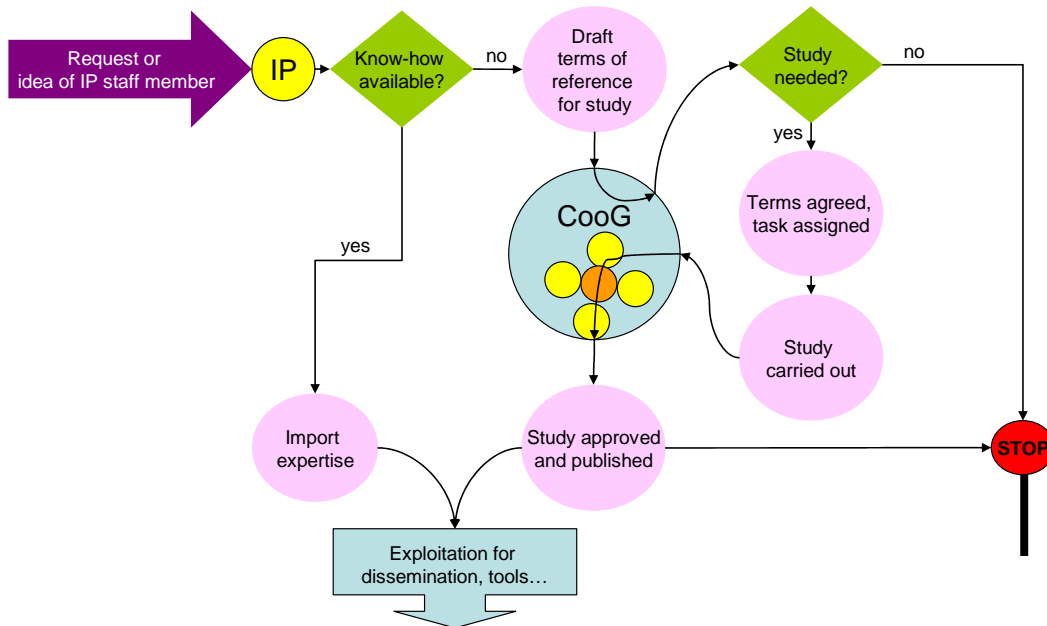
Figure 1: Possible cases



The chain of decisions will be case by case depending. However, the model of possible cases constitutes a support in the design of these decision chains. As an example, it is drafted a flowchart showing the decision chain for a study in an exemplary manner. This case follows the pathway “unanticipated need – joint production – general delivery”:

- An INTERACT Point staff member is searching specific data or knowledge for responding to a need arisen in the regional network. In a first attempt to satisfy the need, he or she scans the available databases and links if this information is stored and accessible somewhere.
- If not, the IP drafts an outline of terms for a study or survey to be carried out in order to produce the needed information.
- The request for a study is then submitted to the Coordination Group (CooG), which decides on the relevance of the study.
- If the study is deemed relevant, the terms are finalised and the task is assigned to experts in conformity with the respective rules governing study contracts.
- The study is carried out and submitted for approval to the CooG. The CooG will check with relevant persons if the study has been done in due diligence, and if the study responds to the information need of the inquirer. If everything fits, the CooG gives approval to the study.
- The study is used for the intended purpose (broad dissemination, tool production...).

Figure 2: Example: Genesis of a study



6.4 ANNUAL WORK PLANS

For each calendar year (starting in 2008) an Annual Work Plan will be developed by the whole ManS under the coordination of the INTERACT Secretariat. It will be approved by the Monitoring Committee in autumn each year. It will entail detailed information on work and projects expected to be undertaken. A timetable of projects and activities as linked to INTERACT Points and Secretariat will also be presented¹⁸. The timetable will be subject to amendment during the year in order to adapt to changing programme circumstances. Major changes (e.g. new relevant events or studies having a particular impact on the planned budget) will be subject negotiation with MA or to MC decision.

The work plan will take into consideration stakeholder needs and will detail the delivery of those predictable needs described earlier in this document. Time and resources will additionally be allocated in order to respond to ad hoc needs as these arise.

¹⁸ This will be the subject of the financial yearly allocations and be part of the Subsidy contract signed with INTERACT MA.

7 COMMUNICATION STRATEGY

The Communication Strategy shall be developed by the IS who is also responsible for its implementation with the assistance of the INTERACT Points in the context of the ComG.

INTERACT's Communications Strategy reflects the need for a responsible and flexible approach with pragmatic implementation models that fit the needs of the different target audiences through a wide range of communication channels on the one hand while working towards the objectives of the INTERACT Programme.

Aims and Key Measures, Target Audiences, Publicity and Information Channels and Activities, and Monitoring and Evaluation are given in detail in the INTERACT 2007-2013 Communications Plan.

8 BUDGET AND FINANCIAL PLAN

8.1 TOTAL BREAKDOWN OF BUDGET PER YEAR AND PER UNIT OF THE MANAGING SYSTEM

The overall financial allocation for INTERACT is 40.039.426€, assuming a national contribution from all Member States. The differentiation between ERDF- and related national funds from Member States is shown in the table below.

At the time of the decision on the Multi-Annual work Programme among MS, Germany is the only Member State that is not willing to contribute financially to the INTERACT programme 2007-2013.

Based on the revised programme allocation, the MA elaborated the following financial plan for 2008 to 2013 (2015). These figures are an indicative calculation and in particular to be seen in the light of the INTERACT objective to respond as flexible as possible to the needs addressed by programme partners and INTERACT clientele throughout the years. As a precondition to this flexibility, accurate financial planning can only be done at a yearly basis and will be part of each Annual Work Plan subject to approval of the MC.

Having this in mind, the following five types of costs shall be differentiated:

1. **Costs for financing the operative functioning of IPs and IS** (budget line for each IP and IS), which mainly comprise salaries, travel costs and overhead costs (incl. office, computers, etc.): As a general rule, 5 FTE (Full Time Equivalents) per IP and IS are foreseen to implement the INTERACT programme. In addition, 2,2 FTE are foreseen for Technical Assistance. Costs for these positions might vary slightly between IPs and IS and might be adapted based on the detailed calculations currently being made in preparation of the AWP 2008. Based on that, an amount will be allocated to each IP as well as IS for the years 2008 to 2015 in order to enable beneficiaries and programme partners to have a long term perspective as regards human resources. As indicated above, changes to below figures might be necessary.
2. **Ad-hoc activity budget for IPs and IS** (budget line for each IP and IS): a small amount shall be allocated to each IP and IS in order to provide them to react individually and in a very flexible way to unforeseen specific requests received throughout the year by the INTERACT clientele assigned to each IP/IS, however of course within the limits given by relevant Structural Funds Regulations, the programmes` objectives, the definition of eligible expenditure as well as relevant national regulations/rules, if any. Information on these kind of activities will be provided to the MC ex-post.
3. **Costs for activities jointly agreed in the Managing System and to be planned ahead and described in the AWP**s (budget “parked” with MA in the table below, however to be allocated to IPs and IS on an annual basis): realistically, these type of costs can not be allocated to single IPs and IS from the start. With reference to the INTERACT 2007-2013 delivery system, the services and products to be developed and delivered will be jointly defined in the ManS in order to ensure utmost consistency. Depending on the requests received by programme partners and INTERACT clientele, INTERACT activities will vary over the years as will the tasks for each IP and the IS. Therefore, it is suggested to allocate the budget for predictable activities on an annual basis only. This will be done in the Annual Work Plan which is

subject to approval of the MC. Herewith, the role of the MC in strategically planning of the INTERACT activities is strengthened.

4. **Costs for ad-hoc activities jointly agreed in the Managing System throughout the year** (budget “parked” with MA in the table below, however to be allocated to IPs and IS throughout the year, if needed): in addition to above, part of the activity budget described in point 3 shall be kept aside in order to allow some flexibility to respond to non-predictable ad hoc request throughout the year. Any such kind of activity received by INTERACT clientele will need to be jointly agreed in the ManS as will be the contribution of each IP and IS to the development and implementation of it. The same limits apply as for the costs described in point 2 above. Information on these kind of activities will be provided to the MC ex-post.

5. **Costs for IS coordination and programme implementation activities** (MA activity budget to be spent by IS on MA approval): The IS is responsible for strict coordination of all the actors involved in the ManS to ensure a harmonised delivery of INTERACT activities at a high quality level. Adequate support shall be given wherever necessary, above all in the fields of quality management and communication. Costs foreseen in these budget lines are supposed to be used for activities such as computer systems, technical equipment (e.g. intranet), database management, meetings of ManS, quality management (e.g. proof reading, translations, if necessary), Cooperate Identity, etc. A detailed outline will be given on an annual basis in the AWP.

