EUROPEAN URBAN INITIATIVE

Call for Monitoring and Evaluation Experts

supporting monitoring & evaluation framework and activities of the European Urban Initiation – Innovative Actions projects

Terms of Reference

21 July – 12 September 2023

Co-funded by the European Union

Région Hauts-de-France

Contents

LIST OF ABBREVIATIONS

ERDF	European Regional Development Fund
EUI	European Urban Initiative
EUI-IA	European Urban Initiative – Innovative Actions
Permanent Secretariat	European Urban Initiative Permanent Secretariat

1.   INTRODUCTION TO EUI – INNOVATIVE ACTIONS (EUI-IA)

1.1   Innovative Actions

The Innovative Actions pillar of EUI provides two levels of support:

▷ **Funding for testing** (piloting) innovative solutions **and for preparation activities for transferring the pilot solutions**. Each EUI-IA project can receive up to a maximum of EUR 5 million ERDF co-financing. EUI-IA co-finances up to 80% of project's activities. The project implementation must take place within 3,5 years.

▷ **Capturing, sharing and transferring the knowledge** that projects are generating. EUI is interested in understanding what worked in the implementation of the innovative solution and what did not work, in order to draw lessons, capture the knowledge and share it with urban policymakers and practitioners across Europe. Therefore, during the implementation of the innovative actions, EUI collects and shares the results from the experimentation of the projects. **This also feeds into transfer activities**, with the aim to foster innovation capacities and build knowledge for all EU urban areas and to mainstream innovative solutions in sustainable urban development.

EUI has a total ERDF budget of around EUR 450 million, out of which indicatively 75% will be allocated to EUI-IA projects which will be selected through Calls for Proposals on one or more topics proposed by the European Commission.

Specifically, EUI supports projects that are:

▷ **Innovative.**

Projects which are new, bold, creative and experimental. The proposed projects go beyond the present state-of-the-art and business-as-usual. Building on research and benchmarking, urban authorities demonstrated that the proposed projects have not been previously tested and implemented on the ground in the urban area, in the Member State where the urban area is located or elsewhere in the EU. Urban authorities proposed solutions (products, services, processes) that have evolved over time based on lessons learned from experience (evolutionary approach where the innovation lies in the new elements added to the idea) or completely new solutions never tested before in the policy field concerned (revolutionary approach) in the EU. Innovative elements included are the central components to the solutions proposed.

Urban authorities, as exclusive eligible applicants to the EUI-IA, in principle play a key role in the proposed project, by leading a local partnership aimed at achieving medium to long-term goals defined for their cities and/or being actively involved in an experimentation offering the best from the green and digital transitions to their population.

The innovations proposed are relevant to achieve Cohesion policy goals, and to the ERDF in particular, as prime source of funding for EUI-IA projects. Projects were selected as having the potential to inspire the use of mainstream programmes in urban areas once successfully tested, and possibly to benefit from these programmes for their upscale and replication throughout the EU.

▷ **Of good quality.**

Selected projects meet key quality standards such as clear and logical interrelation of objectives/activities/outputs, evidence of preparatory work, realistic ambitions, effective management structures and procedures, good value for money.

▷ **Participative.**

Selected projects seek to benefit from sources of external expertise from their local innovation ecosystems such as academia, industry, civil society and other levels of government both in the design and in the implementation of the project. To ensure the participative approach they defined effective mechanisms of consultation, coordination and co-design.

▷ **Measurable.**

Selected projects will be implemented in a way allowing to clearly explain what the changes are that they want to achieve in the local context as a result of their projects; to demonstrate how any change in the local situation is directly attributable to the new solution developed, and how the results can be measured, quantified and evaluated.

▷ **Sustainable and scalable.**

Selected projects were prepared in a way allowing to anticipate and explain how the solution will be sustained and scaled-up once successfully tested through the identification of adequate sources of public and/or private funding, including from Cohesion policy and/or project partners own resources and/or embedded mechanisms of financial self-sustainability (e.g. revolving funds, crowdfunding, revenues).

▷ **Transferable**.

Solutions developed in the framework of the projects have potential to be applicable and replicable by other cities across Europe, possibly by making use of the Cohesion policy funding available to them.

