



Project funded by the European Union

**Establishment of a peer-to-peer process for the improvement of
Water Framework Directive (WFD) and Floods Directive (FD)
implementation**

Guidance section for the experts carrying out the mission

February 2018

Summary of the logical steps for involvement of a peer expert

Experts who would like to take part to the peer-to-peer process, must first apply to the formal Call for Expression of Interest (EoI) by filling the Experts profile form (annex B2) and transmitting a Europass CV (annex B1) for detailing his competencies.

An expert involved in the process will act as a representative of the institution he works for, which is classically a competent authority or a public body involved in the WFD or FD implementation and the process of RBMPs/FRMPs elaboration and implementation. The participation of recently retired public agents who are still professionally active is eligible too.

An expert will not be entitled to remuneration for the work undertaken within the P2P process. It is therefore acknowledged that the experts are supported and under the responsibility of their employers. The expert shall thus seek a clear understanding of the peer-to-peer mechanism by its institution.

During the match-making process, the Secretariat will proceed to a CV-based selection of the most adapted expert for the different P2P reviews to be implemented.

The overall hereafter scheme is presenting the main logical steps of a peer-to-peer process for a peer expert after the tripartite agreement is signed.



What is the overall workload a peer expert would have to deal with?

The peer experts' workload is estimated at an average of 10 working days per expert per mission:

Task to be performed by the peer expert	Expert's anticipated workload
Preparation of the P2P– desk study of the draft RBMP or FRMP and supporting documents Draft of the agenda of the mission to come	2 days
On-site expertise – meetings and discussions with relevant RCA staff and stakeholders	5 days
Draft report and recommendations	1.5 - 2 days
Presentation at a distance (together with the other peer experts involved in the mission)	0.5 day
Final report	0,5 - 1 day

What is the overall timeframe for a peer expert?

It is expected that a P2P execution takes place within 1.5 month or less after the agreement on match-making between RCAs and proposed experts.

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Exchange of background information and desk study	Mission	Draft report	QC review Presentation	Final report	

A repartition of tasks at these different stages would be the following:

Before the mission	Tasks	Who do what ?
	Nomination of the RCA team	All parties RCA
Week 1	Provision of background materials to the peer experts and preparation of the mission Logistic of the peer experts (travel, accommodation)	RCA Experts and Secretariat
Week 2	Feedback to RCA by peer experts – additional questions – tentative list of stakeholders to meet Approval of the mission agenda and interviewees list	Experts
Week 3	Mission	RCA and Experts
After the mission	Tasks	Who do what?
Week 4	Draft report issued	Experts
Week 5	Review and quality control of the individual reports	RCA and Secretariat
Week 6	Webinar presentations of individual reviews Collection of feedbacks from the RCA and the peer experts	All parties Secretariat
Week 6	Final report and dissemination issues	Experts and Secretariat

Typical agenda of a Peer expert's mission

	Day 1 - Monday	Day 2	Day 3	Day 4	Day 5
Morning	Travel of the peer expert(s)	Interviews: Interviews are with a single person, either an internal or external stakeholder from the RCA. The peer asks a set of prepared questions (open semi-structured discussion). These interviews should be timetabled for 50 minutes up to 90 minutes (key actor or if an interpreter is needed)	Interviews	Interviews	Peer exchange seminar Presentation of draft recommendations Conclusion of the mission and follow-up
Lunch break	Welcome lunch				
Afternoon	Introduction Introduction, team building and Peer experts' briefing. Description of needs by the RCA Contact Person.	Site visit Presentations and site visits can be used to gather evidence. Peer experts listen to a presentation of a key actor in the host CA or are taken to a site visit to see how a specific measure or initiative is implemented. Questions are asked during presentations to clarify issues	Workshop Workshops are interviews with two or more stakeholders. Peer experts prepare an introduction and ask a series of open questions to the local actors, either in the whole group or in break out groups.	Workshop	Drafting of the report
Late afternoon		Debrief Peer expert(s) and the RCA Contact Person	Debrief Peer expert(s) and the RCA Contact Person	Debrief Peer expert(s) and the RCA Contact Person	Travel back of the peer expert(s)

What are the expectations for a expert? / What assistance will he/she receive from the Secretariat?