Table: INTERACT budget (ERDF allocation and national contributions)

	INTERACT budget revised without DE			INTERACT budget original all MS					
	ERDF allocation for INTERACT (revised)	National contribution INTERACT 2007-2013 total		INTERACT budget (revised)	ERDF allocation for INTERACT (original)	% cbc+IPA+tn	National contribution INTERACT 2007-2013 total		INTERACT budget (original)
		total	average p.a.				total	average p.a.	
BE		156.398	22.343			2,60%	156.398	22.343	
CZ		313.178	44.740			5,21%	313.178	44.740	
DK		83.246	11.892			1,39%	83.246	11.892	
DE		0	0			11,40%	684.571	97.796	
EE		34.625	4.946			0,58%	34.625	4.946	
EL		162.226	23.175			2,70%	162.226	23.175	
ES		360.609	51.516			6,00%	360.609	51.516	
FR		691.447	98.778			11,51%	691.447	98.778	
IE		68.345	9.764			1,14%	68.345	9.764	
IT		631.669	90.238			10,52%	631.669	90.238	
CY		21.865	3.124			0,36%	21.865	3.124	
LV		49.412	7.059			0,82%	49.412	7.059	
LT		68.696	9.814			1,14%	68.696	9.814	
LU		11.906	1.701			0,20%	11.906	1.701	
HU		292.199	41.743			4,87%	292.199	41.743	
MT		11.630	1.661			0,19%	11.630	1.661	
NL		198.729	28.390			3,31%	198.729	28.390	
AT		206.596	29.514			3,44%	206.596	29.514	
PL		449.376	64.197			7,48%	449.376	64.197	
PT		79.084	11.298			1,32%	79.084	11.298	
SI		83.931	11.990			1,40%	83.931	11.990	
SK		176.308	25.187			2,94%	176.308	25.187	
FI		65.014	9.288			1,08%	65.014	9.288	
SE		206.207	29.458			3,43%	206.207	29.458	
UK		452.842	64.692			7,54%	452.842	64.692	
BG		141.428	20.204			2,35%	141.428	20.204	
RO		304.379	43.483			5,07%	304.379	43.483	
total	30.154.277	5.321.343	857.988	35.475.620	34.033.512	100,00%	6.005.914	857.988	40.039.426
co-funding rate EU : national				co-funding rate EU : national					
85%		15%		85%		15%			

Table: P 1 - indicative financial plan INTERACT 2007-2013 (2015) without German contribution

in €	total	2007	2008	2009	2010	2011	2012	2013	2014	1015
Total Budget										
ERDF, current prices	30.154.277	3.145.591	3.355.295	3.721.859	4.254.465	4.806.887	5.220.811	5.649.370		
15% national contribution	5.321.343	555.104	592.111	656.799	750.788	848.274	921.320	996.948		
INTERACT budget total original	35.475.620	3.700.695	3.947.406	4.378.657	5.005.253	5.655.161	6.142.131	6.646.317		

budget planned in INTERACT II and related financial plan PRIORITY 1

in €	total	2007	2008	2009	2010	2011	2012	2013	2014	1015
budget planned	33.347.083	0	4.209.780	4.270.359	4.332.149	4.395.175	4.459.461	4.525.034	4.522.993	2.632.132
financial allocation										
2007			3.478.653							
2008			731.127	2.979.434						
2009				1.290.924	2.825.014					
2010					1.507.135	3.197.802				
2011						1.197.372	4.459.461	-340.982		
2012								4.866.016	907.587	
2013										3.615.406
2014										2.632.132

in €	total	2007	2008	2009	2010	2011	2012	2013	2014	2015
P1 Service Developmt.&Delivery										
ERDF	28.345.020	2.956.855	3.153.977	3.498.547	3.999.197	4.518.474	4.907.562	5.310.407	0	0
national contribution	5.002.062	521.798	556.584	617.391	705.741	797.378	866.040	937.131	0	0
total budget	33.347.083	3.478.653	3.710.561	4.115.938	4.704.938	5.315.851	5.773.603	6.247.538	0	0
add allocation of P1 budget 2008/2009/...			3.478.653	2.979.434	2.825.014	3.197.802	4.118.479	5.432.620	7.155.125	2.632.132
P1 budget available in 2008/2009/...			7.189.214	7.095.372	7.529.951	8.513.654	9.892.082	11.680.159	7.155.125	2.632.132
P1 budget planned for 2008/2009/...	33.347.083		4.209.780	4.270.359	4.332.149	4.395.175	4.459.461	4.525.034	4.522.993	2.632.132
sur-plus 2008/2009/...			2.979.434	2.825.014	3.197.802	4.118.479	5.432.620	7.155.125	2.632.132	0

	activity	35,34%	staff	64,66%						
all IPs+IS+MA total	33.347.083	0	4.209.780	4.270.359	4.332.149	4.395.175	4.459.461	4.525.034	4.522.993	2.632.132
Activity budget IS+IPs+MA	11.800.453	0	1.496.540	1.526.470	1.557.000	1.588.140	1.619.903	1.652.301	1.685.347	674.753
IS/services+IP: staff/office/travel	21.546.630	0	2.719.945	2.774.344	2.829.831	2.886.427	2.944.156	3.003.039	3.063.100	1.325.788

INTERACT II 2007-2013 – Multi Annual Work Programme

<i>in % of total INTERACT</i>		12,89%									
P1 Services&Products	activity	9,87%	staff	90,13%							
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Valencia	4.296.999	0	544.354	555.241	566.346	577.673	589.226	601.011	613.031	250.117	
Activity budget for ad-hoc	424.321	0	53.754	54.829	55.926	57.044	58.185	59.349	60.536	24.699	
IS/services+IP: staff/office/travel	3.872.677	0	490.600	500.412	510.420	520.629	531.041	541.662	552.495	225.418	

<i>in % of total INTERACT</i>		14,24%									
P1 Services&Products	activity	8,94%	staff	91,06%							
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Viborg	4.748.759	0	601.584	613.616	625.888	638.406	651.174	664.197	677.481	276.413	
Activity budget for ad-hoc	424.321	0	53.754	54.829	55.926	57.044	58.185	59.349	60.536	24.699	
IS/services+IP: staff/office/travel	4.324.437	0	547.830	558.787	569.962	581.362	592.989	604.849	616.946	251.714	

<i>in % of total INTERACT</i>		9,48%									
P1 Services&Products	activity	8,17%	staff	91,83%							
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Turku	3.161.124	0	386.252	393.977	401.857	409.894	418.092	426.454	434.983	289.614	
Activity budget for ad-hoc	258.297	0	32.252	32.897	33.555	34.227	34.911	35.609	36.321	18.524	
IS/services+IP: staff/office/travel	2.902.826	0	354.000	361.080	368.302	375.668	383.181	390.845	398.661	271.090	

<i>in % of total INTERACT</i>		14,34%									
P1 Services&Products	activity	8,87%	staff	91,13%							
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Vienna	4.781.676	0	605.754	617.869	630.226	642.831	655.688	668.801	682.177	278.329	
Activity budget for ad-hoc	424.321	0	53.754	54.829	55.926	57.044	58.185	59.349	60.536	24.699	
IS/services+IP: staff/office/travel	4.357.354	0	552.000	563.040	574.301	585.787	597.503	609.453	621.642	253.630	

INTERACT II 2007-2013 – Multi Annual Work Programme

<i>in % of total INTERACT</i>		12,40%									
P1 Services&Products	activity	8%	staff	92%							
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015	
IS	6.513.656	0	829.269	845.854	862.771	880.027	897.627	915.580	933.892	348.635	
Activity budget for ad-hoc	424.321		53.754	54.829	55.926	57.044	58.185	59.349	60.536	24.699	
ongoing activities											
up-date database, website,	343.319		40.000	40.800	41.616	42.448	43.297	44.163	45.046	45.947	
IS/services+IP: staff/office/travel	6.089.334	0	775.515	791.025	806.846	822.983	839.442	856.231	873.356	323.936	

<i>in % of total INTERACT</i>		41,68%									
P1 Services&Products	activity	100%	staff	0%							
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015	
MA/ activity budget	9.776.933		1.249.271	1.274.257	1.299.742	1.325.737	1.352.251	1.379.296	1.406.882	557.433	
contribution programme implementation	232.260		30.000	30.600	31.212	31.836	32.473	33.122	33.785	9.213	
Coordination Managing System	709.401		90.000	91.800	93.636	95.509	97.419	99.367	101.355	40.315	
activity budget for activities jointly to be defined in AWP and/or decided ad-hoc jointly in the Managing System	8.835.273		1.120.133	1.142.536	1.165.386	1.188.694	1.212.468	1.236.717	1.261.452	507.887	

P 1 - Summary tables (all IPs, all IPs+IS, all IPs+Is+MA)

		45,92%								
P1 Services&Products		activity	9,02%	staff	90,98%					
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015
all IPs	16.988.558		1.935.144	1.973.847	2.013.324	2.053.590	2.094.662	2.136.555	2.179.286	926.197
Activity budget	1.531.261	0	193.514	197.385	201.332	205.359	209.466	213.656	217.929	92.620
IS/services+IP: staff/office/travel	15.457.296	0	1.741.630	1.776.462	1.811.991	1.848.231	1.885.196	1.922.900	1.961.358	833.577

