



# **Procurement Contract for NWE POST 2020 “PROCESS-LEADER” Terms of reference**

## **(CCTP – cahier des clauses techniques particulières)**

### **Article 1 – Background information**

The EEIG GECOTTI-PE, funded and managed by the Conseil Régional Hauts-de-France (France) and Wallonia Region (Belgium), is a European Economic Interest Group of Cross-border, Transnational and Interregional Cooperation which employs three Joint Secretariats (JS) managing three strands of “INTERREG” European Programmes. The JS assists the Managing Authority which is the Hauts-de-France Region. The Contracting Authority is the EEIG GECOTTI-PE, acting in the name of the Programme Managing Authority.

Article 174 of the Treaty on the Functioning of the European Union (TFEU) calls for action by the European Union to strengthen its economic, social and territorial cohesion and promote overall harmonious development by reducing disparities between the levels of development of regions and promoting development in least favoured regions. In this framework, Interreg programmes contribute to this overall EU objective through the promotion of cross-border, transnational and interregional cooperation as well as a balanced and sustainable development of the EU territory.

The Member States participating in the Interreg North-West Europe (NWE) Programme have decided to setup a task force (NTF) to prepare the future Cooperation Programme for the 2021-2027 programming period.

This tender is related to the recruitment of a company (appointing a physical person) in charge of the leadership of the process of the preparation of the new NWE Programme (“Process Leader”)

This company will work together with the NTF Chair to streamline and optimise the process of collaboration between the Member States, the Managing Authority (MA), the Joint Secretariat (JS) and the SWOT/programme drafting consultant with the final aim to have an agreed Interreg NWE Programme document and organisational headlines to be submitted to the European Commission by the end of 2020.



Having learned from the preparation of the current NWE 2014-2020 programme, the NWE task force (NTF) decided that less and more decisive meetings with better preparation of decisions were necessary. And that these meetings and the whole preparation process needed a solid, trusted leadership.

## **Article 2 – Object of the services**

The aim of hiring a **“process-leader”** is to -together with the NTF-chair- streamline the process of collaboration between the Member States, the MA, the JS and the SWOT/drafting consultant with the final aim to have an agreed Interreg NWE Programme document and organisational headlines to be submitted to the European Commission by the end of 2020.

## **Article 3 – Tasks to be performed**

### **Main Tasks:**

- Lead, plan and manage the process of designing the 2021-2017 Interreg North-West Europe programme
- Lead and facilitate the negotiations between the countries involved in the future programme, including ensuring that consensus is reached.
- Draft the materials needed to facilitate decision making on the future programme and contribute to the drafting of the programme documents.

The **“process-leader”** can draw on a certain capacity from MA/JS.

## **Article 4 – Competences**

For the use of the NWE competences framework, competence is defined as the individual capacity to use knowledge, skills and behaviour adequately to achieve the dedicated tasks.

### **Skills**

- Communication: Able to listen to others, process information, and communicate effectively, encourage the sharing of information and ideas, as well as concerns, gets to the point, weighs the pros and cons, and evaluates consequences, provides logical and



clear conclusions, communicates effectively, expresses clearly in writing and speaking, is thorough, concise, and consistently straightforward sharing information and vision.

- Leadership: Instils trust, provides direction, and, produces the desired results, keeps promises and confidences, is honest and ethical, clear expectations, delegates responsibility to appropriate people, empowers others.
- Task Management: efficiently and competently, uses current technology and outside resources, sets priorities
- Production: takes action and achieves results, initiates action, assertive problem solving and makes timely as well as firm recommendations and decisions.
- Moderator and when needed mediator: make sure that the discussions and decisions are balanced and satisfactory for all participants and that all follow the agreed rules and culture
- Project and risks management: plans to make sure milestones and deadlines are met and analyses the risks and sets up mitigation measures where needed.
- Managing change: analyses the current situation, to achieve improvement, looking at the structures and the culture and advising changes

### **Behaviour**

- Building Relationships: personal relationships may be the most crucial component of being a leader. Considerate of feelings, show freedom from unfair biases, tactful, composed under stress, ensuring team success, resolve conflicts fairly and in a spirit of cooperation.
- Adaptability: adjust to circumstances and think creatively, deal with setbacks constructively, anticipate change, imaginative approach, inspire innovation, risk-taking, and creative problem-solving.
- Political sensitivity, understands and is open to other cultures and other governance structures
- Personal Mastery: personal commitment, lessons from mistakes, accepts constructive criticism, develop professionally, high level of energy, perseverance, and remains positive.
- Adaptive, flexible, cooperative motivator

### **Knowledge of**

- Basics of the EU
- Cohesion-policy and territorial cohesion
- Transnational cooperation is desirable
- Other ETC Programmes is desirable
- Master's degree or relevant experience
- Fluent English
- Good command of French, German and/or Dutch is desirable



## **Article 5 – Methodological note**

The bidder is asked to provide a note give a clear and detailed description on the proposed methodology, process, structure and tools for the implementation of the tasks described in Article 3. It should also include a broad assessment of the risks and the mitigation measures of such risks.

Please find below an indicative timetable and NTF work plan



| <b>NTF</b>   | <b>DATE</b>    | <b>STRATEGY AND CONTENT</b>   | <b>STRUCTURE AND ADMINISTRATION</b>  |
|--|----------------|---|--|
| <b>NTF1</b>  | 13/11/2019     | Territorial Impact Assessment (ESPO)  | Mandate<br>Managing Authority<br>NTF rules of procedures<br>ToR SWOT and OP<br>Leader of the preparation of the new Programme                  |
| <b>NTF2</b>  | February 2020  | Territorial Impact Assessment (ESPO)<br>NWE vision and mission<br>Geographical coverage               |  |
| <b>NTF3</b>  | April 2020     | Territorial SWOT Analysis (draft report)<br>Themes (policy objectives + Interreg specific objectives) |  |
| <b>NTF4</b>  | June 2020      | Territorial SWOT Analysis (final report)<br>Themes (policy objectives + Interreg specific objectives) | Programme budget ( total, per priority, grant rate)  |
| <b>NTF5</b>  | September 2020 | Programme intervention logic<br>Types of projects<br>Types of actions                                 | Programme structure (JS, CPs, MA, CA, AA)<br>Partnership and multi-level governance  |
| <b>NTF6</b>  | October 2020   | Indicators<br>Target groups<br>Communication  | Stakeholders' consultation   |
| <b>NTF7</b>  | December 2020  | Final review of the Cooperation Programme   | MS agreement on the Cooperation Programme  |
| <b>OFFICIAL SUBMISSION OF THE COOPERATION PROGRAMME</b>                      |                |   |  |
| <b>NTF8</b>  | February 2021  | Project development<br>Eligibility and Selection criteria   | TA budget<br>Eligible costs and Programme rules  |
| <b>NTF9</b>  | April 2021     | Communication plan<br>Evaluation plan   | Management and Control system  |
| <b>NTF10</b>   | June 2021      |   | MC rules of procedure<br>First call of proposals - terms of reference<br>Programme documents (manual, application form, subsidy contract, ...) |
| <b>APPROBATION OF THE COOPERATION PROGRAMME<br/>FIRST CALL FOR PROPOSALS</b> |                |   |  |