The Secretariat will provide the procedures and templates for the on-site mission. It will support the organisation of the travel, in close cooperation with the expert for the selection of the best travel option and ensure the reimbursement of eligible cost in line with annex B6.

The main task of the peer expert will be to study the case proposed by the RCA in the P2P ToR and present its recommendations in the P2P report. Beyond the conclusions applying directly to the RCA, will have to be formulated in the last part of the report, general recommendations derived from the exchange. These recommendations will be shared by the secretariat with the whole peer-to-peer community for a wider dissemination of the lessons learned of the peer-to-peer experience.

The Quality Control of each individual draft P2P report will be made by the RCA staff based on the content of the report vis-à-vis the P2P ToR, and their understanding of the conclusions of the expert – if required they will issue comments and demand for clarification.

The Secretariat will also check if the draft report meets the requirements of the Manual of Procedures, as well as professional expected standards and expected standards.

The Peer expert will have then to finalise the report taking into account, as far as possible, the comments issued by the RCA and the Secretariat.

If required, the final reports provided by the experts can be consolidated by the Secretariat; this consolidation will be made in respect of the experts' conclusions, since they are made under their individual responsibility. The final P2P report will be transmitted to the Commission, and further dissemination (e.g. through the project website) will be subject to a formal approval by the RCA.

The final presentations of their works by the peer experts and their consolidation could be made during a webinar organised by the Secretariat, with at least the attendance of the RCA's Contact person and the local experts involved in the mission, but open to other RCA staff (max 20); the webinar could typically last half-day.

The Peer expert will be requested at the end of the P2P review to give his/her feedbacks and recommendations about the process it-self to feed the lessons learnt report; this will be done thanks to a questionnaire and bilateral interview by phone or emails when an issue is raised.

Key recommendations and tips for peer experts

Peer experts will gather evidence and assess the implementation of the Water Framework Directive in the Receiving Competent Authority (RCA) by means of interviews, workshops and presentations from key actors of the RCA. These actors may include RCA senior and middle managers, experts from the RCA, as well as representatives of external stakeholders (e.g. members of the Basin Committee, politicians, NGOs, and water users' communities within the Basin), etc. The aim is to gather evidence on how the water policy is received.

After having read the materials provided by the host CA, Peer experts already have a good knowledge of the local RBMP / FRMP. However, the evidence Peer Experts gather in interviews and workshops is crucial to fully understand how policies are implemented and be capable of drawing conclusions and recommendations.

Probably no other skill, albeit water management skills, is as important to the peer-to-peer process as the ability to conduct good interviews and workshops. These include putting the respondent at ease, asking questions in an interested manner, noting down the responses without upsetting the conversation flow or giving support without introducing bias.

Be prepared for your interviews and workshops

Before an interview or a workshop, peer experts should know who they are going to meet and their role/responsibilities. They should also have a clear idea of the theme of the interview or workshop and have 3-6 questions prepared in advance.

Interviewees and workshop participants must be previously briefed by the RCAs on the aims of the peer-to-peer visit, indicative length and structure of the interview/workshop, and be advised that the review is anonymous.

Make the interviewee feel comfortable

Before asking the questions it is important to meet and greet the person or people you are interviewing and make them feel comfortable. Peer should also spend a few minutes introducing themselves and explaining the purpose and structure of the interview/workshop. This will help build trust so that the interviewee is as open and honest as possible.

Peer experts should also assure the interviewee/s that any answer or information given in the interview/workshop is confidential – so it will inform the report but will be ‘non-attributable’ to them.

Ask the *right* questions and in the *right* manner

The main purpose of the interviews/workshops is to obtain evidence (‘facts’) to help Peer Experts to draw conclusions to feed the review.

