



INTERACT 2007—2013 Multi Annual Work Programme



INTERACT 2007-2013

Good Governance of European Territorial Cooperation Programmes

Multi Annual Work Programme
Version April 2008

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1 BACKGROUND INFORMATION

This document is intended to provide concise and comprehensive information about INTERACT and describes in more detail the services to be provided in each programme priority. It also presents the financial commitments per year and per office in accordance with the allocations in the Operational Programme.

Intended to be read in conjunction with the Operational Programme as a complement to this document, references are given to the relevant chapters. The Multi Annual Work Programme outlines the operational objectives of INTERACT and identifies the programme's target groups. A description of the methods used and types of INTERACT services and products is given, demonstrating the added-value of the programme and its benefits to the European Territorial Cooperation community.

In order to comply with the complex and constantly changing environment of European Territorial Cooperation, INTERACT will define single Annual Work Plans for the whole Managing System – in close and ongoing contact with target groups – detailing concrete activities for the programme for the calendar year. Finally, the new INTERACT structures which lie at the heart of the delivery of services are outlined in Chapter 5.

The Annexes to this document elaborate internal working procedures and communication flows within the INTERACT Programme.

2 OBJECTIVES AND PRIORITIES

The INTERACT 2007 - 2013 programme will be delivered in the framework of a new regulatory context for European Territorial Cooperation and new European policy priorities. In addition, European Territorial Cooperation programmes will have to

adapt to the increased role of national legal frameworks as well as adopting a greater strategic orientation and focus on Lisbon and Gothenburg agendas. Programmes may also have to select and fund strategic projects. Some cooperation areas face the additional challenge of working with Candidate and Potential Candidate Countries (programmes funded by IPA - Instrument for Pre Accession Assistance), as well as New Member States (after the last and future enlargement steps).

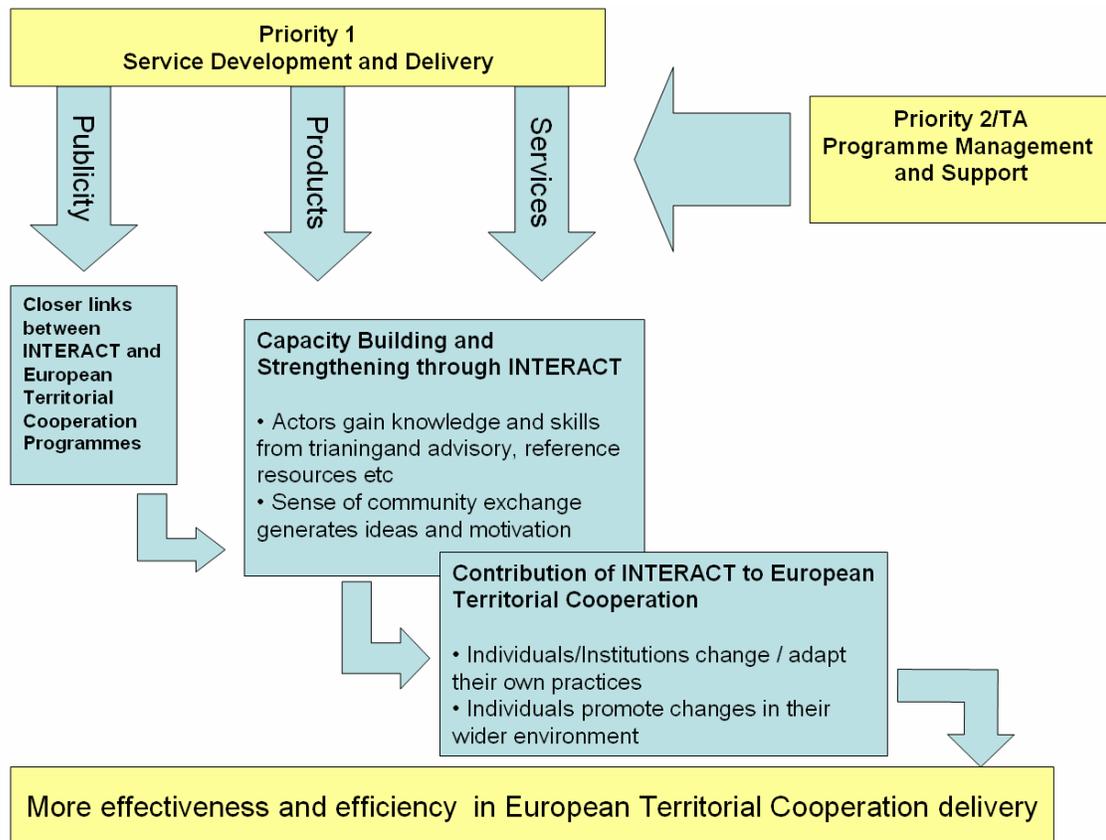
Changes in the framework of operations as well as the managing bodies (regional and national) present a new context and all European Territorial Cooperation Programmes will therefore have to face new challenges. Both new and experienced bodies will have to seek innovative ways to further improve their performance and deliver better programmes to meet new priorities. It is with this in mind that INTERACT will be offering services to meet the following objectives:

1. Contribute to increase the efficiency of programme management
2. Support to increase the effectiveness of programme delivery
3. Facilitate the transfer of know-how and the exchange of knowledge amongst programmes and strands

These objectives will be reached through a process of user capacity building and strengthening. This process will benefit all programmes and programme actors irrespective of their experience within INTERREG/European Territorial Cooperation programmes.

The following figure illustrates how the two priorities of the INTERACT programme (as defined in the Operational Programme) will be delivered in order to achieve the above objectives. Core functions are covered in the service priority "*Development and delivery of products and services to the Target Groups*". The "*Technical Assistance*" priority addresses the preparatory, management, evaluation and control activities of the INTERACT programme itself.

Figure 1 – INTERACT Programme priorities in operation



Inputs from INTERACT are marked as arrows, while the progress of impacts towards the programme's overall objective is described in the boxes.

A full description of activities covered by Priority 1 and Priority 2 (Technical Assistance) can be found in the Operational Programme, Chapter 4.1.

This capacity building activity will enable actors to use their new knowledge and skills to enhance their individual working practices. As an additional benefit, there will hopefully be organisational changes contributing to greater effectiveness and efficiency in European Territorial Cooperation programmes.

In order to meet the objectives set out and channel demand oriented services, INTERACT will be delivered with a new regionally focused approach as outlined in Chapter 3 of the Operational Programme. INTERACT will address programmes via the INTERACT Secretariat and four

INTERACT Points located in Turku, Valencia, Viborg and Vienna, which will serve regional groups of cross-border and transnational programmes as well as

serving the interregional and network programmes. The programme will take all possible steps to ensure a demand responsive and flexible approach to target groups.

3 TARGET GROUPS, MEETING THEIR NEEDS AND EXPECTATIONS



The core group of actors that INTERACT will address is represented by the institutions and bodies responsible for the management and delivery of the

European Territorial Cooperation Programmes. As outlined in Council Regulation EC No 1083/2006 these actors include all those formally responsible for overall programme management and implementation as well as other support bodies appointed by Member States¹:

1. Managing Authorities
2. Certifying Authorities
3. Audit Authorities (and Groups of Auditors wherever applicable)
4. Monitoring Committees
5. Joint Technical Secretariats
6. National Contact Persons
7. Control bodies (previous First Level Control)

In addition other groups will be targeted such as auditors (Second Level Control) or officials working in national and regional authorities.

Besides, when discussing appropriate means to enhance the quality of projects under the European Territorial Cooperation objective, it was frequently asked whether INTERACT can expand its activities from programme management support towards know-how transfers for owners of cooperation projects. Many of the

topics relevant at programme level are equally relevant for project owners and vice versa. Given a limited capacity available to the INTERACT implementing bodies; support to project owners will remain primarily a task of the different programme secretariats or national support structures. However, benefits from the enhanced regional approach of INTERACT shall be exploited as much as possible for the sake of good quality project.

INTERACT shall identify and assess these groups' needs and will organise efficient and prompt responses. These will be adapted on an ongoing basis and will take into account particularities and necessities of different cooperation areas and programmes in Europe. INTERACT aims to deliver at the same high standards across Europe.

INTERACT not only focuses on management techniques but also on issues related to good governance and strategic orientation to institutional and thematic networks. The programme will also evolve through the direct contribution of its target groups, who will directly benefit from the services, tools and sources of information offered to them. INTERACT will operate by constantly seeking out the users' point of view and involving them as much as possible in delivery in order to create and strengthen this cycle of exchange.

As the life-cycle of the European Territorial Cooperation programmes advances, INTERACT products and services will reflect this evolution. An overview of the list of basic tasks to be met by programmes is shown in five stages in FIGURE 2 on page 6.

Experience has shown that there is no one-size-fits-all calendar for programmes. Each programme will be operating at different points in the implementation cycle for various reasons, including differing starting dates and levels of programme management experience, new Managing Authorities and MC members, varying

¹ As per the INTERACT 2007 – 2013 Operational Programme

operational momentum, etc. INTERACT will provide support reflecting individual programme “speeds” throughout the programme life-cycle.

These different speeds aside, the five stages that the programmes usually straddle ensure that INTERACT can largely predict demand for products and services and therefore deliver them in due time. Nevertheless, needs can vary enormously and some – like those emerging from changing political and/or organisational frameworks – can be rather unpredictable. INTERACT will provide adaptations of services or develop new services to cater for this range of developing needs.

Needs assessment activities will be incorporated into the annual work plans² and will be a key part of the communication between INTERACT and its target groups in the four regional cooperation areas as well as at the European level.

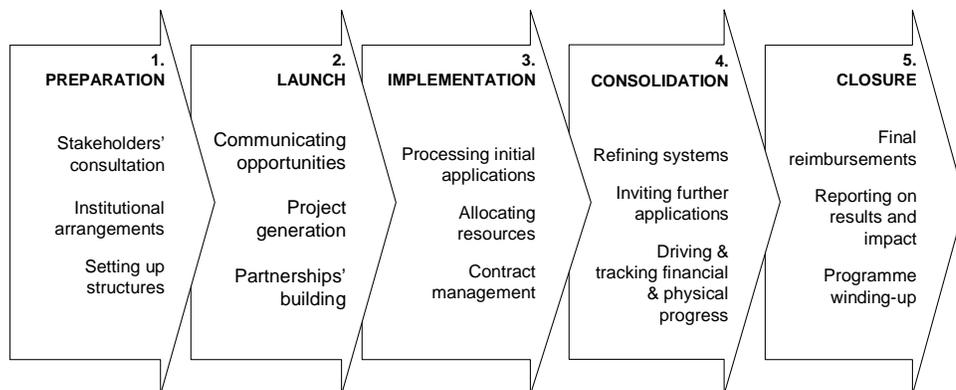
INTERACT staff will build and strengthen personal relationships with programme stakeholders in their assigned areas (cross-border, transnational, network and interregional programmes). This will guarantee constant feedback from INTERACT users and consequently shape the services in a demand-responsive manner. Therefore each regional network will develop and grow with its own specific characteristics although synergies and cross-overs between areas will also be

addressed.

