

EUROPEAID/

LOT N° 2

REQUEST N° 2010/ 256457

SPECIFIC TERMS OF REFERENCE

Support the State Maritime Administration of the Republic of Azerbaijan for the development of a Twinning Fiche on strengthening the implementation of the EU and international legal requirements in maritime safety

1. BACKGROUND

1.1 Strategic Framework

As a response to the new geopolitical situation following its enlargement in May 2004, the European Union (EU) adopted a new framework for relations with its neighbours, the European Neighbourhood Policy (ENP). The ENP aims to go beyond the existing Partnership and Co-operation Agreements to offer neighbouring countries the prospect of an increasingly closer relationship with the EU with the overall goal of fostering the political and economic reform processes, promoting closer economic integration as well as legal and technical approximation and sustainable development.

The central element of the ENP is a bilateral **Action Plan (AP)** which clearly sets out policy targets and benchmarks through which progress with an individual neighbouring country can be assessed over several years. AP defines a considerable number of priority areas for trade and market-related regulatory reforms, in particular trade facilitation issues including customs legislation and procedures, technical regulations, standards and conformity assessment, sanitary and phyto-sanitary (SPS) issues, consumer protection, right of establishment and company law, financial services and markets, taxation, competition policy, enterprise and SME policy, intellectual and industrial property rights, public procurement and statistics.

With regard to reforms in the transport sector, the EU-Azerbaijan Action Plan (AP) sets out the following priorities in the maritime sector (Chapter 4.6.1):

- (i) to encourage the restructuring of the state-owned fleet and port sector (separating regulatory/operational and commercial functions). Further strengthen the regulatory authority;
- (ii) to implement relevant international IMO (International Maritime Organization) conventions; pursue effective enforcement in the areas of Port State Control and Flag State implementation as well as resolutions of the Maritime Environment Protection Committee on tanker safety.

As also indicated in the EU-Azerbaijan AP, new cooperation tools, like Twinning, TAIEX and Sigma play an essential role in the achievement of the AP priorities. In particular, the Twinning instrument provides the direct co-operation between EU and Azerbaijani public bodies to support institution building activities and it has proved to be particularly efficient in policy areas where the expertise required by the beneficiary country in the public sector.

1.2 Overall context

Even though Azerbaijan is not a candidate for EU membership the harmonisation of its laws and regulations in line with those of the EU will help to boost the Azerbaijani economy to new levels of competitiveness. With that end in mind, the EU, its Member States and the Republic of Azerbaijan concluded a Partnership and Cooperation Agreement (PCA) that came into force on 1 July 1999. Under Article 43 of PCA, Azerbaijan shall endeavour to ensure that its legislation will be gradually made compatible with that of the Community.

It has to be mentioned that the maritime safety performance of Azerbaijan constitutes one of the problematic areas that needs to be addressed in the short run. The Republic of Azerbaijan ratified most of the International Maritime Organization (IMO) and International Labour Organizations (ILO) Conventions. However, in respect to the flag state implementation and port state control, Azerbaijan still does not meet some of the European standards. This brings forth the vital need to improve the national legislation in order to better conduct the flag state implementation and port state control procedures at national level.

This arose from the fact that in the Republic of Azerbaijan the legislative basis in the maritime area was not renewed at the appropriate level. Although the Merchant Shipping Code of the Republic of Azerbaijan came into force in 2001 and some of the relevant changes have been made, still legislation in respect to maritime safety and especially Merchant Shipping Code have to be improved in due to comply with the latest international requirements.

Moreover, given the fact that policies in the marine sphere are evolving and becoming more demanding, it is vital to establish the appropriate legislation fostering the development of a maritime industry. This legislation to be developed must take into account environment/ecology issues in the area of maritime safety as well as the progress achieved in the area of IT tools/system. The implementation of the project should also contribute in reducing the present detention rate of Azerbaijani flag vessels.

1.3 Scope of the envisaged support

1.3.1 Beneficiary institution

The State Maritime Administration (SMA) of the Republic of Azerbaijan.

The SMA was established on April 21, 2006 under the Presidential Decree No. 697 with an aim of implementing the State policy in the maritime sector.

The SMA is responsible for the following areas:

- Safety of navigation;
- Accident investigation;
- Flag State and Port State policies;
- Legislation drafting and control over implementation of legislative requirements;
- Protection of Marine Environment;
- Navigational aids and navigational systems;
- Search and Rescue at sea;
- Pilot services;
- Registration of vessels;
- Maritime training;
- To establish security level;
- Survey and certification port facilities.

