

## Twinning Manual 2017- Update 2018

### SYNOPSIS OF UPDATES

Reference	Modification of text (in track changes)	Clarification	New
Cover	REVISION 2017 – <u>UPDATE 2018-update</u>		X
	<u>This Manual provides comprehensive information on the preparation and implementation of Twinning projects.</u>	X	
Glossary	<u>Practical Guide to contract procedures for EU external actions available at <a href="http://ec.europa.eu/europeaid/funding/about_funding_and_procedures/procedures_and_practical_guide_prag_en">http://ec.europa.eu/europeaid/funding/about_funding_and_procedures/procedures_and_practical_guide_prag_en</a></u>	X	
Preface	<p>This update of the Twinning Manual is a result of intensive consultations with Member States, EU Delegations and different European Commission services over the course of 2014-187, in combination with external studies and in-depth analysis by NEAR services.</p> <p>The update responds to the requirements of the Financial Regulation, to the need to harmonise the Twinning <u>instrument-tool</u> in line with the European Commission's policy to promote reforms in the Beneficiary countries of DG NEAR and to harmonise processes for the use of the <u>instrument-tool</u> for all Beneficiary countries and territories.</p> <p>Twinning as a <u>tool n-instrument</u> providing peer-to-peer assistance to Beneficiaries via the mobilisation of Member States' officials and assimilated agents has for <u>nearly</u> twenty years successfully assisted Beneficiaries in the IPA and ENI regions to develop European standards and to integrate European administrative principles into their practices.</p>	X	
	<u>The Templates in the a(Annexes) provided in this Manual should be used for all Twinning procedures, if not specified otherwise.</u>	X	
1.1	<p>Twinning as a <u>tool n-instrument</u> for institution building [...]</p> <p>It was conceived as a <u>tool n-instrument</u> for targeted administrative cooperation to assist the candidate</p>	X	

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	<p>countries to strengthen their administrative and judicial capacity to implement EU legislation as future Member States. In 2017 it is still an important institution building <a href="#">instrumenttool</a>, available to beneficiaries of the Instrument for Pre-Accession Assistance (IPA) and of the European Neighbourhood Instrument (ENI).</p> <p>Twinning is an institution building <a href="#">instrumenttool</a> based on partnership cooperation [...]</p>		
	This includes first and foremost the secondment of a full time Member State <b>RTA</b> for <a href="#">the planned duration of the project at least 12 months</a> .	X	
	The Twinning project contributes to, but does not replace, the <a href="#">Beneficiary country</a> reform programme agreed.	X	
	The mandatory results/outputs and the contribution to an overall reform <del>is</del> <del>are</del> <del>relatively</del> clear and <del>the</del> Beneficiary <a href="#">administration</a> has a good understanding of the relevant parts of the related <i>Union acquis</i> and/or standards or the relevant area of cooperation, and has selected the type of administrative system it intends to adopt.	X	
<a href="#">1.2</a>	<sup>1</sup> <a href="#">Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 No 966/2012 of the European Parliament and of the Council of 25.10.2012, as amended by Regulation (EU, Euratom) No 2015/1929 of 28.10.2015</a>		
2.1.1	<ul style="list-style-type: none"> <li>• <i>with ex-post control:</i></li> </ul> <p>Once the draft Twinning Fiche is finalised, the Beneficiary administration submits it to the Contracting Authority for circulation. Under ex-post controls the Contracting Authority could ask the opinion of Twinning Inter-service group <a href="#">as well as of the EUD</a>. Should a draft project fiche (as per Annex C1) be fully developed as part of the programming cycle this procedure may be replaced by the relevant quality <a href="#">support group</a> review process.</p>	X	
2.1.2	<p><b>Twinning Inter-service group procedure</b></p> <p>The Twinning Inter-service group is composed of representatives of relevant EU services and coordinated by the Twinning Coordination Team. Consultations of Twinning Inter-service group members are usually</p>	X	

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	conducted by e-mail, but actual meetings can be organised when necessary. The consultation process lasts indicatively <u>15 working days</u> <del>two weeks</del> .		
2.1.3	<b>Circulation of the Twinning Fiche/Call for Proposal</b> Following either the full approval of the Twinning Fiche or its necessary revision, the competent EUD publishes the Twinning Fiche on the Commission website. Subsequently the Contracting Authority ( <u>or the Beneficiary NCP/CFCU/PAO on behalf of the Contracting Authority</u> ) circulates the Twinning Fiche, which constitutes the launch of the Call for Proposal, simultaneously to all Member States National Contact Points (Member State NCP) by e-mail (with <u>a copy to</u> the Twinning Coordination Team <u>as well as the EUD (when the EUD is not the Contracting Authority)</u> <del>in copy</del> ), specifying the deadline for the submission of proposals (see section 2.2) and the <b>indicative</b> date of the selection meeting (see section 2.4.2.2).	X	
2.1.4	In case of re-circulation, the Contracting Authority may shorten the period allowed for the submission of proposals. Should the <u>second</u> re-circulation again yield no results, the Contracting Authority should consider resorting to alternative types <del>instruments</del> <u>tools</u> of assistance.	X	
2.2	Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain <u>an-fully</u> elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and <u>mention</u> <del>indicate</del> key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.  <del>For the Member State PL, a statement confirming the commitment of the MS institution for the full duration of the project, by the person being authorised to commit the Member state institution confirming the availability of the manager including his/her function and entity to assume the role of PL of the Twinning project is sufficient.</del>	X	
2.3.	Junior Member States must additionally sign a <b>mandate</b> , which allows the PL of the lead Member State to commit the administration of the junior Member State and take any project implementation decisions on its behalf. <u>A Member State (MS) can decide to let additional institutions from the same MS join as contract partner(s), which could then also sign a consortium agreement as well as a mandate in Annex 8. However there can only be on Project leader per MS.</u>	X	
	Practical implications of the decision to <u>sign</u> <del>form</del> a consortium <u>agreement</u> are further presented under section 5.4.2.	X	

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2.4.1	<p>Guided by the ownership principle the Beneficiary administration has a crucial say in the evaluation of proposals and the <u>selection committee should recommend the choice of partner by consensus decision shall be taken by consensus by the selection committee.</u> The EUD can at any stage stop the procedure – as per section 1.1.</p> <p><u>The selection committee is chaired by the Contracting Authority and includes:</u></p> <p><u>Under direct management two voting members could come from the EUD and one from the Beneficiary administration and the number of evaluators must be an odd number. In case all voting members appointed by the Authorising Officer by Sub-delegation comes from the Beneficiary administration, the competent task/programme manager or another relevant operational staff member should observe the meeting. Under direct management the selection meeting is chaired by an experienced EUD staff member and the secretarial function assumed by the EUD.</u></p> <p><u>Under indirect management all voting members must come from the Beneficiary administration and the meeting be chaired by a staff member experienced with handling selection procedures appointed by the Contracting authority of the Beneficiary country who also will assume the secretarial functions. The EUD under indirect management is invited as observers only.</u></p> <p><u>In case the selection committee itself or the EUD as part of its ex-ante controls deem that all proposals are inadequate, the Twinning Fiche may either be re-circulated or another type of assistance might be envisaged to provide the necessary assistance.</u></p>	X	
2.4.2.2	<p><u>In case of direct management, the chair of the selection meeting, appointed by the Authorising Officer by Sub-Delegation should be an experienced member of staff of the EUD. The competent task/programme manager should also participate in the meeting.</u></p> <p><u>In case of indirect management, the chair of the selection meeting will be designated by the management of the relevant Contracting Authority and should be an experienced staff of the Contracting Authority. Should agreements entail the participation/observance by the EUD the EUD should designate a staff member. In all cases the EUD should be informed about the selection meeting.</u></p>	X	

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2.4.3	<p>The notification also indicates the proposed starting date and date of arrival of the RTA. <u>It should be ensured that the BP PL and the RTA counterpart will be fully available on the proposed arrival date of the MS RTA.</u> Following the receipt of the notification the Member State confirms its agreement within one week.</p>		
	<p><sup>3</sup> <u>When notifying the results kindly add the following disclaimer until further notice: "For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement."</u></p>		X
3.1.1	<p><del>The "Practical Guide to contract procedures for European Union external actions" (PRAG) provides the basis for the Twinning Grant Contract, which is composed of <i>Special Conditions</i> and <i>Annexes</i>.</del>  <u>The Twinning Grant Contract_which_ is composed of <i>Special Conditions</i> and <i>Annexes</i>. The contract languages for IPA and ENI respectively may be used. It is reminded that Twinning contracts are based on the grant model and the amount proposed cannot be increased at a later stage after the submission of the proposal.</u></p>	X	
	<p>The structure of a standard Twinning Grant Contract (<del>As per Annex A and Annexes A1 to A9</del>) includes:</p> <ul style="list-style-type: none"> <li>• The Special Conditions identifying the contracting parties and <del>the special conditions</del> regulating the contract;</li> <li>• The description of the action (<u>Project Fiche, Member State proposal and for standard Twinning later the rolling work-plans, STE CVs</u>); <del>and the Member State proposal</del>;</li> <li>• The General Conditions being applicable to European Union-financed grant contracts for external actions;</li> <li>• <u>The Budget for the Action (and for standard Twinning later the detailed budgets corresponding to the rolling work-plans)</u></li> <li>• <del>The budget broken down by budget headings;</del></li> </ul>	X	

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	<ul style="list-style-type: none"> <li>• The procurement rules governing potential procurements under the contract;</li> <li>• The standard form for requesting payments, <del>and</del> the financial identification forms identifying the payment recipient <u>and the legal entity form</u>; <u>For Twinning, the Legal Entity Form (LEF) and the Financial Identification Form (FIF) <sup>1</sup> can be signed either by the same or by different entities. This might either be the Member State institution or the mandated body identified for handling the financial management including payments – as per the Special Conditions.</u></li> <li>• The standardised Terms of Reference for expenditure verification reports;</li> <li>• The financial annex governing the financial aspects of the contract;</li> <li>• <u>A Mandate from the Junior MS partner which allows the PL of the Lead MS to commit the administration of the Junior Member State if MSs have formed a consortium. <del>Should the Mandate be given as an integral and inseparable part of a Consortium Agreement, then the full agreement will be enclosed as Annex A8 to the Twinning contract</del> A consortium agreement if Member States have formed a consortium;</u></li> <li>• <u>The CVs of the MS PLs, RTA, and Component leaders and the declaration of availability of the RTA. The CVs of the PL and RTA counterparts and Component Leaders need as well to be enclosed. <del>The CVs and the declaration of availability of the RTA.</del> See however also section 8.</u></li> <li>•</li> </ul>		
3.1.2	<p><u>All foreseeable unit costs and flat rates must be agreed at the contracting stage. It is required to fill the set of templates listed under 3.1.1, obtaining from the Beneficiary administration the CV of the Beneficiary PL and of the RTA counterpart as well as a confirmation of the names and functions of the officials designated to act as Component Leaders counterparts.</u></p>	X	
	<p>Particular attention should be given to ensuring that:</p> <ul style="list-style-type: none"> <li>• <u>Annex A1 -describes all relevant elements as per section 2.1.1 and the Member State proposal including the Strategy, Methodology and the indicative sequencing underpinning this. The Twinning Fiche and the EU MS proposal including the Strategy, Methodology and the indicative sequencing underpinning it, must be included.</u> <ul style="list-style-type: none"> <li>○ <u>For standard Twinning, the initial rolling work plan covering at least the first six months of the project and forming the basis of the future rolling work-plans will be added to Annex A1 when</u></li> </ul> </li> </ul>	X	

<sup>11</sup> [The links to the LEF and FIF forms are included in Annex A5](#)

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	<p><u>developed and approved by the first Steering Committee and later by the Contracting Authority. The subsequent updated rolling work-plans (and the corresponding budgets not requiring addendum) are later - when approved by the SC – submitted to and later approved by the Contracting Authority, who adds the rolling work-plan update to Annex A1<sup>2</sup>.</u></p> <p><u>4.○ For standard Twinning the CVs of the STEs experts to be used for the implementation of the activities during the initial rolling work plan covering at least the first six months will be added when the first rolling work plan is agreed by the SC and later approved by the Contracting Authority. The CVs reflecting the use of expertise in the next rolling work-plan and are attached to each subsequent rolling work plan<sup>3</sup>.</u></p> <p><u>Both the rolling work plan and the CVs of STEs are deemed approved after 30 days in case of no reaction from the Contracting Authority.</u></p>		
	<ul style="list-style-type: none"> <li><u>● Annex A3 - For standard Twinning the EU MS at the stage of preparing a response to the Twinning Fiche should only present an-very indicative budget proposal – at the level of budget headings. This initial and-very indicative budget is the only budget to be included into Annex A3 at the contracting stage. It is however reminded that the overall amount proposed cannot be increased at a later stage after the submission of the proposal.</u></li> <li><u>● -All unit costs and flat rates to be applied, will be agreed upon based on Annex A7 and Annex B and are specified for the relevant cost items and will apply in the full period of implementation.</u> <ul style="list-style-type: none"> <li><u>○ The detailed budget corresponding to the initial rolling work-plan will be added when approved by the first Steering Committee (SC) and later approved by the Contracting Authority. At each subsequent SC, a new updated budget corresponding to the updated rolling work-plan is approved by the SC and later approved by the Contracting Authority and- added under Annex A3 to the contract<sup>4</sup>.</u></li> </ul> </li> </ul>	X	
	<p><u>In case of no reaction from the Contracting Authority the budget is deemed approved after 30 days. <del>indicates the breakdown of costs per budget heading which are: the costs related to the RTA, horizontal costs, costs for the components linked to achievement of the mandatory results/outputs, reserve and the flat</del></u></p>	X	

<sup>2</sup> This approval by the Contracting Authority does not prejudice the eligibility of experts nor other cost items, which will only be verified at the expenditure verification stage or later audits.- The parties to the contract should carefully analyse the compliance and eligibility of all cost items with the established criteria since the implementation of Twinning projects is a joint responsibility.

<sup>4</sup> Idem as above.