When formulating questions, Peer Experts should keep this in mind and focus on asking high level ‘probing’ questions. The evidence gathered through the interviews can be:

- a factual answer given in reply to a factual question;
- an opinion – for example, why/how certain practices are carried out.

Peer experts should try to avoid questions that are hypothetical (‘what if’); questions that lead the interviewee to an obvious answer; long and multiple questions; or questions that start with ‘Why’ (these tend to make people feel the need to justify the reasons they do things).

Translators/interpreters

In some RCA, the interviewees will not be able to communicate in English. In those cases, more time should be dedicated to the interview/workshop to allow enough time for interpretation. The interpreters should attend the team briefings and have a good level of competence or understanding in specific technical areas.

RCAs will be responsible for arranging interpretation, if needed.

Recording the answers

The notes Peer experts make during the interview are crucial for the success of the peer-to-peer visit. At the end of each interview/workshop, the Peer experts that have participated will review together the notes and decide how to record the evidence they have gathered.

Evidences

The purpose of the P2P mission is to understand how the RCA could bridge the gap or difficulties they are targeting. This assessment started during the desk review and is consolidated during the peer-to-peer visit, mainly by questioning practitioners and stakeholders in interviews or workshops, but also by looking at reports and additional documentation supplied by the RCA.

Drawing conclusions and presenting recommendations

One of the most important outputs of the visit will be the feedback the RCA will receive from the peer-to-peer experts. The latter should offer valuable external views to the RCA staff.

The feedback to the host CA will be presented in a short final report produced by the Peer experts at the latest one month after its visit. But preliminary feedback is given by the peer experts as their visit draws to a close on Day 5 and in a draft report to be send the week following the visit.

Peer experts will deliver an initial summary of key findings and recommendations to decision-makers in the CA administration. The scope, format and venue for this feedback session will have been agreed in advance between the RCA and the expert(s) in the ToR. Its audience might be just the relevant director and one or two officials, or it could include other key practitioners and stakeholders.

Annexes and templates for the peer experts guidelines

B1: Europass CV template

B2: Peer Expert profile form

B3: P2P Terms of references

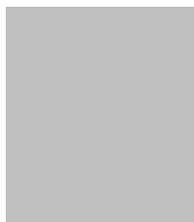
B4: Report template

B5: Rules for reimbursement of eligible costs

Annexe B1:

Europass CV Template See further instruction on <http://europass.cedefop.europa.eu/>

PERSONAL INFORMATION



Replace with First name(s) Surname(s)

[All CV headings are optional. Remove any empty headings.]

Replace with house number, street name, city, postcode, country

Replace with telephone number Replace with mobile number

State e-mail address

State personal website(s)

Replace with type of IM service Replace with messaging account(s)

Sex Enter sex | Date of birth dd/mm/yyyy | Nationality Enter nationality/-ies

JOB APPLIED FOR
POSITION
PREFERRED JOB
STUDIES APPLIED FOR

Replace with job applied for / position / preferred job / studies applied for (delete non relevant headings in left column)

WORK EXPERIENCE

[Add separate entries for each experience. Start from the most recent.]

Replace with dates (from - to)

Replace with occupation or position held

Replace with employer's name and locality (if relevant, full address and website)

▪ Replace with main activities and responsibilities

Business or sector Replace with type of business or sector

EDUCATION AND TRAINING

[Add separate entries for each course. Start from the most recent.]

Replace with dates (from - to)

Replace with qualification awarded

Replace with EQF
(or other) level if
relevant

Replace with education or training organisation's name and locality (if relevant, country)

▪ Replace with a list of principal subjects covered or skills acquired

PERSONAL SKILLS

[Remove any headings left empty.]

Mother tongue(s)

Replace with mother tongue(s)

Other language(s)

Replace with language

Replace with language

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
	Enter level	Enter level	Enter level	Enter level	Enter level
	Replace with name of language certificate. Enter level if known.				
	Enter level	Enter level	Enter level	Enter level	Enter level
	Replace with name of language certificate. Enter level if known.				