		58,32%								
P1 Services&Products		activity	8,32%	staff	91,68%					
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015
all IPs+IS	23.502.213	0	2.967.213	3.026.558	3.087.089	3.148.831	3.211.807	3.276.043	3.341.564	1.443.108
Activity budget	1.955.583	0	247.268	252.214	257.258	262.403	267.651	273.004	278.464	117.320
IS/services+IP: staff/office/travel	21.546.630	0	2.719.945	2.774.344	2.829.831	2.886.427	2.944.156	3.003.039	3.063.100	1.325.788

		100,00%								
P1 Services&Products		activity	35,34%	staff	64,66%					
	total	2007	2008	2009	2010	2011	2012	2013	2014	2015
all IPs+IS+MA	33.347.083		4.209.780	4.270.359	4.332.149	4.395.175	4.459.461	4.525.034	4.522.993	2.632.132
Activity budget	11.800.453	0	1.496.540	1.526.470	1.557.000	1.588.140	1.619.903	1.652.301	1.685.347	674.753
IS/services+IP: staff/office/travel	21.546.630	0	2.719.945	2.774.344	2.829.831	2.886.427	2.944.156	3.003.039	3.063.100	1.325.788

Table: P 2/ T.A. - indicative financial plan INTERACT 2007-2013 (2015) without German contribution
Total Budget

ERDF, current prices	30.154.277	3.145.591	3.355.295	3.721.859	4.254.465	4.806.887	5.220.811	5.649.370	30.154.277
15% national contribution	5.321.343	555.104	592.111	656.799	750.788	848.274	921.320	996.948	5.321.343
INTERACT budget total	35.475.620	3.700.695	3.947.406	4.378.657	5.005.253	5.655.161	6.142.131	6.646.317	35.475.620

budget planned in INTERACT II and related financial plan PRIORITY 2 T.A. (6%)

	total	2007	2008	2009	2010	2011	2012	2013	2014	2015
TA planned	2.128.537	0	262.610	266.179	269.820	273.534	277.321	281.185	285.126	212.762
financial allocation										
2007			222.042							
2008			40.568	196.276						
2009				69.903	192.816					
2010					77.003	223.312				
2011						50.222	289.088			
2012							-11.766	281.185	99.109	
2013									186.017	212.762
Technical Assistance (6%)	total	2007	2008	2009	2010	2011	2012	2013	2014	2015
ERDF	1.809.257	188.735	201.318	223.312	255.268	288.413	313.249	338.962		
national contribution	319.281	33.306	35.527	39.408	45.047	50.896	55.279	59.817		
total T.A. budget	2.128.537	222.042	236.844	262.719	300.315	339.310	368.528	398.779		
add TA allocation 2008/2009/...			222.042	196.276	192.816	223.312	289.088	380.294	497.888	212.762
TA budget available in 2008/2009/...			458.886	458.996	493.132	562.621	657.616	779.073	497.888	212.762
TA budget planned for 2008/2009/...	2.128.537	0	262.610	266.179	269.820	273.534	277.321	281.185	285.126	212.762
sur-plus 2008/2009/...			196.276	192.816	223.312	289.088	380.294	497.888	212.762	0
TA costs IS	total	2007	2008	2009	2010	2011	2012	2013	2014	2015
ongoing costs for website/ TA share	133.333		16.667	16.667	16.667	16.667	16.667	16.667	16.667	16.667
IS/technical: staff/office/travel	1.190.124	0	145.136	148.039	150.999	154.019	157.100	160.242	163.446	111.144

INTERACT II 2007-2013 – Multi Annual Work Programme

	total	2007	2008	2009	2010	2011	2012	2013	2014	2015
TA costs MA	805.080	0	100.807	101.474	102.154	102.848	103.555	104.277	105.013	84.952
travel costs MA	128.905	0	16.667	17.000	17.340	17.687	18.041	18.401	18.769	5.000
Monitoring system	185.347	0	23.168	23.168	23.168	23.168	23.168	23.168	23.168	23.168
Audit	143.049	0	16.667	17.000	17.340	17.687	18.041	18.401	18.769	19.145
evaluation, programming, if applicable	208.333	0	26.042	26.042	26.042	26.042	26.042	26.042	26.042	26.042
Implementation of Communication Strategy/ TA share	126.667		16.667	16.667	16.667	16.667	16.667	16.667	16.667	10.000
ad-hoc activities	12.779		1.597	1.597	1.597	1.597	1.597	1.597	1.597	1.597

8.2 ELIGIBLE COSTS

Information on the eligibility of costs of operations conducted by the INTERACT Points and the INTERACT Secretariat will be part of the Multilateral Agreement to be signed by all Member States participating in INTERACT 2007-2013.

9 MONITORING AND EVALUATION

9.1 MONITORING OF INTERACT 2007 – 2013

The INTERACT Programme will use a web-based Management System to process payment requests and monitor the financial and activity progress of INTERACT Points. The online templates will allow the IPs to feed the system with data concerning financial and activity planning and reporting. The reporting period will be specified in the subsidy contract. As a general rule reports will have to be submitted twice a year. The system will continue to offer in-depth analyses as well as overview tables and basic information on projects according to different access-rights for INTERACT actors.

The system will also allow the INTERACT Secretariat to keep track of programme indicators. The INTERACT Management System supports the Managing Authority in its task implementing the operational programme in accordance with the principle of sound financial management as per Council Regulation (EC) No 1083/2006, Article 60 (c), (f), (h), (i), (j) and (k). as well as contributing to the general principles of a management and control system as laid down in Council Regulation (EC) No 1083/2006 Article 58.

The proposed indicator framework in the Operational Programme Document is meant to serve the Programme Managers in monitoring programme progress with regard to activities conducted and services delivered (outputs) as well as the intensity of their use (results).

The impact monitoring charts (chapter 7.3.2. of the OP) comprise assumptions on

- how the programme outputs will produce the expected results and
- how the programme results will contribute to the desired impacts.

In the course of implementation, these assumptions will be checked and revised by the Coog which is assisted by the Quality Manager in this respect. If deemed useful, the Coog or single INTERACT Points can assign focus groups in order to explore the soundness of certain assumptions more in-depth. The Quality Manager may set early warning indicators as tools for timely reversal.

However the framework cannot realistically be expected to provide definitive insights into INTERACT's capacity building impacts. During programme implementation this will be achieved by dedicated INTERACT evaluation exercises which will provide an opportunity to gain deeper insights into INTERACT as a programme and in particular to assess its impact into European Territorial Cooperation Programmes.

9.2 EVALUATION OF INTERACT 2007 – 2013

The Evaluation of the INTERACT Programme will be undertaken on a regular basis by an external evaluator. This subject will relate to the Quality Manager in the INTERACT Secretariat.

This section of the MAWP presents scenarios for future evaluation exercises. Any evaluation will of course benefit from the coherent foundation of physical and financial monitoring data which is currently available at INTERACT. In addition it is clear that it will also need to complement this data with the perspectives of the beneficiary community in order to gain any understanding of programme impacts. Information would need to be used to show whether the action of INTERACT is indeed operating and delivering the efficiency benefits hoped for.

In this context, the scenarios for INTERACT evaluation presented in this section focus particularly on how the views of the European Territorial Cooperation Programmes Community could be captured. Four alternative methodological scenarios are proposed:

- **Secondary sources:** use secondary and pre-existing evidence of beneficiary views.
- **Broad survey:** gather new primary evidence using a broad-based survey.
- **Thematic survey:** gather new primary evidence focusing on how specific needs have been addressed.
- **Programme-based case studies:** gather new primary evidence from the point of view of specific European Territorial Cooperation Programmes.

Secondary sources – evaluators could confine themselves to addressing the INTERACT Secretariat and Points, and to accessing any feedback information they had gathered through monitoring and feedback mechanisms such as event evaluation forms.

This method would avoid the risk of evaluation fatigue among European Territorial Cooperation actors who may regularly be asked their opinions. However it would fail to involve the beneficiary community directly in the wider evaluation, perhaps undermining the credibility of results, but certainly missing out on an opportunity to engage beneficiaries in reflection.

Broad-based survey – the European Territorial Cooperation Programme Community could be surveyed in a broad way to gauge the extent of awareness of INTERACT and the ways in which INTERACT activities have influenced practices and outcomes. Using a web-based survey mechanism focusing on multiple choice questions, this could be done cost-effectively.

In designing such a study, it would be important to ensure that promotional channels also reached individuals who did not visit INTERACT services directly. Care would also need to be taken with a broad-based web survey to ensure that data supplied was from actual European Territorial Cooperation actors and that significant double counting of impacts was avoided. An address and passwords for the survey could be distributed directly to programmes and projects, advertised via the websites of INTERACT, European Territorial Cooperation Programmes and the European Commission (DG Regio).

Focused evaluation based around specific INTERACT services – taking a more focussed approach, a sample of INTERACT services could be selected for more detailed evaluation. These could be in a small number of thematic areas, eg. evaluating activities to support effective financial management or the successful organisation of thematically focused events, since these have been a high priority of the current programming period.