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	<p><del>rate for indirect costs. All unit costs and flat rates to be applied for the compensation to the (lead) Member State, are specified for the relevant cost items.</del></p> <ul style="list-style-type: none"> <li><del>Annex A8 A8 (in case of a Member State consortium) contains t</del>The Mmandate signed by the junior Member State(s) empowering the Member State PL for the purpose of the implementation of the Twinning project (in case of a Member State consortium).</li> <li><del>Annex A9 – Contains at this stage: contains t</del>the CVs, for standard Twinning only, of the MS RTA, PL and Component Leaders and their counterparts and the RTA declaration of availability (see section 2.2) and the RTA declaration of availability (see section 2.2). CVs should include the same information as in the "Europass" template<sup>5</sup>, in the language of the contract and preferably not exceeding three pages each. <u>For Twinning Light kindly refer to section 8.</u></li> </ul>		
	<p>Close cooperation between the Contracting Authority and the selected Member State is required in order to speedily prepare the contract. The Member State needs, in particular: to submit the accountancy statement on the compensation of costs related to the RTA, inform whether the RTA will bring his/her family, inform about the travel itineraries of the PL, RTA and Short Term experts, indicate the plans for participation of the PL(s) – in this case, exercising their duty as Short Term experts – for the initial and subsequent work plan preparations and for the Communication and Visibility activities. <u>All unit costs and flat rates to be included into the contract must be agreed between the contracting parties.</u></p>	X	
	<p><u>If the Member State will use a different public administration or a mandated body (article 4.1.4.2) to undertake logistic and/or financial management and/or including payment functions, this body should must be reflected in the contract (in the Special Conditions) already has included a general management body (article 4.1.4.2) in its proposal this management body should be reflected in the contract.</u></p> <p><del>Should the Member State entity issuing payment requests and receiving the funds be different from the Member State lead entity signing the contract (the Coordinator identified in the Special Conditions), the Member State PL must forward the appropriate authorisation to the Contracting Authority. The Contracting Authority will subsequently identify this entity in the contract.</del></p>		X

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3.3	The Contracting Authority (or the EUD if it is not Contracting Authority but under agreements with the Beneficiary country has upheld payment responsibilities) shall pay the first pre-financing <sup>6</sup> to the Member State according to the provisions of the contract <u>upon the notification of the contract signature.selection/award.</u>	X	
4.1.1	<u>If an administration or mandated body from any MS simply only provides one or several expert for participation in the Twinning project, without taking responsibility for his/her activities, that institution or body is not a partner and is not required to sign a consortium agreement. In this case, the expert provided contributes to the Twinning project under the authority and the responsibility of the MS Project Leader. It is the Project Leader's responsibility to ensure the availability of the expert and to define the details of his/her involvement.</u> <sup>7</sup>	X	
4.1.3	<del>By submitting a request for the registration of a mandated body, the entity responsible for submitting the information acknowledges that mandated bodies should not be used as umbrella organisations to include the participation of private sector experts in the implementation of Twinning projects (incorporated in 4.1.4)</del>		
4.1.4	<u>In the framework of Twinning projects a Member State administration, body or other semi-public entity are considered eligible for implementing Twinning projects. Twinning being based on cooperation between public administrations, any Member State or Beneficiary entity taking part in Twinning must however have a proven competence in the relevant field of administrative cooperation as defined in the Twinning Fiche.</u>  <u>This condition does not apply to general management bodies established in some Member States for implementation of projects/programmes at the service of public administrations see under 4.1.4.2.</u>  <u>Member State administration, body or other semi-public entity are not eligible for involvement in a Twinning project if they were involved, in the preparation of the Twinning Fiche, either directly or through</u>	X	

<sup>6</sup> For this purpose the budget (excluding contingencies / reserves and private sector services if contracted by the Contracting Authority) will be divided by the number of months and then multiplied by twelve: the formula to be used is FULL AMOUNT – CONTINGENCIES/ RESERVES (- private sector services if applicable) / MONTHS OF IMPLEMENTATION

<sup>7</sup> In such cases it is recommended that the concerned NCPs are informed.

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	<p><u>experts they would mobilise for the implementation of the project and where this entails a distortion of competition that cannot be remedied otherwise.</u></p> <p><u>Bodies legally registered as International Organisations (IO) can under Twinning neither be considered part of the MS administration, nor act in a role as Mandated Body.</u></p> <p><u>MS partners are not allowed to entrust to entities other than public or semi-public key activities nor logistics or accounting of the Twinning project, which must in all cases remain the sole prerogative of the public sector actors of the MS partners. (See however "General Management bodies" under point 4.1.4.2)</u></p> <p><u>Mandated bodies should never be used as umbrella organisations to include the participation of private sector experts in the implementation of Twinning projects. By submitting a request for registration as mandated body, the applicant declares to comply with this requirement.</u></p>		
4.1.4.1	<p>A Member State public administration is automatically eligible as a Twinning partner. <u>For the purpose of possible engagement in Twinning, the staff of the— independent institutions established under the Constitution of the given Member State are considered part of the MS public administration.</u></p>	X	
4.1.4.2	<p><u>A Member State might have outsourced, or being in a process of outsourcing parts of their administrations. The know-how required for Twinning projects is therefore sometimes located outside the administration.</u></p> <p><u>A Member State may therefore propose that semi-public bodies and other entities be mandated to implement Twinning projects according to the same conditions as if they were an integral part of the administration.</u></p> <p><u>Bodies and semi-public entities, which under the laws of a Member State are not considered to be directly part of the public administration, can request to be accepted as a mandated body if they fulfil the following criteria:</u></p> <ul style="list-style-type: none"> <li><u>• are entrusted with the delivery of public service(s) by law or government act, also laid down as a main purpose in their mandate/statute</u></li> <li><u>• are under permanent structural supervision of a public authority exercising a predominant role with</u></li> </ul>	X	

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	<p><u>regards to the management/decision making and the operation of the body/entity :</u></p> <ul style="list-style-type: none"> <li>• <u>are subject to the financial control by a public authority or by an entity appointed by a public authority ;</u></li> <li>• <u>are subject to audit by a public authority or by an entity appointed by a public authority.</u></li> </ul> <p><u>A body or other semi-public entities requesting to be registered by the Twinning Coordination Team as a mandated body for the purpose of participating in the implementation of a Twinning project must submit to its Member State NCP a self-declaration based on the template in Annex C17 (if needed amended to reflect the institutional responsibilities for verifying the accuracy and veracity of information provided).</u></p> <p><u>Each Member States must define the institutional responsibilities for verifying the accuracy and veracity of the information provided and for certifying that the entity requesting mandated body status fulfils the necessary requirements. In one Member State the responsibility could be with the Member State NCP and in another Member State the responsibility could be with the body asking registration.</u></p> <p><u>In all cases the Member State NCP forwards the request for registration to the Twinning Coordination Team. In all circumstances the request for registration as mandated body submitted by the Member State NCP is without prejudice to the right of the Twinning Coordination Team to randomly assess the applications before registration.</u></p> <p><u>A mandated body must in all cases keep the Member State NCP informed about any changes determining the mandated body status and the continued fulfilment of the criteria. In case a mandated body no longer complies with the criteria, it shall inform the Member States NCP who subsequently informs the Twinning Coordination Team which removes it from the list of mandated bodies as per section 4.1.4.3.</u></p> <p><u>In this case the concerned mandated body must terminate its involvement in Twinning activities immediately and may be requested to return unduly received funds. The same applies should later evaluations and/or audits reveal that a mandated body did not fulfil the eligibility criteria during the implementation period.</u></p> <p><u>In line with the scope of contribution, two different kinds of mandates can be registered:</u></p> <ul style="list-style-type: none"> <li>• <u>Full mandate;</u></li> </ul>		

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	<ul style="list-style-type: none"> <li>• <u>Ad hoc mandate.</u></li> </ul> <p><u>Full mandate</u></p> <p><u>An entity which meets all the above criteria may ask its NCP to send a request for registration to the Twinning Coordination Team. A full mandated body may participate in all Twinning projects after having been included in the list of full mandated bodies on DG NEAR webpage.</u></p> <p><u>It is understood that, in addition to meeting the above criteria, the entity will have to have <b>sufficient and proportionate level of permanent staff</b>, meaning that the permanent staff has to be commensurate with the requirements of the project so as to avoid the need to subcontract or temporarily hire expert staff for carrying out the assignments.</u></p> <p><u>Ad hoc mandate</u></p> <p><u>A body or other semi-public entity which satisfies the formal criteria, but can only make a limited, specialised contribution to a Twinning project can be given an "ad hoc" mandate. When requesting registration with ad hoc status, the Member State NCP specifies the Twinning project for which the mandate refers. These bodies are not included in the public list on the Twinning webpage<sup>8</sup>.</u></p> <p><u>Public universities and research institutes fulfilling the criteria and whose specialised expertise meets the needs identified Twinning Fiches are examples of entities that could become ad hoc mandated bodies.</u></p> <p><u>Minimum staff required to comply with ad hoc mandated body status depends on each Twinning project.</u></p> <p><u>General management bodies</u></p> <p><u>General management bodies established in some Member States to undertake logistics, financial management and/or payment functions at the service of public administrations, can be assigned a full mandated body status as long as they fulfil the criteria above.</u></p> <p><u>If the Member State will use a mandated body to undertake logistic and financial management including</u></p>		

<sup>8</sup> [https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning\\_en](https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning_en)

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	<p><u>payment functions, this body must be reflected in the contract (in the Special Conditions).</u></p> <p><u>Should such an entity have undergone the six-pillar assessment, it does not need to submit a registration as mandated body, but is considered eligible as full mandated body.</u></p>		
4.1.4.3	The Twinning Coordination Team <b>registers</b> the entity in an open-ended list of entities mandated to act on behalf of public administrations <u>based on the documentation provided in Annex C17.</u>	X	
4.1.6.1	The RTA can <u>exceptionally</u> be a temporary recruited staff under a contract with his/her home administration <u>on condition that such contract fully integrates the RTA them</u> into the administration of the MS. <u>Therefore, such a RTA must be contractually linked to the Member State institution at least six months before his/her assignment, referring to the start of the implementation period.</u>	X	
4.1.6.4	<p><u>A proposed RTA for a Twinning project, must have either a university degree or at least eight years of working experience from the relevant sector related to the implementation of the <i>Union acquis</i> and/or policy objectives and mandatory results/outputs agreed by the EU and the Beneficiary administration(s) defined in the Twinning Fiche. An RTA with a university degree must <del>Required specific post-University</del> have at least three years specific working experience. <del>of RTA is at least three years.</del></u></p> <p><del>An RTA, who is proposed for a Twinning project, must have either a university degree and at least three years of experience, or a professional experience of at least ten years of working experience from the relevant sector related to the implementation of the <i>Union acquis</i> and/or policy objectives and mandatory results/outputs agreed by the EU and individual Beneficiaries defined in the Twinning Fiche.</del></p>	X	
4.1.6.5	<p>The institution dispatching the RTA shall be <del>reimbursed</del> <u>compensated</u> on the basis of the analytical accounting statement as per Annex B and as reflected in Annex A7 to the Twinning Grant Contract.</p> <p>[...]</p> <p>Subject to authorisation from the Beneficiary and the Member State PL, the RTA may exceptionally act as short-term experts in another Twinning project or in TAIEX activities for a maximum of 10 working days per year. In such case the travel and per diem will be paid by the other project, no additional remuneration will be paid. <u>The flat rate per diem fixed in the Twinning contract will be maintained even for the days of assignment to the other project.</u></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
4.1.6.6	<p>The RTA receives <del>compulsory</del> preparatory training at the Commission Headquarters, prior to, or shortly after secondment to the Beneficiary country, including on the technical provisions of the Twinning Manual, <del>and on the</del> EU policy and cooperation <u>framework</u> and/or on the latest EU legislation in the relevant policy area/sector.</p> <p><del>The Twinning Coordination Team regularly organise training for RTAs at Commission Headquarters in Brussels. The training provides a detailed presentation of Twinning rules and procedures, practical information on the implementation of a project and an overview of the European Union's policies for the geographical regions concerned.</del></p>	X	
4.1.6.7	<p><del>A RTA or assimilated agent of a Member State administration or mandated body</del> can serve <del>as RTA</del> in a series of maximum four Twinning projects.</p>		
4.1.6.8	<p>Considering that the selection of a Member State proposal is based also on the profile and experience of the proposed RTA, the profile and experience of any suggested replacement must be at least equivalent of those of the leaving RTA <u>as specified in the Twinning fiche</u>. If requested by the Contracting Authority and/or the Beneficiary administration, the proposed RTA shall be interviewed eventually via video conference. All costs related to the replacement of the RTA shall be borne by the MS.</p> <p>In case the replacement suggested by the Member State does not satisfy the necessary requirements and the leaving RTA cannot delay the end of his/her secondment, the implementation of the project can be suspended (see section 5.10). <u>This shall be notified by letter or electronically in writing to the CA, the EUD (if not the contracting authority) and Twinning Coordination Team. The suspension period starts from the date specified in the notification or the date of the electronic message if not indicated expressly.</u></p>	X	
4.1.7	<p><u>Should unforeseen expertise become necessary for the achievement of the mandatory results during implementation, Other</u> officials or assimilated agents of <u>another administration</u> / Member State not contractually associated with the project may be involved <del>in some activities</del> in agreement with the Beneficiary administration. The Member State PL makes sure that the skills and availability of these <del>other</del> <u>additional</u> experts match the requirements of the project and defines the conditions and details of their involvement.. <u>The total accumulated input of such additional expertise can only be budgeted under budget heading III "Mandatory results" and it shall not exceed 5% of the total of the concerned budget heading defined in the initial work plan.</u></p>		