The SMA carries out its activity with the purpose of safety and the effective navigation. It guarantees that the basic operational conditions of navigation of maritime transport are supported and continuously improved, taking into account safety and economic aspects of navigation, as well as on potential collateral damages on the environment. In its activity, the SMA aspires on guarantees of safe and effective trading navigation, the settlement of all needs of a society and seafarers.

The SMA consists of the following departments:

- Personnel, International Relation and Law Department;
- Crew service Department;
- Diploma and Certification section;
- Passport section;
- Maritime Inspection Department;
- Technical service Department;
- Common Department.

As it was mentioned earlier Azerbaijan is the party to most of the IMO and ILO Conventions, but the accession to these international legal tools is an essential but not a sufficient step if not followed by proper implementation of them into the Azerbaijani legislation. International Conventions to which Azerbaijan is party are most often directly implemented as substitutions to missing national laws without setting up the legal national measures as required by these Conventions.

Meanwhile, it should be mentioned, that some of the guidelines and regulations in respect to the maritime safety have been prepared by the SMA, but it is still not enough for entire efficient activity in the corresponding area. Moreover, at the moment, any detailed analysis and review of the existing texts is not easy since most of them has not yet been translated into English.

The SMA is very committed:

- to improve the legal alignment of the Azerbaijani legislation with the relevant international legal tools;
- to upgrade its administrative capacity to better implement the legislation in the field of maritime safety;
- to strengthen its capacity to achieve international standards of Flag State Implementation and Port State Control.

Legal framework

- The Presidential Order of the establishment of the Statute of the State Maritime Administration of the Republic of Azerbaijan 06.02.2006;
- The Statute of the State Maritime Administration of the Republic of Azerbaijan 20.04.2006;
- Merchant Shipping Code of the Republic of Azerbaijan 22.06.2001;
- Regulations of navigation in the territorial waters of the Republic of Azerbaijan 06.11.2007;
- Regulations of the ship's registration in the Republic of Azerbaijan 04.06.2010;
- Legal acts in respect to the safety of navigation adopted by the Order of the Cabinet of Ministries 08.05.2000.

1.3.2. Main objective of the envisaged Twinning project

The indicative overall objective of the Twinning project is to improve the application of the EU Maritime Safety Requirements / International Maritime Conventions in the Republic of Azerbaijan and to facilitate the state-owned fleet and port sector restructuring and application of maritime safety related environmental measures.

The indicative project purpose which constitutes the main focus of the project is to support the SMA in implementation of the EU and international legal requirements in the field of maritime safety.

This includes the harmonization of the national legislation in the field of maritime safety with the relevant EU requirements / International Maritime Conventions and preparation of the basis for its implementation, including the restructuring of the state-owned fleet and port sector (separating regulatory/operational and commercial functions).

This will strengthen surveillance of maritime safety and related environmental measures, and will positively contribute to the facilitation of maritime activities.

The project will also strengthen the capacity of the SMA to achieve international standards of Flag State Implementation and Port State Control.

The following indicative results are expected to be achieved by the end of the Twinning project:

Component 1 – institutional analysis and review of maritime safety legislation

Preliminary outputs leading to the achievement of the above-mentioned result:

- National strategy plan on implementation of maritime safety and related environmental measures are prepared and communicated to all relevant stakeholders;
- Gap analysis of the existing national institutional / legal basis;
- Review of the primary legislation on maritime safety full compliance with the EU and International Conventions requirements;
- Selected national legislation in the field of maritime safety is reviewed or prepared and submitted for the adoption process. If requested, additional new secondary legislation is developed;
- The existing SMA institutional setup is assessed and necessary modifications are identified in the light of above-mentioned reviewed primary legislation;
- Analysis on the restructuring of the state-owned fleet and port sector (separating regulatory/operational and commercial functions) is performed and communicated to all relevant stakeholders.

Component 2 – Port State and Flag State control strengthening

Preliminary output leading to the achievement of the above-mentioned result:

- Series of trainings to enable an effective Flag State and Port State Implementation and Control system; this will result in the desired improvements in maritime safety and ensure better control, for safety purposes, of the classification societies which are authorised to issue safety certificates on behalf of the SMA.

