

ANNEX II: TERMS OF REFERENCE

Capacity Building of potential applicants and Grants Beneficiaries of IPA CBC BIH MNE 2014-2020

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1. BACKGROUND INFORMATION

1.1. Partner country

The beneficiary country is Bosnia and Herzegovina and the partner country is Montenegro.

1.2. Contracting Authority

Directorate for European Integration of Bosnia and Herzegovina will sign service contract(s) with the selected expert(s).

1.3 Country - Programme background

IPA CBC Programme Bosnia and Herzegovina – Montenegro 2014-2020¹ is a continuation of the Programme 2007-2013, and is being financed through the Instrument for Pre-accession Assistance (IPA II). During the implementation of the Programme phase 2007-2013, three Calls for Proposals (CfPs) had been announced, through which in total 35 projects² were selected.

All details about the Programme 2014-2020 and its thematic priorities are available at the link provided in footer and from the Programme website (<http://cbc.bih-mne.org/>).

In accordance with the Commission Implementing Decision C(2014) 9421 adopting a Support Measure for Technical Assistance for cross-border cooperation programmes between IPA II beneficiaries under the instrument for pre-accession assistance (IPA II) for the year 2014 (dated 10 December 2014), the first technical assistance allocation under the Programme has been made available via direct award of a service contract concluded between the Delegation of European Union to Bosnia and Herzegovina and the Directorate for European Integration of Bosnia and Herzegovina. This service contract and all subsequent ones are aimed to provide support to the work of the Operating Structures (OSs) in both participating countries and of the Joint Monitoring Committee (JMC) in ensuring efficient set-up, implementation, monitoring and evaluation of the Programme. This will be achieved through the operation of the Joint Technical Secretariat (JTS) whose main office has been established in Sarajevo, and its Antenna office, establishment of which is expected soon in Nikšić. The JTS supports the OSs, JMS, PSC and other programme and project management structures in day-to-day management of the Programme. For the duration of the assignment, it is expected that expert(s) will be a part of the JTS in both participating countries.

1.3. Current situation in the sector

The Programme management structures have been working to improve the competences and skills of the management structures of the programmes, as well as of the potential applicants and grant beneficiaries. Specific capacity building activities are planned and executed on the basis of identified needs in the course of the implementation of the Programme.

The capacity building activities included in this ToR are defined as lessons learned from several Programme activities, inter alia:

- The recent analysis of questionnaire with the grant beneficiaries of IPA I CBC BiH MNE 2007-2013;
- 1st Call for Proposals under the IPA CBC BiH MNE 2014-2020.

¹https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/montenegro/ipa/2015/2014_-_2020_ipa_cbc_bosnia_and_herzegovina-montenegro.pdf

² <http://www.2007-2013.cbc.bih-mne.org/>

In a summary, the main areas for the capacity building exercise of **potential applicants** should include:

- **identification of target groups and final** beneficiaries, including description of their needs;
- elaboration **of activities** to give a sufficient level of detail and coherence with the project objectives;
- **sustainability**, in terms of measures to ensure financial, as well as institutional and policy sustainability (partnerships, activities/outputs), etc.;
- **methodology**, in terms of understanding what actually one's own project methodology is / should comprise of;
- **budgeting**, (realistic, justified in terms of the proposed outputs, etc.);
- **logical framework**, in terms of the correct definition of impact, general and specific objectives, outputs, as well as regarding the formulation of indicators.

Furthermore, the Programme should ensure adequate understanding of requirements, processes, and procedures of effective and efficient project management among **grant beneficiaries**.

The description of the current situation should be a basis for the preparation of training methodology which will be requested from short-listed candidate (s).

1.4. **Related programmes and other donor activities**

Related programmes are indicated under the Programme website³.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. **Overall objective**

The overall objective of the capacity building action is to contribute to the achievement of IPA 2014-2020 CBC BiH-MNE Programme goals through ensuring relevant and high quality cross-border cooperation projects, from the conception throughout the implementation stages.

2.2. **Purpose**

The purpose of this action is two-fold, as follows:

1. To improve capacity of applicants in two participating countries in order to increase quality of project proposals, and
2. To support implementation of projects and contribute to the achievement of Programme goals.