INTERACT will also set up a network of National Contact Persons (NCPs), as laid out in the Operational Programme, which will ensure shared use of the information gathered at national and regional level in the countries participating in INTERACT. This activity will be coordinated by the INTERACT Secretariat with the support of the INTERACT Points.

As well as ongoing evaluation of activities, the INTERACT Programme Mid Term Evaluation foreseen in the Operational Programme for 2010 will provide INTERACT managers with valuable information on the programme’s impact on European Territorial Cooperation programmes. It is therefore expected to be a milestone in INTERACT implementation, allowing an opportunity to adapt and adjust priorities.

Figure 2 – Life-cycle of European Territorial Cooperation programmes



² Each year the INTERACT Monitoring Committee approves the annual work plan

4 THEMES ADDRESSED, SERVICES AND PRODUCTS

INTERACT has a wide-ranging product, service and communication portfolio already developed, which will be updated and adapted for the new programme. This portfolio of services, products and communication will address a number of core themes.

The following is a list of the themes which will be covered. It is a provisional list largely based on experience accumulated under the 2000 – 2006 programming period and the requests highlighted by target groups during 2007³. It may be expanded and modified as the European Territorial Cooperation programmes evolve and as demand dictates.

4.1 THEMES AND SUBJECTS

Good Governance Practices - collects and describes good governance practices in European Territorial Cooperation.



Special attention will be paid to the operational features of good governance. Following the White Paper on Good Governance,⁴ good practice in making operational the principles of *openness, participation, accountability, effectiveness and coherence* in the context of Structural Funds administration shall be identified and analysed.

Capitalisation of former INTERREG experiences – gathers the results of INTERREG projects in order to support further developments of key European

Territorial Cooperation themes such as innovation, environment, transport and accessibility. Aims to make the most effective approaches and solutions available to all programmes and analyse the impact of INTERREG in the long term.

Strategic Programme Planning – offers the opportunity for European, national and regional stakeholders to contribute their ideas and initiatives for achieving the Lisbon and Gothenburg objectives. Thematic contributions will be undertaken in relation to the main themes of European policy such as innovation, SME development policies, and others.

Programme Management – deals with the roles of and interactions between programme bodies including requirements, structures and procedures throughout the programme life-cycle. The content builds on the requirements of the description of management and control systems in addition to good governance practices in programme administration. It might also cover management of human resources in programme bodies.

Financial Management - addresses key elements and responsibilities in financial management of programmes including the main aspects of project financial management. Special attention is paid to reports, controls, audits and management of the de-commitment rule. The contents are regularly updated and checked by the European Commission. They assist well-structured and proactive management of financial processes in the programmes.

Project Management – gives an overall picture of the project life-cycle and the special requirements of European Territorial Cooperation projects. The contents are constructed around the project cycle from partner search through the application phase, into implementation and on to the closure of projects. The Lead Partner principle is addressed in detail. There is an emphasis on the support that projects and partners need from programmes and the relationship between projects and programmes throughout the programme cycle.

³ In particular the information gathered at the Europe wide conference held in Budapest by INTERACT in cooperation with the Hungarian authorities.

⁴ European Commission: European Governance: A White Paper. Brussels, 25.7.2001, Com(2001) 428 Final

Project Support – enables programmes to work better with projects. Addresses procedures and documents such as applications, assessment criteria, partnership agreements, etc. Also tackles difficult issues like the definition of a strategic project, how to raise project quality and how to improve the visibility of core project results.

Audit and Control – targets methods, requirements and successful practices in control of expenditure, audit and systems audits. Specialized content addresses those working directly with these issues.

Monitoring and Evaluation – aims to secure effective measurement of project and programme performance. Includes tools such as indicators and databases but also general procedures for assessing and improving project quality and impact. The content focuses not only on tools for regular assessment of performance but also on monitoring and evaluation as a key input for strategic adjustment of the programme.

Communication – promotes methods and successful practices as well as addressing requirements in information and communication for European Territorial Cooperation programmes. The contents focus on developing and implementing strategies and tools to maximize awareness of and involvement in these programmes.

Network coordination – creates networks, with a community of European-wide stakeholders from all strands of European Territorial Cooperation and geographical sub-sets, providing a device for network learning.

External cooperation – participation of IPA and ENPI stakeholders in transnational and cross-border programmes, horizontal programmes, communication and cooperation with EC delegations and other institutions. Also covering the network programmes – URBACT AND ESPON and INTERREG IVC, for which the INTERACT Secretariat will strategically lead these relationships.

4.2 SERVICES



Services represent the largest resource investment for INTERACT. They consist of events which enable the exchange of information and knowledge as well as the transfer of know-how between European Territorial Cooperation programme staff (e.g. workshops and seminars). These activities are based on target group demands and take into account suggestions and proposals for further developments. They also aim to build networks of professionals (e.g. groups of controllers, finance managers, etc.).

a) 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. The demand will be processed by the relevant person in the IP or the IS in accordance with the theme and exact activity requested (e.g. financial managements). The difference between General information services and Advisory Events essentially lies in the fact that General information services are Advisory services provided per email or telephone.

b) LEARNING EVENTS

INTERACT plays an active role in promoting cooperation and collaboration amongst programmes, amongst strands and amongst different types of actors involved at various levels in the management and delivery of European Territorial Cooperation programmes. There are synergies that can be proactively exploited when encouraging managers to work together and share training and educational experiences. INTERACT therefore acts as a platform enabling people to learn from each other's experience and to share problems or successes.

INTERACT staff prepare and organise seminars and workshops across Europe, often in partnership with national or regional authorities. These public events are attended on average by 15/25 people.

INTERACT Seminars and workshops focus on the learning dimension, aim to train (new) staff members and transfer knowledge amongst experienced professionals (e.g. project life cycle, tasks to be fulfilled in a JTS, establishing the monitoring and control systems, etc.). They also involve open exchange between individuals with a common interest, usually with a facilitator (e.g. meetings of programme managers, auditors, groups of programmes in the same strand or geographical area, etc.). These can also take place online (e-Workshops) and are led by INTERACT staff and recognised experts in the field of the Structural Funds.

INTERACT promotes the establishment of communities of practice and **thematic networks**. These forums allow very specific expertise building (e.g. groups of finance managers, communication managers, project support staff, etc.), input on strategic project ideas (e.g. how accessibility and transport priorities are implemented in different programmes – cross-border and transnational) and discussion on the latest European and national political trends affecting European Territorial Cooperation (synergies with NSRF, Objective 1 and 2 programmes, etc.). INTERACT also facilitates the networking of stakeholders involved in the IPA and ENPI programmes or using the European Development Fund.

c) ADVISORY EVENTS

INTERACT is already recognised as a source of valuable technical support by many programme staff and this type of service will be expanded.

Advisory services are planned in order to get closer to programmes' specific needs, provide substantial customized advice and facilitate services which aim to support a problem-solving process in a given context. The variety of themes and issues demanded requires a multifaceted

approach to identifying and brokering the most appropriate know-how.

Laboratory groups can be set up to develop topics with the aim of generating specific knowledge, and transform it into technical and management support instruments for INTERACT's target groups (e.g. application of the EGTC in a determined geographical area). Laboratory groups are small teams composed of interested representatives from the relevant target groups and INTERACT staff.

A laboratory group may work on a new approach or produce a new tool or procedure. If it succeeds in producing a joint proposal for a tool, this will be tested by some of the targeted users (Managing Authorities, JTS, etc.). The test may be run in **pilot networks**, in order to get a clear picture of the added value or of possible deficiencies before recommending the tool to a wider public.

d) CONFERENCES

Conferences are large events to disseminate knowledge or introduce new instruments/legislation. They provide a wider forum for discussion on political and strategic issues. Conferences can create new links and intensify network relationships and social capital among participants. INTERACT Conferences will be organised both at the European wide level (e.g. in cooperation with the other network programmes – ESPON, URBACT-, the interregional programme and at regional level (e.g. Baltic area, Mediterranean Sea, etc.). The conferences will be designed and run together with the European Commission and with INTERACT MC representatives whenever appropriate.

4.3 PRODUCTS



INTERACT collects data and generates information relating to Structural Funds and particularly the European Territorial Cooperation Objective. Resources are made available to users to raise

awareness (e.g. involvement of new actors in European Territorial Cooperation), build management and thematic knowledge (e.g. improvement of managerial and research knowledge) and reappraise, when necessary, working methodologies and institutional settings (e.g. adjusting operational priorities and relationships between programme management bodies). These will be developed in English as electronic tools but should there be sufficient demand a limited number of hard copies will be made available.

a) STUDIES AND PUBLICATIONS

INTERACT develops study and research material for use by its target groups or other people interested in Structural Funds development (namely European Territorial Cooperation), European Neighbourhood Policy and the Instrument for Pre Accession Assistance.

Studies are reports with an analytical content, prepared in-house by INTERACT staff and/or by contracted professionals with experience in the relevant field. They can focus on programme managerial aspects (e.g. financial programme management, evaluation of monitoring systems) or on other thematic aspects of territorial cooperation (e.g. innovation and the knowledge economy, accessibility and transport, etc.). They can be both horizontal (themes covering a range of programmes and cooperation areas) or regionally focused (e.g. group of programmes dealing with maritime cooperation).

Surveys are collections of data with limited analysis undertaken. They are useful reference resources (e.g. a survey of the management structures of a set of programmes; a survey of institutions potentially interested in setting up an EGTC, etc.).

Material Sets are documents developed to directly support other services (e.g. training course materials, slide presentations or conference reports, etc. which mostly will be transferred to the web after their use in the training session).

b) INFORMATION FEATURES

INTERACT provides target groups with easily accessible information sources.

The INTERACT Web Portal will host **interactive features** (e.g. online learning tools, European Territorial Cooperation project database, expert database, online discussion forum with participants from the European Commission, Member States, etc.).

A major effort will be made to provide target groups with a **document repository**. This will be online and will include useful sources of information (e.g. EC Regulations, important national legislation, examples of programme management documentation such as subsidy contracts, description of management and control systems, etc.).

INTERACT can also provide European Territorial Cooperation programme managers with **technical answers** developed in consultation with Member States and European Commission officials. This process allows a general information service to be set up and all INTERACT Points and the Secretariat will have a general e-mail address to which questions may be sent. This may lead to the set up of an INTERACT Help Desk (e.g. a telephone hot line).

c) GUIDES

INTERACT specialises in the preparation and development of programme and project management tools and these guides are the product of this.

Guides, Handbooks and Operational Manuals support programme staff in their daily activities. High demand for these products still exists amongst the European Territorial Cooperation programmes. INTERACT has already produced a large number of these products and plans to refine and update them for the new programming period

New guides for the new generation of programmes will take into account existing

programme elements subject to new requirements (e.g. Audit, State Aid etc.), new legal provisions (e.g. European Grouping of Territorial Cooperation) and new cooperation contexts (e.g. interregional cooperation in mainstream programmes, the cross-border component of IPA, the cross-border component of the European Neighbourhood Policy Instrument – ENPI - and European Development Fund cooperation areas). Final decisions on the content to be developed will be based on input from target groups.