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills

Replace with your communication skills. Specify in what context they were acquired. Example:

▪ good communication skills gained through my experience as sales manager

Organisational / managerial skills	Replace with your organisational / managerial skills. Specify in what context they were acquired. Example: ▪ leadership (currently responsible for a team of 10 people)
Job-related skills	Replace with any job-related skills not listed elsewhere. Specify in what context they were acquired. Example: ▪ good command of quality control processes (currently responsible for quality audit)
Computer skills	Replace with your computer skills. Specify in what context they were acquired. Example: ▪ good command of Microsoft Office™ tools
Other skills	Replace with other relevant skills not already mentioned. Specify in what context they were acquired. Example: ▪ carpentry
Driving licence	Replace with driving licence category/-ies. Example: ▪ B

ADDITIONAL INFORMATION

Publications	Replace with relevant publications, presentations, projects, conferences, seminars, honours and awards, memberships, references. Remove headings not relevant in the left column. Example of publication: ▪ How to write a successful CV, New Associated Publishers, London, 2002. Example of project: ▪ Devon new public library. Principal architect in charge of design, production, bidding and construction supervision (2008-2012).
Presentations	
Projects	
Conferences	
Seminars	
Honours and awards	
Memberships	
References	

ANNEXES

Replace with list of documents annexed to your CV. Examples:

- copies of degrees and qualifications;
- testimonial of employment or work placement;
- publications or research.

Annexe B2:

Peer expert profile form

Please fill the form information and send it to peertopeer@oieau.fr with your Europass CV

Contact information

Name:

E-mail:

Phone:

Organism, Country:

Type of documents that the expert is particularly prepared to assess:

Possible working languages:

Field of competencies:

Water Framework Directive

- Planning process
- Basin characterisation
- Groundwater
- Surface waters
- Water quality
- Water quantity
- Pollutants/Chemical substances
- Ecology/Natural environment
- Environmental flows
- Agriculture
- Industry
- Domestic Water
- Droughts
- Main issues for the basin
- Objectives for the basin
- Program of measures
- River Basin Management Plan
- Economic analysis
- Water Information System/Data and Information sharing
- Monitoring
- Public consultation/participative process
- Climate change
- Other - Please specify:

Floods Directive

- Planning process
- Preliminary Flood Risk assessment (PFRA)
- PFRA Data assessment
- Selection of Areas with Potential Significant Flood Risk Assessment
- Flood hazard and risk mapping works
- FRMP drafting
- Water Information System/Data and Information sharing and reporting, etc.)
- Modelling
- Forecasting & Early warning
- Flood related measures
- Institutional arrangements
- Land-use policies and measures
- Green Infrastructures
- Grey Infrastructures
- Public consultation/participative process
- Awareness raising
- Integration of policies (WFD, Droughts, Nature Protection, Climate change, etc)
- Other - Please specify

Annexe B3: Terms of reference for the peer-to-peer

P2P reference

Date:

Terms of References

RCA	
RCA counterpart responsible for the mission	
Experts	

1. BACKGROUND INFORMATION and P2P OVERALL OBJECTIVES

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2. EXPECTED RESULTS

Expected results	Estimated number of peer expert man-days necessary	Field of competencies concerned for the expert
<i>Description</i>		

3. NECESSARY DOCUMENTS FOR THE EXCHANGE MISSION

List of relevant documentation or sources to be delivered by the RCA (language to be specified)

Name of the documents	Description / Notice
▪	
▪	
▪	

Websites - Online resources		
Name	Description/ Notice	Address

4. DETAILED MISSIONS SCHEDULE

<i>Date/ Hour</i>	<i>Activities</i>	<i>Persons involved</i>	<i>Address</i>	<i>Comments</i>
Day 1				
Day 2				
....				

5. OTHER INFORMATION FROM THE RCA

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.....

.....

6. CONTACTS DETAILS

Principal local contacts to meet

Name	Occupation	E-mail	Phone number

Annexe B4

Peer-to-peer mission report template

Important notice: It is propose to keep as a first part of the report all the information elaborated during the preparation of the Terms of Reference. In case of modification of agenda during the mission the parts 3 to 6 can be updated.