Component 3 – improvement of the environmental / ecology issues related with maritime safety

Preliminary outputs leading to the achievement of the above-mentioned result:

- Gap analysis of the implementation of environmental / ecology requirements linked with the maritime safety;
- Identification of missing legal requirements in the above-mentioned field;

- Identification of required structures necessary for the implementation environmental / ecology requirements linked with the maritime safety.

Component 4 – Assessment of the maritime safety related IT tools / systems

Preliminary outputs leading to the achievement of the above-mentioned result:

- Assessment of existing IT tools or systems used by the SMA;
- Needs assessment of the additional IT tools or systems used by the SMA;

The expert team shall assess the pertinence of the indicative project purpose of the proposed Twinning project as well as the indicative expected results listed above and suggest amendments if needed. In any case, they shall consider them in a not restrictive way for further development into a Twinning Fiche.

1.4. Related projects

No other related projects were implemented in the SMA.

2. DESCRIPTION OF THE ASSIGNMENT

2.1. Contracting Authority

The Delegation of the European Union (EUD) to the Republic of Azerbaijan on behalf of the Government of Azerbaijan.

2.2. Beneficiary

The State Maritime Administration of the Republic of Azerbaijan (SMA).

2.3. Global objective

The general objective of this contract is to support the SMA of the Republic of Azerbaijan and the EUD in the preparation of an institutional Twinning project within the framework of the EU's ENP with respect to Azerbaijan.

2.4. Specific objective

The specific objective of this contract is to support the SMA in drafting of a clear and concise Twinning Fiche necessary for launching an institutional Twinning, the objectives of which are indicated at point 1.3.2 above. The Twinning Fiche shall be circulated simultaneously to the 27 EU Member States in an invitation to submit their proposals.

2.5. Requested services, including suggested methodology

Before the start of their mission in Azerbaijan, the experts will analyze all existing background information and materials on the development/reform of the given sector in Azerbaijan. These documents will be made available by the beneficiary.

The experts will draft a Twinning Fiche on the basis of a given model under the final responsibility of the Senior expert N°.1. This Twinning Fiche will mention the objectives of the Twinning, the

activities to be implemented and the results to be achieved. It will include all the annexes mentioned in the given model¹ (e.g. the compulsory Logical Framework).

In order to avoid any duplication of activities, the experts will pay attention to taking into account all the recent, current or future projects of the beneficiary, financed from various sources.

The experts shall determine the type and volume of expertise required from both short term experts and the Resident Twinning Adviser (RTA) who will be seconded to the beneficiary. To the cost of the expertise, they will add other expenses such as transportation and accommodation.

The experts will calculate as precisely as possible the costs of the actions to be undertaken within the Twinning project. Although only the maximum ceiling of the total budget allocation should be mentioned in the Fiche, this information has to be provided by the experts in a detailed breakdown of the budget, estimated according to the financial rules included in the Twinning Manual².

2.6. Required outputs

- a) The Twinning Fiche: it should be clear, detailed and well drafted, so as to allow the Member States to understand the project easily and prepare their proposals without needing additional information. It will be in English and will include a detailed estimated budget & timetable for different activities and the Logical Framework matrix, in accordance with the Common Twinning Manual, 2009. In order to identify and prioritize certain needs in more details, the experts are suggested to perform a preliminary training needs analysis (TNA) and careful balancing of tasks vis-a-vis other donor interventions, so to provide a safe basis for further planning.

The Fiche will be translated into Azerbaijani language. Translation should be made already from the first draft of the Fiche. The draft fiche will be adapted according to the changes until the final version is endorsed. See also point 2.5.

- b) The budget estimate: it is elaborated for the information of the EUD. It is a working document and it shall not be included in the Twinning Fiche sent to the beneficiary. Its scope is to check the consistency between the overall budget available and the foreseen activities to be undertaken. It is also helpful while taking into account the constraints on eligible expenses under Twinning projects. This estimate is however not prescriptive and will not be communicated to other parties (i.e. the beneficiary and Member States). While making the budget estimate, the Contractor shall take note that the maximum budget available for the Twinning project is 900.000 EUR. The budget table with a very detailed breakdown by activity is to be prepared in Excel format. The same total amount shall be mentioned in the Excel budget table and the Twinning Fiche.
- c) Two mission reports: the experts will draft two concise and operational mission reports in English: a brief inception report just after the first mission and a final report (draft to be submitted after the 2nd mission to Azerbaijan, as referred in the section 4.3).

EXPERTS PROFILE

3.1. Number of requested experts per category and number of man-days per expert

2 experts are required in the framework of this mission.