4.4 COMMUNICATION



Communication activities will address the generation and dissemination of information

on European Territorial Cooperation issues (e.g. trends and news from the various programmes, countries, European institutions, etc.) or other important themes (e.g. ENPI policy developments and programme implementation, contribution of the Structural Funds to the Lisbon and Gothenburg objectives, etc.).

INTERACT will extensively publicise its products and services. This should guarantee for target groups knowledge of tools and techniques, which can be useful in daily work. In addition, it will enhance a sense of belonging to a wider community and provide direct contacts and interactions, which help not only to develop understanding but also to generate new knowledge and ideas.

a) INTERACT Communications System

This system ensures all internal and external communications reach the correct target group in the most efficient way possible. The INTERACT Communication Strategy and Plan will be finalised after the approval of the Operational Programme.

The **INTERACT Web Portal** is an essential asset of the programme by providing user friendly information to target

groups. It will be on line as from July 2008. It relies on the extensive content and data available in the INTERACT I website. The Web Portal will allow for greater virtual interaction and will provide a personalised online community for both INTERACT staff and European Territorial Cooperation programme stakeholders - so facilitating interaction between target groups.

This will be a primary tool for the publicity of INTERACT's activities and will also be used to publish news relevant to the European Territorial Cooperation community as well as products and services from other programmes, the European Commission etc.

b) PUBLICITY MATERIAL

Programme publicity material will be made available to target groups through the INTERACT Web Portal and at external events. Materials will also include an INTERACT brochure, based on the Multi-Annual Work Programme, which will give people unfamiliar with the programme a concise overview of the wide range of INTERACT services available and how to access them.

Up to four **INTERACT Newsletters** each year will spread useful information for the target groups and raise awareness in a wider public.

Electronic **news flashes** will be issued. They are intended to pick up on last minute important announcements of developments that need to be passed on to the stakeholders. These tools will also be complemented by publicity materials such as flyers and information leaflets on INTERACT and European Territorial Cooperation, which can be distributed at events organised by INTERACT or other organisations. Targeted news flashes will be used in order to target specific stakeholders, e.g. the INTERACT Monitoring Committee.

Communications with target groups will make full use of essential stakeholders such as members of the Monitoring Committee, National Contact Persons, etc. Full target group categories will be laid

down in the INTERACT 2007-2013 Communication Plan, to be submitted to the EC no later than four months after final approval of the INTERACT OP..

5 INTERACT DELIVERY MODEL

This chapter describes the new operational approach of INTERACT, the roles and functions of its implementing bodies and briefly introduces the processes planned to assure proper quality in service provision and delivery.

The main characteristics of INTERACT 2007 – 2013 are:

1. The **regional approach** towards European Territorial Cooperation programme stakeholders. This is based on the establishment of four decentralised INTERACT Points, which have the mandate to serve four different groups of cross-border and transnational programmes. It allows each Point to develop in-depth knowledge of the programmes in its zone and respond more precisely to each programme's needs.
2. The **thematic approach** addressing top priorities in European Territorial Cooperation programme management and implementation. This allows the clustering of cooperation programmes sharing similar problems and facing comparable challenges. Input from such 'communities of practice' promotes innovation and the development of European good practices.
3. The **shared approach** in which INTERACT works together on the definition of concepts and preparation of working modules. This will be strongly coordinated in order to ensure coherence and consistency in delivery.⁵ Common working packages

will be developed and applied in all working areas (INTERACT Points' assigned programmes) in order to guarantee that the same high quality standards will be offered to INTERACT users throughout Europe. The approach promotes the pooling of information to arrive at the best solutions and ensures that all parts of Europe have access to the best possible resources.

In this way INTERACT's decentralised structure will help to achieve the programme's objectives. The structure consists of four INTERACT Points located in Turku (FI), Valencia (ES), Viborg (DK), and Vienna (AT). The Points are coordinated through the INTERACT Secretariat, which is also the main link to the INTERACT Managing Authority⁶ with ultimate responsibility for steering the programme.

The INTERACT Managing Authority acts on behalf of the countries participating in the INTERACT programme⁷ (the Monitoring Committee), which decide on programme strategy, priorities and implementation. The European Commission participates in the work of the Monitoring Committee in an advisory capacity. The figure below illustrates this structure and the user-oriented approach with European Territorial Cooperation programme stakeholders being the core target – and providing the input to direct further service development.

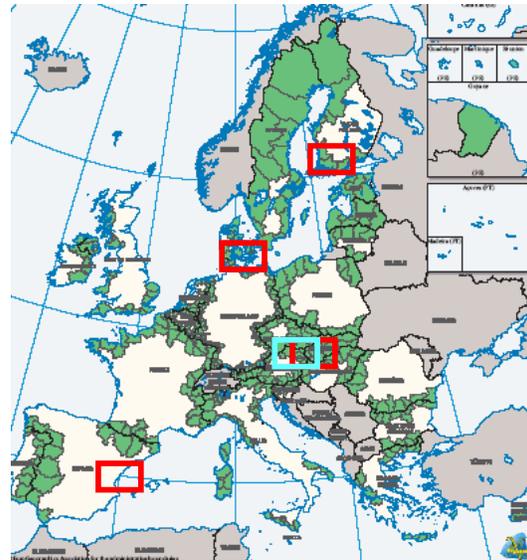
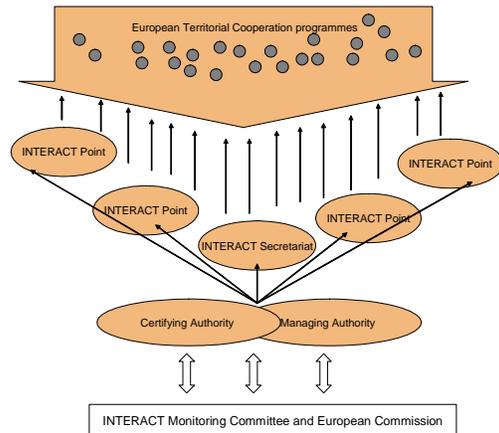
This model is completed by the appointment in each participating state of INTERACT National Contact Persons (NCPs) who identify and localise needs, support the generation and development of INTERACT content and disseminate information on the services available.

⁵ See Annex XX for a full description of this coordination through the use of working groups.

⁶ Acting in accordance with art. 60 of Council Regulation (EC) N° 1083/2006

⁷ EU 27 plus Switzerland and Norway

Figure 3 – INTERACT programme structure and delivery model



5.2 REGIONAL AND THEMATIC APPROACH

INTERACT enhances cross strand and cross programme interventions which aim to facilitate the dissemination of information and identification of good practices. The diversity of views represented has already proven to be a driver for increasing the efficiency and effectiveness the programmes involved. Supporting programmes throughout Europe and providing targeted and tailor made services, the INTERACT Points are assigned to regional networks of cross-border and transnational programmes. The INTERACT Secretariat is responsible for strategic coordination with the European network programmes (ESPO, URBACT) and INTERREG IVC as well as the maintenance and development of new relations with national and European institutions (e.g. Committee of the Regions, European Investment Bank) and organisations (e.g. Assembly of European Regions, Association of European Border Regions).

The map illustrates the cross-border cooperation areas while the detailed list of cross-border and transnational programmes assigned to each INTERACT Point is presented in Annex 1 to this document. It is important to stress that programmes are not limited to the services directly available in their zone and exchange across Europe will be promoted regardless of geographical location.

This structure ensures that programmes benefit from INTERACT support by contacting the closest INTERACT Point. Areas have been identified on the basis of:

- The history of cooperation in specific geographical areas (e.g. Baltic space, Alpine area, Mediterranean area)
- The working languages of European Cooperation programmes. The INTERACT programme language is English but the clustering of programmes with shared languages may allow greater adaptation of services to specific language requirements.

The **transnational cooperation programmes** are limited in number and have many essential features in common (project development procedures, control and audit systems, large cooperation area size, etc.). This specific target group shares similar challenges despite the diversity of geographical coverage. Knowledge transfer from transnational and interregional programmes to cross-border programmes and vice-versa will be ensured

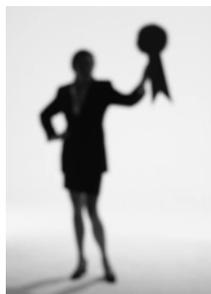
Specialised services will therefore be coordinated such as:

- Encouraging the debate on the Lisbon and Gothenburg agendas at transnational programme level;
- Promoting capitalisation of transnational projects results for programme stakeholders.

INTERACT will also respond to the specific requirements of transnational programmes that include IPA and ENPI⁸ funding components.

The interregional programme, considering its specific character, will also be approached from a strategic and operational level⁹.

5.2 QUALITY IN CONTENT DEVELOPMENT AND DELIVERY



INTERACT products and services will be characterised by a high level of quality. INTERACT should be recognised by European Territorial Cooperation programme managers as a valuable and

reliable source of information and management tools. In order to ensure common quality standards in research and analysis as well as in the delivery of all products and services INTERACT will draw on:

- The experience and accumulated technical knowledge of INTERACT staff
- The ongoing feedback of those who attend seminars and workshops or use INTERACT products
- The close involvement of national representatives, e.g. the National Contact Persons network from the countries participating in the programme and European Commission officials
- A system of internal working groups with the goal of developing and monitoring the quality of products and services from their initial conception to the final phase of delivery and distribution

INTERACT identifies quality and user satisfaction as a top priority. The programme will therefore invest in the evaluation of its activities and their impact on the working methodologies and planning strategies of the European Territorial Cooperation programmes in the years ahead. Several methods are envisaged (e.g. programme-based case studies, thematic surveys) to be implemented on a regular basis from 2009 onwards.

⁸ The INTERACT Point Turku will serve the programmes supported by the European Neighborhood Policy Instrument in partnership with the INTERACT ENPI Point South Europe to be set-up in Tuscany (IT) ..

⁹ For definite attribution of detailed responsibilities, see Annex 1.

6 Budget and Financial Plan

The overall financial allocation for INTERACT is 35.475.620€. This is a conservative estimate, assuming a national contribution from all Member States and does not include a contribution from Germany, which at the time of writing has not confirmed its willingness to contribute financially to the Programme.

The differentiation between ERDF- and related national funds from Member States is shown in the table below.

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 target groups 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 operational 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, 6 FTE (Full Time Equivalentents) per IP and up to 4 FTE for the IS are

foreseen to implement the INTERACT programme.