Reference	Modification of text (in track changes)	Clarification	New
4.2.5.2.1	<p>In the case of <u>indirect management</u> with ex-ante control, the CFCE/ PAO acting as Contracting Authority shall:</p> <ul style="list-style-type: none"> <li>• <u>assist/advise the Beneficiary administration in preparing Twinning Fiches;</u></li> <li>• <u>submit the final draft Twinning Fiche to the EUD for ex-ante control. The EUD forwards Twinning Fiches to the Twinning Coordination Team in view of obtaining the opinion of the Twinning Inter-service group (TISG):</u> <ul style="list-style-type: none"> <li>- <u>if the opinion of the TISG proposes changes to be made (approval with comments), the proposed changes are considered by the CA and changes agreed are introduced,</u></li> <li>- <u>if the opinion of the TISG requires changes to be made (conditional approval) the proposed changes are integrated by the Contracting AuthorityA ,</u></li> <li>- <u>if the opinion of the TISG is "rejected", the Contracting Authority CA-will have to resubmit the fiche and to restart the procedure.</u></li> </ul> </li> <li>• <u>fill in Annex C9 and send it to the EUD for publication on the Commission website (the EUD subsequently informs the CFCE/PAO about the publication reference)</u></li> <li>• <u>circulate the Twinning Fiche to the Member State NCPs;</u></li> <li>• <u>receive Twinning proposals submitted by MS;</u></li> <li>• <u>notify the Member State NCPs of submitted proposals;</u></li> <li>• <u>inform the Beneficiary administration about the planned selection arrangements including where and when the Twinning proposals received can be studied</u></li> <li>• <u>verify that proposals meet all foreseen requirements (administrative compliance and eligibility criteria);</u></li> <li>• <u>organise and chair preparatory and meetings of the selection committee;</u></li> <li>• <u>notify the result of the selection procedure and informs all Member State NCPs about the selected proposal, copying the EUD (when the EUD is not the Contracting Authority) and the Twinning Coordination Team</u></li> <li>• <u>ensure the timely and correct preparation of the Twinning Grant Contract and submit it to the EUD for ex-ante control;</u></li> <li>• <u>sign the Twinning Grant Contract and possible addenda as Contracting Authority and ensure that the Beneficiary PL initials Annexe A1 and Annexe A3;</u></li> </ul>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<ul style="list-style-type: none"> <li>• <u>assist/advise the Twinning partners on the drafting of the initial and subsequent work plan(s);</u></li> <li>• <u>execute payments (if foreseen) following endorsement (if applicable) by the EUD;</u></li> <li>• <u>attend the quarterly Project Steering Committee meetings;</u></li> <li>• <u>approve interim and final reports following endorsement by the EUD (if applicable under the agreements between EUD and the Beneficiary country);</u></li> <li>• <u>monitor and evaluate the implementation of the Twinning project.</u></li> <li><del>• assist/advise the Beneficiary administration in preparing Twinning Fiches;</del></li> <li><del>• submit draft Twinning Fiches to the EUD for ex-ante control, The EUD forwards Twinning Fiches to the Twinning Coordination Team in view of obtaining the opinion of the Twinning Inter-service group;</del></li> <li><del>• circulate Twinning Fiches to Member State NCP;</del></li> <li><del>• receive Twinning proposals submitted by MS;</del></li> <li><del>• notify the Member State NCPs of submitted proposals;</del></li> <li><del>• inform the Beneficiary administration about the planned selection arrangements including where and when the Twinning proposals received can be studied</del></li> <li><del>• verify that proposals meet all foreseen requirements (administrative compliance and eligibility criteria);</del></li> <li><del>• organise and chair preparatory and meetings of the selection committee;</del></li> <li><del>• notify the result of the selection procedure and informs all Member State NCPs about the selected proposal, copying the EUD (when the EUD is not the Contracting Authority) and the Twinning Coordination Team</del></li> <li><del>• ensure the timely and correct preparation of the Twinning Grant Contract and submit it to the EUD for ex-ante control;</del></li> <li><del>• sign the Twinning Grant Contract and possible addenda as Contracting Authority and ensure that the Beneficiary PL initials Annexe A1 and Annexe A3;</del></li> <li>• <u>assist/advise the Twinning partners on the drafting of the initial and subsequent work plan(s);</u></li> <li>• <u>execute payments (if foreseen) following endorsement (if applicable) by the EUD;</u></li> <li>• <u>attend the quarterly Project Steering Committee meetings;</u></li> <li>• <u>approve interim and final reports following endorsement by the EUD (if applicable);</u></li> <li>• <u>monitor and evaluate the implementation of the Twinning project.</u></li> </ul>		
4.2.5.2.2	In case of <u>indirect management</u> with ex-post control, the CFCE/PAO acting as Contracting Authority shall:	X	

Reference	Modification of text (in track changes)	Clarification	New
	<ul style="list-style-type: none"> <li>• <u>assist/advise the Beneficiary administration on the drafting of the Twinning Fiche;</u></li> <li>• <u>consult the EUD on the draft Twinning Ffiche (optional);</u></li> <li>• <u>submit the final draft Twinning Fiche to the Twinning Coordination Team in view of obtaining the opinion of the Twinning Inter-service group, TISG (optional).;</u> <ul style="list-style-type: none"> <li>- <u>if the opinion of the TISG proposes changes to be made (approval with comments), the proposed changes are considered by the Contracting Authority CA and changes agreed are introduced.</u></li> <li>- <u>if the opinion of the TISG requires changes to be made (conditional approval) the proposed changes are integrated by the Contracting Authority CA.</u></li> <li>- <u>if the opinion of the TISG is "rejected", the Contracting Authority CA -will have to resubmit the fiche and to restart the procedure.</u></li> </ul> </li> <li>• <u>fill in Annex C9 and send it to the EUD for publication on the Commission website (the EUD subsequently informs the CFCE/PAO about the publication reference)</u></li> <li>• <u>circulate the Twinning Fiche to the Member State NCPs;</u></li> <li>• <u>receive Twinning proposals submitted by MS;</u></li> <li>• <u>notify Member State NCPs of submitted proposals;</u></li> <li>• <u>inform the Beneficiary administration about the planned selection arrangements including where and when the Twinning proposals received can be studied</u></li> <li>• <u>verify that proposals meet all foreseen requirements (administrative compliance and eligibility criteria);</u></li> <li>• <u>organise and chair meetings of the selection committee;</u></li> <li>• <u>invite the EUD to the selection committee as observer (optional if applicable);</u></li> <li>• <u>notify the result of the selection procedure and informs all Member State NCPs about the selected proposal, copying the EUD (when the EUD is not the Contracting Authority) and the Twinning Coordination Team</u></li> <li>• <u>ensure the timely and correct preparation of the Twinning Grant Contract;</u></li> <li>• <u>sign the Twinning Grant Contract and possible addenda as Contracting Authority and ensure that the Beneficiary PL initials Annexe A1 and Annexe A3;</u></li> <li>• <u>assist/advise the Twinning partners on the drafting of the initial and subsequent work plan(s);</u></li> <li>• <u>execute payments (if foreseen);</u></li> <li>• <u>attend the quarterly Project Steering Committee meetings;</u></li> <li>• <u>invite EUD to Project Steering Committee meetings as observer (optional if applicable);</u></li> </ul>		

Reference	Modification of text (in track changes)	Clarification	New
	<ul style="list-style-type: none"> <li>• <u>approve interim and final reports;</u></li> <li>• <u>monitor and evaluate the implementation of the Twinning project.</u></li> <li>• <del>assist/advise the Beneficiary administration on the drafting of the Twinning Fiche;</del></li> <li>• <del>(optional) submit finalised Twinning Fiches to the Twinning Coordination Team in view of obtaining an opinion of the Twinning Inter-service group;</del></li> <li>• <del>circulate Twinning Fiches to Member State NCPs;</del></li> <li>• <del>receive Twinning proposals submitted by MS;</del></li> <li>• <del>notify Member State NCPs of submitted proposals;</del></li> <li>• <del>informs the Beneficiary administration about the planned selection arrangements including where and when the Twinning proposals received can be studied</del></li> <li>• <del>verify that proposals meet all foreseen requirements (administrative compliance and eligibility criteria);</del></li> <li>• <del>organise and chair meetings of the selection committee;</del></li> <li>• <del>notify the result of the selection procedure and informs all Member State NCPs about the selected proposal, copying the EUD (when the EUD is not the Contracting Authority) and the Twinning Coordination Team</del></li> <li>• <del>ensure the timely and correct preparation of the Twinning Grant Contract;</del></li> <li>• <del>sign the Twinning Grant Contract and possible addenda as Contracting Authority and ensure that the Beneficiary PL initials Annexe A1 and Annexe A3;</del></li> <li>• <del>assist/advise the Twinning partners on the drafting of the initial and subsequent work plan(s);</del></li> <li>• <del>execute payments (if foreseen);</del></li> <li>• <del>attend the quarterly Project Steering Committee meetings;</del></li> <li>• <del>approve interim and final reports;</del></li> <li>• <u>monitor and evaluate the implementation of the Twinning project.</u></li> </ul>		
4.3.3.1	<p>In the case of <u>direct management</u>, the EUD shall:</p> <ul style="list-style-type: none"> <li>• <u>assist/advise the Beneficiary administrations on the drafting of Twinning Fiches;</u></li> <li>• <u>submit the final draft Twinning Fiche to the Twinning Coordination Team in view of obtaining the opinion of the Twinning Inter-service group (TISG);</u> <ul style="list-style-type: none"> <li>- <u>if the opinion of the TISG proposes changes to be made (approval with comments), the proposed changes are considered by the Contracting Authority€ A and changes agreed are introduced,</u></li> <li>- <u>if the opinion of the TISG requires changes to be made (conditional approval) the proposed</u></li> </ul> </li> </ul>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p><u>changes are integrated by the Contracting AuthorityCA.</u>  <u>- if the opinion of the TISG is "rejected", the Contracting AuthorityCA- will have to resubmit the fiche and to restart the procedure.</u></p> <ul style="list-style-type: none"> <li>• <u>fFill in Annex C9 (or C9bis) and send it for publication on the Commission website.</u></li> <li>• <u>circulate the Twinning Fiche to the Member State NCPs upon reception of the publication reference;</u></li> <li>• <u>receive Twinning proposals submitted by Member States;</u></li> <li>• <u>notify Member State NCPs of submitted proposals;</u></li> <li>• <u>inform the Beneficiary administration about the planned selection arrangements including where and when the Twinning proposals received can be studied</u></li> <li>• <u>verify that proposals meet all foreseen requirements (administrative compliance and eligibility criteria);</u></li> <li>• <u>organise and chair preparatory meetings of the selection committee;</u></li> <li>• <u>notify the result of the selection procedure and informs all Member State NCPs about the selected proposal, copying the EUD (when the EUD is not the Contracting Authority) and the Twinning Coordination Team</u></li> <li>• <u>ensure the timely and correct preparation of the Twinning Grant Contract;</u></li> <li>• <u>sign the Twinning Grant Contract and possible addenda as Contracting Authority and ensures that the Beneficiary PL initials Annexe A1 and Annexe A3;</u></li> <li>• <u>assist/advise Twinning partners on the drafting of the initial and subsequent work plan(s);</u></li> <li>• <u>inform Twinning partners at the start of the project on horizontal public administration reform projects that have an impact on the Twinning project;</u></li> <li>• <u>execute payments;</u></li> <li>• <u>attend the quarterly Project Steering Committee meetings;</u></li> <li>• <u>approve interim and final reports;</u></li> <li>• <u>monitor and evaluate the implementation of Twinning projects;</u></li> <li>• <u>initiate the request to launch Twinning review missions.</u></li> <li>• <del>assist/advise Beneficiary administrations on the drafting of Twinning Fiches;</del></li> <li>• <del>transmit finalised Twinning Fiches to the Twinning Coordination Team in view of obtaining the opinion of the Twinning Inter-service group;</del></li> <li>• <del>publish Twinning Fiches on the Internet;</del></li> <li>• <del>circulate Twinning Fiches to Member State NCPs;</del></li> <li>• <del>receive Twinning proposals submitted by Member States;</del></li> </ul>		

Reference	Modification of text (in track changes)	Clarification	New
	<ul style="list-style-type: none"> <li><del>• notify Member State NCPs of submitted proposals;</del></li> <li><del>• inform the Beneficiary administration about the planned selection arrangements including where and when the Twinning proposals received can be studied</del></li> <li><del>• verify that proposals meet all foreseen requirements (administrative compliance and eligibility criteria);</del></li> <li><del>• organise and chair preparatory meetings of the selection committee;</del></li> <li><del>• notify the result of the selection procedure and informs all Member State NCPs about the selected proposal, copying the EUD (when the EUD is not the Contracting Authority) and the Twinning Coordination Team</del></li> <li><del>• ensure the timely and correct preparation of the Twinning Grant Contract;</del></li> <li><del>• sign the Twinning Grant Contract and possible addenda as Contracting Authority and ensures that the Beneficiary PL initials Annexe A1 and Annexe A3;</del></li> <li><del>• assist/advise Twinning partners on the drafting of the initial and subsequent work plan(s);</del></li> <li><del>• inform Twinning partners at the start of the project on horizontal public administration reform projects that have an impact on the Twinning project;</del></li> <li><del>• execute payments;</del></li> <li><del>• attend the quarterly Project Steering Committee meetings;</del></li> <li><del>• approve interim and final reports;</del></li> <li>• monitor and evaluate the implementation of Twinning projects.</li> </ul>		
4.3.3.2	<p>Depending on the agreement signed with the Beneficiary, the EUD shall exercise its functions, which <b>might</b> entail:</p> <ul style="list-style-type: none"> <li>• circulation of the final draft of the Twinning <u>F</u>fiche to the Twinning coordination team in Brussels;</li> <li>• <u>endorsement of Twinning f</u>Fiches;</li> <li>• <u>completion of Annex C9 (or C9bis) and sending it for publication on the Commission website;</u></li> <li>• observation of selection meetings;</li> <li>• assistance/advice to the Twinning partners on drafting the Twinning Grant Contract;</li> <li>• endorsement of the Twinning Grant Contract (Special Conditions) and possible addenda;</li> <li>• if requested, assistance/advice to the Twinning partners on the drafting of the initial and subsequent work plan(s);</li> <li>• endorsement of payments requests (if applicable in the given Beneficiary country);</li> <li>• observation of the quarterly Project Steering Committee meetings;</li> </ul>		