1.2 Monitoring and evaluation of Innovative Actions projects

The Intervention Logic of the EUI-IA project is a representation of clear and well-thought-out understanding how planned actions are expected to lead to the desired change and intended results – see Figure below. It is a way of describing the logical sequence between initial needs, inputs, projects activities, outputs, results and ultimate impact. It is a tool to structure complex interventions and to prepare the evaluation of a project. The Intervention Logic describes: What is the rationale for the intervention/project? What are the challenges/needs that triggered the intervention? What problems is the intervention meant to solve? What is the "desired change"? How are these changes to be achieved?

The Intervention Logic is composed by strategic, operational and <u>monitoring and evaluation components</u>.

<u>Strategic components</u>

Overall objective defines what project aims to achieve by the end of it. It relates to the strategic aspect of the project and provides the overall context. The overall objective goes beyond the project duration, it describes the strategic ambition of the Main Urban Authority and long-term change in a certain existing socio-economic situation the project intends to contribute to achieve for the benefit of the beneficiaries/end users.

Specific objectives detail what the project is trying to achieve during its duration. Specific objectives allow to achieve the overall objective, they are narrower in scope than the overall objective and are described in a more precise way. They form a concrete statement describing what the project is trying to achieve within the overall context. At the end of the project, it should be possible to evaluate whether the specific objectives were achieved.

Expected results define the expected change that is to be achieved by the project. Reflect the desired mid-term change in the local situation as direct consequence of the project implementation, the immediate advantage for beneficiaries or end users and the behavioural change. They shall be as realistic, specific, concrete and measurable as possible. Expected results should correspond to specific objectives.

Project Work Plan explains the "how" of the project. It's a roadmap representing the guide for implementing the project if it gets funded. The Work Plan is a breakdown of the project into major steps called Work Packages, and Work Packages are broken down into smaller steps called activities. Activities lead to deliverables and each Work Package leads to one or more outputs.

Work Packages, as mentioned above, are building blocks of the Work Plan, they represent the main pillars of the project and are composed of related project activities required to deliver specific components of the project and produce project outputs. To structure the EUI-IA project the following set of Work Packages should be used:

- ▷ Work Package Preparation and Initiation Phase
- ▷ Work Package Project Management
- ▷ <u>Work Package Monitoring and Evaluation</u>
- ▷ Work Package Communication and Capitalisation
- ▷ Work Packages Thematic (investments embedded if any)
- ▷ Work Package Transfer
- ▷ Work Package Closure

Activity is a specific task/stage of the project delivery for which resources are used. Each activity shall result in at least one deliverable and/or an output. The planned activities should be necessary and sufficient to achieve the project's objectives and expected results. Any activity carried out in the framework of the project shall be for the direct benefit of the area concerned by the urban authority(ies) involved in the project.

Deliverable is a tangible or intangible object delivered during project activities. It's an intermediary step in the delivery of a project output and usually, one or more deliverables are needed to produce an output.

Output is what has actually been produced as a result of the funding given to the project. It is a main product (in other words: end product) of the project. It directly contributes to the achievement of project result(s). It shall be realistic, specific, concrete and measurable. Each implementation Work Package should lead to the delivery of at least one output. A similar product (e.g. a feasibility study) could be an output in project X, and a deliverable in project Y. A way to help making the distinction is to analyse whether the delivery of a given product has a direct effect on the specific objective of the project. If the effect is not visible yet, then it is very likely that the given product would represent a deliverable in that project.

<u>Monitoring and evaluation components</u>

Indicators are the main instrument of monitoring – intended as a continuous analysis of the project's progress towards achieving the expected outputs and results to improve the management and decision-making process during project implementation – and provide critical information for the evaluation of a project's effectiveness, impact, relevance and sustainability. Within EUI, two types of indicators are defined: output and result indicators.

Output indicators[1] are used to measure and monitor project outputs. A number of output indicators is predefined in the Terms of Reference of the relevant Call for Proposals, and they can be selected by the applicants under the Thematic Work Packages whenever relevant for the project proposal. In case a project output does not fit in any of the predefined indicators, the category "Other" should be selected. There is also a set of pre-defined outputs and corresponding output indicators obligatory to be selected under the Transfer Work Package.