2. **Fixed activity budget for IPs and IS** (budget line for each IP and IS): 80% of the available activity budget is allocated to each IP in order to provide them with long term stability of funding but at the same time to be flexible by defining on an annual basis the proportion of the remaining 20% to be allocated among IPs in relation to target group requests received throughout the year by the INTERACT clientele assigned to each IP.
3. **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 and knowledge 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%			

INTERACT 2007-2013 – Multi Annual Work Programme

Budget INTERACT II (estimate) without Germany									
in €	total	2007	2008	2009	2010	2011	2012	2013	2014
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	

Total Budget available for P 1 (94%)									
in €	Total	2,007	2,008	2,009	2,010	2,011	2,012	2,013	2,014
Total Original MAWP 07	33,347,083		4,209,780	4,270,359	4,332,149	4,395,175	4,459,461	4,525,034	4,522,993
Carry forward			-2,100,000	350,000	350,000	350,000	350,000	350,000	350,000
Total adjusted budget	33,347,083		2,109,780	4,620,359	4,682,149	4,745,175	4,809,461	4,875,034	4,872,993

in €	Total	2,007	2,008	2,009	2,010	2,011	2,012	2,013	2,014
Total staff / office / travel	21,322,859		1,687,349	2,829,611	2,897,176	2,967,049	3,039,326	3,114,101	3,191,482
Total Activity Budget	12,024,224								

		Fixed Activity Budget for all (less IS)	Fixed Activity Budget for IPs (except Turku)	Fixed Activity Budget for IP Turku					
Activity Budget MA	1,522,945								
Activity Budget IPs and IS	10,501,278	6,281,802	1,713,219	1,142,146					
Fixed part of activity budget (80%)	8,401,023								
Flexible part of activity budget (20%) to be decided on an annual basis	2,100,256								

INTERACT 2007-2013 – Multi Annual Work Programme

Priority 1

IP Valencia	Total	2008	2009	2010	2011	2012	2013	2014	2015
Staff	2,725,466	181,489	370,238	377,642	385,195	392,899	400,757	408,772	208,474
Per staff member		60,496	61,706	62,940	64,199	65,483	66,793	68,129	69,491
Number of staff		3	6	6	6	6	6	6	3
Office & overheads	753,319	87,500	96,900	98,838	100,815	102,831	104,888	106,985	54,563
Travel	506,832	33,750	68,850	70,227	71,632	73,064	74,525	76,016	38,768
Total staff / office / travel	3,985,618	302,739	535,988	546,707	557,641	568,794	580,170	591,774	301,805
Fixed Activity Budget	1,713,219	122,373	244,746	244,746	244,746	244,746	244,746	244,746	122,373
IP Viborg	Total	2008	2009	2010	2011	2012	2013	2014	2015
Staff	3,464,696	206,000	446,800	469,240	492,802	517,542	543,518	570,794	218,000
Per staff member		68,667	74,467	78,207	82,134	86,257	90,586	95,132	72,667
Number of staff		3	6	6	6	6	6	6	3
Office & overheads	590,924	45,000	73,645	77,327	81,193	85,253	89,515	93,991	45,000
Travel	862,298	105,160	104,918	109,914	115,159	120,667	126,450	132,523	47,507
Total staff / office / travel	4,917,918	356,160	625,363	656,481	689,154	723,462	759,483	797,308	310,507
Fixed Activity Budget	1,713,219	145,874	201,640	214,722	228,058	241,661	255,544	269,721	156,000
IP Vienna	Total	2008	2009	2010	2011	2012	2013	2014	2015
Staff	3,806,591	373,500	507,960	518,119	528,482	539,051	549,832	560,829	228,818
Per staff member		83,000	84,660	86,353	88,080	89,842	91,639	93,471	
Number of staff		3	6	6	6	6	6	6	
Office & overheads	1,108,345	108,750	147,900	150,858	153,875	156,953	160,092	163,294	66,624
Travel	382,188	37,500	51,000	52,020	53,060	54,122	55,204	56,308	22,974
Total staff / office / travel	5,297,124	519,750	706,860	720,997	735,417	750,125	765,128	780,431	318,416
Fixed Activity Budget	1,713,219	108,565	209,049	247,199	252,143	257,186	262,330	267,576	109,171
IP Turku	Total	2008	2009	2010	2011	2012	2013	2014	2015
Staff	2,063,937	140,000	280,000	285,600	291,312	297,138	303,081	309,143	157,663
Per staff member		70,000	70,000	71,400	72,828	74,285	75,770	77,286	78,831
Number of staff		2	4	4	4	4	4	4	2
Office & overheads	661,159	40,500	81,000	83,430	85,933	88,511	91,166	93,901	96,718
Travel	777,560	49,000	98,000	99,960	101,959	103,998	106,078	108,200	110,364
Total staff / office / travel	3,502,656	229,500	459,000	468,990	479,204	489,648	500,326	511,244	364,745
Fixed Activity Budget	1,142,146	81,582	163,164	163,164	163,164	163,164	163,164	163,164	81,582
IS	Total	2008	2009	2010	2011	2012	2013	2014	2015
Staff	2,464,000	176,000	352,000	352,000	352,000	352,000	352,000	352,000	176,000
Per staff member		88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000

INTERACT 2007-2013 – Multi Annual Work Programme

	Number of staff		2	4	4	4	4	4	4	2
	Office & overheads	520,800	63,200	70,400	70,400	70,400	70,400	70,400	70,400	35,200
	Travel	634,743	40,000	80,000	81,600	83,232	84,897	86,595	88,326	90,093
	Total staff / office / travel	3,619,543	279,200	502,400	504,000	505,632	507,297	508,995	510,726	301,293
	Activity Budget	2,119,221	143,750	287,500	293,250	299,115	305,097	311,199	317,423	161,886
MA	Total		2008	2009	2010	2011	2012	2013	2014	2015
	Fixed costs and Activity Budget	1,522,945	206,884	177,026	180,567	184,178	187,861	191,619	195,451	199,360

INTERACT 2007-2013 – Multi Annual Work Programme

Total Budget available for P 2 (6%)

Technical Assistance	total	2,007	2,008	2,009	2,010	2,011	2,012	2,013	2,014	2,015
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

	total	2,007	2,008	2,009	2,010	2,011	2,012	2,013	2,014	2,015
TA costs IS	856,949	0	59,000	118,000	120,360	122,767	125,223	127,727	130,282	53,591
other	68,081		5,000	10,000	10,200	10,404	10,612	10,824	11,041	0
IS/technical: staff/office/travel	788,868	0	54,000	108,000	110,160	112,363	114,610	116,903	119,241	53,591

	total	2,007	2,008	2,009	2,010	2,011	2,012	2,013	2,014	2,015
TA costs MA, CA, AA, OoG	1,271,588	0	142,544	149,020	201,325	153,676	156,074	158,520	161,015	149,415
travel costs MA	128,905	0	16,667	17,000	17,340	17,687	18,041	18,401	18,769	5,000
FLC for MA/IS	240,000		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Audit*	217,146	0	38,552	24,023	24,504	24,994	25,493	26,003	26,523	27,054
MC meetings MA	317,371		20,000	40,000	40,800	41,616	42,448	43,297	44,163	45,046
Implementation of Monitoring System	287,976		33,552	34,223	34,908	35,606	36,318	37,044	37,785	38,541
Mid-term evaluation MA	50,000	0	0	0	50,000	0	0	0	0	0
Ad-hoc activities MA	30,190		3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774

ANNEX 1 – LIST OF PROGRAMMES AND MAIN FIELD OF EXPERTISE

INTERACT Secretariat:

Strategic coordination			
Network programmes		All programmes	
IVC	ESPON	Cross-border programmes	Network programmes
URBACT		Transnational programmes	
Main field of expertise			
Setting-up and maintenance of the whole EU network of contact persons for Cross-Border, Transnational and Network programmes , including needs assessment, strategy development and on-going evaluation of INTERACT.			
Main focus of activities			
Coordination of INTERACT Points activities, especially: <ul style="list-style-type: none"> - INTERACT external and internal communication - Knowledge management activities by all Points, - quality management, - service development coordination for the Points. 			

INTERACT Point Turku¹⁰

MAIN CONTACT	INFORMATION LINK	INFORMATION LINK - ENPI¹¹	
		ENPI programmes North	ENPI programmes South East
Cross-border programmes	Transnational programmes	ENPI programmes North	ENPI programmes South East
SE/FI/NO Nord	Baltic Sea	Nord/Russia	Hungary/Slovakia/Ukraine/Romania
SE/FI/NO Bothnia-Atlantica	Northern Periphery	Karelia/Russia	Romania/Moldova/Ukraine
SE/NO	Network programmes	South East Finland/Russia	Black Sea Basin
FI/EE/LA/SE Central Baltic	IVC-North	Estonia/Latvia/Russia	Mediterranean Basin
EE/LV	ESPON	Latvia/Lithuania/Belarus	Italy-Tunesia
LV/LT	URBACT	Lithuania/Poland/Russia	Spain-Morocco
LT/PL		Poland/Belarus/Ukraine	cbc Atlantic
PL/SE/DK/LT/DE South Baltic		Baltic Sea (Sea Basin Programme)	
PL/DE Lubuskie-Brand			

¹⁰ The INTERACT Point will develop a partnership with Florence for the creation of the ENPI component.

¹¹ ENPI funding will be used to set up a Point having Main Contact and overall coordination responsibility and tasks

DE/PL Meck-Zachod			
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Main field of expertise
Specific knowledge on cross-border cooperation in the North East European area , in particular with third countries as information link for the two ENPI Points to be set up.
Main focus of services
Specific services for the North East European area , according to their needs and specific features.

INTERACT Point Valencia

MAIN CONTACT	INFORMATION LINK	
Cross-border programmes	Transnational programmes	Network programmes
IT/FR Maritime	Mediterranean	ESPON
IT/FR ALCOTRA	South-West Europe	URBACT
IT/CH	Canaries-Acores-Madeira	IVC South
FR/CH	Atlantic Space	
FR/ES	Caribbean	
ES/PO	Reunion	
ES/UK (Gibraltar)	ENPI	
FR/BR/Su – Amazonie	Mediterranean Basin	
IT/MT	Italy-Tunisia	
GR/IT	Spain-Morocco	
GR/CY	cbc Atlantic	
GR/BG		

Main field of expertise
Specific knowledge on cross-border cooperation programmes in the Mediterranean area , including Interregional Cooperation projects of this area.
Main focus of services
Specific services matching with the needs and structures of the Mediterranean cooperation, in particular by capitalising on the studies developed by Tool Box under INTERACT I

INTERACT Point Viborg

MAIN CONTACT	INFORMATION LINK	
Cross border programmes	Transnational programmes	Network programmes
SE/DK/NO Skaggeat-Kattegat	Mediterranean	IVC-West
DK/DE West	South-West Europe	ESPON
DK/DE East	Canaris-Acores-Madeira	URBACT
FR/BE France-Wallonie-Vlaanderen	Baltic Sea	
BE/NL/DE Euregio Maas-Rhein	Northern Periphery	

BE Vlaanderen/NL	North Sea	
DE/NL	Alpine Space	
UK/NL/BE/FR	North-West Europe	
UK/FR The Channel	Central European Space	
UK/IE Wales	Atlantic Space	
IE/Northern Ireland/ Scotland	Caribbean	
FR/DE/BE/LU Grande Region	Reunion	
FR/DE/CH Rhin Superieur	South-East European Space	

Main field of expertise
Specific knowledge on the transnational cooperation, as well as cross-border cooperation in the North West European area
Main focus of services
Specific services for the Transnational Programmes , according to their needs and specific features.