A range of methods could be used to follow up the participants and addressees of a selected set of services and resources, including a written (eg. web-based) survey, or telephone interviews if actors have been very involved (eg. finance managers involved in financial management networks). This approach is likely to be resource-intensive and relatively complex, but could deliver valuable insights if there are specific areas of activity whose evaluation is seen as important at this stage.

Programme-based case studies – Programmes could be identified which had had a strong, medium and low participation in INTERACT activities, and their experiences could be compared. A key question here is whether more intensive and focussed INTERACT interventions have more potential to impact on European Territorial Cooperation Programmes.

A case study approach could provide the richest insights into the potential of INTERACT to have an impact at programme level. However, if the evaluation consisted only of case

studies, it would be weakened by the lack of a contextual overview of the use of INTERACT services.

Out of the above four proposals an evaluation study will be useful if it has the following two elements: (i) a broad survey to gauge the views of the wider beneficiary community, and (ii) some more coherent and focused case studies to deepen understanding of the effectiveness of different INTERACT services, with a view to enhancing future effectiveness.

The study shall then be organised in a way which is cost-effective and places a minimum burden on those being interviewed (eg. using a web survey). This will be done first, and then enriched through a small number of case studies which will explore experiences in a more detailed, integrated way, assessing INTERACT from the point of view of its target community. The first survey stage will help to refine the research agenda for any follow-up stage.

10 LINKS TO ENPI

A discussion with the EuropeAID Cooperation Office of the European Commission is currently ongoing in order to set up an ENPI component of INTERACT, which shall be financed out of EU external cooperation funds. Provisional indications of ENPI programmes to support and collaborate with are given in Annex 2. With regard to this component specific support and link with the INTERACT Programme implementation will be provided by the INTERACT Secretariat.

ANNEX 1 – ASSESSMENT OF NEEDS CONDUCTED AT PROGRAMME LEVEL IN SPRING 2007

On the occasion of the INTERACT conference held in Budapest at the end of March 2007 a questionnaire was distributed to the participants. The exercise was intended to collect information related to the needs of INTERREG III and European Territorial Cooperation Programmes 2007 – 2013 stakeholders.

97 questionnaires were fully answered and remitted by representatives of various programmes covering almost the whole Europe (22 EU member States + Croatia). The management level was represented by professionals working in Managing Authority (32), Joint Technical Secretariat (27), Member States representatives in MSC (12), National Contact Points (8), Certifying Authority (5) and Audit Authority (2). 11 questionnaires were fulfilled by people primarily involved in project implementation.

The indications provided by this exercise will be used to adapt the work plan 2007 (only where necessary) of the INTERACT Points as well as to set priorities for the 2008 Annual Work Plan of INTERACT II.

MAIN OUTCOMES

Given the specificity of the situation, with programmes at their earliest stages, significant emphasis is given to **programme set up and management**. Because of the new Regulations and thus new institutional settings required, this request comes from both organizations and institutions almost newly responsible for programme management as well as experienced actors (INTERREG II and III).

Very high relevance is assigned to:

- the definition and interpretation of the roles of the Programme managing bodies (e.g. MA, AA, CA) and the related institutional arrangements (e.g. the Memorandum of Understanding between Member States) – pursuant to art. 59 and subsequent articles of Regulation No (1083/2006)
- the description of the management and control systems – pursuant to art. 71 of Regulation No (1083/2006) and the related set up of the audit strategy.

As the majority of the programmes are still in the middle of their drafting phase, the respondents signal as of high relevance also the need to further address:

- the finalization of the Operational Programme Documents (links with Community Strategic Guidelines and National Strategic Reference Framework) pursuant to art. 12 of Regulation No (1080/2006)
- the programming and consequent use of the Technical Assistance.

In absolute terms the **project management** is regarded as the main priority as it affects most of the stages of the Programme Life Cycle (PLC). Though it is each single programme's responsibility to assist project promoters, INTERACT should work with the Target Groups in the regional networks by focusing on:

- the project generation and project building (seed money projects, involvement of new actors – partner search mechanisms and tools, public – private partnership, etc...)

- the project assessment (Lead Partner principle, eligibility and evaluation criteria, negotiation and contractual phase)
- the capitalization of results and cross fertilization between programmes (in the same geographical area) strands (same themes, similar activities and groups of project implementers).

The monitoring of activity and financial progress of the projects is strictly linked to the necessity of **monitoring the programme** as a whole and reporting on it. Therefore the following items result of high relevance:

- the payment processes to final addressees (assessment of reports, reimbursement of funds to the LP, cash flow and management within the partnership, ex post National contributions – where applied) and consequent claim to the European Commission (fulfillment of all regulatory requirements, n+2 and n+3 monitoring)
- the set up and functioning of the first level control and clarification of eligibility of costs in accordance to EC implementing regulation and National legislations.

The programme **information and publicity** emerges as a highly relevant pre requisite for good performances throughout the Programme Life Cycle. As it was also reported in the Mid Term Evaluations of many INTERREG III programmes, the appropriate investment in promotion at the beginning of programme implementation has proved to generate good projects with high performances and capacity to concretely contribute to the programme's objectives. Respondents to questionnaire underline the need to:

- develop and use communications tools (website, thematic database, partnership building features, etc...)
- set up and maintenance of communication and information plans (involvement of National, regional and local institutions, identify ways to capitalize on previous experiences).

INTERACT SUPPORT

The assessment of programmes' needs represented also an opportunity to mark the most demanded and appreciated INTERACT services. The indications provided are based on the experience gained since 2004.

The **exchange of experiences and the transfer of know-how** amongst programmes result of very high relevance. In particular the possibility to attend events with learning and didactic approach is extremely appreciated. The workshops and the seminars predominantly meet the expectations of the INTERACT users (62 out of 97 scored *highly relevant*). In the same group of activities the advisory services and the conferences are perceived as useful but largely behind the previous ones.

The **generation of knowledge and information** tools are similarly very positively perceived. The manuals and the handbooks score the highest as they generally respond to very operative needs and support the daily programme management.

Similarly important but slightly lower is the perception of the value of the information services (data bases, collection of good practices in European Territorial Cooperation, general information) and the conduction of studies and surveys.

Overall the results of the needs assessment exercise are in line with the priorities set up in the INTERACT 2007 – 2013 Operational Programme Document and provide solid ground in view of the preparation of the first Annual Work Plan of the new programme.

ANNEX 2 – GEOGRAPHICAL AREAS OF INTERVENTION AND THEMATIC RESPONSABILITIES OF INTERACT POINTS

INTERACT POINT VALENCIA

cbc programmes (12)				
	first contact/info point and development of services and products in coop with IPs	#	ERDF amount allocated to programme	
IACT Point Valencia	1 IT/FR maritime	37	121.482.265	
	2 IT/FR Alcoitra	38	149.687.345	
	3 IT/CH	36	68.811.858	
	total OPs	39	55.052.315	
	18 (12cbc+6tn)	50	168.641.485	
	total ERDF	51	267.405.976	
	1.116.087.859	7 ES/UK	52	703.906
		8 FR/BR/Surinam	53	12.830.274
		9 IT/MT	26	30.148.017
	total ERDF+other	10 GR/IT	25	88.955.170
	---	11 GR/CY	24	41.633.290
		12 GR/BG	23	110.735.958
	total		1.116.087.859	

tn programmes (6)		
first contact/ info point	#	first contact/info point and development of services and products in coop with IPs
1 Mediterranean	1	193.191.331
2 South-West Europe	2	99.413.459
3 Canaris-Acores-Madeira	3	55.394.099
4 Atlantic Space	8	201.843.544
5 Carribean	12	47.882.110
6 Reunion	13	35.446.560
	total	633.171.103

interlink ENPI programmes (4) and ENPI Point in EL/IT		
1 Mediterranean Basin	173.607	
2 Italy-Tunesia	25.191	
3 Spain-Morocco	156.732	
4 cbc Atlantic	32.162	
	total	387.692

interreg.+network programmes	
first contact/ info point	first contact/info point and development of services and products in coop with IPs
URBACT	
ESPO	
interregional IVC	