Reference	Modification of text (in track changes)	Clarification	New
	<ul style="list-style-type: none"> <li>• endorsement of interim and final reports (if applicable under EU agreements with the Beneficiary);</li> <li>• <u>monitoring and evaluation of the implementation of Twinning projects;</u></li> <li>• <u>initiate the request to launch Twinning review missions.</u></li> </ul>		
5.2.1	<p><u>For clarity: whenever a reference is made to the initial work-plan it is to be understood that the "initial" work-plan is considered the first rolling work-plan covering at least the first six months.</u></p> <p><u>Regarding the procedure for the approval of the initial and rolling work-plans and corresponding budgets, please refer to section 3.1.2.</u></p>	X	
5.2.2	<p>If justified, <del>and appropriate</del> and agreed, <u>activities (expert missions, <del>in the communication and visibility plan, the</del> kick-off meeting, etc.)</u> can take place before the initial work plan is signed. <u>In such case a side letter must be processed. The activities covered by the side letter will be taken into account when agreeing the initial work-plan at the first Steering Committee.</u></p>	X	
5.2.4	<p>The implementation of each Twinning project is overseen by a Project Steering Committee, whose members are the Contracting Authority, the EUD (if applicable), the Member State PL, the junior Member State PL(s) (in case of consortium) and the Beneficiary PL, as well as the RTA and the RTA counterpart. Member State Component Leaders and Beneficiary Component Leader counterparts should participate in the debates on topics related to their competences. If not present in the Beneficiary country for the implementation of project activities at the moment of the meeting, Member State Component Leaders could contribute via video- or tele-conferencing. Member State NCPs and the Beneficiary NCPs are free to attend any meeting of the Project Steering Committee on their own costs. In agreement with the chairpersons, <u>Member State Component Leaders if present in the country and Beneficiary experts involved in the project should be invited as observers to the SC without any costs being charged to the Twinning budget</u> if considered appropriate.</p>	X	
5.2.5	<p>Travel costs and per diem related to the participation in study tours and/or traineeships/internships for the Beneficiary country administration can be covered <u>as per Annex B and Annex A7. by the project budget.</u></p>	X	
5.4.2	<p>It should also cover financial matters, especially arrangements for the transfer of funds between consortium members since all payments are made to the lead MS. <u>or to a payment entity identified by the lead MS. The consortium agreement should specify all lines of communication guaranteeing information sharing and the</u></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<del>coherence and coordination of activities, including with regard to procedures for decision-making.</del>		
	<u>Any potential disagreement arising from the consortium agreement is solely a matter between the parties having signed the agreement.</u>	X	
	<u>The initial work plan and subsequent rolling work plans must detail the responsibilities of each of the partners of a consortium with regard to the individual project components, clearly stating who should do what, when and with which resources</u> <del>The Twinning work plan must detail the responsibilities of each of the partners of a consortium with regard to the individual project components, clearly stating who should do what, when and with which resources</del> (as identified in the detailed breakdown of costs per Budget heading and related to the activities under each component).	X	
5.4.4	<del>In the case of a consortium, the consortium agreement can specify the contribution from the jJunior partner(s) to the tasks normally attributed on the lead Member State. It is recommended to reflect the Twinning Project Support Costs in the consortium agreement. Establishing and a</del> <u>Any potential disagreements arising from the consortium agreement it is solely a matter between the parties having signed the agreement.</u>	X	
	<u>If the Member State will use a different public administration or a mandated body (article 4.1.4.2) to undertake logistic and financial management including payment functions, this body must be reflected in the contract (in the Special Conditions).</u> <del>In case a body is undertaking logistic and/or financial management and/or payments on behalf of the public administrations this should be reflected in the contract (in the Special Conditions).</del>		X
5.5.1	Reports must be submitted by the foreseen deadlines. They are deemed approved by the Contracting Authority in the absence of any feedback within 30 days following their formal submission. <u>This approval by the Contracting Authority does not prejudice the eligibility of experts nor other cost items, which will only be verified at the expenditure verification stage or later audits.</u> <del>This approval however is not an approval of the eligibility of the financially reported elements that might only be tested at the final report stage and/or subsequent auditing.</del>		
5.5.2.1	The financial section shall document the actual expenditure in relation to budgeted costs, detailing all items of expenditure incurred in the period covered by the report and indicating for each <u>budget sub-heading item</u>	X	

Reference	Modification of text (in track changes)	Clarification	New
	the title/description, the amount in euro, the relevant budget headings and components and any reference to supporting documents.		
	At the latest one week after the meeting, the quarterly interim report must be formally <u>approved by the MS PL and his/her counterpart. The approved report must then be</u> submitted to the Contracting Authority for approval. <u>In case of no reaction from the Contracting Authority within 21 calendar days, the report is deemed tacitly approved by the Contracting Authority.-</u>	X	
	Should a decision be taken to only have the <b>extensive</b> narrative reporting section every 6 months (see 5.5.2.2) then only an executive summary (progress achieved, recommendations, corrective measures to be decided upon in order to ensure the further progress) will be presented at the <b>quarterly</b> Steering Committee. The above-mentioned corresponding financial report should however - even in the case of the extensive narrative report only being presented every 6 months – still be presented and approved by the SC and the Contracting Authority.	X	
5.5.2.2	A <del>detailed</del> financial section must be included in every quarterly interim report, even when the extensive narrative section is not included.	X	
5.5.4	In case the Contracting Authority or the EUD (when the EUD is not the Contracting Authority) decides nevertheless to conduct a <del>random</del> check of payments and accounts of a Twinning project, original documents shall be made available except for the flat rates <del>compensating</del> defined as Twinning Project Support <del>e</del> Costs and the indirect costs. Regarding the unit costs <u>and other flat rates</u> the expenditure verification report should analyse the existence of the activities triggering <del>such the</del> cost items, but cannot question the amount fixed <u>in the contract (the types of these such</u> costs are defined in Annex B and Annex A7).	X	
5.6	<u>Should the Contracting Authority and/or the EUD want to have input from the RTA, supporting its general monitoring practices and/or potential inputs in support of the political dialogue, the RTA should be ready to provide such input.</u>	X	
5.7	As a contractual obligation general implementing partners whose project benefits, in whole or in part, from Commission funding, must ensure the visibility of EU financing. Whatever the size, scope or objectives of	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p>the action, the EU emblem must be prominently displayed on all materials produced by the project and the EU financial support should be explicitly acknowledged.</p> <p><u>In order to assist in meeting this obligation, a "Communication and Visibility Manual for EU External Actions"<sup>9</sup> was issued in 2010 by the Commission, which was replaced by updated "Communication and Visibility Requirements"<sup>10</sup> for implementing partners since 1<sup>st</sup> January 2018. The Communication and Visibility Manual for EU External Actions of 2010 continues to apply to actions launched before the end of 2017. The new requirements should be followed and apply to all contracts signed from 1 January 2018.</u></p> <p><del>In order to assist in meeting this obligation, the "Communication and Visibility Manual for EU External Actions"<sup>11</sup>, issued by the Commission, should be followed.</del> Moreover, Information/Communication Officers at EUDs must be consulted with regard to any communication or visibility action which should be agreed upon with them (even in cases of indirect management with ex-ante or ex-post controls). <del>For general information, the EUDs usually have a stock of visibility material.</del></p>		
5.9.1	<p><u>The mere A</u>availability of funds does not justify introduction of new activities and/or the extension of the implementation and/or execution period of the Twinning Grant Contract.</p> <p><u>Any extension of the duration or additional activity require a justification.</u></p>	X	
5.9.2	<p>If modification of activities operated in the framework of the updates of the work plan globally result in a reallocation between <u>budget headings components</u> exceeding the 25% threshold, Annex A3 must be amended by an addendum before the update of the work plan leading to the overrun is signed.</p>	X	
5.9.3	<p>The updated work plan, <del>at quarterly intervals</del>, is signed by the two PLs. When updating the work plans the PLs monitors that the sequencing and timing of activities and the choice of experts ensure that <del>targets and</del> the mandatory results/outputs can be achieved.</p>	X	
5.10.2	<p><b>Termination of the Twinning Grant Contract<sup>12</sup></b></p>		X

<sup>9</sup> [http://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions\\_en](http://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en)

<sup>10</sup> [https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018_en.pdf)

<sup>11</sup> [http://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions\\_en](http://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en)

<sup>12</sup> In view of the disclaimer related to British applicants, it follows that eligibility criteria have to be complied with for the entire duration of the grant. This means that if the UK withdraws from the EU during the grant period without a ratified withdrawal agreement with the EU having entered into force, ensuring in particular that British applicants continue to be eligible, these applicants will cease to receive funding or will be required to leave the grant agreement (termination).

Reference	Modification of text (in track changes)	Clarification	New
5.11.2	<p><u>The Twinning Review Expert(s) should preferably be a former RTA, Project Leader or former Component Leader from a similar Twinning project. <del>and if not available a Project Leader or former Component Leader.</del>In case no experts with Twinning experience from a similar project can be identified or are available, then <del>a TAIEX expert with knowledge in the sector related to the project will be selected.</del>The Twinning Review Expert are selected by the Institution Building Unit (IBU), DG NEAR/C.3 to perform the TRM.</u></p> <p><del>In principle and if possible the Twinning Review Expert should be a former RTA and if not available a former Component Leader from a similar project. The Twinning Review Expert is selected by the Twinning Coordination Team, in consultation with Member State NCPs and others. He/she is directly invited by the Institution Building Unit (IBU), DG NEAR/C.3 to perform the TRM.</del></p> <p><u>In the situation that the <del>If the</del> former RTA and/or the Beneficiary country RTA counterpart is/are not available, <u>these will be replaced</u> <del>the selection of a replacement is decided</del> on a case by case basis by the IBU in close consultation with the Member State lead PL and the Beneficiary country having implemented the project being reviewed.</u></p> <p><u>The Twinning Review Expert is responsible for preparing the Reporting Form. The Reporting Form, which the Twinning Review Expert timely distributes to all members of the TRM Team, <del>mentions</del>re-calls the project's mandatory results/outputs and (if applicable other deliverables) and the recommendations as in the final report. The Twinning Review Expert drafts the review report.</u></p> <p>A <del>detailed</del> set of guidelines and the template of the Reporting Form are available on the Twinning webpage: <a href="http://ec.europa.eu/enlargement/tenders/twinning/index_en.htm">http://ec.europa.eu/enlargement/tenders/twinning/index_en.htm</a></p> <p><u>[...]</u></p> <p>The final reports produced by TRM will be included in a database of <del>Twining</del> assessments and accessible to all those involved in the implementation of the project <del>being reviewed and/or others decided upon by the relevant unit in EC HQ</del>the IBU.</p>	X	
		X	
5.12	<p><del>This data is stored and processed in accordance with Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000, on the protection of individuals with regard to the processing of personal data by the EU institutions and bodies on the free transfer of such data. The new REGULATION (EU) 2016/679 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the</del></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p><a href="#">free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation) regulates data protection under the institution building tools Twinning and TAIEX..</a></p> <p><a href="#">Further to the requirements of this regulation a specific Privacy statement is publicly available for consultation here: <math>\ominus</math> <a href="https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/taix_privacy_statement_online.pdf">https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/taix_privacy_statement_online.pdf</a></a></p> <p><a href="#">n the Twinning website<sup>13</sup>:</a></p> <p><sup>1</sup><a href="http://ec.europa.eu/enlargement/pdf/financial_assistance/institution_building/privacy_statement_twinning_103994_en.pdf">http://ec.europa.eu/enlargement/pdf/financial_assistance/institution_building/privacy_statement_twinning_103994_en.pdf</a> <a href="https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/taix_privacy_statement_online.pdf">https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/taix_privacy_statement_online.pdf</a></p>		
6.1.2	The allocation for the budget reserve/ <a href="#">contingencies</a> is fixed as 2.5% of the direct costs at the time of the contracting.	X	
6.2.4	Since a unit cost is only replacing real costs an activity/event triggering the unit cost must have <a href="#">already</a> taken place to <a href="#">trigger the compensation</a> <del>be eligible for reimbursement.</del>	X	
6.2.5.5	<p>If the RTA moves to the <a href="#">partner-Beneficiary</a> country with household effects or family, or both, travel costs can be compensated as a yearly travel allowance to cover return fares with one registered luggage for the RTA and each accompanying member of his or her family. The amount of this yearly allowance shall be established with the same method used for the monthly allowance.</p> <p><del>If the RTA requires the reimbursement of removal costs and/or the family permanently establishes in the Beneficiary country, he/she and each of the accompanying family members can benefit of a yearly allowance for return travel to the place of regular employment.</del> The amount is paid for the first time in the 7th month of the assignment and at yearly intervals afterwards. <del>It is not paid for the last fraction of year before the end of the assignment. For the last year only a ratio of months of assignment divided by twelve will be paid.</del></p>	X	
6.2.5.7	The Twinning Coordination Team <a href="#">regularly</a> organises training for RTAs at Commission Headquarters in Brussels (see section 4.1.6.6). The training provides a detailed presentation of Twinning rules and	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p>procedures <del>and</del> practical information on the implementation of a project. <del>and an overview of the European Union's policies for the geographical regions concerned. Ideally, the RTA should attend the training during the period between the award of the Twinning Grant Contract and the finalisation of the initial work plan.</del></p> <p>Invitations to attend the training are issued by the Twinning Coordination Team.</p> <p>Costs related to the participation to the training (travel and per diem for Belgium) are eligible <del>costs for reimbursement and the reimbursement/compensation</del> and can be included in the budget together with the other budgeted costs for the RTA in the related budget heading.</p>		
7.1	<p>Specific remarks related to the Twinning <del>instrument</del> <u>tool</u></p>	X	
	<p>With the exception of the first pre-financing which is triggered by the notification of the signature of the Twinning Grant Contract all payments are subject to <del>the submission a presentation</del> of a requests for payments.</p>	X	
7.2	<p><del>Referring to Art 15.1 Option 2 of the General Conditions the initial pre-financing payment will be calculated as follows:</del></p> <p><del>The budget (excluding contingencies / reserves and private sector services if contracted by the Contracting Authority) will be divided by the number of months and then multiplied by twelve.</del></p>	X	
8.1	<p>Twinning Light can be used to tackle any institutional issue with a more limited scope than in the case of standard Twinning. The likeliest scenario is implementation of a specific measure, rather than supporting reform of the general or legal framework. <del>However, Twinning Light projects should not be used to supplement standard Twinning projects, which are self-contained and involve the obligation to deliver their own mandatory results/outputs</del></p>	X	
	<p>Apart from the limitations to budget and duration, there are four other main elements that differentiate Twinning Light from standard Twinning:</p> <ul style="list-style-type: none"> <li>• there is no Resident Twinning Adviser (RTA);</li> <li>• Member State must submit their proposals individually (no consortia are allowed)</li> <li>• <u>the detailed work plan and how this translates into budget</u> covering the entire implementation period (of maximum eight months) must be included in the proposals submitted by MS;</li> </ul>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<ul style="list-style-type: none"> <li><a href="#">CVs for short-term experts are included into the proposal</a></li> <li>no form of sub-contracting to the private sector is allowed, with the only exception of the hiring of translation and interpretation services, where necessary.</li> </ul>		
8.3.1	Member States have <del>eightsix</del> weeks to prepare their proposals for Twinning Light projects.	X	
	Differently from a proposal for a standard Twinning, a proposal for a Twinning Light project is expected to contain a fully elaborated work plan with the detail of all activities, including specific objective, content, duration, sequence, indicators, <a href="#">a communication and visibility plan</a> , etc. The PL responsible for the coordination of the Member State input and the short-term experts to be involved shall be identified and their CV attached. The PL can be one of the short-term experts. The Member State proposal shall also provide a budget breakdown per <a href="#">budget heading and sub-headings activity</a> , based on the flat rates, unit costs as well as on reimbursable expenditures.	X	
8.3.2	The notification to the selected Member State (see section 2.4.3) shall indicate also the proposed start date of implementation, coinciding in principle with the start of the first activity. <a href="#">No activities can take place before the contract is signed.</a>	X	
8.4	The Beneficiary administration must provide the necessary <a href="#">facilities</a> (office space, <del>and</del> equipment for Member State experts <a href="#">etc.</a> ) free of any charge. This is considered the Beneficiary contribution to the Twinning project.	X	
Annexes A – overview	<p><b>ANNEX A1:</b> Description of the action (<a href="#">Project Fiche, Member State proposal and for standard Twinning later also the rolling work-plan, STE CVs</a>) <del>and the Member State proposal</del></p> <p><b>ANNEX A2:</b> General Conditions applicable to European Union-financed grant contracts for external actions</p> <p><b>ANNEX A3:</b> Budget for the Action (<a href="#">for standard Twinning later also the detailed budgets corresponding to the rolling work-plans</a>)</p>	X	