INTERACT Point Vienna

MAIN CONTACT		INFORMATION LINK	
Cross border programmes	IPA programmes	Transnational programmes	ENPI
SK/CZ	Adriatic	Central European Space	Hungary/Slovakia/Romania/Ukraine
HU/SK	HR/SI	Alpine Space	Romania/Moldova/Ukraine
HU/RO	HR/HU	South-East European Space	Black Sea Basin
RO/BG	HU/SRB	Network programmes	
SI/HU	RO/SRB	IVC-East	
SI/AT	SRB/BG	ESPON	
AT/HU	BG/FYROM	URBACT	
AT/SK	BG/TR		
AT/CZ	GR/AL		
IT/AT	GR/FYROM		
CZ/PL			
PL/SK			
AT/DE			
DE/AT/LI/CH Bodensee-Hochrhein			
IT/SI			
DE Sachsen/CZ			
DE Bayern/CZ			
DE/PL Sachsen-Dolno			

Main field of expertise

Specific knowledge **on the bilateral, transnational and interregional cooperation** between the EU-15 Member States and the EU-12 Member States, as well as Pre-Accession countries (IPA).

Main focus of services

Specific services for **the Cooperation with new Member States as well as Candidate and Potential Candidate Countries**, according to their needs and specific features.

ANNEX 2 – STAFF JOB DESCRIPTIONS 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 offices, job descriptions have been drafted for the IPs and the IS.

The descriptions 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.

Job descriptions and number of staff differ from IPs and IS, given different responsibilities assigned to these offices. 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.

All efforts will be made in each office to ensure that a broad range of language skills appropriate for the geographic zone are represented in the INTERACT Point.

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”

Recruitment of pending positions in the IS and IPs will be made through public selection procedures, open to all EU citizens. The procedure will be fully transparent and the following steps will be made:

1. Profiles / job descriptions of new positions (agreed upon by the Managing System) will be made available in advance of their publication to the Monitoring Committee Members
2. Public announcements, and CVs collected will also be made available to the Monitoring Committee Members
3. Evaluation criteria and subsequent assessments of candidates will be made available to the Monitoring Committee Members and selection panels may be attended by the Managing Authority.
4. Short lists and candidates selected will be communicated in a timely fashion to the Monitoring Committee Members. The Managing Authority will ensure that

these procedures have been adhered to and will report back to the Monitoring Committee.

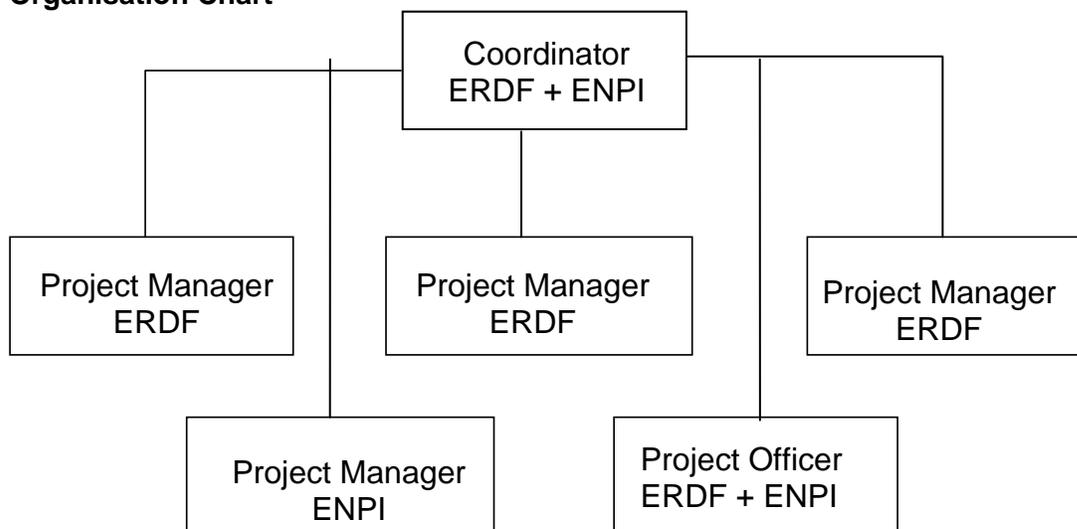
Annex 2.1 INTERACT Points Core Job Descriptions

Number and description of positions required

It is estimated that six full time equivalent staff members will be required in order to appropriately fulfill IP objectives. Only the INTERACT Point Turku will be staffed with four full time equivalent staff members.

INTERACT Point Turku

Organisation Chart



Job Description for each staff position

Position:

Coordinator, Head of INTERACT Point Turku

Reporting Relationships:

Reports to Managing Authority and to the hosting institution, Ministry of Employment and the Economy in Finland

Subordinates:

All members of the INTERACT Point Turku team

Role:

Overall responsibility for the delivery and management of the INTERACT Point Turku operations and services and for the continuous development of the INTERACT Programme services together with other programme bodies.

Expert role in:

- Expert in advocating and enabling development in Territorial Cooperation Objective programme management structures
- Substance specialist in external elements of European Territorial Cooperation Objective CBC (20% and 10% rules); cross Objective/Programme cooperation; financial and project management aspects
- Coordination of activities between ENPI Point North and ENPI Point South offices
- Accountable for ENPI North work plans
- Expert in advocating and enabling development in ENPI programme management structures
- Substance specialist in ENPI and in ENPI CBC bridging with other CBC programmes

Key Tasks:

- To represent the INTERACT Point Turku and ENPI Point North
- To manage the INTERACT Point Turku and ENPI Point North to achieve the aims and operational objectives of the INTERACT programme and services
- To manage the day to day operations of the INTERACT Point Turku and ENPI Point North
- To contribute as expert in service provision of INTERACT Point Turku and ENPI Point North
- To be responsible for and to manage the finances of the INTERACT Point Turku, to inform the Managing Authority and INTERACT Secretariat in case of discrepancies and to introduce and apply adequate accountability and control procedures.
- To implement the decisions of the Monitoring and Steering Committee regarding the INTERACT Point Turku
- To elaborate and implement the Work Plans for the INTERACT Point Turku and ENPI Point North in agreement with the Managing Authority
- To manage and develop communication with the European Commission, INTERACT Programme bodies and other relevant bodies
- To act on behalf of the hosting institution and be accountable to the Managing Authority
- To manage the coordination with INTERACT Secretariat and other INTERACT Points and ENPI Point South
- To be accountable for the management of all tasks allocated to an international team
- To report to the Managing Authority, Paying Authority and Monitoring and Steering Committee and the hosting institution on progress, achievements and results.

Position:

Project Manager (expert on Financial management)

Reporting Relationships:

Reports to Coordinator of IP Turku

Subordinates:

None

Role:

Expert and facilitator in INTERACT services provided by INTERACT Point Turku

- Substance specialist in financial management of programmes and projects
- Expert in advocating and facilitating change in financial management procedures
- Main focus on Baltic and Polish programmes

Key Tasks:

- Develop the content of services in areas of CBC Financial management in cooperation with other IPs
- Manage and organise, develop and deliver training events, advisory services

- Develop CBC management tools in the area of expertise
- To ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- To manage and develop presentations of the INTERACT Point Turku services
- To manage and deliver financial management reports of IP Turku
- To represent IP Turku in Financial management Group

Position:

Project Manager (expert on Programme and Project management)

Reporting Relationships:

Reports to Coordinator of IP Turku

Subordinates:

None

Role:

Expert and facilitator in INTERACT services provided by INTERACT Point Turku

- Substance specialist in programme management and project implementation aspect of programmes
- Expert in advocating and facilitating change in management practises
- Main focus on Swedish and multilateral CBC programmes in Baltic Sea area

Key Tasks:

- Develop the content of services in areas of CBC Programme and Project management in cooperation with other IPs
- Manage and organise, develop and deliver training events, advisory services
- Develop CBC management tools in the area of expertise
- To ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- To manage and develop presentations of the INTERACT Point Turku services
- To manage and deliver activity reports of IP Turku
- To represent IP Turku in Content development Group

Position:

Project Manager (expert on Communication and Capitalisation)

Reporting Relationships:

Reports to Coordinator of IP Turku

Subordinates:

None

Role:

Expert and facilitator in INTERACT services provided by INTERACT Point Turku

- Substance specialist in programme communication and capitalisation aspect of programmes
- Substance specialist in strategic programming
- Expert in advocating and facilitating capitalisation processes

Key Tasks:

- Develop the content of services in areas of CBC Communication and Capitalisation with other IPs
- Manage and organise, develop and deliver training events, advisory services

- Develop CBC management tools in the area of expertise
- To ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- To manage and develop presentations of the INTERACT Point Turku services
- To manage and conduct surveys in relation to expert area
- To represent IP Turku as deputy member in all working groups in the INTERACT Managing system

Position:

Project Officer (50% Territorial Cooperation Objective, ERDF funding 50% ENPI - ENPI funding)

Reporting Relationships:

Reports to Coordinator of IP Turku

Subordinates:

None

Role:

Expert and facilitator in INTERACT services provided by INTERACT Point Turku

- Expert on INTERACT communication and data management
- Supporting facilitator in IP Turku events and services
- Implementation of quality and communication inc. communication system entries and Website communication
- Expert in presentation techniques and materials for events
- Office management: filing, administrative duties towards host organisation, travel arrangements etc.
- Tendering procedures
- Liaison with suppliers

Key Tasks:

- Develop the content of services in areas of INTERACT Communication with other IPs
- Develop and deliver training events and advisory services by supporting Project Managers
- Develop CBC management tools in the area of expertise
- To ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- To manage and develop presentations of the INTERACT Point Turku services
- To represent IP Turku in Communications Group

Position:

Project Manager (ENPI Programmes)

Reporting Relationships:

Reports to Coordinator of IP Turku

Subordinates:

None

Role:

Expert and facilitator in INTERACT services provided by INTERACT Point Turku

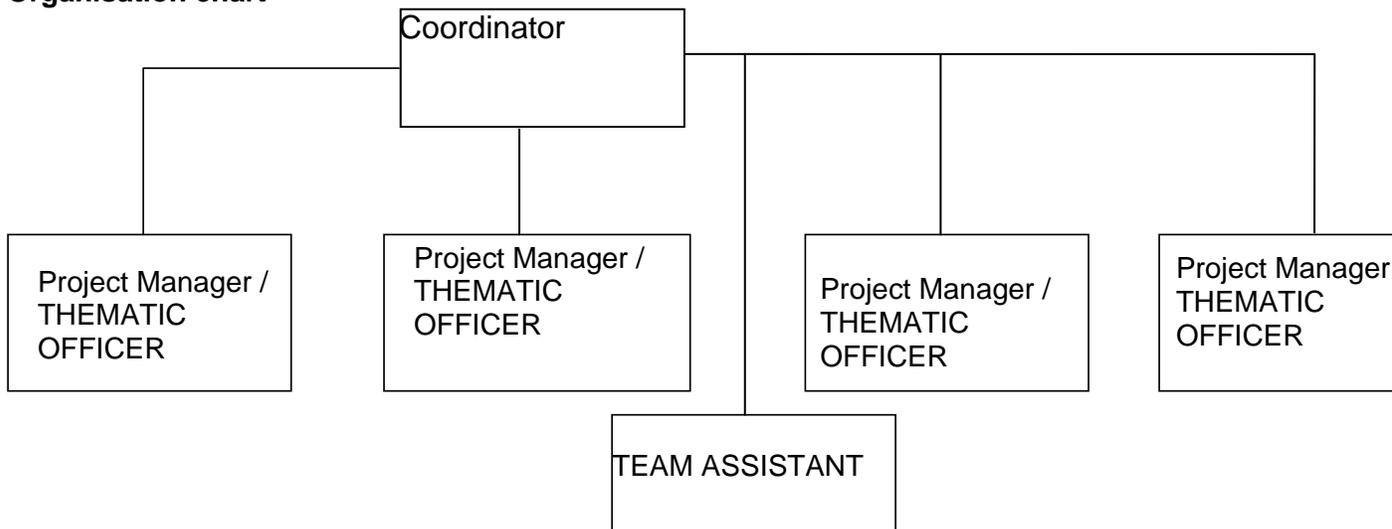
- Expert on ENPI Point North programmes

- Substance specialist in ENPI programme management including financial aspects and application of PraG
- Communication
- Links to FinG, ConG and ComG where applicable