To this end, one or two experts will deliver capacity building training in the following areas:

- Assignment 1:

³ <http://cbc.bih-mne.org/2017/10/programi-prekogrnicne-saradnje/>

- Project development and concept note preparation;
- Writing of full grant project proposals based on the full application form, including relevant annexes;
- Assignment 2:
 - Project implementation.

The Terms of Reference herein relates to the overall capacity building training for both assignments. Interested experts may submit their expression of interest for one or both Assignments.

The contracting authority may conclude one or two separate contracts for the delivery of results described below under the assignments, based on the received offers.

2.3. **Results to be achieved by the Expert(s)**

It is expected that Expert(s) will deliver the following:

Assignment 1:

1. Provision of multi day training/workshop(s) in two training cycles:
 - Cycle 1: Project development and concept note preparation (problem identification, formulation and development of project ideas), and
 - Cycle 2: Writing of full project proposals based on the full application form, Prospect process, including relevant annexes - log frame matrix, and budget;
2. Two-stage mentoring support provided to potential applicants in concept notes preparation, and in the full project application preparation;
3. Reporting on the above steps, with a focus on capacity building achievements and results, lessons learnt and recommendations.

Assignment 2:

1. Provision of two implementation seminars for the grant beneficiaries (1st and 2nd CfP);
2. Report on the above, with a focus on lessons learnt and recommendations.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the action

It is expected that potential applicants and GBs from both participating countries equally participate in the envisaged capacity building events.

Potential applicants and co-applicants (jointly acting in grant application process) are equally included in the activities of both Lots.

3.2. **Risks**

- Level of interest of potential applicants for the CB activities;
- Inadequate basic skills of potential applicants and Grant Beneficiaries;
- Insufficient knowledge of English language by participants of trainings and seminars;
- Acquired knowledge of the applicants not maintained within organization.

4. **SCOPE OF THE WORK**

4.1. **General**

4.1.1. **Action description**

The capacity building entails the following activities, for both assignments respectively:

- Fine tuning of the proposed training/workshops/seminars methodology, in consultation with JTS/OS;
- Drafting of the detailed agenda for the training/workshops/seminars;
- Preparation of training materials;
- Trainings/workshops/seminars delivery,
- Reporting.

In all stages of activity/ies, the expert(s) will work under the guidance and supervision of the Head of JTS and OS's. DEI and MEA is in charge of approval of methodology, tentative work-plan, detailed agenda, materials, and reports.

Additionally, for the Assignment 1, the activities embrace the following:

- Development of the process of application for the training and selection of training/workshop participants, based on the relevance to the Programme, and on an approximate projection of 70-80 participants;
- Two-cycle mentoring process that will take place in (1) concept and (2) full proposal drafting stage (including online – using email and Skype for the participants that are not able to come to JTS office, as required). All advices should be recorded in writing.

4.1.2. **Geographical area to be covered**

Bosnia and Herzegovina and Montenegro, focusing action and methodology on IPA 2014-2020 CBC BiH-MNE Programme area (see the Programme document).

4.1.3. **Target groups**

Target groups are the following:

Assignment 1 - Potential applicants (as described within the Programme document) and

Assignment 2 - Grant Beneficiaries of the Programme IPA CBC BiH MNE 2014-2020.

4.2. Specific work

Expert(s) will develop methodology for the delivery of the capacity building, specifically for each assignment. The methodology proposal(s) shall be informed by the Programme Thematic Priorities, and take the following tasks into account:

Assignment 1

It is important to identify:

1. Detailed process of selection of participants of the Cycle 1 training/workshops (for project development and concept note preparation). Preselection of participants of the Cycle 1 training/workshops will be done on the basis of submitted project ideas and their relevance to the 2nd CfP. (The information on the Call priorities will be known during the assignment of the expert(s)). Besides the Call thematic priorities, the selection criteria should be based, *inter alia*, on the eligibility of applicants and the proposed locations of projects' activities.

