ANNEX A1

DESCRIPTION OF THE ACTION

TWINNING WORK PLAN*

The Administration of ___________________________ (hereinafter referred to as the BC) represented by ___________________________ of the one part,

and the Administration of ___________________________ (hereinafter referred to as the Member State) represented by ___________________________ of the other part

HAVE AGREED THE FOLLOWING WORK PLAN WHICH THEY UNDERTAKE TO IMPLEMENT JOINTLY:

ARTICLE 1. BACKGROUND

1. 1. BC policy developments in the sector
Describe briefly the sector of the project in the BC and present the current situation and the reform programme paying special attention to gaps and needs which the project will address (contextual and conceptual overview).

1. 2. Beneficiary institutions and other parties involved
Spell out the ministries and agencies of the BC, which will participate in and benefit from the project. Indicate the contact person in each of the beneficiary institutions, as well as the contact details.

* For Twinning Light contract, Annex A1 consists of the detailed Twinning Light project fiche and the selected MS proposal.
1. 3. Parallel or related projects in the field

Indicate any parallel actions / projects (including e.g. investment components of the same project), which contribute to the same Overall Objective. Specify how co-ordination will be assured between the project and those actions;

ARTICLE 2. ACQUIS - PROJECT FICHE FIELD OF COOPERATION WITH THE EU

ENI: Relevant Field of Cooperation with the EU

Describe how the project field answers to one of the areas of cooperation with the EU. If relevant, list other projects already implemented/under implementation with the EU in this field.

ARTICLE 3. MANDATORY RESULTS (OUTPUTS)

<table>
<thead>
<tr>
<th></th>
<th>Intervention logic</th>
<th>Benchmarks</th>
<th>Sources of information</th>
<th>Assumptions (external to project)</th>
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<tbody>
<tr>
<td>Overall Objective</td>
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<td>Project Purpose</td>
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<td>Mandatory Results</td>
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<td>Activities</td>
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Clarifications to columns in the table

Intervention Logic

OVERALL OBJECTIVE: Objective beyond the immediate scope of the project, to which the project contributes.
PROJECT PURPOSE: The immediate objective that will be entirely achieved through the implementation of the twinning project.
MANDATORY RESULTS: Results that will be achieved as a result of groups of actions within the project (limit this to 5-10 relatively high-level results).
ACTIVITIES: Numbered lists of activities, each of them contributing to the achievement of one of the mandatory results.
Benchmarks
How will the achievement of the results at each level of the project (i.e. from overall objective down to activities) be measured?
Make sure that the benchmarks always define the following:
1. Quantity
2. Quality
3. Target Group
4. Time
5. Place

Sources of Information
How will the Project partners and the Administrative Office/Programme Administrative Office know that the benchmarks have been met? For every level, list sources of information, (e.g. reports, surveys, Official Journal, Commission Regular Report). The sources should be specified for each of the mandatory results and activities.

Assumptions
Specify at each level the external conditions related to the project that must be fulfilled in order to guarantee its success. The table should be read as follows: if these assumptions are fulfilled and the activities are carried out, then the relevant mandatory results will be achieved.

ARTICLE 4. TASKS (INPUTS)
Describe each of the activities, providing as a minimum the information required in the form below. The logic is that each component (corresponding to a mandatory result) is broken down into several activities. Each activity constitutes a separate unit in the project design and corresponds to one budget entry.
Under IPA, information can be provided in an abridged version, i.e. listing only the denomination of components and activities.

<table>
<thead>
<tr>
<th>Component 1</th>
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<tr>
<td>(Specify here, as described in Mandatory Results in Article 3)</td>
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<tr>
<th>Activity 1.1</th>
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<td>(Specify here, as described in Article 3)</td>
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Method
- Brief description of activity (what will happen: MS STE mission, study visit, training, consultation, etc.), how will it be implemented, by whom (clear share of responsibility MS/BC) and when.

Resources
- MS human resources needed. (number of experts and man/days)
- Beneficiary Administration human resources. (number of people and their home institutions)
- Other resources (translation, interpretation, training materials)
Activity 1.2
(Specify here, as described in Article 3)

Method
- Brief description of activity (what will happen: MS STE mission, study visit, training, consultation, etc.), how will it be implemented, by whom (clear share of responsibility MS/BC) and when.

Resources
- MS human resources needed. (number of experts and man/days)
- Beneficiary Administration human resources. (number of people and their home institutions)
- Other resources (translation, interpretation, training materials)

ARTICLE 5. RISKS

Specify the internal conditions related to the project that must be fulfilled in order to guarantee its success.

ARTICLE 6. SCHEDULE

Under IPA, activities can be grouped by quarter instead than by month.

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<th>Project Month</th>
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ARTICLE 7. RESOURCES

7.1. Human Resources

7.1.1. Member State(s)

Name the MS institution(s) participating in the project, as well as those providing experts. Indicate their status (Administration or Mandated Body)

Identify and briefly describe the tasks of the key positions in the project, including as a minimum: the MS Project Leader, Junior MS Project Leader (in case of a consortium) and the RTA. For more complex projects (especially those involving a consortium of MS) identify also the Component Leaders (key experts). For the MS Project Leader specify additionally how much of his/her time will be spent in the MS and how much in the BC.

Provide career details of individuals performing each of the functions above as well as the key short-term experts who will be involved in the project, using the table below.
7.1.2. Beneficiary Country

Identify and briefly describe the tasks of the key positions in the project, including as a minimum: the **BC Project Leader**, **RTA Counterpart** and **key contacts** in each of the beneficiary institutions. For more complex projects, identify also the **BC counterparts for the component leaders**.