Key Tasks:

- Develop the content of services in areas of ENPI Programme management together with ENPI Point South
- Manage and organise, develop and deliver training events, advisory services
- Develop ENPI Programme management tools in the area of expertise
- To ensure a regular and relevant flow of information with stakeholders and cooperating bodies
- To manage and develop presentations of the ENPI Point North services
- To manage and deliver financial and activity reports of ENPI Point North
- To manage and conduct surveys in relation to expert area

**INTERACT Point Valencia
Organisation chart**



Position:

Head of INTERACT Point – Team Coordinator:

Reporting Relationships:

Reports to Hosting institution and Managing System

Subordinates:

The rest of the INTERACT Point Staff

Role:

The primary function is to ensure an efficient performance the INTERACT Point in order to achieve all the multiannual objectives. Other duties include:

Key Tasks:

- Management of the INTERACT Point, mainly (i) Staff management, (ii) Quality control, (iii) Liaison with the INTERACT programme (including the elaboration of reports and work plans), (iv) Active participation in the Coordinator's / Communication Group, (v) Advisory Group and Liaison Group.
- Event Planning including (i) Research and identifying target groups (ii) Research and identifying issues to be addressed (iii) Designing content and materials (iv) Considering most appropriate delivery methods (v) Consultation with target groups (vi) Evaluation and follow-up
- Preparation of documentation, including (i) Researching and drafting papers (ii) Monitoring and improving accuracy and quality (iii) Dissemination
- Event implementation including (i) Facilitation and moderation of seminars/workshops (ii) Chairing larger sessions (iii) Making presentations (iv) Ensuring training targets are met
- Research and Networking including (i) Studying new documentation as it emerges from the Commission and other sources (ii) Dealing with e-mail enquiries (iii) General background research (iv) Identifying new experts and getting them involved in activities
- To secure day-to-day administration and technique management in the INTERACT Point and the correct liaising with the hosting organisation

Position:

4 Thematic Officers

Reporting Relationships:

Reports to Head of INTERACT Point – Team Coordinator

Subordinates:

None

Role:

This core position is based around the service to be delivered and are a combination of facilitation, research and advocacy skills with specialist knowledge of a range of programme functions (financial management, project development, communication etc) and/or themes (innovation, sustainable development, transport etc).

Key Tasks:

Working in collaboration with the Head of Point and the other Thematic Officers the main tasks include:

- Analysis of Territorial Cooperation Programmes' needs and feedback from stakeholders.
- Assistance in the identification of target groups and stakeholders and establishing constant contact. Identification and briefing of experts and other contributors.
- Developing event concepts and content that answer the stakeholders' needs.
- Developing event documentation including agendas, facilitation / training guides, training materials, presentations, workshop moderation and chairing larger sessions
- Developing stand-alone documents analyzing and providing information on different aspects of INTERREG programme management - including coordination and quality management of external experts.

In addition, Thematic Officers are expected to actively participate in other events organized by the INTERACT programme. Other responsibilities will include coordination with and reporting to programme stakeholders, and supporting the other activities and administrative tasks in the Point.

Thematic Officers are encouraged to develop areas of specialization based on their previous experience and interests. They are expected to develop a broad understanding of all of the issues

involved in Programme Management as Thematic Officers will be assigned as liaison with certain programmes in the INTERACT Point geographic area.

Position:

Technical Assistant / Team Assistant

Reporting Relationships:

Reports to Head of INTERACT Point – Team Coordinator

Subordinates:

None

Role:

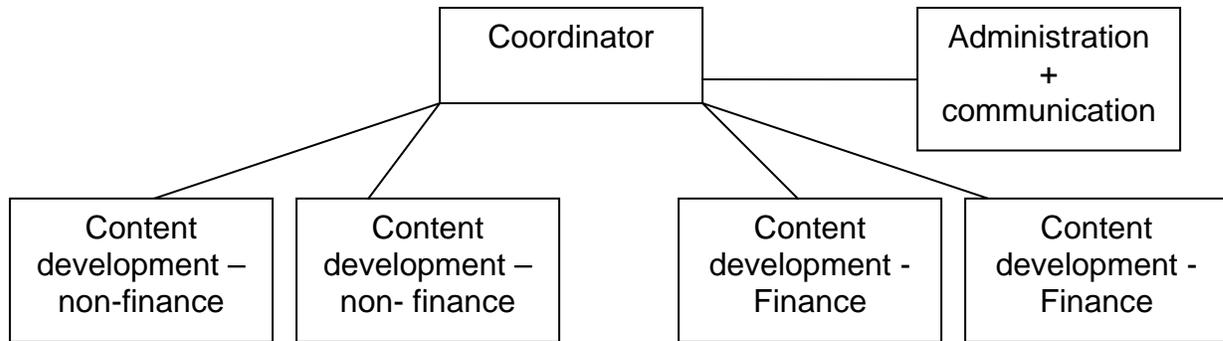
This position is based around the efficient management of the INTERACT Point.

Key Tasks:

Working together with our Thematic Officers and the Team Coordinator, the main tasks of this position include:

- Undertaking the logistics and the administration of the office.
- Undertaking the internal financial aspects of the office (IP office budget).
- Compiles and administers data/documents/information for internal use and information to the hosting organization (staff working/attendance sheets, staff calendar, internal meetings (minutes), holiday sheets).
- Organises, monitors and checks of all invoices of travel arrangements for the INTERACT Point Valencia staff.
- Prepares contracts with venues, service providers, consultants, and contractors in compliance with procurement rules.
- Organises all IP meetings in the office.
- Deals with the organisation of trainings and preparation of invitations and registration forms.
- Responsible for file-keeping and archives. Ensures the secretarial support of the INTERACT Point (correspondence, mailing, mailing and address lists, external communication, photocopying, filing, maintenance).
- Assists in arranging/monitoring outside events in connection with IP activities (meetings, presentations).
- Assists the compilation and distribution of information material (leaflets, press releases); responsible for development of some website functionality such as online registration form and other support services (in cooperation with other INTERACT Points).
- Keeps contacts with the general networking of the IP and the relevant “Contact Ppoints” of the Member States, in case rendered necessary.
- Manages the staff’s agenda (who’s where).

Organisation Chart



Job Description for each staff position

Position:

Coordinator

Reporting relationships:

Reports to Lead Partner (Erhvervs- og boligstyrelsen) and hosting authority (Region midtjylland) and Head of North Sea Programme (line manager) and INTERACT Managing System and INTERACT Monitoring Committee.

Subordinates:

All members of the INTERACT Viborg team

Role:

Overall responsibility for the management and operations of the INTERACT Point and responsible for ensuring the quality of all services and the on-going development of a strategy to ensure that the IP answers the needs of its stakeholders.

Key Tasks:

- To prepare and deliver annual work plans in order to achieve the objectives for the INTERACT Point
- To collect, cluster and prioritise the needs expressed by stakeholders and guide staff in the development of services to most effectively meet these needs
- To provide advice to event developers on content and methods and quality check all materials before use
- To produce and/or edit IP Viborg written materials and ensure content quality standards
- To represent the INTERACT Point to key stakeholders and distribute information obtained from them to the other staff in the point
- To assist in the development and delivery of events and other materials

- To represent the INTERACT Point to the Managing System and ensure coordination of IP Viborg activities with the rest of the programme
- To manage the day to day operations of the INTERACT Point
- To be responsible for and manage the finances of the INTERACT Point, to inform hosting authority in case of discrepancies and to introduce and apply adequate accountability and control procedures
- To implement the decisions of the Monitoring and Steering Committee regarding the INTERACT Point

Position:

Content development non-finance (x2)

Reporting Relationships:

Reports to coordinator of INTERACT Point

Subordinates:

None

Role:

To develop and deliver all non-finance related materials for the INTERACT Point. These will include a wide range of issues from project management to application assessment, monitoring, evaluation and programme content issues. Manages day-to-day relationships with relevant stakeholders.

Key Tasks:

- To develop events and other activities within the agreed framework and in coordination with the coordinator to ensure that IP objectives in this area are achieved
- To advise the coordinator on developing and emerging needs and ensure that these are adequately addressed in future work plans
- To conduct all necessary research to ensure the quality of all materials developed and presented
- To collect feedback from stakeholders and integrate this into IP activities
- To attend coordination meetings on this theme with other parts of the Management System
- To report to the coordinator on progress, achievements and results as well as on organisational issues of the INTERACT Point
- To represent the INTERACT Point whenever requested and agreed with the coordinator

Position:

Content development finance (x2)

Reporting Relationships:

Reports to coordinator of INTERACT Point

Subordinates:

None

Role:

To develop and deliver all finance related materials for the INTERACT Point. These will include a wide range of issues from general project and programme financial management to control, audit, procurement and other specialist issues. Manages day-to-day relationships with relevant stakeholders.