Result indicators[2] are used to measure the expected results of the project, i.e. the change in the local situation as direct consequence of the project implementation, the immediate advantage for beneficiaries or end users and the behavioural change. A number of result indicators is predefined in the Terms of Reference of the relevant Call for Proposals and relevant ones for the project proposal should be selected by the applicants. In case predefined result indicators are not sufficient or relevant to measure project's expected results, project specific result indicators can be developed.

To help define good quality indicators, RACER criteria[3] are recommended to be used. Indicators should be:

▷   Relevant: closely linked to the objectives to be reached. They should not be overambitious and should measure the right thing. They should be able to measure the mentioned expected results.

▷   Accepted (e.g. by Project Partners and/or wider group of stakeholders): activities, roles and responsibilities to achieve the target of the indicator need to be well defined.

▷   Credible for non-experts, unambiguous and easy to interpret. Indicators should be simple and clearly defined.

▷   Easy to monitor: e.g. data collection should be possible at low cost.

▷   Robust against manipulation (e.g. administrative burden: If the target is to reduce administrative burdens to businesses, the burdens might not be reduced, but just shifted from businesses to public administration).

Target value[4] (to be defined in the Application Form) refers to the value of the indicators to be achieved by the end of the project implementation. It should be realistic and achievable by the end of the project.

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[1] Output indicator means an indicator to measure the specific deliverables of the intervention. Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021, Article 2: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32021R1060&from=EN

[2] Result indicator means an indicator to measure the effects of the interventions supported, with particular reference to the direct addressees, population targeted or users of infrastructure. *Ibidem*.

[3] https://ec.europa.eu/info/sites/default/files/file_import/better-regulation-toolbox-41_en_0.pdf

[4] Target means a pre-agreed value to be achieved at the end of the eligibility period in relation to an indicator included under a specific objective. Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021, Article 2: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32021R1060&from=EN

Figure. The EUI-IA project Intervention Logic
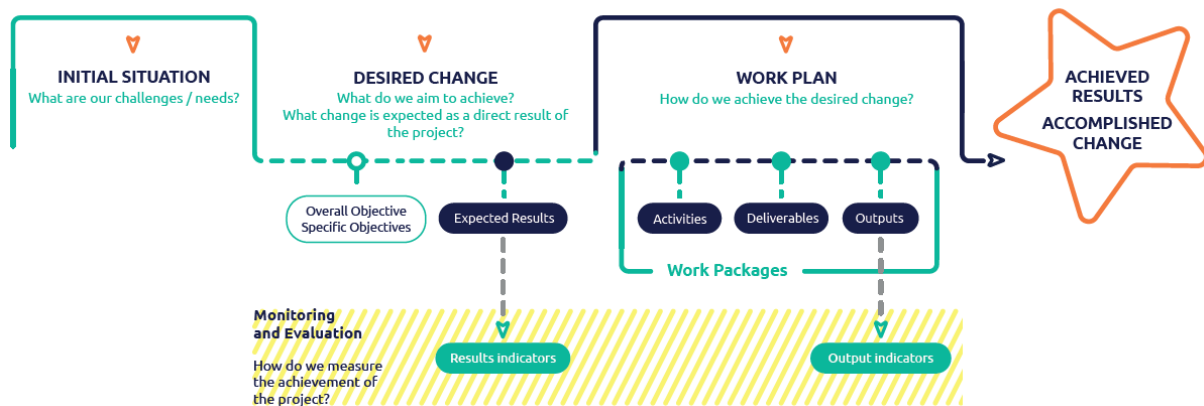
Work Package Monitoring and Evaluation

The applicants are requested to describe how the project monitoring and evaluation will be carried out in the project. This Work Package presents a set of four predefined activities to strengthen the project monitoring and evaluation. One additional activity can be added by the applicant if deemed necessary. The Main Urban Authority (MUA) is expected to further develop the below predefined activities with a maximum of three deliverables, considering the following aspects:

▷ *A.3.1 Monitoring of project performance:* this activity shall be focused on the monitoring of project progress and performance based on the monitoring plan that will be consolidated during the Initiation Phase. It includes a systematic collection of information about project activities by monitoring the project's progress and checking if activities are on track, and deliverables/outputs produced. It starts from day one of project implementation and lasts until the end of the project.