¹ Common Twinning Manual 2009 http://europa.eu.int/comm/enlargement/institution_building/Twinning_en.htm

² Annex A3 of the Common Twinning Manual, 2009

Senior Expert No 1 – Expert on Maritime issues

Man-days: 35

Senior Expert No 2 – Twinning Expert (Category II)

Man-days: 25

Note that the mission input (experts' work) is expressed in working days. The total assignment duration is expressed in calendar days. Days of travel are considered as working days. Saturday spent in Azerbaijan may be invoiced by consultants while on mission in.

The indicative allocation of the experts' input is recommended in the following way:

- 2 (two) days mission to Brussels for a briefing with the European Commission services (before the first visit to Baku);
- the duration of the first mission to Baku is 2 weeks (up to 11 working days in Baku),
- the second mission to Baku – 1 week (up to 5 working days in Baku).

3.2. Profile required

Expert No 1 – Maritime expert

This expert will bear ultimate responsibility for supplying of the final version of the Twinning project Fiche and the budget estimate. The expert should have:

Qualifications and skills

- University Degree in Maritime or equivalent experience relevant to the assignment;
- Working experience in Maritime and close interdisciplinary fields;
- Fluent English, oral and written;

General professional experience

- At least 10 years experience in the area relevant to the assignment.

Specific professional experience

- Sound knowledge of Maritime law and other normative acts;
- Sound knowledge of Institutional/human capacity building of SMA;
- Experience in leading missions for project identification and/or drafting project design documents would be an asset.

Expert No 2 – Twinning expert

The expert should have:

Qualifications and skills

- Relevant University degree;
- Working experience at the public service or assimilated body;
- Fluent English, oral and written.

General professional experience

- At least 10 years working experience.

Specific professional experience

- At least 5 years of direct experience and knowledge of the Twinning instrument;
- Proven familiarity with Twinning procedures;
- Experience of working in third countries, ideally under PHARE, CARDS, or TACIS/ENPI would be an asset.

3.3. Working language(s)

The working language is English.

4. LOCATION AND DURATION

Baku, Azerbaijan.

4.1. Starting period

An indicative start date of the assignment is 17 January 2011.

4.2. Foreseen finishing period or duration

The maximum overall duration of the assignment is 9 months.

Within this contractual period of time, the assignment is deemed completed after approval of the Final Report by the Contracting Authority.

4.3. Planning

Each mission of the experts to Azerbaijan will be planned in detail in advance, with a mission agenda consulted and agreed with PAO and the beneficiary submitted to the EUD Project Manager at least one week prior to each arrival.

It is advisable that the experts acquaint themselves, prior to the mission, with the general principles and procedures contained in the *Common Twinning Manual, 2009*³ as it will be the procedural guide to be followed when drafting the Twinning Fiche.

The mission will be executed as follows:

1st visit to Brussels

The Experts 1 and 2 will start the mission with a briefing meeting in Brussels where they will receive information on the *overall context* of the Twinning as well as complementary technical advice. The experts will directly contact Mrs. Joanna Jablonska (joanna.jablonska@ec.europa.eu) from the EuropeAid Co-operation Office (AIDCO), Directorate A - Unit A 6: Multi-country programmes.

1st visit to Baku

The latest date of start of the 1st visit is 1 February 2011.

The experts will start the mission with a briefing meeting at the EUD in Baku with the Project Manager, where they will receive information on the *overall context* of the assignment and will be

³ http://europa.eu.int/comm/enlargement/institution_building/Twinning_en.htm

given all the documents necessary for the fulfilment of the project tasks (Twinning Manual, samples of Twinning Fiches, example of budget estimate, Thesaurus, etc...) as well as complementary technical advice.

The experts also will participate in a briefing meeting with the PAO/ITTSO. This will allow them to meet the stakeholders and to understand more precisely the *specific context* of their mission.

At least 3 working days before the end of their first visit in Baku, the experts will meet the EUD and PAO/ITTSO to report on the progress of their work and mention the possible difficulties encountered.

Period between the 1st and the 2nd visit

Under the responsibility of the Senior expert Nr.1, the experts shall send to the EUD:

- a brief inception report within 1 week after the end of their first visit to Azerbaijan;
- the first draft of the Twinning Fiche within 2 weeks after the end of their first visit to Azerbaijan. The first draft of the Twinning Fiche must be in English and translated into Azerbaijani within 5 working days maximum.