The preselection criteria will be defined on the basis of equal opportunities, without favoritism and taking into account projected number of participants (approximately 70-80 participants in Cycle 1).

Note: participants of the Cycle 2 training/workshops (writing of full project proposals) will be those applicants who successfully pass the concept note evaluation phase within the 2nd CfP.

2. Proposal of the training curricula for:

Cycle 1 (Project development and concept note preparation), and

Cycle 2 (Writing of full project proposals based on the full application form Prospect process, including relevant annexes - log frame matrix, and budget).

The aim of the training curricula developed is to guarantee to the greatest degree the achievement of the purpose stipulated under 2.2. of this ToR. The training curricula of the selected methodology will be subject to approval by JTS/OSs/EUD BiH.

3. Participating in the selection of participants for the Cycle 1 training/workshops.
4. Delivery of training/workshops for potential applicants with projected duration of up to 2.5 days each. An optimal number of participants per training/workshops should also be defined, in order to guarantee the best quality of the knowledge transfer possible.
5. Mentoring activities, as the follow-up of training activities within Cycle 1 and Cycle 2. Due to the considerable size of the Programme area, as well as the number of potential applicants that will be selected for the CB and the nature of envisioned mentoring activities, it is recommended to include online mentoring in the methodology.

The methodology may also envision the production of online streaming and/or leaflet / tool, comprising very brief and clear messages of the type 'what to do and what not to do' that could be useful for the potential applicants.

Assignment 2

The implementation seminars are intended for Grant Beneficiaries after the grant contracts are signed. In preparation and facilitation of these seminars, the Expert will be guided by and reporting directly to the Head of JTS.

1. Proposal of the implementation seminar curriculum. The seminar curriculum will be subject of approval by JTS/OSs/EUD BiH.
2. Delivery of implementation seminars for grant beneficiaries of the 1st and 2nd Call for Proposals.

It is expected that all necessary topics will be covered: PRAG-Grant Contracts, Notifications and Addenda, Reporting – Interim, Progress and Final, Budget, secondary procurement (general, service, supply, works), VAT (BIH, MNE), Visibility (Programme and EU Logo), Procurement Plan, Visibility Plan.

The Expert(s) must also comply with the latest Communication and Visibility Manual for EU External Action (see https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018_en.pdf). The compliance with this shall be made an output of the contract and the contractors shall include in its reporting what they accomplished in this area.

4.3. Action management

4.3.1. Responsible body

For the duration of the action, the Experts will be directly responsible to the Head of JTS, and further to Project Managers appointed by Operating Structures (DEI, MEA).

4.3.2. Management structure

MEA and DEI, as the Operating Structures are responsible for the implementation of the Programme in their respective countries. The OSs operate with support of the Joint Technical Secretariat, responsible for organizing the Programme bodies' meetings; assisting potential applicants in partner search and project development; advising grant beneficiaries in project implementation; planning, conducting and reporting on project monitoring; gathering reliable information and providing inputs to annual and final reports on Programme implementation; planning and implementing variety of information and publicity activities; etc.

Management structure is described in details on Programme website <http://cbc.bih-mne.org/en/>.

4.3.3. Facilities to be provided by the Contracting Authority and/or other parties

For the purpose of implementation of the action, Expert(s) will be in charge of organizing logistical arrangements and preparation of specification of the incidental expenses of the events for the Head of JTS who submits them to EUD BiH for approval. The Contracting Authority (DEI) will provide funds for the costs of organisation and delivery of training events as well as per-diems for missions carried out outside the expert's normal place of posting, so neither incidentals nor per-diems are to be included in the budget of the service contract(s) subject to this ToR, but the experts' fees only.

5. LOGISTICS AND TIMING

5.1. Location

Developed methodology should include the trainings in Programme area in both participating countries equally.

5.2. Start date & period of implementation

The intended start date is 15th March 2018 and the indicative period of implementation of the contract(s) will be up to 28th February 2019.

6. REQUIREMENTS

6.1. Staff

The Expert(s) cannot be a civil servant, staff of the Contracting Authority or the public administration of the beneficiary country.