▷ *A.3.2 Establishment of the evaluation framework of the innovative solution:* this activity shall be about the preparation of the groundwork for evaluation, the scoping, piloting and development of research instruments, the definition of data that will be needed and, if relevant, fine tuning of the project result indicators during the first year of implementation.

▷ *A.3.3 Data collection on the implementation/performance of the innovative solution:* this activity shall be about collecting data on the innovative solution/main innovation/main project output(s) (quantitative and qualitative data collection). The data collection starts during the testing phase/implementation of the innovative solution and lasts a time that is sufficient to have sound and representative dataset (given the nature of the projects, for some of them a month of data collection could be enough while others may require more time, e.g. 6 months).

▷ *A.3.4 Final evaluation of the innovative solution and reporting on result indicators:* this activity includes the analysis and evaluation of the collected data, the final assessment of the proposed innovative solution to measure success against project objectives and expected results, final

evaluation factsheets including lessons learned and how to continue the ''experiment'' after the project end date, the reporting on the project's result indicators and the knowledge exchange and meetings/events with EUI Experts. This activity should take place during the last 6 months of the project Implementation phase, once testing of the innovative solution is concluded and implementation of the Thematic Work Packages finalized.

Experts interested in applying for the Call for Monitoring and Evaluation Expert are invited to familiarize themselves the EUI-IA Guidance. The full text of the EUI-IA Guidance document can be found here: https://www.urban-initiative.eu/sites/default/files/2023-05/EUI-IA%20GUIDANCE_7X2022.pdf

2.   INFORMATION ON THE EUI-IA CALL FOR PROPOSALS

During 2021-2027 programming period four EUI-IA Calls for Proposals are being planned.

First EUI-IA Call for Proposals was launched on 10th October 2022 and closed on 19th January 2023. It was dedicated to one topic: New European Bauhaus demonstrators. As a result of the call, **14 projects** have been approved for funding and will enter the Initiation Phase in September 2023.

Second EUI-IA Call for Proposals was launched on 31st May 2023 and will close on 5th October 2023. It is dedicated to three topics: Greening cities, Sustainable tourism and Harnessing talent in shrinking cities. It is expected to select **around 25 projects**.

Third Call for Proposals is planned to be launched in May 2024 (closing in October 2024). Topics will be decided and communicated by the European Commission in spring 2024. It is expected to select **around 25 projects**.

Forth Call for Proposals will have a modified, experimental character aiming at identifying smaller and shorter pilot projects. Number of projects to be selected, as well as the format of transfer component under this Call is still to be decided and designed.

3.   DEFINITION OF THE NEED

The Permanent Secretariat wishes to select at least three Experts who will support (i) EUI-IA Call 1 projects (and, depending on Expert's availability and performance, in the future Call 2, 3 and 4 projects) in finetuning their Output and Result Indicators, and by providing training and ad-hoc support (on demand) for MUAs; as well as (ii) Permanent Secretariat in advising on areas of improvement of projects' monitoring and evaluation frameworks, prior to their implementation.

The work will be focussing on the three following tasks:

- Task 1 – Developing recommendations for EUI-IA Call 1 projects regarding their Result and Output Indicator matrixes.

-   Task 2 – Developing recommendations for the Permanent Secretariat regarding the implementation of the Work Packages Monitoring and Evaluation proposed by the EUI-IA Call 1 projects.

-   Task 3 – Training and ad hoc support for the EUI-IA Call 1 projects.

Background information:

EUI-IA Call 1 projects were selected at the end of June 2023 and will start their 6-month Initiation Phase on 1 September 2023. The Initiation Phase is disconnected from the Implementation phase, conducted before the official start of the project implementation and dedicated solely to the project's preparation and readiness check (including ex-ante audit). During the Initiation Phase, projects are, *inter alia*, required to address recommendations issued by the Selection Committee after Strategic and Operational Assessment of their Application Forms. These recommendations can be of a strategic or technical nature, going from simple requests for clarification to the adjustment of specific parts of the Application Form. The Project Management Team is requested to address them and to eventually update the Application Form accordingly, when relevant. The recommendations address at least:

▷   The main findings from the Strategic & Operational Assessments

▷   The refinement of the Result and Outputs Indicators matrixes

▷   The anticipatory risk management

For 14 approved EUI-IA Call 1 projects, selected Experts will be requested to analyse projects' Result and Outputs Indicators matrixes, as well as Monitoring and Evaluation Work Packages, so they can be finetuned during the Initiation Phase, ensuring correct and high-quality monitoring and evaluation frameworks for the project implementation. It is foreseen that each Expert will focus on around 5 projects.