7.1.3. Curricula Vitae

Attach the EU format CVs of the following persons:
(1) **MS Project Leader**,  
(2) **BC Project Leader**,  
(3) **RTA**,  
(4) **RTA Counterpart in the BC**,  
(5) **Key STEs from the MS (Component Leaders)**.

7.2. Material Resources

The BC commits itself to cover the costs of the following provisions:  
- Adequately equipped office space for the RTA and the RTA assistant for the entire duration of their secondment.  
- Adequate conditions for the STEs to perform their work while on mission to the BC.  
- Training and conference venues, costs of catering, as well as presentation and interpretation equipment.

(Costs for travel by BC officials from their capitals to a MS or between MS, e.g. in the framework of study visits, may be eligible for funding except for Twinning projects financed under IPA. Costs for travel by BC officials within a MS are on the other hand eligible for reimbursement in any case).

7.3. Indicative Budget

Provide the total budget here, as documented in the detailed breakdown of costs in Annex A3.
ARTICLE 8. MANAGEMENT AND MONITORING

8.1. Language

The official language of the project will be [English/French/German]*. All formal communication regarding the project, including all reports will be produced in the agreed language.

Some of the STE inputs may be produced in [name any official language of the EU different than the ones above] and will be translated into the BC language. Adequate provision has been made in the budget for this purpose.

8.2. Project Steering Committee

At quarterly intervals, the Project Leaders, the RTA and where applicable, representatives of the administrative office and/or the EU Delegation will meet to discuss the progress of the project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken in the following quarter. The Project Steering Committee will also discuss the draft of the quarterly report submitted to it beforehand, recommend corrections.

The responsibility for the organisation of the Project Steering Committee meeting lies with both Project Leaders.

*Under IPA, it is the responsibility of the Project Steering Committee to update the detailed description of activities in a six month perspective, issuing successive operative side letters, as described in section 4.1 of the Common Twinning Manual.*

8.3. Reporting

Every three months, the MS Project Leader in co-operation with the BC Project Leader will submit interim quarterly reports to the respective institution identified in section 6.4 of the Common Twinning Manual. Each report will cover a three months period calculated from the date of notification of the contract.

The interim quarterly reports will be prepared and distributed to all the participants in advance of the meetings of the Project Steering Committee. The template of the report is detailed in Annex C4 to the Twinning manual.

The first report will be due in the fourth month counting from the date of notification of the Twinning contract. Failure to submit satisfactory reports in time may lead to the decision to suspend EU financing for the project.

The MS Project Leader shall submit the final report before the end of the legal duration of the Twinning contract.

The final report will be accompanied by a verification expenditure report.

ARTICLE 9 TWINNING REVIEW MISSIONS

Each Twinning project is in principle followed, 6 to 12 months after its finalisation, by a Twinning Review Mission (TRM). This mission aims at reporting whether sustainable impacts or spin off's have been observed after Twinning project finalisation.

* Delete as appropriate.
The overall objective of a TRM is to assess if the achievements of the Twinning project are still present and if they produced a standing impact, in particular in terms of sustainability. Normally, a TRM should also identify lessons learned and recommend improvements for the managing of Twinning projects in the given country and/or sector.

A TRM shall analyse the situation in the area/sector covered by the Twinning project concerned, comparing it to the situation prevailing when the project’s implementation ended and taking into account the initial situation that the project was called to correct. The scope of the analysis shall be determined by the mandatory results of the Twinning project.

A TRM shall focus on the developments intervened after the end of the Twinning project concerned with particular regard to the legal and institutional level (legislative progress and administrative adaptation), to capacity and skills building (further training of staff and spreading of know-how) and to the structural changes introduced (irreversibility of the new framework).

The Team charged with the performance of the TRM is led by the Twinning Review Expert (TRE), a public sector (or mandated body) expert from a different MS than the Lead or Junior MS of the project concerned, who did not participate in the Twinning project in question. In principle and when possible the TRE is a former RTA of a similar project.

The TRE is selected by the Institution Building Unit (IBU) of the Commission, in consultation with MS National Contact Points (NCP) and other stakeholders. He/She is directly invited by the IBU to perform the TRM.

The TRE is responsible for preparing the Reporting Form. The Reporting Form, which the TRE timely distributes to all members of the TRM Team, mentions the project's deliveries and the final report's recommendations.

The TRE drafts the review report. For all or part of the TRM the TRE can be assisted and accompanied by a team of persons who were involved in the project concerned:

- the MS RTA;
- the BC RTA counterpart;
- the MS Project Leader (when appropriate and if available);
- the BC Project Leader (or the official who might have replaced him/her in the same position);
- the task manager from the pertinent EU Delegation who followed the project or the sector involved (or the official who might have replaced him/her in the same position).

If the MS RTA and/or the BC RTA counterpart are not available, the selection of a replacement is decided on a case by case basis by the IBU in close consultation with the pertinent stakeholders.

A more detailed set of guidelines and the template of the Reporting Form are available on the Twinning web-page:

TRM are organised as TAIEX events whose cost is covered by the TAIEX budget. The request to launch a TRM is initiated by the relevant EU Delegation. The final reports produced by TRM will be included in a database of Twinning assessments accessible to all those involved.
For the administration of the Member State
[name and title of the individual(s) authorised to sign]

[signature]
[date]

For the administration of the BC
[name and title of the official(s) authorised to sign]

[signature]
[date]

For IPA, Work Plan to be initialled by the administrative office/ EU Delegation

For ENI, Work Plan to be initialled by the Member State Project Leader and the Beneficiary Country Project Leader.
(See section 3.10.2 of the Common Twinning Manual)