Reference	Modification of text (in track changes)	Clarification	New
	ANNEX A5: Payment request for Twinning Grant Contract <del>and including legal and</del> financial identification forms.		
Annex A (Special Conditions), Art. 2.2	<u>Twining Light:</u> The implementation period of the Action shall take.....months and shall <del>start coincide with date on</del> the date of <u>implementation of the</u> <del>the notification of the Twining Light contract</del> <u>first activity</u> .	X	
Annex A, Art. 4.1	<u>Payments shall be made into the bank account identified in the Financial Identification Form (FIF) in Annex A5, which is held by &lt;name of entity&gt; which will be carrying out &lt;define services they are in charge of i.e. financial management services, logistics&gt;.</u>		X
Annex A, Art. 6	The following documents are annexed to these Special Conditions and form an integral part of the Contract:  Annex A1: Description of the Action ( <u>Project Fiche, Member State proposal and for standard Twining later the rolling work-plan and STE CVs</u> ) <del>and Member State proposal.</del> Annex A2: General Conditions applicable to European Union financed grant contracts for external actions  Annex A3: Budget for the Action ( <u>and for standard Twining later also the detailed budgets corresponding to the rolling work-plans</u> ) Annex A4: Procurement by grant Beneficiaries Annex A5: Payment request for Twinning Grant Contract <del>and including legal and</del> financial identification forms Annex A6: Terms of reference for an Expenditure verification of a Twinning Grant Contract Annex A7: Financial Annex Annex A8: Mandate (if Member States partners have formed a consortium) Annex A9: Curricula Vitae and Declaration of Availability of the RTA	X	
Annex A, Art. 7.2	<u>7.2.1 For indirect management: - Articles 1.3 and 1.4 of Annex II shall not apply</u>  <u>7.2.12 Derogation to Article 1.6.j of Annex A2 – only applicable, if the Coordinator will not handle financial management services including payments itself:</u>		X

Reference	Modification of text (in track changes)	Clarification	New
	<p><u>The public administration / mandated body in charge of financial management services and handling payments in this project will be &lt;name of public administration / mandated body &gt;</u></p> <p>7.2.3—By derogation to Article 14.5 of Annex A2, the first paragraph shall read "The methods used to determine unit costs, lump sums and flat rates are those described in Annex B to the Twinning Manual.<del>7.2.23 By derogation to Article 14.5 of Annex A2, the total amount of financing on the basis of simplified costs options may exceed EUR 60,000.</del></p>		
	<p><u>7.2.4</u> By derogation to Article 14.67, the reserve / <u>contingency</u> mentioned therein shall not exceed 2.5% of the direct eligible costs.</p> <p>7.2.5 By derogation to Article 14.119 h) of Annex A2, compensation for salary costs of the personnel of national administrations are eligible to the extent that they relate to the cost of activities, which the relevant public authority would not carry out if the Action were not undertaken.</p>	X	
	<p><u>7.2.56</u> By derogation of Article 15.1 of Annex A2 the pre-financing will be calculated based on the formula: total budget (excluding contingencies / reserves and private sector services if contracted by the Contracting Authority) divided by the number of months of implementation and then multiplied by twelve.</p>	X	
Annex A, Art. 7.3.2	<p><del>7.3.1 A Privacy statement is publicly available on the Twinning website at the following address: <a href="http://ec.europa.eu/enlargement/pdf/financial_assistance/institution_building/privacy_statement_twinning_103994_en.pdf">http://ec.europa.eu/enlargement/pdf/financial_assistance/institution_building/privacy_statement_twinning_103994_en.pdf</a>. The information contained therein applies to this Twinning Grant Contract.</del></p> <p>7.3.2 All Twinning partners undertake to facilitate the organisation and conduct of the Twinning Review Missions referred to in Article 9 of Annex A1 and described in the Twinning Manual.</p>	X	
Annex A, Art. 7.3.3	<p><u>7.3.3 All Visibility and Communication activities shall comply with the "Communication and Visibility Requirements for implementing partners": <a href="https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en">https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en</a>, in force at the time of signing the contract.</u></p>	X	
Annex A1	ANNEX A1: Description of the action <del>and the Member State proposal</del>	X	

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	<p><u><a href="#">1. Twinning Project Fiche</a></u>  <u><a href="#">2. Member State Proposal</a></u>  <u><a href="#">3. For standard Twinning (to be added after each Steering Committee): –at implementation stage– Rolling work plans and STE CVs</a></u></p>	X	
	<p><u><a href="#">ARTICLE 1. BACKGROUND</a></u></p> <p><u><a href="#">1. 1. Beneficiary policy developments in the sector</a></u>  <i>Describe briefly the situation in the sector concerned including links to the ongoing public administration reform efforts, and the specific elements being addressed by the project, particularly in the light of the overall reform or sector reform programme in the Beneficiary country. Specify gaps and needs which the project will address. Relevant information to be found in the Twinning Fiche and the Member State proposal.</i></p> <p><u><a href="#">1. 2. Beneficiary administration and other parties involved</a></u>  <i>Provide precise information [denomination, position in the administration, person in charge (Director, Supervisor, etc.), address, telecom] of Beneficiary country institutions directly involved in the implementation of the project.</i></p> <p><u><a href="#">1. 3. Parallel or related projects in the field</a></u>  <i>Provide information on general public administration reform programmes and/or any actions/projects being implemented or foreseen in the sector and contributing to the overall reform or sector reform programme in the Beneficiary country. Briefly specify how co-ordination including monitoring of sector reform developments will be assured.</i></p> <p><u><a href="#">1.4 Political Dialogue framework and relevant conclusions related to the Twinning project</a></u></p> <p><u><a href="#">1.5 Identification of the (Sector) Monitoring framework and/or (Sector) Working Groups the project relates to</a></u></p> <p><u><a href="#">ARTICLE 2. FIELD OF COOPERATION WITH THE EU and/or UNION ACQUIS</a></u></p>	X	

Reference	Modification of text (in track changes)	Clarification	New																														
	<p><del>If the project focusses on issues covered by the EU legislation, provide a precise indication of the relevant legal acts.</del></p> <p><del>If the project focuses on fundamental rights and principles and/or on issues not explicitly covered by "hard acquis", provide a precise indication of the relevant basic principles and of their entrenchment in EU primary law.</del></p> <p><del>If the project focuses on areas of cooperation with the EU without referring to the transposition/implementation/enforcement of specific EU legislation, provide a precise indication of the legal instruments which regulate the cooperation with the EU.</del></p> <p><b><u>ARTICLE 3. MANDATORY RESULTS/OUTPUTS</u></b></p> <table border="1" data-bbox="349 576 1740 1321"> <thead> <tr> <th data-bbox="349 576 595 724"></th> <th data-bbox="604 576 810 724">Description</th> <th data-bbox="819 576 1052 724">Indicators (with relevant baseline and target data)</th> <th data-bbox="1061 576 1272 724">Sources of verification</th> <th data-bbox="1281 576 1491 724">Risks</th> <th data-bbox="1500 576 1733 724">Assumptions (external to project)</th> </tr> </thead> <tbody> <tr> <td data-bbox="349 730 595 868"><b>Overall Objective</b></td> <td data-bbox="604 730 810 868"></td> <td data-bbox="819 730 1052 868"></td> <td data-bbox="1061 730 1272 868"></td> <td data-bbox="1281 730 1491 868"></td> <td data-bbox="1500 730 1733 868"></td> </tr> <tr> <td data-bbox="349 874 595 1011"><b>Specific (Project) Objective(s)</b></td> <td data-bbox="604 874 810 1011"></td> <td data-bbox="819 874 1052 1011"></td> <td data-bbox="1061 874 1272 1011"></td> <td data-bbox="1281 874 1491 1011"></td> <td data-bbox="1500 874 1733 1011"></td> </tr> <tr> <td data-bbox="349 1018 595 1155"><b>Mandatory results/outputs by components</b></td> <td data-bbox="604 1018 810 1155"></td> <td data-bbox="819 1018 1052 1155"></td> <td data-bbox="1061 1018 1272 1155"></td> <td data-bbox="1281 1018 1491 1155"></td> <td data-bbox="1500 1018 1733 1155"></td> </tr> <tr> <td data-bbox="349 1161 595 1315"><b>Sub-results per component</b></td> <td data-bbox="604 1161 810 1315"></td> <td data-bbox="819 1161 1052 1315"></td> <td data-bbox="1061 1161 1272 1315"></td> <td data-bbox="1281 1161 1491 1315"></td> <td data-bbox="1500 1161 1733 1315"></td> </tr> </tbody> </table> <p><i>OVERALL OBJECTIVE: Indicate the global strategic objective which goes beyond the immediate scope of</i></p>		Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)	<b>Overall Objective</b>						<b>Specific (Project) Objective(s)</b>						<b>Mandatory results/outputs by components</b>						<b>Sub-results per component</b>							
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	<p><del>the project but to which the project can contribute. The overall objective should be linked to the general sector reform in the Beneficiary country, as agreed in the framework of the definition of cooperation with the EU.</del></p> <p><del>These are the changes in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders in the project. These require the involvement of third parties that were not direct beneficiaries of the intervention. Hence, changes are indirectly influenced by EU Intervention.</del></p> <p><del>Specific PROJECT OBJECTIVE(S): Identify the specific objective(s) that shall be achieved through the implementation of the Twinning project. These are the effects on the political, social, economic and environmental areas targeted by EU intervention as well as changes in behaviour of Beneficiaries of EU intervention.</del></p> <p><del>MANDATORY RESULTS/OUTPUTS: Describe each of the results that shall be achieved by the project, as outlined in the Twinning Fiche. Each mandatory result/output should correspond to a "project component". Please include one line per component.</del></p> <p><del>INDICATORS: (with relevant baseline and target data): Provide an indication of how the achievement of each component of the mandatory results (from sub results per component to outcomes (specific objectives) and to impact (overall objective) will be measured. Make sure that the indicators define the following, as appropriate: 1. Value of measurement (Quantity or Quality); 2. Baseline and target (values and times); 3. Actors in charge of data collection and reporting; 4. Target Group; 5. Deadline for reporting; 6. Place. Baseline and target data, as indicated in the Twinning Fiche, to be mentioned in brackets next to each indicator.</del></p> <p><del>SOURCES OF VERIFICATION: For every component, specify the sources of information from which evidence can be obtained that the targets have been achieved: e.g. independent reports, surveys, Official Journal, Commission reports, etc.</del></p> <p><del>RISKS: Mention external factors which can potentially hinder the successful implementation of the project, including any event beyond the control of the main actors involved.</del></p> <p><del>ASSUMPTIONS: Specify the external conditions and/or third parties initiatives which can influence the</del></p>		