EUI's predecessor initiative, Urban Innovative Actions, published a study on Monitoring and Evaluation in UIA projects (Monitoring and evaluation practices: UIA lessons learnt | UIA - Urban Innovative Actions (uia-initiative.eu)), as well as prepared an internal analysis on areas of improvement of UIA projects' intervention logic and result indicators (this study will be available for selected Experts) – the learnings and conclusions from these two documents should constitute a first basis for Experts' approach to work on the Tasks described below.

3.1   Task 1 – Developing recommendations for EUI-IA Call 1 projects regarding their Result and Output Indicators matrixes.

For each of 14 EUI-IA Call 1 projects, selected Experts will be expected to develop recommendations indicating necessary corrections and improvements of the proposed Result and Output Indicators. Recommendations will have to be developed following Permanent Secretariat's guidance regarding their scope and format. It is foreseen that recommendations will be first presented to the Permanent Secretariat for validation before presenting them to the projects. Work on Task 1 will also cover reviewing how projects addressed the recommendations and exchange between the Experts and the Project Management Team in order to clarify potential question marks and support the projects in tackling the recommendations.

Expected dates of delivery and number of days allocated for Task 1:

Action	Expected dates of delivery	Number of days
Preparation of Result and Output Indicators recommendations	mid November 2023	2 days per project
Exchange with the projects (if necessary) and review of updated Result and Output Indicators matrix	end of December 2023	1 day per project

3.2 Task 2 – Developing recommendations for the Permanent Secretariat regarding the implementation of the Work Packages Monitoring and Evaluation proposed by the EUI-IA Call 1 projects.

In parallel to Task 1, Experts will be requested familiarise themselves with the Monitoring and Evaluation Work Packages of analysed projects and prepare recommendations for the Permanent Secretariat regarding monitoring of the implementation of this particular Work Packages. Experts are expected to indicate: potential weakness of the monitoring and evaluation framework proposed by each project; suggestions of improvements; and aspects recommended for closer monitoring during project implementation.

Expected dates of delivery and number of days allocated for Task 2:

Action	Expected date of delivery	Number of days
Preparation of Monitoring and Evaluation Work Package recommendations	mid November 2023	1 day per project

3.3 Task 3 – Training and ad hoc support for EUI-IA Call 1 projects

It is expected that thanks to the involvement of Experts, EUI-IA projects will receive tailored support improving their competences to deliver high quality monitoring and evaluation activities and results. Two activities are foreseen under Task 3:

Activity 3.1 – Monitoring and Evaluation training

During the Initiation Phase, EUI-IA Call 1 projects will be required to take part in online monitoring and evaluation training. The aim of the training is to reinforce Permanent Secretariat's requirements regarding monitoring and evaluation of Innovative Actions projects; tips for the successful implementation of monitoring and evaluation activities; recommendations regarding most commonly spotted in the Application Forms, but also generally observed, shortcomings and potential challenges of the monitoring and evaluation frameworks; etc.

Expected dates of delivery and number of days allocated for Activity 3.1:

Action	Expected date of delivery	Number of days
Preparation of Monitoring and Evaluation training for Main Urban Authorities	March 2024	1 day per project

Activity 3.2 – Ad hoc support for the Main Urban Authorities

Each EUI-IA Call 1 project will be allocated 2 days to receive, if necessary, an on-demand support from a Monitoring and Evaluation Expert. Request can be dedicated to any aspect of monitoring and/or evaluation – project can ask for support in solving individual challenges; planning certain aspects of monitoring/evaluation activities, expert's review of designed tools/processes; etc. Each request will have to be validated by the Permanent Secretariat, who will also allocate one of the Experts to perform this task (based on Experts' availability and their profiles).

The opportunity to receive ad hoc support is foreseen for entire duration of Call 1 implementation: from March 2024 until August 2027.