2nd visit to Baku

The second visit should start on 2 May 2011 the latest. On the basis of the comments raised by their first draft, the second visit of the experts will be dedicated to the completion and the finalization of the draft Twinning Fiche.

At least 2 working days before the end of their last visit, they will present at the meeting the final draft Twinning Fiche to the beneficiary, PAO/ITTSO and the EUD.

The last day of that mission will be dedicated to answering the questions raised in the abovementioned meeting and to amending the Twinning Fiche as requested jointly by the stakeholders.

The final draft of the Twinning Fiche must be submitted to the EUD within 2 weeks after the end of the second visit of the Experts to Azerbaijan. The final draft of the Twinning Fiche must be in English and translated into Azerbaijani within 5 working days maximum.

The Twinning Fiche should receive the endorsement of the beneficiary and the PAO and the approval of the EUD. This final draft will be forwarded by the EUD to Brussels A6 for Inter-service consultation.

The final Twinning Fiche must be translated into Azerbaijani within 5 working days maximum after getting approval from EuropeAid A6.

4.4. Location(s) of assignment

The location of performance of the assignment is mainly Baku, Azerbaijan, where the experts will work in the SMA (4, Neftchiler avenue, AZ-1095, Baku, Azerbaijan).

Specialized officers in the SMA will provide experts with all necessary information and data concerning the state of play with regard to relevant sector in Azerbaijan.

A room will be put at the disposal of the experts by the beneficiary. In any case, the experts should be able to work in an autonomous way and come with their own laptop computer.

5. REPORTING

5.1. Content

The Contractor should produce two clear and concise mission reports:

- An Inception / Planning Report: this will be a very brief report summarizing the existing situation, interlocutors and containing a planned schedule and concrete dates of the first and final drafts of the Fiche. This planned schedule should take into account the time for comments from the beneficiary, the PAO/ITTSO and the EUD.
- A Final Report: this will provide a detailed summary of activities implemented, problems encountered and solutions adopted, a detailed description of results achieved. The experts are invited to include in this report, as far as possible, proposals for activities to be developed in the sector, as a complement to the Twinning project.

5.2. Language

The inception and final reports must be submitted in English.

5.3. Number of report(s) copies

The experts will give a set of 3 paper copies and 1 electronic version of their reports to the EUD as the Contracting Authority for distribution to the PAO and the beneficiary administration.

6. ADMINISTRATIVE INFORMATION

The Contractor must make available an appropriate logistical support (assistant/translator) for the experts including their travel, visa and accommodation arrangements, organization of meetings, interpretation during meetings, translation of the Twinning Fiche for the whole period of assignment.

Eligibility: all nationalities are eligible.

Equipment: No equipment is to be purchased on behalf of the Contracting Authority/beneficiary country within the context of this contract.

Budget: The maximum budget available is 84.000 EUR.

Secretarial/office-related costs which may include communications (fax, telecommunications, mail, courier etc.), report production and secretarial services both in the Contractor's Headquarters and/or individual expert's home office and for experts in the beneficiary country are considered to be included within the fee rates of the experts. No costs of this nature may be charged in addition.

The fee rate and per diem amount which should be used are those in force on the date of the signature of the Request for services. No price revision is foreseen during the duration of this contract.

Reimbursable costs: Appropriate budgetary allocations should be foreseen under "reimbursable costs" at least for:

- Per diems
- International Travel costs
- Interpretation/Translation
-

7. FOLLOW UP AND EVALUATION

The project will have to be developed along the standard European Commission rules and procedures.

The follow-up and the evaluation of the project will be done through the meetings planned above with the EUD and the PAO in Baku.

8. ANNEXES

1. Standard Twinning project Fiche;
2. Basic instructions for drafting a Twinning project Fiche.
3. Organizational structure of the SMA of the Republic of Azerbaijan

ANNEX 1

ANNEX C1

STANDARD TWINNING PROJECT FICHE

1. Basic Information

1.1 Programme:

1.2 Twinning Number:

1.3 Title:

1.4 Sector:

1.5 Beneficiary country:

2. Objectives

2.1 Overall Objective(s):

Normally, there should be only one overall objective. Exceptionally, more than one objective might be used if this adds clarity and enhances logic

REMEMBER The **Overall Objective** should explain why your project is important to society. It should do this by referring to the longer-term benefits anticipated for direct beneficiaries, and to the wider benefits foreseen for other groups. Your project alone is not expected to achieve the Overall Objective; this will require the impacts of other projects and programmes, and possibly actions by other donors as well.