6.1.1. Expert(s)

Expert(s) have a crucial role in implementing this Action. These terms of reference contain the required expert profiles. The expert will submit CV and Statement of Exclusivity and Availability for performing the assignment(s)..

The same qualifications and skills are required for both assignments.

.Qualifications and skills

- University degree,
- Fluency in both written and spoken English and the official languages in Bosnia and Herzegovina and Montenegro,
- Good communication and presentation skills,
- Computer literacy,
- Driving license will be considered an advantage.

General professional experience

- At least 8 years of professional experience following the University degree.

Specific professional experience

- At least 5 years of relevant professional experience in programme / project management, preferably funded by the EU or other donors;
- Experience as trainer in area relevant to the Assignments that one applies for (Project development and concept note preparation (problem identification, formulation and development

of project ideas and writing of full project proposals based on the full application form; project management/implementation);

- Knowledge of PRAG procedures;
- Knowledge of EU tools (PADOR and PROSPECT) will be considered as an advantage;
- Knowledge and experience of PCM and logical framework approach to project design and implementation including delivery of relevant trainings (valid trainer certificate in the field of PCM will be considered as an asset);
- Proven experience in project proposal writing will be considered an advantage,
- Knowledge about IPA CBC Programmes in the Western Balkan countries and related calls for proposals would be considered an asset.

6.2. **Office accommodation**

Office accommodation of a reasonable standard and of approximately 10 square meters for each expert working on the contract is to be provided by the Operating Structures (DEI, MEA) / JTS.

6.3. **Equipment**

No equipment is to be purchased as part of this service contract.

6.4. **Incidental expenditure**

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under the action. However, it is not the part of the budget of this contract as JTS will provide logistical support and cover the incidental expenses of the events through existing incidental budget within the ongoing service contract. In addition, travel costs and daily allowances, are also not a part of this budget.

The per diem is a flat-rate maximum sum covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission by the contractor's authorized experts for missions carried out outside the expert's normal place of posting. The per diem is payable if the duration of the mission is 12 hours or more. The per diem may be paid in half or in full, with 12 hours = 50% of the per diem rate and 24 hours = 100% of the per diem rate. The experts under this contract will be considered as JTS staff and therefore per diem rates will be calculated in accordance with ToR for the contract between DEI and EUD and the instruction linked with the contract.

The Contracting Authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied.

6.5. **Lump sums**

No lump sums are foreseen in this contract.

6.6. **Expenditure verification**

Expert(s) under this contract will be a subject of the expenditure verification outside the scope of this contract.

7. REPORTS

7.1. Reporting requirements

Please see Article 26 of the General Conditions.

There must be a final report at the end of the period of implementation of the tasks. The draft final report must be submitted at least fifteen days before the end of the period of implementation of the tasks. Note that final report is additional to any required in Section 4.2 of these Terms of Reference.

Each report must consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts. Each expert is obliged to prepare a Timesheet for every working day on monthly basis.

Name of report	Content	Time of submission
Work plan	Analysis of existing situation and work plan for the action	No later than 15 days after the start of implementation.
Monthly Reports	Brief review of activities in a JTS format with description of achievements including problems encountered and recommendations.	End of each month in which there were activities implemented.
Draft Final Report	Description of achievements including problems encountered and recommendations.	15 days before contract end.
Final Report	Description of achievements including problems encountered and recommendations, a final invoice and the financial report.	Within 15 days after receiving comments on the draft final report from the Head of JTS.

7.2. Submission & approval of reports

Electronic copies of the reports referred to above must be submitted to the Head of JTS for review and approval before submitting them to Project Managers of the two OSs responsible for approval of the reports on behalf of the Contracting Authority. The reports must be written in English.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

For the evaluation purposes of the results achieved by the envisaged action, it is expected that the methodology will develop specific performance measures chosen because they provide valid, useful, practical and comparable measures of progress towards achieving expected results. These can be

quantitative: measures of quantity, including statistical statements; and qualitative: judgements and perception derived from subjective analysis.

8.2. **Special requirements**

n/a

It is up to tenderers to prepare their own detailed organization and methodology and technical proposals to fulfil the general requirements set out in these Terms of Reference.

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