INTERACT POINT VIBORG

cbc programmes (13)				tn programmes (13)				interreg.+network programmes			
	first contact/info point and development of services and products in coop with IPs	#	ERDF amount allocated to programme	first contact/info point	#	first contact/info point and development of services and products in coop with IPs	#	ERDF amount allocated to programme	first contact/info point	#	first contact/info point and development of services and products in coop with IPs
IACT Point Viborg	1 SE/DK/NO Skaggerat-Kattegat	5	111.611.517	1 Mediterranean	1	193.191.331			URBACT		
	2 DK/DE West	10	44.311.398	2 South-West Europe	2	99.413.459			ESPO		
total OPs	3 DK/DE East	11	22.900.000	3 Canaris-Acores-Madeira	3	55.394.099			interregional IVC		
26 (13cbc+13tn)	4 FR/BE Wallonie-Vlaanderen	42	138.133.331	4 Baltic Sea	4	208.034.499					
total ERDF	5 BE/NL/DE Euregio Maas-Rhein	43	72.044.843	5 Northern Periphery	5	33.115.126					
3.278.540.487	6 BE Vlaanderen/NL	44	94.873.561	6 North Sea	6	138.538.957					
	7 DE/NL	45	138.653.853	7 Alpine Space	7	97.792.311					
total ERDF+other	8 UK/NL/BR/FR Lower North Sea	46	158.657.340	8 Atlantic Space	8	201.843.544					
---	9 UK/FR The Channel	47	178.094.783	9 North-West Europe	9	355.443.293					
	10 IE/UK Wales	48	52.695.295	10 Central European Space	10	246.011.074					
	11 IE N.Ireland/UK Scotland	49	192.022.366	11 South-Easr european Space	11	206.691.645					
	12 FR/DE/BE/LU Grande Region (MA ir	41	88.516.169	12 Carribbean	12	47.882.110					
	13 FR/DE/CH Pamina Oberrhein	40	67.228.023	13 Reunion	13	35.446.560					
	total		1.359.742.479	total		1.918.798.008					

INTERACT POINT TURKU

cbc programmes (10)				tn programmes (2)				interreg.+network programmes	
	first contact/info point and development of services and products in coop with IPs	#	ERDF amount allocated to programme	first contact/info point	#	first contact/info point and development of services and products in coop with IPs	first contact/info point	first contact/info point and development of services and products in coop with IPs	
IACT Point Turku	1 SE/FI/NO Nordkalotten	1	33.966.446	1 Baltic Sea	4	208.034.499	URBACT		
	2 SE/FI/NO Bothnia-Atlantica	2	30.468.668	2 Northern Periphery	5	33.115.126	ESPON		
	3 SE/NO	3	37.223.705				interregional IVC		
	4 FI/EE/LV/SE Central Baltic	4	102.179.011			total		241.149.625	
	5 EE/LV	6	38.228.549						
	6 LV/LT	7	63.917.517						
	7 LT/PL	8	71.688.850						
	8 PL/SE/DK South Baltic	9	60.735.659						
	9 PL/DE Lubuskie-Brand	13	124.500.317						
	10 DE/PL Meck-Zachod	12	132.812.670						
total OPs 20 (10cbc+2tn +8ENPI)									
total ERDF			695.721.392						
total ERDF+other			696.239.472						
	total		695.721.392						
				ENPI Point in Turku providing services to ENPI programmes (8)			ENPI amount allocated to programme		
				1 Nord/Russia			28.241		
				2 Karelia/Russia			23.203		
				3 South East Finland/Russia			36.185		
				4 Estonia/Latvia/Russia			47.775		
				5 Latvia/Lithuania/Belarus			41.737		
				6 Lithuania/Poland/Russia			132.130		
				7 Poland/Belarus/Ukraine			186.201		
				8 Baltic Sea (Sea Basin Programme)			22.608		
				total			518.080		
				ENPI Point in EL/IT providing services to ENPI programmes (6)			ENPI amount allocated to programme		
				1 Hungary/Slovakia/Ukraine/Romania			68.638		
				2 Romania/Moldova/Ukraine			126.718		
				3 Black Sea Basin			17.306		
				4 Mediterranean Basin			173.607		
				5 Italy-Tunesia			25.191		
				6 Spain-Morocco			156.732		
				7 cbc Atlantic			32.162		
				total			600.354		

INTERACT POINT VIENNA

cbc programmes (19)			
	first contact/info point AND development of services and products in coop with IPs	#	ERDF amount allocated to programme
IACT Point Vienna	1 SK/CZ	19	92.740.141
	2 HU/SK	20	176.496.479
	3 HU/RO	21	224.474.935
	4 RO/BG	22	217.823.757
	5 SI/HU	28	29.279.283
	6 SI/AT	29	67.111.477
	7 AT/HU	30	82.280.309
	8 AT/SK	31	59.906.355
	9 AT/CZ	32	107.435.393
	10 IT/AT	35	60.074.668
	11 CZ/PL	17	219.459.344
	12 PL/SK	18	157.407.763
	13 AT/DE	33	54.101.822
	14 DE/AT/LI/CH Bodensee-Hochrhein	34	23.871.170
	15 IT/SI	27	11.279.274
	17 DE Sachsen/CZ	15	207.396.944
	18 DE Bayern/CZ	16	115.510.449
	19 DE/PL Sachsen-Dolno.	14	105.111.000
		total	
total OPs			
33 (19cbc+3tn +11IPA)			
total ERDF			
2.011.760.563			
total ERDF+other			
2.341.893.125			

tn programmes (3)			
	first contact/info point	#	first contact/info point AND development of services and products in coop with IPs
	1 Central Europe	10	246.011.074
	2 South East Europe	11	206.691.645
	3 Alpine Space	7	97.792.311
	total		550.495.030
interlink ENPI programmes (4) and ENPI Point in Turku and EL/IT			
	1 Hungary/Slovakia/Ukraine/Romania		68.638
	2 Romania/Moldova/Ukraine		126.718
	3 Black Sea Basin		17.306
	total		212.662

interreg.+network programmes			
	first contact/info point		first contact/info point AND development of services and products in coop with IPs
	URBACT		
	ESPON		
	interregional IVC		
	total		total

IPA programmes (10 + 2 unlikely)			
	1 Adriatic	1	
	2 HR/SI	2	
	3 HR/HU	3	
	4 SRB/HU	4	
	5 SRB/RO	5	
	6 SRB/BG	6	
	7 BG/FYROM	7	
	8 BG/TR	8	
	9 GR/AL	11	
	10 GR/FYROM	10	
	11 GR/TR	12	
	total		330.132.562

ANNEX 3 – OUTLINE GUIDE TO THE SCOPE OF INTERACT POINTS ACTIVITIES

The actions indicated below will be consistently conducted by each INTERACT Point in order to guarantee equivalent approach in content preparation and development, event management and communications management.

General Information

- ongoing research and update on INTERREG and European Territorial Cooperation
- receive and collect cluster requests
- coordinate with/in ManS
- research and provide prompt answers through meetings, emails, phone calls etc.
- provision of new information for the Website (announcements, new/updated regulations, new sections etc)
- keep track and collect good practice / recommendations

Advisory services

- receive and collect cluster requests
- coordinate with/in ManS
- agree on a venue, date, agenda, participants for the Advisory service
- look for and contract experts (from other programmes)
- implementation of the advisory service
- Follow-up – share Advisory report with management system

Network-building, Networking

- identify needs for network (through phone contacts, direct requests, etc)
- build up network by looking for key players, contacting them, obtaining commitment (appointment)
- meet the network members individually and through meetings (above)
- contact regularly and follow up
- coordinate with INTERACT Points, MA and IS through full participation involvement in ManS
- update network
- collect and disseminate information from zone networks to other points
- capitalise results for new needs and requests

Documents – Guide – Studies

- development of questionnaires and feed back forms for needs assessment
- research on the subject through communication with other IPs/ManS and programmes
- elaboration of terms of reference and tendering
 - cross checking the terms of reference with INTERACT ManS and hosting institution
 - translation of terms of reference if needed
 - identification of potential bidders / field experts
 - elaboration of internal report with information from addressees and set deadlines
 - make terms of reference publicly available (INTERACT website, official journal etc)
 - analyse bids

- elaboration of internal report on offers received and proposal on final selection
- communication on tender award
- kick-off meeting and milestone setting for project including the structure and content of document, templates etc
- receive interim and final drafts, review and provision of feedback
- send interim and final drafts to INTERACT ManS for information and review
- coordinate peer review in addition to IP feedback/feedback of the ManS
- prepare internal proceedings for editing and printing (tendering)
- elaboration of internal report on selected bidder
- process editing, review edition and print
- prepare text for the news on website announcing document
- send document to webmaster to upload on website
- prepare distribution list
- disseminate hardcopies to programmes, EC, MC members, networks, other IPs
- keeping documents produced up-to-date, adaptation for training needs
- follow up; prepare for seminars and update as needed

Communication

- provision of content for website
- provision of content for newsletter
- provision of content for the press
- management of online events (forum and e-workshops)
- ensuring use of consistent editorial policy
- contact with graphic designers and printers
- keep track on stocks of documents
- IT support and development (e.g. project CD Rom)
- development of new information tools
- contracting professional PR Agency when needed
- online advertising through programmes pages, DG Regio etc
- updates for MC members
- producing evaluation summaries and statistics

Event development (Learning events, advisory services, conferences)

- analysis and clustering of needs
- development of draft and final agenda
- invitations (website-mailing)
- identification of existing materials / contribution
- managing feedback from participants on content
- developing training methodology & event plan
- producing presentations and training materials
- collecting / producing supporting materials
- contacting and briefing supporting trainers
- running the event
- planning didactic approach to substance for learning events
- chairing sessions and facilitating at events
- giving training and presentations in events
- follow up of open questions and further needs
- analyse evaluations and identify areas for improvement
- research and monitoring of zone programmes
- needs assessment and feedback meetings
- identification of good practice / capitalisation potentials