P2P reference

Date:

Report

RCA	
RCA counterpart responsible for the mission	
Peer experts	

1. BACKGROUND INFORMATION and P2P OVERALL OBJECTIVES

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2. EXPECTED RESULTS

Expected results	Topic:
Description	

3. NECESSARY DOCUMENTS FOR THE REVIEW

List of relevant documentation or sources to be delivered by the RCA (language)

Name of the documents	Description / Notice
▪	
▪	
▪	

Websites - Online resources		
Name	Description/ Notice	Address

4. DETAILED MISSION SCHEDULE

<i>Date/ Hour</i>	<i>Activities</i>	<i>Persons involved</i>	<i>Address</i>	<i>Comments</i>
Day 1				
Day 2				
....				

5. OTHER INFORMATION FROM THE RCA

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6. CONTACTS DETAILS

Principal local contacts met

Name	Occupation	E-mail	Phone number

7. PEER-TO-PEER REPORT

Public peer-to-peer reports are available on the project website

www.aquacoope.org/peertopeer/

- 1 - Conclusions and recommendations regarding the reviewed documentation;
- 2 - List of persons met during the mission & short summary of meeting content/results ;
- 3 – Proposal of follow up activities to be done by RCA as well as potential time schedule;
- 4 - List & upload of documents that could be usefully put on the project's intranet;
- 5 - Summary in 15 lines of the report to be included in the overall peer-to-peer project report
- 6- General recommendations derived from the exchange. These recommendations will be shared by the secretariat with the whole peer-to-peer community for a wider dissemination of the lessons learned of the peer-to-peer experience.

Annexes

- Documents prepared during and/or for the mission;
- Presentation(s) used during the mission;
- Useful web-links.

Annexe B5:

Rules for reimbursement of eligible costs, referring to General Conditions for Service Contracts Article II.22 – Reimbursements, and to Annex 7 of the peer-to-peer support process Tender Specifications.

- Travel expenses
 - Train (or boat): first-class ticket based on production of original ticket and bill if purchase by the expert
 - Flight: economy class air travel for distances over 400 km (one way) based on production of original boarding passes and bill if purchase by the expert
 - Private car: the travel shall be reimbursed at the same rate as the first-class rail ticket, or at the rate of 0.22 € per km.

- Subsistence expenses shall be reimbursed on the basis of EC rates ceiling updated on https://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm_en
 - Daily subsistence allowances will be payable only if the mission is over 100 km from the expert domicile. They are based on receipt of mission certificates proving that the person concerned was present at the destination over the period.
 - Where appropriate, daily subsistence allowance and accommodation will be reimbursed based on real cost, back up with corresponding bill and in respect to the EC daily subsistence and accommodation ceiling
 - In other cases, daily subsistence allowances will take the form of a flat-rate payment to cover all subsistence expenses, including meals, local transport which includes transport to and from the airport or station, insurance and sundries.
 - Hereafter the EC flat-rate table per country currently used (March 2017 update)

DESTINATION	Daily subsistence allowance in euros (i)	Accommodation in euros (ii)	Daily subsistence allowance including accommodation in euros (i + ii)
Austria	95	130	225
Belgium	92	140	232
Bulgaria	58	169	227
Croatia	93	145	180
Czech Republic	75	155	230
Cyprus	120	150	238
Denmark	120	150	270
Estonia	71	110	181
Finland	104	140	244
France	95	150	245
Germany	93	115	208
Greece	82	140	222
Hungary	72	150	222
Ireland	104	150	254
Italy	95	135	230
Latvia	66	145	211
Lithuania	68	115	183
Luxembourg	92	145	237
Malta	90	115	205
Netherlands	93	170	263
Poland	72	145	217
Portugal	84	120	204
Romania	52	170	222
Slovakia	80	125	205
Slovenia	70	110	180
Spain	87	125	212
Sweden	97	160	257
United Kingdom	101	175	276