2.2 Project purpose:

Normally, there should only be one purpose for each project. Exceptionally, more than one purpose might be used if this adds clarity and enhances logic

REMEMBER Try to aim for one single purpose for each project. The **Project Purpose** is the single, central objective of the project. It should be described in terms of the sustainable benefits that will be delivered to the project's target beneficiaries

2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

3. Description

3.1 Background and justification:

(briefly explain the origin of the project and outline why it is being undertaken)

3.2 Linked activities (*other international and national initiatives*):

Briefly describe earlier EU activities and projects in this area, showing any connections with each other and this project.

Briefly describe any relevant current activities being undertaken by other parties, such as your national government, the private sector, donor governments, or international financial institutions (IFIs)

3.3 Results:

*The results described here must be related to output improvements in the beneficiary institution(s) and they must correspond to the results recoded in the logframe, describe what will be achieved by the end of the project or each phase of the project and how this will contribute to attaining the project purpose. The indicators of achievement should be **quantified**, verifiable and time-bound.*

3.4 Activities:

The activities described here must correspond to the activities recorded in the logframe

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

3.5.2 Profile and tasks of the RTA

Describe the profile of the required RTA (experience, skills etc.) and duration of the RTA secondment (min. 12 months).

3.5.3 Profile and tasks of the short-term experts

4. Institutional Framework

Indicate the beneficiary institution(s) and, if applicable, specify Department/Directorate within the beneficiary institution.

If several, specify their relationship and organisation for the implementation of the project, as well as the coordination mechanism.

Indicate whether the results of the project will lead to a change of the institutional framework as described, including the outputs, outcomes and impact.

5. Budget

Same budget amount to be specified in the Excell budget table breackdown and the Twinning Fiche document.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting (EUD), *including contact person and full contact details.*

6.2 Main counterpart in the BC, *including contact person and contact details. Also include RTA counterpart and the BC Project leader*

6.3 Contracts

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (Date)

7.2 Start of project activities (Date)

7.3 Workplan duration

8. Sustainability

9. **Crosscutting issues** (*equal opportunity, environment, etc...*)

10. Conditionality and sequencing

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (optional)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (optional)
4. Reference to feasibility /pre-feasibility studies. For all investment projects, the executive summary of the economic and financial appraisals, and the environmental impact assessment should be attached (optional)
5. List of relevant Laws and Regulations (optional)
6. Reference to relevant Government Strategic plans and studies (may include Institution Development Plan, Business plans, Sector studies etc) (optional)

ANNEX 2

🔗 DRAFTING A TWINNING FICHE: Some indications

1. Please use the attached Template (updated version from the one provided in the Common Twinning Manual, 2009).
2. Consult the *Common Twinning Manual, 2009*.
3. Twinning Number: will be provided by the EUD upon receipt of the first draft of the Twinning Fiche.
4. Logframe matrix: The Twinning Fiche should be necessarily accompanied by a clear and well-elaborated logical frame matrix (Annex A1 of the Twinning contract, art.3), which is an essential part of the Fiche.
5. Budget: A breakdown of the budget – see table in Annex A3- should be provided to the EUD for information, although it should not be attached to the fiche. Only the total budget allocation should be mentioned in the project fiche.
The remaining mentioned annexes are not compulsory.
6. The objective of the Twinning should be concrete and clear. It should focus at the structural reform of a defined issue (and not aim, for instance, at the general reform of an administration).
7. The Mandatory Results constitute a crucial element in the Twinning Project. This should also be the case both in the Twinning Fiche and the logframe matrix.
8. Expected Minimum Results: for each activity there should always be an expected minimum result.
9. Organisation of study visits: should be already preliminary planned with the Beneficiary Administration and included in the Twinning fiche. Explanations should be given regarding to what extent these study visits contribute to the achievement of the mandatory results.
10. Make a reference to the *Acquis Communautaire* (Art. 2 of the Twinning contract, Annex A1)
11. Equipment: Identify if there is equipment to be purchased (although keeping in mind, and making very clear to the Beneficiary Administration, that equipment expenditure can not be covered by the Twinning project; only a maximum of 10,000 € for equipment is allowed).
12. Implementation schedule: A realistic implementation schedule should be included.

** A general reminder: Drafting should be clear and well structured, quality of written English reflects the quality of services in the EU and is therefore essential.*

ANNEX 3 - The functional structure of the SMA