- activation of all levels of zone network
- coordination with external stakeholders and network
- tendering to experts when needed

Event management

- identifying venues and dates, coordinating with other events (INTERACT or external)
- contacting European Territorial Cooperation authorities responsible for the area where the event will take place
- collection of offers and venue negotiation
- arrangements with hotels
- contracting, deposits etc
- liaison with venue regarding catering, equipment etc
- registration forms and maps production
- preparation of supporting documents (participant list, confirmation letter etc)
- packing and shipping of materials
- organisation of printing etc
- liaison with venue and managing participants at larger events
- organise event material (laptop, beamer, flipchart, microphones, translation booths etc)
- checking relevant invoices etc

Administration

- recruitment, management and appraisal of staff in consultation with MA
- internal coordination in IP
- coordination with hosting body
- coordination with other INTERACT stakeholders
- reporting
- preparation of work plans
- tendering and contracting
- invoice checking and approval
- budget management
- development of standard procedures
- briefing of staff and long term planning
- filing
- travel booking
- dealing with equipment and service providers for office
- maintenance of database and other electronic systems
- arranging internal meetings
- staff training and team building
- contracting and procurement procedures
- ensuring security of audit trail
- liaison with financial controllers

ANNEX 4 – STAFF PROFILES OF INTERACT POINTS AND SECRETARIAT

The MAWP provides detailed information on the activities and services which will be delivered by the INTERACT Managing System. In order to link programme objectives to activity lines and related responsible Units, Staff profiles have been drafted both for the IPs and the IS.

The profiles are based on the 2007 – 2013 programme budget allocations and have been drafted under the assumption that they would guarantee the same core minimum standard for quality delivery in all cooperation areas identified and overall programme coordination and management.

Staff profiles and number of positions differ from IPs and IS, given different responsibilities assigned to these Units. Furthermore amongst the IPs, Turku represents an exception as it will partially be funded by EU External Cooperation funds with the aim of managing an ENPI component which will be implemented in parallel to the INTERACT programme.

In addition to the core profiles some ad hoc specific professional skills are required in Viborg and Vienna, given the thematic functions assigned (coordination of transnational cooperation programmes and IPA programmes).

Given the nature of the INTERACT programme, special attention will be given to create and foster among staff-members:

- a service minded approach,
- a high level of flexibility to adapt quickly to ongoing changes
- a high level of familiarity with network-type cooperation systems, the logics related as well as appropriate management skills
- Excellent knowledge of how to design and facilitate appropriate communication among stakeholders (internal and external) and to contribute to Community Building and activities to increase the involvement of “Community members”

Finally Staff profiles are designed around the following definitions of roles and typology of expertise¹⁹:

Enabler: The enabler (trainer) represents the core staff function. INTERACT’s greatest strength is its access to information from both the regulatory and implementation dimensions, and our unique service is to bring these two fields together. The enablers are firstly analysts, sifting and sorting the vast amounts of information available. They are secondly experienced training developers with the ability to define appropriate and realistic objectives and plan events and materials that will allow the effective delivery of these objectives. Thirdly, they are communicators, clearly and confidently leading groups towards meeting their learning goals.

They will also possess excellent drafting skills for preparing written information. All enablers will develop specialisation in certain fields but will also have an overview of the whole project and programme management process.

¹⁹ © 2007, Ralph Grossmann cooperating with Hubert Lobnig

Change facilitator: The facilitator role is a key to working with the geographical zone, assisting programmes in the definition of challenges and reaching consensus based decisions on the most appropriate actions to take. Although requiring a slightly different skill set, the facilitator role is a development from the enabler: The enabler's in-depth knowledge of Territorial Cooperation will be a minimum requirement for the challenging role of developing a culture of critical thinking and guiding stakeholders through developmental processes. The facilitator has mastered a package of tools and techniques to work with group-based goal setting, drawing out opinions and developing support for group decision-making. The role requires maximum adaptability and an ability to maintain focus and ensure that worthwhile results are achieved.

Expert: The expertise required in INTERACT falls into two categories. Firstly, the expertise to be developed by INTERACT staff themselves through their unique overview of a number of programmes and privileged access to information from a wide range of sources. All delivery staff will be expected to focus on a limited number of themes and programmes and ensure that they keep constantly updated with the latest developments in their fields. INTERACT staff will always face the risk of criticism that they 'don't really know what they are talking about' because they are not actively involved in programme management. INTERACT expertise will therefore rely on breadth of knowledge and a general knowledge of professional skills such as project management, financial control and evaluation. Programmes should never feel that they are being challenged as the authorities on their own work: The relevance of INTERACT expertise will be negotiated with stakeholders – not imposed.

The second category of expertise involves in-depth professional know-how in specialist fields and will always need to be externally contracted. Examples include policy evaluation, impact analysis, legal opinions and audit standards. The INTERACT expert role in these cases is to frame Terms of Reference that will ensure delivery of all appropriate information in a suitable format and to manage the contract in such a way that quality is constantly assured and improved. Often INTERACT experts will also have to use their knowledge in extensive editing and development of the raw materials developed by external experts.

Advocate: The advocate role aims to promote and consolidate the perception of INTERACT as a relevant and reliable partner in the management of Territorial Cooperation programmes and projects. As such, the advocate will persuasively communicate not only INTERACT services but the vision on which these services build. The advocate will be an excellent communicator, able to assess an audience and respond with appropriate communication and information – whether spoken or in writing. They will have a good overview of relevant knowledge and will be able to answer questions and criticisms convincingly and constructively. The advocate is also a strong networker, persuading new stakeholders to contribute to INTERACT and able to quickly assess the value and potential of new contacts. The advocate will often take on a 'first contact' role and will be expected to convince audiences of the value of INTERACT services in order to create opportunities for further activities.

Organiser: The organiser role provides the essential foundation for all other activities. In a fast moving knowledge-based environment, the organiser creates stability and continuity by ensuring that practical arrangements and administration are carried out in a timely, efficient and open manner. The organiser has an overview of the progress of all activities and is able to prioritise and plan tasks well in advance. They monitor service preparation to ensure that all necessary tasks have been assigned and are on schedule, and organise the selection of service providers. The organiser also manages office systems and procedures, and monitors their use by other members of staff in order to provide back-up and/or training if weaknesses are detected. The organiser has developed extensive knowledge of the practical aspects of event management and having discussed requirements with other staff is able to

independently make all necessary arrangements as well as planning and implementing improvements in relevant procedures.

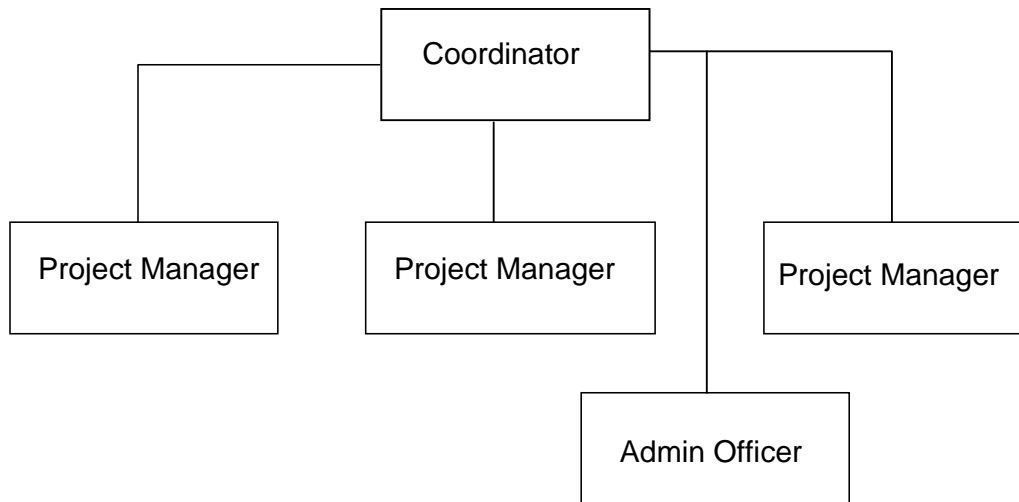
Manager: The manager role involves a human resources function and coordination with the programme organisation. In human resource terms, the manager is responsible for assigning, coordinating and monitoring staff tasks. The manager is also responsible for ensuring staff satisfaction and opportunities for skill development so all staff can carry out their assigned tasks confidently and professionally. Coordination with the programme involves a number of administrative tasks including liaison with the host authority, budget management and reporting, and the development and monitoring of work plans and activities with the other INTERACT offices.

INTERACT POINTS CORE STAFF PROFILES

Number and profiles of positions required

It is estimated that 5 full time equivalent staff members will be required in order to appropriately fulfill IP mission. Only the INTERACT Point Turku will be staffed with 3 full time equivalent staff members. The programme financial resources available drive IP Turku to drop off the Project Officer Admin position and thus the team will only consist of expert level profiles with administrative duties embedded in the tasks.