Reference	Modification of text (in track changes)	Clarification	New																									
	<p><del>implementation of the project to the point that only their fulfilment can guarantee its success. These are the necessary and positive conditions that allow for a successful cause and effect relationship between different levels of results.</del></p> <p><u><b>ARTICLE 4. COMPONENTS</b></u>  <del>Briefly describe the intervention logic of each of the components, adding if necessary further information to the basic data provided in the table of Article 3. In particular, specify the indicative time frame of implementation.</del></p> <p><u><b>ARTICLE 5. RISKS AND ASSUMPTIONS</b></u>  <del>Further elaborate on the basic description provided in the table of Article 3.</del></p> <p><u><b>ARTICLE 6. INDICATIVE SCHEDULE including other activities</b></u></p> <table border="1" data-bbox="369 726 1556 1241"> <thead> <tr> <th>Project Month</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> <th>11</th> <th>12</th> </tr> </thead> <tbody> <tr><td><del>RTA and related activities</del></td></tr> <tr><td><del>RTA start date</del></td></tr> <tr><td><del>RTA assistant(s) selection(s)</del></td></tr> <tr><td><del>Horizontal activities</del></td></tr> <tr><td><del>Initial work plan preparations</del></td></tr> <tr><td><del>Steering Committees</del></td></tr> <tr><td><del>Communication and Visibility activities</del></td></tr> <tr><td><del>Mandatory results/outputs</del></td></tr> <tr><td><del>Component 1: Title</del></td></tr> <tr><td><del>Component 2: Title</del></td></tr> <tr><td><del>Component 3: Title</del></td></tr> <tr><td><del>Component N: Title</del></td></tr> </tbody> </table> <p><u><b>ARTICLE 7. RESOURCES</b></u>  <u><b>7.1. Human Resources</b></u></p>	Project Month	1	2	3	4	5	6	7	8	9	10	11	12	<del>RTA and related activities</del>	<del>RTA start date</del>	<del>RTA assistant(s) selection(s)</del>	<del>Horizontal activities</del>	<del>Initial work plan preparations</del>	<del>Steering Committees</del>	<del>Communication and Visibility activities</del>	<del>Mandatory results/outputs</del>	<del>Component 1: Title</del>	<del>Component 2: Title</del>	<del>Component 3: Title</del>	<del>Component N: Title</del>		
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	<p><del>Name the Member State institution(s) participating in the project, as well as those providing experts. Provide full identification details of:</del></p> <ul style="list-style-type: none"> <li><del>— the Member State PL</del></li> <li><del>— the Member State junior PL(s) (in case of a consortium)</del></li> <li><del>— the RTA</del></li> <li><del>— the Member State "Component Leaders"</del></li> <li><del>— the Beneficiary PL</del></li> <li><del>— the RTA counterpart</del></li> <li><del>— the Component Leaders counterparts</del></li> </ul> <p><b><u>7.2. Material Resources</u></b></p> <p>The Beneficiary commits itself to make available free of any charge for the project:</p> <ul style="list-style-type: none"> <li><del>• Office facilities for the RTA and the RTA assistant(s) for the entire duration of their secondment, with a level of equipment at least comparable to that in use in the Beneficiary administration.</del></li> <li><del>• Adequate conditions for the short term experts to perform their work while on mission to the Beneficiary.</del></li> <li><del>• Training and conference venues, catering if appropriate and presentation and interpretation equipment.</del></li> <li><del>• If possible a detailed description of facilities available should be notified to the Member State at the time of circulation of the Fiche.</del></li> </ul> <p><b><u>ARTICLE 8. MANAGEMENT AND REPORTING</u></b></p> <p><b><u>8.1. Language</u></b></p> <p>The official language of the project is the one used as contract language under the instrument [English/French]<sup>*</sup>. All formal communication regarding the project, including interim and final reports shall be produced in the language of the contract.</p> <p><b><u>8.2. Project Steering Committee</u></b></p> <p>A Project Steering Committee shall oversee the implementation of the project. The main duties of the Project Steering Committee include verification of the progress and achievements vis à vis the mandatory result/output's chain (from mandatory results/outputs per component to impacts), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan.</p> <p>Other details concerning the establishment and functioning of the Project Steering Committee are described</p>		

<sup>\*</sup> -Delete as appropriate.

Reference	Modification of text (in track changes)	Clarification	New
	<p><del>in the Twinning Manual.</del></p> <p><b><u>8.3. Reporting</u></b></p> <p><del>All reports shall have a narrative section and a financial section. They shall include, as a minimum, the information detailed in sections 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of report are foreseen in the framework of Twinning: interim quarterly reports and a final report. An interim quarterly report shall be presented for discussion at each meeting of the Project Steering Committee. The narrative part should primarily take stock of the progress and achievements vis-à-vis the mandatory result/output's chain (from results per component to intended impacts). The Member State PL can decide that an extensive narrative section is provided only in every second quarterly interim report, covering a time span of 6 months. The final report shall be submitted after the conclusion of all projects' activities within the execution period.</del></p> <p><b><u>ARTICLE 9 TWINNING REVIEW MISSIONS</u></b></p> <p><del>Each Twinning project is in principle followed, six to twelve months after its finalisation, by a Twinning Review Mission (TRM). The overall objective of a TRM is to assess if the achievements of the Twinning project are still present and if they already produced any impact, suggesting sustainability after the Twinning project finalisation.</del></p> <p><del>The Member State PL, the Beneficiary PL and all the main actors involved in the implementation of the project shall provide all necessary support for the execution of TRMs.</del></p> <p><del>All other details concerning the organisation of TRM are described in the Twinning Manual.</del></p> <p><del><b>For the administration of the Member State, the Member State PL</b></del>  <del><i>[name and title of the individual(s)</i></del>  <del><i>authorised to sign]</i> _____</del>  <del>-</del>  <del><i>[signature]</i> _____</del>  <del>-</del>  <del><i>[date]</i> _____</del></p>		

Reference	Modification of text (in track changes)	Clarification	New
	<p><del>For the administration of the Beneficiary, the Beneficiary PL</del>  <del>[name and title of the official(s</del>  <del>authorised to sign] _____</del>  -  <del>[signature] _____</del>  -  <del>[date] _____</del></p>		
Annex A2	<a href="#">General Conditions applicable to European Union financed grant contracts for external actions</a>		X
Annex A4	<a href="#">Procurement by grant Beneficiaries</a>		X
Annex A5	ANNEX A5: Payment request for Twinning Grant Contract <del>and including legal and</del> financial identification forms	X	
	<p>For the legal and financial identification forms to be used please use the links:  <a href="http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm#en">http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm#en</a>  <a href="http://ec.europa.eu/budget/library/contracts_grants/info_contracts/financial_id/fich_sign_ba_gb_en.pdf">http://ec.europa.eu/budget/library/contracts_grants/info_contracts/financial_id/fich_sign_ba_gb_en.pdf</a></p>	X	
Annex A6, Annex 1	<p>Specific objective  Please <del>So you need to</del> be aware that what <del>is written here you put here</del> will NOT ONLY depend on <del>the your</del> Twinning <del>project, it is also what is directly</del>. It is "just" what you want to <del>directly</del> changed/influenced <del>by the</del> <del>with your FT</del>winning <del>project</del>.</p> <p>Mandatory Results  The implementing partners (EU Member State(s) and the Beneficiary administration <del>of the Beneficiary</del> are 100% accountable for these results to be delivered).</p>	X	

Reference	Modification of text (in track changes)	Clarification	New
Annex A6, Annex 2A, 4.1	<i>Note:</i> <a href="#">The Auditor is not required to verify the actual costs on which unit costs and/or flat-rates are based.</a>	X	
Annex A6, Annex 2A, 4.2	The Auditor obtains evidence that the Member States Partner(s) cannot reclaim the duties, taxes or charges, including VAT through an exemption system and/or a refund a posteriori. For this purpose the Auditor should refer to Annex E3a1 to the PRAG (Information on the tax regime) which provides information on the tax regime applicable to grant contracts (Note: the standard template / text are annexed to the PRAG and it can be found at <a href="http://ec.europa.eu/europeaid/funding/about-funding-and-procedures/procedures-and-practical-guide-prag_en">http://ec.europa.eu/europeaid/funding/about-funding-and-procedures/procedures-and-practical-guide-prag_en</a> ).	X	
Annex A6, Annex 2B, 5	The Auditor is not required to verify the actual <a href="#">costs on which unit costs and/or flat-rates are based.</a> <i>Specific guidance for procedure 4.3 (Reserves/Contingencies)</i>	X X	
Annex A7, 1.1	The Twinning initial and subsequent <a href="#">rolling</a> work plans shall be accompanied by a detailed budget.	X	
Annex A7, 1.2	Regarding the amount allocated to the budget heading for mandatory results/outputs, the amounts defined for each component (referring to each mandatory result/output) should <a href="#">at the initial contract stage</a> be defined as a global amount, as also identified in Annex A3 of the Twinning Grant Contract.	X	
Annex A7, 2. (1) A.	<ul style="list-style-type: none"> <li>- The relevant field of cooperation with the EU and/or the <i>Union acquis</i> related to the <a href="#">Twinning</a> project (<del>Article 2 of the</del> work plan).</li> <li>- [...]</li> <li>- Mandatory results/outputs and targets to be achieved <a href="#">in line with the Twinning project</a> (<del>Articles 3 and 4 of the</del> work plan).</li> </ul>	X	
Annex A7, 2. (2)	<b><u>Specific budgetary changes through side letters/rolling work plans:</u></b>	X	
Annex A7, 3.2.2	While it can be expected that the RTA's salary covers expenses that continue to be borne in the place of origin, the Member State can pay the RTA a daily subsistence allowance to meet the extra costs of living in	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p>the <del>partner-Beneficiary</del> country, such as lodging, extra security and additional health insurance. The daily subsistence allowance for the RTA is capped at maximum 75% of the <i>per diem</i> rate for the <del>partner-Beneficiary</del> country published by the Directorate-General for International Cooperation and Development (DG DEVCO) and applicable at the signature of the Twinning contract.</p>		
Annex A7, 3.3	<p><u>Unit cost for compensation for remuneration and non-wage costs</u></p> <p><del>No fees are paid for travel days, which should be taken into account when calculating the costs for short term expert inputs, where it is very important to budget for the appropriate number of working days. Fees can be paid for travel days when work is performed in the Beneficiary country - full or half working days only will be taken into account. However, fees are never paid when travel takes place during weekend. This must be considered when calculating the costs for short term inputs and budgeting the appropriate working days.</del></p> <p><u>Unit cost for compensating Travel</u></p> <p>Each time a Member State official or assimilated agent is dispatched to the Beneficiary country to act as a short-term expert, travel costs should be compensated on the basis of a travel allowance established based <del>either</del> on the economically most favourable quote among those provided by three travel agencies <del>before the signature of the Twinning contract, gathered by the MS administration, or on the quote provided by the entity of the MS administration selected by competitive procedure in charge of travel arrangements.</del></p> <p>The <del>unit costs quotes</del> shall be <u>agreed endorsed</u> between the contracting parties for the purpose of <del>in advance by the authority</del> signing the Twinning contract.</p> <p><u>In case of travel by car from the MS to the Beneficiary country, the CA and the MS will at contracting stage establish the compensation per trip for such travelling.</u></p>	X	
Annex A7, 3.9	<p><del>The Twinning Coordination Team regularly organises training for RTAs at Commission Headquarters in Brussels (see section 4.1.6.6 of the Twinning Manual). The RTA receives preparatory training at the Commission Headquarters, prior to, or shortly after secondment to the Beneficiary country, including on the technical provisions of the Twinning Manual, (see section 4.1.6.6 of the Twinning Manual)</del></p> <p><del>The training provides a detailed presentation of Twinning rules and procedures, practical information on the implementation of a project and an overview of the European Union's policies for the geographical regions</del></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<del>concerned</del> -Ideally, the RTA should attend the training during the period between the award of the Twinning Grant Contract and the finalisation of the initial work plan. Invitations to attend the training are issued by the Twinning Coordination Team.		
Annex A7, 5	Reports must be submitted by the foreseen deadlines. They are deemed approved by the Contracting Authority in the absence of any feedback within 30 days following their formal submission. <u>This approval by the Contracting Authority does not prejudice the eligibility of experts nor other cost items, which will only be verified at the expenditure verification stage or later audits.</u> <del>This approval however is not an approval of the eligibility of the financially reported elements that might only be tested at the final report stage and/or subsequent auditing.</del> <u>Should a decision be taken to only have the <b>extensive</b> narrative reporting section every 6 months (see 5.5.2.2) then only an executive summary (progress achieved, recommendations, corrective measures to be decided upon in order to ensure the further progress) will be presented at the <b>quarterly</b> Steering Committee. A financial report should however - even in the case of the extensive narrative report only being presented every 6 months – still be presented and approved by the SC and the Contracting Authority.</u>	X	
Annex A7, 5.3	<u>Audits conducted by EC even if Expenditure Verification Reports exists cannot question the amount fixed in the contract (as defined above under Art.3 on Eligible costs above). Regarding the unit costs and other flat rates they should analyse that the activities triggering such cost items took place.</u>	X	
Annex A8	<i>The following text is indicative only. Member State Partners are free to use their own text/wording to mandate responsibility to the Member State lead Partner, provided that the same <u>content result</u> is <u>included</u> achieved.</i>	X	
Annex A9	CVs <u>for the MS RTA and Component Leaders and their counterparts must</u> <del>added to the Contract could</del> <u>must</u> be compiled following the template available on the "Europass" webpage: <a href="http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions">http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions</a> and should ideally be limited to three pages.	X	
Annex C1	<sup>1</sup> <u>In case of different language versions of the Twinning fiche it must be clearly indicated which language version prevails.</u>	X	
Annex C1,	<u>For British applicants: Please be aware that eligibility criteria must be complied with for the entire</u>		X

Reference	Modification of text (in track changes)	Clarification	New
1.1	<u>duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions1 to the grant agreement.</u>		
Annex C1, 3.2	Describe the framework ( <u>policy dialogue, sector monitoring frameworks/sector working groups</u> ) in which the Twinning project will be implemented, explaining your country's efforts in sector reform(s).	X	
Annex C1, 3.5	<u>Components and R</u> esults per component	X	
Annex C1, 3.6	Any description of the suggested arrangements <u>and scheduling</u> shall remain broad enough to offer Member States the possibility to elaborate a proposal of their own, demonstrating the added value of their own methodological approach and comparative advantage of their contribution.	X	
Annex C1, 3.6.1	3.6.1 Profile and tasks of the PL: List basic skills requirements, Minimum three years of <u>specific</u> experience University degree or equivalent professional experience of <del>X</del> 8 years.	X	
Annex C1, 3.6.2	Profile and tasks of the RTA: List basic skill requirements, Minimum three years of <u>specific</u> experience University degree or equivalent professional experience of <del>X</del> 8 years.	X	
Annex C1, 3.6.3	Profile and tasks of Component Leaders: List basic skill requirements, Minimum three years of <u>specific</u> experience University degree or equivalent professional experience of <del>X</del> 8 years.	X	
Annex C1, 3.6.4	Profile and tasks of other short-term experts: A common description is sufficient unless a specific profile is required (e.g. IT expert). List basic skill requirements, Minimum three years of <u>specific</u> experience	X	