Key Tasks:

- To develop events and other activities within the agreed framework and in coordination with the coordinator to ensure that IP objectives in this area are achieved
- To advise the coordinator on developing and emerging needs and ensure that these are adequately addressed in future work plans
- To conduct all necessary research to ensure the quality of all materials developed and presented
- To collect feedback from stakeholders and integrate this into IP activities
- To attend coordination meetings on this theme with other parts of the Management System
- To report to the coordinator on progress, achievements and results as well as on organisational issues of the INTERACT Point
- To represent the INTERACT Point whenever requested and agreed with the coordinator

Position:

Administration and Communication

Reporting Relationships:

Reports to coordinator

Subordinates:

None

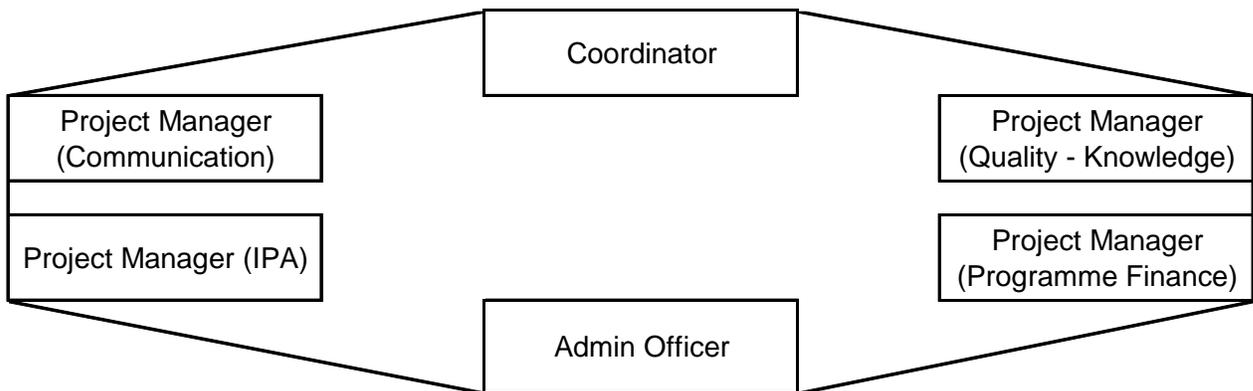
Role:

The member of staff responsible for Administration and Communication will be responsible for the smooth running of office administration and for IP Viborg input to communications initiatives organised by the secretariat. He/she will participate in the Communication Group and will also be responsible for any IP Viborg communication initiatives.

Key Tasks:

- To assist in the development, creation and proof reading of information tools (e.g. newsletters, FAQ material)
- To assist in the management and development of the INTERACT Corporate Identity and ensuring correct implementation of guidelines
- Administer data
- Assist in the creation of website content, stakeholder evaluation etc
- Assist in the content and organization of the Communications Group
- Assist in the implementation of the dissemination and publicity strategy
- Administer mailing lists and be responsible for mailings to stakeholders
- Coordinate administrative functions and duties within the office.
- Make travel arrangements for staff (tickets booking, accommodation etc)
- Assisting with the preparation, formatting and issue of documents
- General assistance with event organisation, including delegate registrations

INTERACT Point Vienna



Full time equivalent position :
Coordinator of the INTERACT Point

Reporting Relationships:
Reporting to the responsible persons of the hosting institution, in charge, legally responsible for the implementation of the INTERACT Point activities

Supervising:
Project managers and Admin officer

Role:
The primary responsibility is to ensure the smooth running of the INTERACT Point and the implementation of the work plan.

Key Tasks:
- IP Vienna Coordinator supports the City of Vienna, in preparing all its decisions related to the strategy, the activities and the annual budget of IP Vienna.
- The Coordinator keeps contact to the relevant INTERACT community in general (INTERACT Points and INTERACT Programme Secretariat, EU Commission, programme bodies etc).

In particular the IP Vienna Coordinator is responsible for:

- -General strategy – work plans development and coordination of service development - implementation by the project managers
- -Supervisory function on the quality of contents developed
- -Monitoring of financial and activity project implementation (reporting)
- -Coordination within the project external stakeholders
- -Supporting the City of Vienna in the human resources management

4 Full time equivalent positions:
Project managers

Reporting Relationships:
Reporting to the coordinator and to the responsible persons of the hosting institution

Supervising:
None

Role:

Developing and implementing services described in the MAWP and planned in the annual work plan.

Key Tasks:

In general all projects managers are responsible for

- ·Developing a long-term relationship with the programmes and other stakeholders in the area of IP Vienna in order to assess their needs and develop appropriate services.
- ·Providing assistance to programme bodies (including MA, JTS, CA etc) in different phases of the programme (set up, implementation, closure) and facilitating the exchange of expertise and good practices among European Territorial Cooperation actors, through workshops, seminars, advisory services and conferences.
- ·Coordinating with the Team and the INTERACT Points, as well as other stakeholders
- ·Contributing to outline the general strategy and to the development of annual workplans
- ·Reporting to Coordinator on progress of the implementation of the work plan

Specific tasks, that can be assigned to the project managers are

Communication:

- ·Development of Communication services and PR together with the INTERACT Communication Group
- ·Support and interim responsibility on Financial management
- ·Support to the other project managers in all topics (including IPA – quality and knowledge management)
- ·EGTC
- ·Setting up of the regional Network

Quality and knowledge management

- ·Quality Management and quality process
- ·Knowledge Management for programmes, including desk research, needs assessment and networking
- ·Project Management services for programmes
- ·Support to the other project managers in all topics (including Regional Network, EGTC and Communication)

IPA programmes

- ·IPA CBC programmes between Member States and Candidate/Potential Candidate Countries
- ·Contact person for IPA CBC programme authorities and the European Commission's DGs concerned
- ·Support to the other project managers in all topics (including Regional Network, financial management)

Programme finance management

- -Contact person in the field of financial management for Territorial Cooperation programmes
- -Development of new services for programmes
- -Supporting the development of high quality services on financial management matters in all contents developed by IP Vienna
- -Focus on knowledge management services to be developed
- -Support to the other project managers in all topics (including Regional Network, financial management)

Full time equivalent position:

Admin Officer

Reporting Relationships:

Reporting to the INTERACT Point Coordinator

Supervising:

None

Role:

Supporting the team, ensuring a smooth management of the office activities.

Key Tasks:

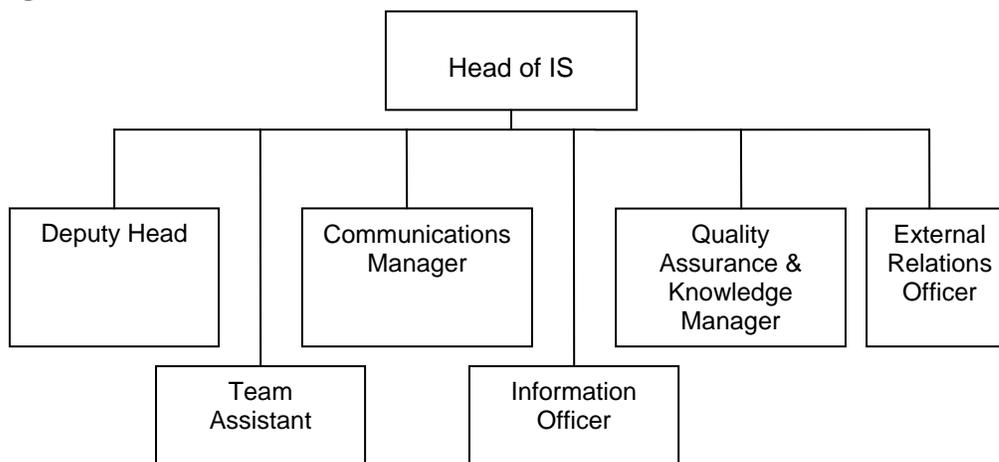
In general the Admin Officer will ensure a smooth implementation of IP Vienna services by
Managing the office, the database, office equipment
Supporting the travel arrangements of the team members
Coordinating the contracting procedures (offers, selection, contracts)
Keeping track of these procedures through the office database
Supporting the project managers in the event preparation
Coordinating the logistics for the events
Ensuring a correct contracting and reporting of expenditures (compliance with eligibility rules)
Preparing for a sound expenditure control (audit trail).

Annex 2.2 INTERACT Secretariat Core Job Descriptions

Number and profiles of positions required

It is estimated that about seven full time equivalent staff members will be required in order to successfully fulfill the IS objectives. This includes 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 four positions are filled with project managers (including the Head of Secretariat) ensuring a profound knowledge in the various aspects of organisational management as well as in the specific thematic fields the IS is assigned to.

Organisation Chart



Job Description for each staff position

Position:

Head of INTERACT Programme Secretariat

Reporting Relationships:

Reports to Managing Authority

Subordinates:

All members of the INTERACT Programme Secretariat Team

Role:

Overall responsibility for the management and operations of the INTERACT Secretariat and for the continuous development of the INTERACT Programme.

Key Tasks:

- To represent the INTERACT Secretariat
- To manage the INTERACT Programme and to achieve the aims and operational objectives of the INTERACT Secretariat
- To manage the day to day operations of the INTERACT Secretariat
- To be responsible for and to manage the finances of the INTERACT Secretariat, to inform the Managing Authority in case of discrepancies and to introduce and apply adequate accountability and control procedures.
- To implement the decisions of the Monitoring and Steering Committee regarding the INTERACT Secretariat
- To elaborate and implement the Work Plans for the INTERACT Secretariat in agreement with the Managing Authority
- To manage and develop communication with the European Commission and other relevant bodies
- To act on behalf of and be accountable to the Managing Authority
- To manage the coordination with other INTERACT Points
- To be accountable for the management of all tasks allocated to an international team
- To report to the Managing Authority, Paying Authority and Monitoring and Steering Committee on progress, achievements and results.

Position:

Deputy Head of INTERACT Secretariat

Reporting Relationships:

Reports to Head of INTERACT Secretariat

Subordinates:

Some members of the INTERACT Secretariat Team in accordance with the Head of the Secretariat

Role:

Shares with the Head of INTERACT Secretariat the responsibility for the management and operations of the INTERACT Secretariat and for the continuous development of the INTERACT Programme.

The Deputy Head focuses on the supervision of Technical Assistance delivery as well as content and finance knowledge as well as quality. In addition he personally undertakes the role of INTERACT Programme internal coordination, to ensure that the complex task of managing the agendas and work plans of the various working groups is undertaken with the best interests of the programme in mind.

Key Tasks:

- To support the Head with the overall management of the INTERACT Programme and to achieve its aims and operational objectives
- To manage the day to day operations of the INTERACT Secretariat with particular regards to Technical Assistance, content and finance knowledge
- To set the work of the INTERACT Secretariat in order to implement the decisions of the Monitoring and Steering Committee
- To operationally organise the preparation of the Annual Work Plans for the INTERACT Secretariat and the INTERACT Points
- To organise the meetings with the INTERACT Points and set respective agendas in view of a sound programme delivery
- To be accountable for the management of all tasks allocated to an international team
- To report to the Head of the Secretariat on Programme progress, achievements and results as well as on organisational issues of the Secretariat
- To represent the INTERACT Secretariat whenever requested and agreed with the Head

Position:

Communications Manager

Reporting Relationships:

Reports to Head of Secretariat

Subordinates:

None

Role:

The Communications Manager will plan and prioritise regular and relevant flows of information with all relevant stakeholders; that is, identify the target audience (who do we need to reach), the messages we need to convey and the media that we should use (including website, conferences, one-to-one meetings, electronic newsletters, press, promotional events etc). He/she will lead the Communications Group.

Key Tasks:

- Develop the Communications Plan of the Programme and a promotion strategy and to take responsibility for programme publications
- To work closely with the Head of the Secretariat and the MA in the preparation and management of all external appearances of the Interact Secretariat and MA
- To ensure a regular and relevant flow of information with stakeholders and relevant public bodies
- To produce INTERACT information tools such as Newsletters and information bulletins in close cooperation with all INTERACT Points
- To manage and develop all web-presentations of the INTERACT Programme, especially the INTERACT Website
- To manage and develop all web-presentations of the INTERACT Secretariat
- Development of the INTERACT Communications System
- Development of the INTERACT Corporate Identity

Position:

Quality Assurance and Knowledge Manager

Reporting Relationships:

Reports to Head of Secretariat

Subordinates:

None

Role:

This person would be responsible for “leading” the quality and knowledge management efforts in INTERACT 2007-2013.