Organisation chart



Profile for each staff position

Coordinator

This position combines aspects of all of the skill sets defined above with a focus on the manager, organiser and expert roles.

- INTERREG knowledge:
 - In-depth knowledge of INTERREG/European Territorial Cooperation programmes and regulations
 - Knowledge of policies and developments in main areas of Structural Funds intervention
 - Working experience of INTERREG highly desirable
- ENPI knowledge (for Turku only)
 - Profound knowledge of EU external policies and external funding instruments
 - In-depth knowledge of the European Neighbourhood and Partnership Instrument and implementation of ENPI programmes
 - Specialist in ENPI CBC bridging with other CBC programmes
 - Expertise of ENPI programme functions
- Professional skills:

- Familiarity with objective based planning and implementation of strategies and operational plans
- Ability to identify and analyse relevant sources of information, and assess the relevance and quality of these sources
- Ability to cluster and prioritise stakeholder requests as a basis for planning
- Ability to manage staff and office procedures so as to ensure effective delivery of services
- Personal skills:
 - Drive and determination and the ability to take personal responsibility for delivery of high quality results to tight deadlines
 - Strong advocate and networker with effective communication skills
 - Ability to understand different cultural and administrative contexts and adapt personal knowledge and experience to these settings
 - Ability to lead and motivate a team
- Educational background
 - Master degree or equivalent in relevant fields of study

3 Project Managers (2 IP in Turku)

These positions are based around the enabler skill set and a combination of one or more of (i) change facilitation skills (ii) advocacy skills and (iii) language skills (these differ from IP to IP and are intended to cover as many cooperation area languages as possible). The positions are intended to guarantee the IP contribution both to the internal coordination of the Mans (working groups) and the appropriate programme delivery. Assignment of tasks to Project Managers can vary from IP to IP according to the priorities of its own assigned area of cooperation.

- INTERREG knowledge:
 - In-depth knowledge of INTERREG/European Territorial Cooperation programmes and regulations
 - Working experience of INTERREG highly desirable
 - Specialist knowledge of a range of programme functions (financial management, project development, communication etc) and/or themes (innovation, sustainable development, transport etc)
- Professional skills:
 - Familiarity with objective based planning and implementation of training and facilitated organisational change
 - Ability to identify and analyse relevant sources of information, and assess the relevance and quality of these sources
 - Excellent drafting and presentation skills
 - Ability to combine and present complex information clearly and concisely
 - Ability to coordinate effectively with others in the development of joint actions
- Personal skills:
 - Drive and determination and the ability to take personal responsibility for delivery of high quality results to tight deadlines
 - Ability to understand different cultural and administrative contexts and adapt personal knowledge and experience to these settings

- The ability to negotiate and maintain effective relationships with key contacts internally and externally, displaying sensitivity, tact and diplomatic skills

Project Officer in Admin

The Admin Project Officer will ensure the efficient organisation of the INTERACT Point and will support the Coordinator on the financial planning and control of the INTERACT Point budget. He / she will maintain an administrative and financial management system for monitoring and reporting the progress in accordance with the contract signed with the INTERACT MA.

This position is based around the enabler skill set with training available to develop additional change facilitation and advocacy skills.

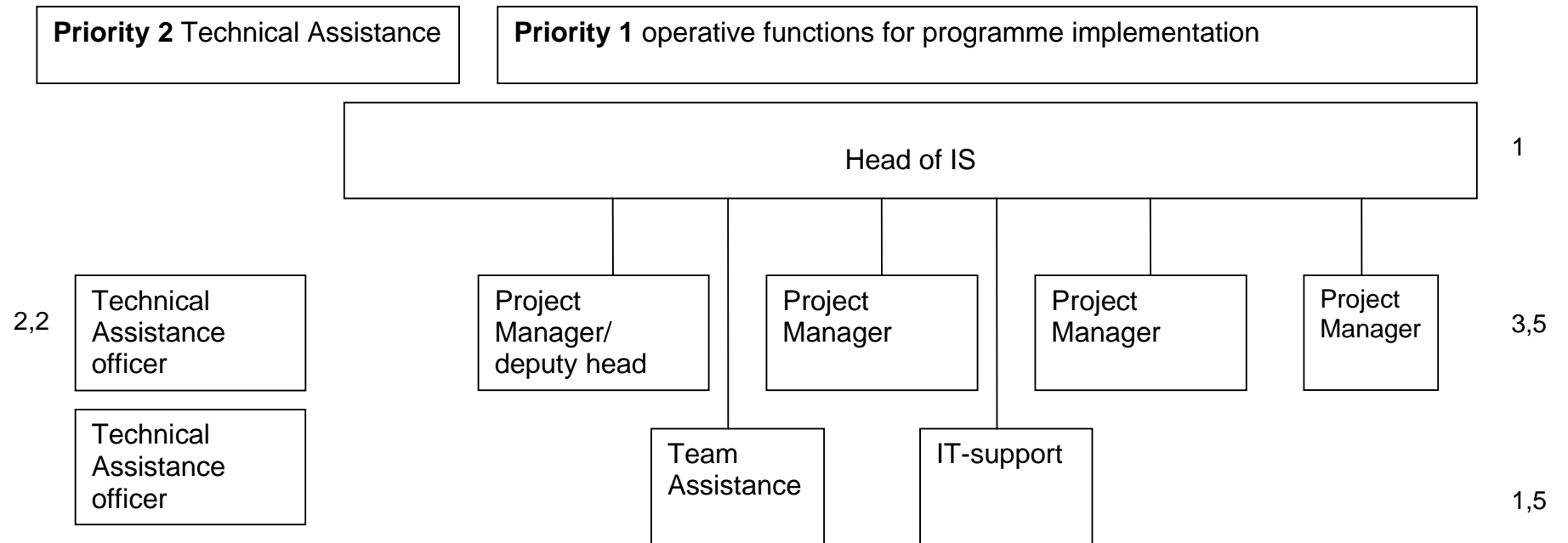
- INTERREG knowledge:
 - Good knowledge of INTERREG/European Territorial Cooperation programmes and regulations
 - Working experience of INTERREG highly desirable
 - Good knowledge of a range of programme functions (financial management, project development, communication etc)
- Professional skills:
 - Ability to manage, quality check and update office procedures and documentation
 - Ability to plan, negotiate and manage practical aspects of event management
 - Ability to identify and analyse relevant sources of information, and assess the relevance and quality of these sources
 - Ability to combine and present complex information clearly and concisely. Good drafting and presentation skills
 - Excellent knowledge of IT applications and their development as well as software packages (e.g. Office)
- Personal skills:
 - Drive and determination and the ability to take personal responsibility for delivery of high quality results to tight deadlines
 - Ability to clearly communicate complex information and quickly develop appropriate responses to new information
 - Ability to understand different cultural and administrative contexts and adapt personal knowledge and experience to these settings
 - Flexibility and motivation in implementing relevant decision taken by the Programme Managers
 - Service minded approach
 - Attention to detail and accuracy

INTERACT SECRETARIAT CORE STAFF PROFILES

Number and profiles of positions required

It is estimated that about 8 full time equivalent staff members will be required in order to successfully fulfill its mission. This includes about 2 positions for the core programme management (Technical Assistance) and half a position for ENPI component coordination. Given the IS's responsibilities within the Managing System of leadership and coordination as well as its assignment to programme implementation tasks it will be important that around 4 positions are filled with project managers (incl. head) ensuring a profound knowledge in the various aspects of organizational management as well as in the specific thematic fields the IS is assigned to. Complementing, 1,5 positions will be assigned to team assistance as well as technical support to project managers.

Organigrame



*Profile for each staff position***Head of Programme Secretariat**

The holder's main responsibilities lie in ensuring the efficient and effective (quality) functioning of the Secretariat in fulfilling its mission, through management and motivation of staff and leadership within the Managing System, representation with external stakeholders and contact with and service to the other network programmes. Part of his / her responsibility is the financial planning and control of the Technical Assistance and INTERACT Secretariat budget. In addition, he / she will have project managers responsibilities for specific thematic tasks to be assigned.

This position combines aspects of all of the skill sets defined in annex XX with a focus on the manager, organiser and expert roles.

- INTERREG knowledge:
 - In-depth overall knowledge of INTERREG/European Territorial Cooperation programme implementation and regulations
 - Knowledge of policies and developments in main areas of Structural Funds intervention
 - Working experience of INTERREG highly desirable
- Professional skills:
 - Profound knowledge in objective based planning and implementation of strategies and operational plans as well as SF project management know-how
 - Familiarity with the latest organisational development practices with special focus on network cooperation structures and their specific logics incl appropriate management skills
 - Ability to identify and analyse relevant sources of information, and assess the relevance and quality of these sources
 - Ability to cluster and prioritise stakeholder requests as a basis for planning
 - Ability to manage staff and office procedures so as to ensure effective delivery of services
 - Excellent knowledge of how to design communication among stakeholders, incl. excellent presentation and facilitation skills as well as technical skills (software packages (e.g. Office))
 - Excellent English language skills, additional EU languages highly desirable
- Personal skills:
 - Drive and determination and the ability to take personal responsibility for delivery of high quality results to tight deadlines
 - Strong advocate and networker with effective communication skills
 - Ability to understand different cultural and administrative contexts and adapt personal knowledge and experience to these settings
 - Ability to lead and motivate a team

Depending on the specific thematic responsibilities assigned, further thematic knowledge will be required.