Reference	Modification of text (in track changes)	Clarification	New
	<i>University degree or equivalent professional experience of <del>X</del>8 years.</i>		
Annex C1, 7	<p><b><u>7. Management and reporting</u></b><sup>14</sup></p> <p><b><u>7.1 Language</u></b>  <u>The official language of the project is the one used as contract language under the instrument (English / French). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.</u></p> <p><b><u>7.2 Project Steering Committee</u></b>  <u>A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.</u></p> <p><b><u>7.3 Reporting</u></b>  <u>All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.</u></p>	X	
Annex C1, 10	<i>When designing Twinning projects particular attention should be given to actions/activities/events planned under the TAIEX <del>instrument</del> tool and under other EU initiatives.</i>	X	

<sup>14</sup> Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

Reference	Modification of text (in track changes)	Clarification	New																														
Annex C1, 12	Describe <i>in detail</i> facilities that will be made available for hosting the RTA and his/her assistants (infrastructure including meeting rooms, office space, hard and software, security related issues and facilities available for training, seminars, conferences).	X																															
Annex C1, ANNEXES TO PROJECT FICHE	<a href="#">1. The Simplified Logical framework matrix as per Annex C1a (compulsory)</a> <del>Logical framework matrix in standard format (compulsory)</del>	X																															
Annex C1a	<p><b><u>Simplified Logical Framework</u></b></p> <table border="1"> <thead> <tr> <th></th> <th><u>Description</u></th> <th><u>Indicators (with relevant baseline and target data)</u></th> <th><u>Sources of verification</u></th> <th><u>Risks</u></th> <th><u>Assumptions (external to project)</u></th> </tr> </thead> <tbody> <tr> <td><u>Overall Objective</u></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><u>Specific (Project) Objective(s)</u></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><u>Mandatory results/outputs by components</u></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><u>Sub-results per component (optional and indicative)</u></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		<u>Description</u>	<u>Indicators (with relevant baseline and target data)</u>	<u>Sources of verification</u>	<u>Risks</u>	<u>Assumptions (external to project)</u>	<u>Overall Objective</u>						<u>Specific (Project) Objective(s)</u>						<u>Mandatory results/outputs by components</u>						<u>Sub-results per component (optional and indicative)</u>						X	
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	<p><u><i>OVERALL OBJECTIVE: Indicate the global strategic objective which goes beyond the immediate scope of the project but to which the project can contribute. The overall objective should be linked to the general sector reform in the Beneficiary country, as agreed in the framework of the definition of cooperation with the EU.</i></u></p> <p><u><i>These are the changes in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders in the project. These require the involvement of third parties that were not direct beneficiaries of the intervention. Hence, changes are indirectly influenced by EU Intervention.</i></u></p> <p><u><i>Specific PROJECT OBJECTIVE(S): Identify the specific objective(s) that shall be achieved through the implementation of the Twinning project. These are the effects on the political, social, economic and environmental areas targeted by EU intervention as well as changes in behaviour of Beneficiaries of EU intervention.</i></u></p> <p><u><i>MANDATORY RESULTS/OUTPUTS: Describe each of the results that shall be achieved by the project, as outlined in the Twinning Fiche. Each mandatory result/output should correspond to a "project component". Please include one line per component.</i></u></p> <p><u><i>INDICATORS: (with relevant baseline and target data): Provide an indication of how the achievement of each component of the mandatory results (from sub results per component to outcomes (specific objectives) and to impact (overall objective) will be measured. Make sure that the indicators define the following, as appropriate: 1. Value of measurement (Quantity or Quality); 2. Baseline and target (values and times); 3. Actors in charge of data collection and reporting; 4. Target Group; 5. Deadline for reporting; 6. Place. Baseline and target data, as indicated in the Twinning Fiche, to be mentioned in brackets next to each indicator. Indicators may be revised if deemed appropriate when drafting the initial work plan.</i></u></p> <p><u><i>SOURCES OF VERIFICATION: For every component, specify the sources of information from which evidence can be obtained that the targets have been achieved: e.g. independent reports, surveys, Official Journal, Commission reports, etc.</i></u></p> <p><u><i>RISKS: Mention external factors which can potentially hinder the successful implementation of the project.</i></u></p>		

Reference	Modification of text (in track changes)	Clarification	New																									
	<p><i><u>including any event beyond the control of the main actors involved.</u></i></p> <p><i><u>ASSUMPTIONS: Specify the external conditions and/or third parties initiatives which can influence the implementation of the project to the point that only their fulfilment can guarantee its success. These are the necessary and positive conditions that allow for a successful cause-and-effect relationship between different levels of results.</u></i></p> <p><b><u>INDICATIVE SCHEDULE (example)</u></b></p> <table border="1" data-bbox="371 504 1559 1058"> <thead> <tr> <th data-bbox="371 504 725 544">Project Month</th> <th data-bbox="725 504 779 544"><u>1</u></th> <th data-bbox="779 504 833 544"><u>2</u></th> <th data-bbox="833 504 887 544"><u>3</u></th> <th data-bbox="887 504 940 544">4</th> <th data-bbox="940 504 994 544"><u>5</u></th> <th data-bbox="994 504 1048 544">6</th> <th data-bbox="1048 504 1102 544"><u>7</u></th> <th data-bbox="1102 504 1155 544"><u>8</u></th> <th data-bbox="1155 504 1209 544">9</th> <th data-bbox="1209 504 1263 544"><u>10</u></th> <th data-bbox="1263 504 1317 544"><u>11</u></th> <th data-bbox="1317 504 1370 544"><u>12</u></th> </tr> </thead> <tbody> <tr><td data-bbox="371 544 1559 584"><b><u>RTA and related activities</u></b></td></tr> <tr><td data-bbox="371 584 1559 624"><b><u>RTA start date</u></b></td></tr> <tr><td data-bbox="371 624 1559 663"><b><u>RTA assistant(s) selection(s)</u></b></td></tr> <tr><td data-bbox="371 663 1559 703"><b><u>Horizontal activities</u></b></td></tr> <tr><td data-bbox="371 703 1559 743"><b><u>Initial work plan preparations</u></b></td></tr> <tr><td data-bbox="371 743 1559 783"><b><u>Steering Committees</u></b></td></tr> <tr><td data-bbox="371 783 1559 823"><b><u>Communication and Visibility activities</u></b></td></tr> <tr><td data-bbox="371 823 1559 863"><b><u>Mandatory results/outputs</u></b></td></tr> <tr><td data-bbox="371 863 1559 903"><b><u>Component 1: Title</u></b></td></tr> <tr><td data-bbox="371 903 1559 943"><b><u>Component 2: Title</u></b></td></tr> <tr><td data-bbox="371 943 1559 983"><b><u>Component 3: Title</u></b></td></tr> <tr><td data-bbox="371 983 1559 1023"><b><u>Component N: Title</u></b></td></tr> </tbody> </table>	Project Month	<u>1</u>	<u>2</u>	<u>3</u>	4	<u>5</u>	6	<u>7</u>	<u>8</u>	9	<u>10</u>	<u>11</u>	<u>12</u>	<b><u>RTA and related activities</u></b>	<b><u>RTA start date</u></b>	<b><u>RTA assistant(s) selection(s)</u></b>	<b><u>Horizontal activities</u></b>	<b><u>Initial work plan preparations</u></b>	<b><u>Steering Committees</u></b>	<b><u>Communication and Visibility activities</u></b>	<b><u>Mandatory results/outputs</u></b>	<b><u>Component 1: Title</u></b>	<b><u>Component 2: Title</u></b>	<b><u>Component 3: Title</u></b>	<b><u>Component N: Title</u></b>		
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Annex C1bis	EU funded project <i><u>TWINNING INSTRUMENT TOOL</u></i>	X																										
Annex C1bis, 1.1	<i><u>For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions1 to the grant agreement.</u></i>		X																									

Reference	Modification of text (in track changes)	Clarification	New
Annex C1bis, 3.5	<u>Components and r</u> Results per component	X	
Annex C1bis, 3.6	<i>The Twinning activities should be precisely defined. The activities described here must correspond to the activities recorded in the logframe <u>under Annex C1bæ.</u></i>	X	
Annex C1bis, 3.7	<p><u>Profile and tasks of the PL:</u>  <u>List basic skills requirements,</u>  <u>Minimum three years of specific experience</u>  <u>University degree or equivalent professional experience of 8 years.</u></p> <p><u>Profile and tasks of Component Leaders:</u>  <u>List basic skill requirements,</u>  <u>Minimum three years of specific experience</u>  <u>University degree or equivalent professional experience of 8 years.</u>  <u>Etc.</u></p> <p><u>Profile and tasks of other short-term experts:</u>  <u>A common description is sufficient unless a specific profile is required (e.g. IT expert).</u>  <u>List basic skill requirements,</u>  <u>Minimum three years of specific experience</u>  <u>University degree or equivalent professional experience of 8 years.</u></p> <p><u>* Contracting authorities should note that if using "minimum" as reference since proposals not meeting this requirement will have to be considered non-compliant and the joint experience of the team (PL, RTA, Component Leaders) in such cases cannot compensate for the minimum requirement not being met.</u></p> <p><u>3.7.1 Profile and tasks of the PL:</u>  <u>List basic skills requirements,</u>  <u>Minimum three years of experience etc.</u></p> <p><u>3.7.2 Profile and tasks of the short-term experts:</u>  <u>Specific profiles are required.</u></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
Annex C1bis, 9	When designing Twinning projects particular attention should be given to actions/activities/events planned under the TAIEX <del>instrument tool</del> and under other EU initiatives.	X	
Annex C1bis, Annexes ...	<b>ANNEXES TO ACTION DOCUMENT PROJECT FICHE</b> 1. <del>Logical framework matrix as per Annex C1b -(compulsory) Logical framework matrix in standard format (compulsory)</del>	X	
<a href="#">Annex C1b</a>	<a href="#">Levels of an intervention logic and logical framework - Twinning Light</a>		X
Annex C2	EU funded project <i>TWINNING INSTRUMENT TOOL</i>	X	
Annex C2, 4	<b>4. Components and rResults per component</b> Present your understanding of <del>the different components and the results, actions and activities required to achieve each of the foreseen mandatory results/outputs.</del>	X	
Annex C2, 6	<b>6. Proposed activities per component</b> <i>Exemplify the methodology described above, indicate what is considered important component by component listing the key activities that are meant to achieve the mandatory results/outputs of the project and to ensure its sustainable implementation without detailing all activities, whilst some key activities could still be mentioned.-</i>	X	
Annex C2, 12	<b>Indicative Budgets</b> Indicate how your <del>ideas and the</del> proposal translates into the budget – indicating the break down on the three budget headings <del>and under the budget heading for indicative costing of the components linked to mandatory results/outputs</del> —as <u>per</u> Annex A3.	X	
Annex C2, Annexes	<b>ANNEXES TO PROPOSAL</b> <del>1. The Simplified Logical framework matrix as per Annex C1a (compulsory)</del> <del>12. Indicative implementation schedule (based on indicative schedule in the Twinning fiche)see proposal in Annex C1a)</del> <del>23. CVs of MS PL(s), RTA and Component leaders in Europass format. No other CVs should be presented</del>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p><u><i>in the proposal.</i></u></p> <p><u>3. Declaration of availability of the proposed MS RTA.</u></p> <p><u>45. Mandate of the Junior MS.</u></p>		
Annex C2bis	<p>EU funded project</p> <p><u>TWINNING <del>INSTRUMENT</del>TOOL</u></p>	X	
Annex C2bis, 6	<p><b>Proposed activities per component</b></p> <p><u>Include a fully elaborated work plan with the details of all activities.</u></p> <p><del><i>Exemplify the methodology described above, listing the key activities that are meant to achieve the mandatory results/outputs of the project and to ensure its sustainable implementation.</i></del></p>	X	
Annex C2bis, 9	<p><b><u>Project Leader, Component leaders and short term experts</u></b></p> <p><u>Provide the names, positions and profiles (experience, education etc.) and CVs of the proposed team of experts. Provide an overview — not the CVs of — of other profiles (experience, education) available in the administration for assisting in implementing the activities for each of the mandatory results/outputs from the back office."</u></p> <p><del><i>Provide the names, positions and profiles (experience, education etc) of the proposed team of experts. Provide an overview — not the CVs of — of profiles (experience, education) available in the administration for implementing the activities for each of the mandatory results/outputs.</i></del></p>	X	
Annex C2bis, 10	<p><b><u>Indicative Budgets</u></b></p> <p><del><u>Indicate how your ideas and the proposal translates into the budget — indicating the break down on the three budget headings and under the budget sub headings for mandatory results indicatively cost of the components linked to mandatory results/outputs — as Annex A3. Provide a budget breakdown per budget heading and sub-headings -based on the flat rates, unit costs as well as on reimbursable expenditures – as per Annex A3.</u></del></p>	X	
Annex C2bis, Annexes	<p><u>1 Amended sLogical framework matrix as per Annex C1b- (compulsory), to including clearly defined activities for all mandatory results and sub-results.</u></p> <p><u>2.-Work-plan (format free) and a fully developed implementation schedule</u></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p><del>3. CVs of PL(s), -and-Component leaders and other short term experts in Europass<sup>15</sup> format. <i>No other CVs should be presented in the proposal.</i></del></p> <p>1. Proposed Logical Framework matrix in standard format (compulsory)</p> <p>2. Work plan and implementation schedule</p> <p>3. CVs of PL(s) and Component leaders in Europass<sup>16</sup> -format</p> <p><i>No other CVs should be presented in the proposal.</i></p>		
Annex C4	<p><b>2. General guidance</b></p> <ul style="list-style-type: none"> <li>Throughout the entire Twinning project, at <b>three-monthly intervals</b> starting with the <u>start</u> date of <u>implementation notification of endorsement / signature</u>, the PLs may prepare Interim Quarterly Reports/Final Reports.</li> <li>Interim Quarterly Reports/Final Reports cover both substance and Finances.</li> <li><u>The deadline for submission of the <b>Interim Quarterly Reports/Final Reports</b> cannot be altered – The first interim quarterly report will most often refer to less than three months’ <u>actual</u> project implementation (<u>project activities</u>), since the <u>first rolling work plan will only be developed with the arrival of the RTA in the Beneficiary country, -and-the-beginning-of-the-work-schedule-rarely-coincide-with-the-date-of-notification.</u></u></li> </ul>	X	
	<p><b>3. Notice</b></p> <ul style="list-style-type: none"> <li><u>The approval of the Quarterly report by the Contracting Authority does not prejudge the eligibility of experts nor other cost items, which will only be verified at the expenditure verification stage or later audits.</u></li> <li><u>The approval of the <b>Quarterly Report</b> by the Contracting -Authority is without prejudice to the Commission's right to suspend the activities of a project, terminate an agreement or take any other appropriate step should subsequent verifications reveal problems or significant divergences from the work-plan, the budget or the conditions of the Twinning Grant Contract as approved.</u></li> </ul>	X	
Annex C5,	<b><u>Overall objectives</u></b>	X	