Key Tasks:

- Act as INTERACT 2007-2013'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.
- Promote a culture of best practices and lessons learned within INTERACT by way of establishing a set of minimum quality standards in relation to content, finance and communication.
- Undertake structured monitoring and evaluation of performance of INTERACT IPs in relation to such standards.
- Act as the point of contact for (providing feedback to) all actors involved and in particular to the Coordinators' Group and ensure that lessons learned are shared within the whole organisation.
- Design ways and means to address INTERACT's institutional learning needs and ensure that lessons learnt are shared and incorporated into future activities.
- Coordinate knowledge management and capitalization projects for INTERACT's stakeholders and target groups.
- Produce studies on the qualitative impact of INTERACT operations.
- Provide input on seminars, workshops on learning system (techniques, modalities, mechanisms etc.) and training needs of all INTERACT staff.

Position:

External Relations Officer

Reporting Relationships:

Reports to Head of Secretariat

Subordinates:

None

Role:

The External Relations Officer will assist the Head of the Secretariat in managing relationships with Network Programmes, NCPs / MC etc and EU wide events responding to defined stakeholder needs. The holder will also be responsible, in addition, for the role to be given to the Secretariat in managing the ENPI Points.

Key Tasks:

- Maintain and develop communications channels with network programmes and stakeholders in consultation with the Communications Manager
- Develop a relationship management strategy and assist in its implementation
- Collect and analyse needs and demands of stakeholders
- *To operationally organise the preparation of the Annual Work Plans for the ENPI Points*
- *Coordinate and monitor the activities of the ENPI Points and, in conjunction with the Finance Manager, assist in the processing of payment claims and report to MA, MC and EC DG Aidco*
- *To organise meetings with the ENPI Points and set respective agendas in view of a sound programme delivery*

Position:

Information Officer

Reporting Relationships:

Reports to Head of Secretariat

Subordinates:

None

Role:

This person would provide support to the Communications Manager in the area of communications / information management..

Key Tasks:

- To assist in the development, creation and proof reading of information tools (e.g. newsletters, FAQ material)
- To assist in the management and development of the INTERACT Corporate Identity and ensuring correct implementation of guidelines
- Administer databases: Create reports (SQL), import and export data, update data subjects, financial data (excel).
- Liaise with consultants working on the INTERACT Communications System (IACS) where needed
- User support: Be the first point of contact for queries about the use of the IACS
- Assist in the creation of website content, stakeholder evaluation etc
- Assist in the content and organization of the Communications Group
- Assist in the implementation of the dissemination and publicity strategy
- Administer mailing lists and be responsible for mailings to “stakeholders”.

Position:

Team Assistant

Reporting Relationships:

Reports to Head of Secretariat

Subordinates:

None

Role:

Ensures smooth working conditions within the INTERACT Programme Secretariat as the person responsible for general administration and day-to-day operations and providing/organising all internal and external secretarial services to all members of staff.

Key Tasks:

- Coordinate administrative functions and duties within the office.
- Make travel arrangements for staff (tickets booking, accommodation etc)
- Scheduling appointments and arranging meetings
- Assisting with the preparation, formatting and issue of documents
- Note taking at meetings and providing draft minutes
- General assistance with event organization, including delegate registrations
- Managing the INTERACT general e-mail account
- Document management and filing including registering documents and papers received
- Acting as first point of contact to the INTERACT Secretariat

ANNEX 3 TASKS AND RESPONSIBILITIES OF THE INTERACT POINTS

Chapter 5.3.1 of the Operational Programme defines the dual role of INTERACT Points within the programme structure. As per the Operational Programme, this annex gives the “definite attribution of responsibilities to the INTERACT Points”.

Yearly Annual Work Plans will outline the activities which each INTERACT Point will undertake in order to further the aims and objectives of the programme. These Annual Work Plans will be assessed by the INTERACT Secretariat and approved by the INTERACT Monitoring Committee. The following indicative grid shows the general overall tasks and responsibilities of each INTERACT Point and will be used as a basis for assessment for each Annual Work Plan.

Main Task	Sub-task	IP role	IP responsible
Build up Regional Networks	To identify, on a regular/ongoing basis, needs of stakeholders in the network and appropriate means to approach them	Main contact	All (according to geographic location)
	To install on-going feedback loops with key stakeholders in order to ensure the relevance of the INTERACT services offered	Main contact	All (according to geographic location)
	To act as first contact point for target groups and to represent the INTERACT programme towards them	Main contact	All (according to geographic location)
	Pass on identified needs to main contact	Information Link	All (according to geographic location)
	Pass on identified contacts to main contact	Information Link	All (according to geographic location)
Deliver INTERACT services	Ongoing research and update on INTERREG and European Territorial Cooperation	Main contact	All (according to geographic location)
	Receive and cluster requests	Main contact	All (according to geographic location)
	Pass on requests to main contact	Information Link	All (according to geographic location)
	coordinate services within zone with/in ManS	Main contact	All (according to geographic location)
	Research and provide prompt answers through meetings, e-mails, phone calls etc.	Main contact	All (according to geographic location)
	Keep track of good practice / recommendations	Main contact	All (according to geographic location)
Contribute to jointly developed initiatives	identification of relevant good practices in programmes and projects	With ManS	All (according to geographic location)
	contributions to joint documents and event materials	With ManS	All
	contributing to elaboration - and revision, if necessary - of the draft MAWP and the draft AWP	With ManS	All
Sound and effective IP internal administration	management of IP budget	Main contact	All
	teambuilding, HR development and training	Main contact	All
	coordination with hosting institutions	Main contact	All
Contribute to strategic programme coordination	full participation and full representation of the IP in the ManS	With ManS	All
	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	With ManS	All
	sharing information and know-how in the ManS on a regular and up-to-date basis	With ManS	All
	implementing MC decisions wherever IP tasks and responsibilities are affected	With ManS	All
	providing activity and financial reports as well as other contributions to prove progress made such as statistics etc	With ManS	All

INTERACT 2007-2013 – Multi Annual Work Programme

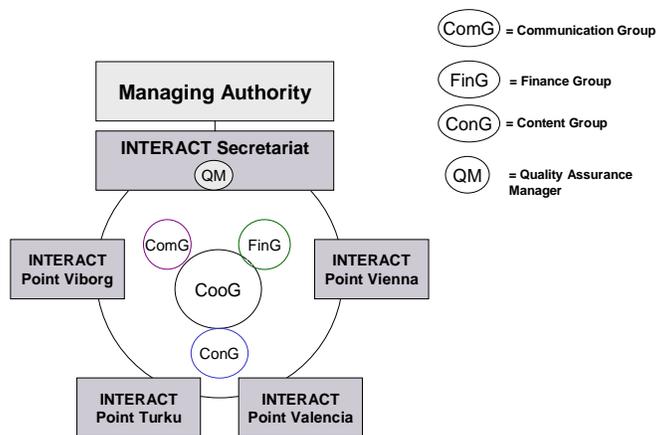
IP-specific inputs, to activities provided/managed by the INTERACT Secretariat	the provision of content to EU-wide events	<i>With IS</i>	All (according to geographic location)
	tendering/contracting/implementing EU-wide studies/research activities, etc	<i>With IS</i>	All
	the contribution to ad-hoc reports and other work papers elaborated by the IS, e.g. evaluation summaries and statistics	<i>With IS</i>	All
	the participation in and provision of IP-specific inputs for MC meetings	<i>With IS</i>	All
	the contribution to the ongoing evaluation whenever required	<i>With IS</i>	All
	surveys of programme materials and/or procedures	<i>With IS</i>	All (according to geographic location)
	provision of content for website	<i>With IS</i>	All
	provision of content for newsletter	<i>With IS</i>	All
	provision of content for the press	<i>With IS</i>	All
	management of online events (forum and e-workshops)	<i>With IS</i>	All
	IT support and development (e.g. project CD Rom)	<i>With IS</i>	All
	development of new information tools with IS	<i>With IS</i>	All
	contracting professional PR Agency when needed	<i>With IS</i>	All
	online advertising through programmes pages, DG Regio etc	<i>With IS</i>	All
	updates for MC members	<i>With IS</i>	All
	producing evaluation summaries and statistics	<i>With IS</i>	All (according to geographic location)
IPA	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	Main contact	IP Vienna only
Transnational Programmes	consolidate a dialogue with Transnational programmes' stakeholders to identify the most beneficial interventions and services (e.g. coordination and management of communities of professionals such as finance, communications, project managers)	Main contact	IP Viborg only
ENPI	tasks related to the launch and implementation of the ENPI component will be defined in an separate work package	Main contact	IP Turku only
Operational IVC implementation	To be better defined in detail in the next week	Main contact	IP Valencia only

ANNEX 4 MANAGING SYSTEM AND WORKING GROUPS

This annex clarifies INTERACT's working methods and presents processes concerning product and service generation and management. The Managing System is fully described in Chapter 5.3 of the Operational Programme. The description that follows is of how these sections of the system will work together.

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 coordination of INTERACT products and services are coordinated through the working groups in which team members of all parts of the managing system (IS, IPs, MA) participate and which will be coordinated by the INTERACT Secretariat.

The following chart shows the organisational structure of the Managing System including the Working Groups.



4.1 Working Groups

The **Coordinators' 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
- 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 Coordinators' 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.

Additionally, when necessary and appropriate, the INTERACT Managing Authority and Secretariat may invite the responsible persons of the institutions hosting the INTERACT Points to attend the Coordinator Group meeting or a separate meeting, in order to ensure common strategies and understanding on specific issues (e.g. amendments of the subsidy contract, staffing, etc.). These institutions may request to attend Coordinator Group meetings if the agenda include strategic items to be decided. The INTERACT Managing Authority and Secretariat will decide on the request case by case.

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. 2 of Reg. 1828/06, specifically of the
- functionality and image of the website
- external information activities of IS and IPs
- 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. The working group is presided over by the Communications Manager of the IS.

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

- the design of INTERACT products and services related to financial management
- quality control of development and delivery processes and output
- processing of feedback.

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

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 Quality Assurance and Knowledge 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 CooG. A Task Group consists of experts from the IS and IPs, 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 CooG.

The rules of procedure governing the activities of the Coordinators' Group are presented below. 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. The other working groups will define appropriate Rules of Procedure and their decisions will be approved by the Coordinators Group (for which ten working days is provided for feedback and comment).

4.2 Rules of Procedure for the Coordinators' Group

1. These rules of procedures apply to the Coordinators' Group (CooG)
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 Annex 4.1 of the Multi Annual Work Programme).
 - 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 items 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 (Confluence).
 - a. Comments on minutes can be provided within 10 days of the release of the minutes and action points.

- 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. In the event that members disagree with IS/MA decisions, approval of the minutes will become the first agenda item of the next 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) will define Rules of Procedure to be approved by the Coordinators Group.*
 - 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.*