Project Managers in specific fields assigned to the IS, such as Quality Assurance, Communications, information management, strategic program coordination, capitalization, ENPI (3,5 FTE):

The project managers will be responsible ensuring the generation of themes in the respective fields assigned as well as the delivery of IS services to be made available among the Managing System but as well to the INTERACT stakeholders, when deemed appropriate. He / she will also steer the ManS and ensure the well-functioning of internal coordination. He /she will be responsible for ensuring a strong coordination among all INTERACT activities, promoting a culture of cooperation, high quality, best practices and lessons learned within INTERACT and securing a regular and relevant flow of information within the ManS as well as towards all relevant stakeholders.

Project Managers positions will be based around the change facilitator and organizer skill set and a combination of advocate and expert skills.

- INTERREG knowledge:
 - In-depth knowledge of INTERREG/European Territorial Cooperation programmes and regulations
 - Working experience of INTERREG highly desirable
 - Specialist knowledge of a range of programme functions (financial management, project development, communication etc) and/or themes (innovation, sustainable development, transport etc)
- Professional skills:
 - Profound knowledge of the logic of network cooperation structures and processes, incl. appropriate management skills
 - Familiarity with objective based planning and implementation of training and facilitating organisational change
 - Ability to identify and analyse relevant sources of information, and assess the relevance and quality of these sources
 - Excellent drafting and presentation skills as well as facilitation background
 - Excellent knowledge of software packages (e.g. Office)
 - Ability to combine and present complex information clearly and concisely
 - Ability to coordinate effectively with others in the development of joint actions and lead coordination groups
 - Excellent English language skills, additional EU languages highly desirable
- Personal skills:
 - Drive and determination and the ability to take personal responsibility for delivery of high quality results to tight deadlines
 - Ability to understand different cultural and administrative contexts and adapt personal knowledge and experience to these settings
 - The ability to negotiate and maintain effective relationships with key contacts internally and externally, displaying sensitivity, tact and diplomatic skills
 - Flexibility and motivation in implementing relevant decision taken by the Programme Managers

Specifically for the deputy head of the Secretariat, who will be entrusted with the responsibility to substitute the head of Secretariat whenever and wherever necessary, he /she should possess an in-depth overall knowledge of INTERREG/European Territorial Cooperation program implementation.

In addition, in-depth knowledge of best practice in monitoring and evaluation methodologies and impact assessment is needed in the IS to ensure profound quality management in INTERACT.

Furthermore, in-depth knowledge of strategic planning for communications, as well as profound understanding and experience of relaying clear messages through different media to internal and external audiences is needed in order to fulfill the communication task assigned to the IS.

To cover the ENPI component, general know-how is needed in this regard.

Further specific qualifications may be required.

Team Assistants / (technical) support to project managers (1,5 FTE)

These positions will work in close collaboration with the project managers

- Supporting project managers in fulfilling their tasks,
- ensuring the efficient organization of the INTERACT Secretariat itself and
- ensuring that IT systems are meeting the objectives of efficiency, communications and accuracy.

These positions are based around the enabler skill set with additional change facilitation and advocacy skills. With specific reference to the position aimed to provide IT support, a high level of specific expert skills will be required

- specific knowledge:
 - Good knowledge of INTERREG/European Territorial Cooperation programmes and regulations
 - Working experience of INTERREG highly desirable
 - Good knowledge of a range of programme functions (project development, communication etc) respectively IT-related expertise
- Professional skills:
 - project management skills, especially means to manage network-cooperation projects
 - Ability to manage, quality check and update office procedures and documentation
 - Ability to plan, negotiate and manage practical aspects of event management
 - Ability to identify and analyse relevant sources of information, and assess the relevance and quality of these sources
 - Ability to combine and present complex information clearly and concisely. Good drafting and presentation skills
 - Excellent knowledge of IT applications and their development/programming as well as software packages (e.g. Office, database, set-up and ongoing adaptation of website, etc)
 - Excellent English language skills, additional EU languages highly desirable
- Personal skills:
 - Drive and determination and the ability to take personal responsibility for delivery of high quality results to tight deadlines

- Ability to clearly communicate complex information and quickly develop appropriate responses to new information
- Ability to understand different cultural and administrative contexts and adapt personal knowledge and experience to these settings
- Flexibility and motivation in implementing relevant decision taken by the Programme Managers
- Attention to detail and accuracy

Technical Assistance officers (about 2,2 FTE)

These positions will bear the responsibility to implement the Technical Assistance activities according to Article 14.1 of Regulation 1080/06 and as set out in chapter 6.2.3.

He / she will maintain a monitoring system for reporting and will work in close cooperation with the program authorities as well as with the MC in order to support them in implementing their tasks.

These positions are based around the organizer skill set with an excellent in-depth knowledge of Structural Funds program/project management as well as financial analysis techniques and means.

- Specific knowledge:
 - Excellent knowledge of INTERREG/European Territorial Cooperation program and project implementation provisions (administrative and financial) and regulations, in particular Technical Assistance
 - Profound experience in management of contracts co-funded by Structural Funds in accordance with all relevant regulations at EU and national (Austrian) level
 - Expertise in financial management and control of SF programs/projects
 - Working experience of INTERREG highly desirable
- Professional skills:
 - Profound project management skills, especially means to manage network-cooperation projects
 - Excellent accounting skills incl. relevant methods and IT applications (e.g. EXCEL)
 - Ability to identify and analyse relevant sources of information, and assess the relevance and quality of these sources, esp financial data
 - Ability to manage, quality check and update office procedures and documentation
 - Ability to combine and present complex information clearly and concisely. Good drafting and presentation skills
- Personal skills:
 - Drive and determination and the ability to take personal responsibility for delivery of high quality results to tight deadlines
 - Ability to clearly communicate complex information and quickly develop appropriate responses to new information
 - Flexibility and motivation in implementing relevant decision taken by the Programme Managers
 - Attention to detail and accuracy

ANNEX 5 – RULES OF PROCEDURE FOR MEETINGS OF WORKING GROUPS

1. These rules of procedures apply to all INTERACT working groups - Coordination Group (CooG), Communication Group (ComG), Finance Group (FinG), Content Group (ConG) and the Task Groups (TG).
2. Draft agendas should be available no later than one month before the proposed meeting. The final agenda no later than 2 weeks before the meeting.
 - a. It serves to identify the most appropriate participant from IPs, IS and MA (see Section 6.3.2 of the MAWP for exact identification of IPs participants to the Working Group meetings).
 - b. It serves to book and buy cheapest flights or other travel means
 - c. The final agenda serves as basis for the coordination with the beneficiary.
3. All agenda items should be marked **for information** or **for decision**.
 - a. Where items are **for decision** a short background paper to be provided no later than one week before the meeting should outline the main points and the decision that is required.
 - b. It serves to identify the relevant staff and allow for internal discussion before the meeting. It also ensures that more considered opinions are offered during the meeting.
 - c. Each IP representative has to be mandated to take a decision except deals concerning contractual matters.
 - d. Items **for decision** approved can no longer be amended unless relevant reasons arise as those regulated in the Grant Contract, e.g., which require the acceptance by the beneficiary.
 - e. Decisions are generally taken by consensus. When this is not possible the IS/MA ultimately decide.
4. In the meetings, participants should agree the exact wording of every decision to ensure consensus. Where decisions also involve a follow up action, the person (or the Unit responsible) should be identified together with a deadline for the action. This information is part of the text of the decision.
5. Minutes and actions points related to decisions will be taken during meetings and made available within 15 days through the INTERACT Communication System (Live link).
 - a. During this period (15 days) comments on minutes can be provided.
 - b. The IS/MA should decide on the acceptance and/or rejection of such comments. As a general principle, such comments should not seek to reverse a decision unless new information has become available after the meeting.
6. All nominated representatives commit to attend all meetings. In the event of non-attendance, decisions will be considered to apply to all INTERACT Points, IS and MA except obligations for the party not present affecting changes in the Human Resource Planning or the budget or dealing with matters regulated in the Grant Contract.
7. Meetings of the three thematic groups (communication, finance and content) follow the same procedures when agenda items focus on content.
 - a. When thematic groups produce proposals for a new activity/product/service this will be included on the agenda of the next coordinators meeting for a decision.

- b. Thematic groups should preferably meet shortly before Coordinator meetings and possibly in the same location, so quick decisions can be taken on the proposals made.