Expected dates of delivery and number of days allocated for Activity 3.2:

Action	Expected date of delivery	Number of days
Ad hoc support for the Main Urban Authorities	March 2024 to August 2027	2 days per project

4.   SELECTION

4.1   Selection Criteria

In order to be selected for any mission within the EUI pool of experts, the following eligibility criteria apply, along with any additional mission-specific requirements.

▷   Fluency in English (written and spoken, C1 level certificate[5] required from non-native speakers)

▷   University degree in any of the fields indicated below plus the minimum number of years of relevant work experience in topics related to Sustainable Urban Development (SUD) within Cohesion Policy (see Annex 2 SUD-related themes), specifically:

   o   Doctoral degree (PhD) and at least 7 years of relevant work experience

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[5] Non-exhaustive list of accepted certificates: TOEFL®, IELTS, PTE Academic, Cambridge English Qualifications, EFSET, Duolingo English Test, Test of English for International Communication (TOEIC), Business English Certificate (BEC), Integrated Skills in English exams (ISE). Candidates without a certificate will be required to pass an online English test organised by EUI.

- o OR Master's degree and at least 10 years of relevant work experience

- o OR Bachelor's degree and at least 12 years of relevant work experience

▷ IT literacy

Mission-specific requirements:

▷ University degree in any field related to urban development or urban policy (urban studies, political sciences, social sciences, economic studies, geography, spatial planning, public policy, public administration, etc.).

▷ Professional experience in the field of urban development or urban policy (see above for the minimum number of years required).

▷ Excellent track record (at least 7 years) in the field of monitoring and evaluation:

- o Experience in developing and implementing monitoring and evaluation frameworks for public (preferably urban) projects, programmes or policies.

- o Experience in advising and providing recommendations to public bodies (experience with urban authorities appreciated) on monitoring and evaluation; experience in quality control of existing monitoring and evaluation frameworks could be an asset,

- o Experience in providing trainings on monitoring and evaluation and developing tools and methods to facilitate collective learning.

▷ Understanding of the urban dimension of EU policies and of Cohesion Policy in particular is desired.

▷ Excellent communication skills (written and verbal).

▷ Ability to work in a team, under pressure and to tight timeline.

4.2   Applications

Experts interested in applying in the framework of the present Call for Applications **shall submit** the following:

▷ **CV in English** detailing Applicant's qualifications and work experience.

Important! The relevant duration in months along with the start date and end date must be provided for any employments or missions.

▷ **A filled in Application Form on EU Survey**: https://ec.europa.eu/eusurvey/runner/EUI-IA_Call_ME_Experts

- o Examples of previous work can be included as attachment or hyperlinks. Any examples of previous work must be limited to relevant examples to support the knowledge and skills required in the framework of the present Call.

The deadline for receipt of the applications is 12th September 2023 by 23.59 CEST.

4.3   Selection procedure

The selection of applications for the EUI Pool of Experts will be performed by the Permanent Secretariat and an external service provider selected by the Entrusted Entity through an open call for tender.

The selection procedure will be undertaken in two stages:

▷   Eligibility Assessment

▷   Quality Assessment

The eligibility assessment will be done by the external service provider. A long-list of candidates will be presented to the Permanent Secretariat on the basis of the eligibility of received applications. The quality assessment will be done by the Permanent Secretariat. Applications from all eligible candidates will be checked against role-specific requirements. Quality assessment will consist of two steps: (i) quality assessment of the received application documents and (ii) interviews with the short-listed candidates. Short-listed candidates will be interviewed by the Permanent Secretariat in order to establish a final consolidated list. **Interviews will take place online.** Following the interviews with shortlisted candidates, the Permanent Secretariat will then select experts.

A proof of English language skills at C1 level will be required from shortlisted candidates prior to the interview unless English is listed as the candidate's native language. A language test can be organised at the expense of EUI if needed, but it is highly recommended that applicants upload the proof of language level in the application form.

5.   INDICATIVE TIMELINE FOR THE SELECTION

Selection procedure	
21 July 2023	Launch of the Call for Monitoring and Evaluation Experts
12 September 2023	Deadline for applications
6 October 2023 (tbc)	Shortlisted candidates are informed and invited to choose a date/time for interview
5-10 October 2023 (tbc)	Interviews take place online
20 October 2023 (tbc)	Kick-off meeting for selected Experts

6.   CONTRACTUAL DETAILS

6.1   Contractual management

The external service provider, in charge of the eligibility assessment of the received applications will be also responsible for the contractual management of the selected experts.

A contract will be signed between the external service provider and each selected expert. Shortlisted experts who are invited to join the pool will not be contracted unless they are selected for a mission.

The Permanent Secretariat will coordinate and support the activities of the external service provider. Only Permanent Secretariat is responsible for the quality control of the activities and deliverables of the members of the Pool of Experts.

6.2   Fees

The daily rate of experts is fixed at **EUR 750, VAT included**. The payments will be financed in the framework of the EUI.

In addition, travel and accommodation costs will be covered by the EUI according to the refunding conditions communicated to the experts in advance and after reception by the external service provider of the declarations of expenses form and justifications of payments.

The total number of days to be allocated to each expert depends on the number of Work Orders signed.

6.3   Overall timeline and the indicative breakdown of the days

The Permanent Secretariat is looking to contract interested Experts initially for the period October 2023 – August 2027 covering Initiation Phase and Implementation phase of EUI-IA Call 1 projects. This period is to be further specified by Work Orders regulating the time and scope of the actual involvement (especially regarding ad hoc support for the projects) and might be proposed for extension with other monitoring and evaluation tasks related to Call 2, Call 3 and Call 4 projects until December 2029 (see below).

With the first Work Order (following this Call for Experts), Monitoring and Evaluation Experts will be contracted to support of EUI-IA Call 1 projects and the Permanent Secretariat following the tasks described above. Subsequent Work Orders dedicated to on-demand support for the EUI-IA projects and, potentially, other needs identified by the Permanent Secretariat, will be proposed by the Permanent Secretariat based on the Expert's performance and their availability. Each Work Order will be individually discussed with each Expert who can accept or reject it. Analogical tasks, to the ones presented in this ToR, are foreseen for the future as part of support for Call 2, Call 3 and Call 4 projects: supporting projects in finetuning their Output and Result Indicators; providing training and ad hoc (on demand) support for them; advising Permanent Secretariat on areas of improvement of projects' monitoring and evaluation frameworks, prior their implementation.

In details, Work Order following this Call for Monitoring and Evaluation Experts, will cover the following activities*:

no of days	activity	expected date of delivery
2 days per project (approx. 10 days in total per Expert)	Preparation of Result and Output Indicators recommendations for around 5 projects	Mid November 2023
1 day per project (approx. 5 days in total per Expert)	Exchange with the projects (if necessary) and review of updated Result and Output Indicators matrix	End of December 2023
1 day per project (approx. 5 days in total per Expert)	Preparation of Monitoring and Evaluation Work Package recommendations for the Permanent Secretariat	Mid November 2023
2 days	Monitoring and Evaluation on-line training for EUI-IA Call 1 projects	March 2024
based on requests from EUI-IA projects	Ad hoc (on-demand) support for the Main Urban Authorities	March 2024 – Augst 2027

Presented allocation of number of days per activity has an indicative character. Permanent Secretariat reserves the right to modify this assumption based on mutual agreement with the Experts.

Additionally, if necessary, the Permanent Secretariat envisages recruitment of additional Monitoring and Evaluation Experts in order to support Call 2, Call 3 and Call 3 projects.

6.4   Incompatibility of EUI Experts with other positions

To avoid any conflict of interest, roles described in this Call for Experts cannot be allocated to any Expert acting as an Assessor or Coordinator of Assessors for the selection of EUI-IA Call 1 projects.

7.   EUI POOL OF EXPERTS

For the entire duration of the EUI, a Pool of EUI Experts will be set up. The Pool of Experts will gather experts who will be cooperating with the Permanent Secretariat to support the implementation of the innovative actions projects, capitalisation or capacity-building activities or solicited for ad-hoc expertise upon need of the Permanent Secretariat and for the support to the Urban Agenda for the EU. Within the Pool of Experts, the Permanent Secretariat can launch specific calls for interest, to which experts or teams of experts can answer and be selected.

Experts invited to join the Pool of EUI experts will have an opportunity be involved in future relevant EUI activities by taking part in the upcoming calls for interest and then being contracted for the given activity.

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