<sup>15</sup> <https://europass.cedefop.europa.eu/en/documents/curriculum-vitae>

<sup>16</sup> <https://europass.cedefop.europa.eu/en/documents/curriculum-vitae>

Reference	Modification of text (in track changes)	Clarification	New
section 2A	<u>Overall Objective and indicators of achievement (as in Log frame)</u> <u>State of achievement/ problems encountered</u>		
	<u>Overall Objective (copied from log frame)</u>		
	<u>Indicator of achievement (copied from log frame)</u>		
	<b><u>Specific Objectives</u></b>		
	<u>Specific Objectives and indicators of achievement (as in Log frame)</u> <u>State of achievement/ problems encountered</u>		
	<u>Project objective (copied from log frame)</u>		
	<u>Indicator of achievement (copied from log frame)</u>		
Annex C5, section 2C	<p><u>(a) What were the key sector reform developments in the relevant area in the Beneficiary country during the implementation of the project?</u></p> <p><u>(b) What was the involvement of the RTA, Component Leader, in donor coordination networks / policy dialogue / working groups</u></p> <p><u>(c) What other actions linked to the overall / specific project objective were implemented by other actors</u></p> <p><u>(d) Which of the original assumptions of the project were fulfilled? How were risks mitigated?</u></p>	X	
Annex C6, III.5	The applicant 3 body is a Member State administration or a registered mandated body <sup>17</sup>	X	
Annex C6, IV.	<p><b>IV. COMMENTS (Specify any missing information or documents)<sup>18*</sup></b></p> <p><b>*DECIDE TO ASK FOR FURTHER INFORMATION IN SUCH CASES</b></p> <p>Does the proposal <del>as it is</del> fulfil the administrative and formal criteria? YES <input type="checkbox"/> NO <input type="checkbox"/></p>	X	
Annex C6bis, II.	The proposal includes the CV of PL <u>and experts</u>	X	
Annex C7	The institutions proposed by the MS are public administrations or/and <u>have</u> registered <del>as semi-public or</del>	X	

<sup>17</sup> If applicable, in case of even larger consortiums, insert additional rows for assessment of more junior member states.

<sup>18</sup> In case of incomplete information, further information and/or documents may be requested.

Reference	Modification of text (in track changes)	Clarification	New
	mandated bodies?		
	<u>footnote: If applicable, in case of larger consortiums, insert additional rows for assessment of more junior member states.</u>	X	
Annex C7, 1. A	<p>1. Operational capacity</p> <p>A. Resident Twinning Adviser and Project Leader</p> <p>1.1 How <del>adequate –satisfactory</del> is the <del>technical</del> expertise of the proposed RTA <u>to the task foreseen?</u> (Knowledge of the issues to be addressed and experience in implementing the <i>Union acquis/reform</i> area of cooperation)</p> <p>1.2 How satisfactory is the management <u>experience and</u> capacity of the <u>EU</u> proposed project leader <u>and the administration to which the PL belong</u> (including staff and its ability to handle the project budget)?</p> <p>1.3 How satisfactory is the previous project <u>coordination and</u> management experience of the Resident Twinning Adviser? <u>Could any potential</u> lack of experience (although meeting minimum) be compensated by other members of the team?</p> <p>1.4 How satisfactory is the previous project management experience of the project leader <u>and the administration to which the PL belong?</u></p>	X	
Annex C7, 1. B	<p>B. Component Leaders and their availability</p> <p>1.5 How <u>adequate for the tasks (specific expertise) are the</u> <del>satisfactory is the availability of the proposed</del> Component Leaders from the Member States <u>and do they all come from "own staff"?</u> <del>resources</del></p> <p>1.6 How satisfactory is the technical <u>experience</u> <del>expertise</del> of the proposed Component Leaders?</p>	X	
Annex C7, 1. C	<p>C . MS Junior Partner</p> <p>1.7 <u>How good is the c</u>omplementarity with the Lead MS Partner?</p> <p>1.8 How <u>adequate is the</u> <del>satisfactory is</del> the <del>technical</del> expertise of the proposed MS Junior Partner <u>?for the tasks foreseen to be covered by them?</u></p>	X	
Annex C7, 2	<p>2. Relevance</p> <p>2.2 <del>How relevant are the ideas for communication and visibility.</del> How <u>adequate relevant</u> are the plans for initial and subsequent work-plan preparations <u>including ?the plans/ideas for communication and visibility actions?</u></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
	2.4 How does the proposal take into account other sector initiatives and / or – previous projects <del>avoiding and hence avoids</del> duplication and creat <u>ing</u> s synergies?		
Annex C7, 3	Methodology 3.2 Is the proposed methodology adequate for the <u>needs as expressed in the</u> project Fiche? 3.3 Are the results (in terms of concrete mandatory results/outputs <del>and to</del> impact on specific and overall objectives) <del>expressed possible to measure in measurable terms</del> ? 3.4 Do the Member State(s) foresee to cover all Components areas stated in the Twinning Project Fiche?  Are there <del>clear</del> examples of <u>key</u> activities proposed <del>per component</del> which are consistent with the mandatory results/outputs and the objectives?	X	
Annex C7 (concluding table at the end)	<b>1. Operational Capacity</b> A. Resident Twinning Adviser and Project leader B. Component Leaders C. MS Junior <del>Project Leader</del> <u>Partner</u>	X	
Annex C8	FORMAL CRITERIA The institutions proposed by the MS are public administrations or/and registered <del>semi-public or</del> mandated bodies? <u>Does the</u> <del>The</del> proposal contains the CV of PL <u>and experts</u> ?	X	
Annex C8	EVALUATION GRID for TWINNING <u>LIGHT</u> – SELECTION AND AWARD CRITERIA	X	
Annex C8, 1	<b>1. Operational capacity</b>  <u>(A single negative assessment of one of the following criteria disqualifies the proposal)</u> 1.1 Does the proposed <b>project leader</b> have sufficient <b>management capacity</b> (including staff and ability to handle the project budget)? <del>1.2 Does the proposed <b>project leader</b> have sufficient previous <b>project management experience</b> against the Twinning Fiche minimum requirements?</del>	Score 1 to 5 <del>Yes/No</del>	X
		/5	

Reference	Modification of text (in track changes)		Clarification	New
	1.3 Is the level of the component leaders/ <del>key experts</del> <b>of the MS Administration and/or an accepted mandated body</b> sufficient to ensure the proper implementation of this Project?	/5		
Annex C8, 3.	<b>1. Operational capacity</b>	<b>/10</b>	X	
	<b>2.1. Technical expertise</b>	<b>/15</b>		
	<b>2.2. Relevance</b>	<b>/20</b>		
	<b>2.3. Methodology</b>	<b>/20</b>		
	<b>2.4. Sustainability</b>	<b>/15</b>		
	<b>TOTAL SCORE</b>	<b>/7080</b>		
Annex C9, 1	CRIS/ prospect reference code (to be given by Commission services in charge of the publication <del>on the</del> <a href="https://webgate.ec.europa.eu/europeaid/online-services/">https://webgate.ec.europa.eu/europeaid/online-services/</a> )>		X	
Annex C9, 2	<b>Programme title:</b> <Financing decision title and <a href="#">Commission CRIS-accountancy system Number (CRIS, OPSYS or similar system)</a> / under direct or indirect management, with ex-ante or ex-post control, Annual Budget year>		X	
Annex C9, 5	<i><a href="#">For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement.</a></i> See section 3 of the Twinning Manual: Submission and selection of proposals.			X
Annex C9, 8	<a href="#">The MS application should be submitted to the Contracting Authority via the email address of Member State National Contact Points for Twinning</a> <del>For each application, one copy should be sent by the email address of the National Contact Point.</del>		X	

Reference	Modification of text (in track changes)	Clarification	New
Annex C9bis	<p>(newly included)</p> <p><a href="#">ANNEX C9-bis: Twinning Light - Publication of the Call for Proposals on the Internet</a></p> <p><b><u>TWINNING CALL FOR PROPOSALS issued by the European Commission</u></b></p> <p><b><u>1. Publication reference</u></b>  <a href="#">CRIS/Prospect reference code (to be given by Commission services in charge of the publication)</a></p> <p><b><u>2. Programme and Financing source</u></b>  <b><u>Project title:</u></b> &lt;Title and Number of Twinning project- Twinning reference) &gt;  <b><u>Programme title:</u></b> &lt;Financing decision title and CRIS/ accountancy system number/ under direct or indirect management, with ex-ante or ex-post control, Annual Budget year&gt;</p> <p><b><u>3. Nature of activities, geographical area and project duration</u></b>  <u>(a) Short description (5 lines) of planned objectives:</u> &lt; &gt;  <u>(b) Geographical area:</u> &lt;To be specified: Country&gt;  <u>(c) Maximum project duration:</u> &lt; max duration –To be specified - NB for TWL is max 108 months &gt;</p> <p><b><u>4. Overall amount available for this Call for Proposals</u></b>  <a href="#">EUR &lt; Amount - NB for TWL is max 250.000&gt;</a></p> <p><b><u>ELIGIBILITY CRITERIA</u></b></p> <p><b><u>5. Eligibility: Who may apply?</u></b>  <a href="#">Only Public Administrations and Mandated bodies as per Twinning Manual of European Union Member States may apply through European Union Member States’ National Contact Points.</a>  <i><a href="#">For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or</a></i></p>		X

Reference	Modification of text (in track changes)	Clarification	New
	<p><i>be required to leave the project on the basis of Article 12.2 of the General Conditions1 to the grant agreement.</i></p> <p><b><u>PROVISIONAL TIMETABLE</u></b></p> <p><b><u>6. Provisional notification date of results of the award process</u></b>  <i>&lt;To be specified&gt;</i></p> <p><b><u>SELECTION AND AWARD CRITERIA</u></b></p> <p><b><u>7. Selection and Award criteria</u></b>  <u>Selection criteria</u> consider the <b>operational capacity of the Member State Project Leader and Short term experts</b> mentioned in the proposal; the assessment is expressed on a <b>Yes/No</b> basis and a single negative evaluation of one criterion disqualifies the proposal.  <u>Award criteria</u> consider the <b>merit of the main qualifying aspects</b> of the proposal and are evaluated applying a <b>scoring system (1 to 5)</b>:  <u>Selection and award of the Member State</u> will be based on an evaluation of several qualitative aspects including but not limited to the proposed methodology, the experience of the proposed Project Leader, the institutional setting and the capacity of the administration and the Member State presentation, etc.  <u>See annex C6 bis of the Twinning Manual: Twinning Light Administrative compliance and Eligibility grid and annex C8 of the Twinning Manual Twinning Light Selection Fact Sheet</u></p> <p><b><u>APPLICATION FORMALITIES</u></b></p> <p><b><u>8. Twinning proposal and details to be provided</u></b>  <u>Twining proposals</u> must be submitted by the Member State Administration to the <b>EU Member States National Contact Points for Twinning</b> following the instructions of the <b>Twining Manual</b> which must be strictly observed (including the use of the template).  <b>Only one Twinning proposal for Member State</b> can be submitted by the <b>Member State National Contact Points for Twinning</b> to the Contracting Authority within the deadline for applications.  <u>The MS application</u> should be submitted to the Contracting Authority via the email address of <b>Member State National Contact Points for Twinning.</b></p> <p><b><u>9. Deadline for applications</u></b>  <u>Deadline for submission of Twinning proposals</u> by the MS National Contact Points to the Contracting Authority: <i>&lt;date and time to be specified – 86 weeks for Twinning Light as per</i></p>		

Reference	Modification of text (in track changes)	Clarification	New
	<p><a href="#">Twinning Manual paragraph 8.3.1;</a>&gt;  <a href="#">The deadline for submission of Twinning proposals by the EU Member State Public Administrations to the corresponding National Contact Point, is decided by the latter.</a>  <a href="#">Any application received by the Contracting Authority after this deadline will not be considered.</a></p> <p><b><u>10. Detailed information</u></b>  <a href="#">Detailed information on this Call for Proposals is contained in the Twinning Manual and in the specific project Twinning fiche, which is available at the European Union Member States National Contact Points for Twinning.</a>  The tentative date envisaged for starting the evaluation committee meetings is: <b>&lt;to be specified:</b>  <a href="#">suggested at latest two weeks after the deadline for submission of proposals as per Twinning Manual paragraph 8.3.2.&gt;.</a></p>		
Annex C10	<p>INSTRUCTIONS</p> <ul style="list-style-type: none"> <li>- For your Member State administration or mandated body to obtain compensation for your expenses from the Twinning Grant Contract budget, you must complete this form providing evidence of the time and length of your mission.</li> <li>- <a href="#">For information t</a><del>e</del><a href="#">The e</a>Compensation <a href="#">to the MS</a> of <a href="#">the</a> travel and subsistence allowance will be based on unit cost for travel and the unit cost for daily subsistence allowance fixed in the contract. Since also <b>other compensations <a href="#">elements might apply to</a></b> days spend abroad by experts you should identify the exact time of arrival in the country and departure from the country.</li> <li>- The Member State administration/<a href="#">mandated body</a> will define what document(s) it would accept to evidence your mission (either/or: tickets, boarding passes, hotel bills, agenda and mission reports) and you should return the document(s) required and with this form.</li> <li>- In order for the form to be valid you and the authorised Member State signatory to the contract must sign the document.</li> <li>- <a href="#">Travel costs not identified as a unit cost in the contract will be reimbursed based on actual incurred costs and the Member State administration or mandated body will have to provide original documents proving the actual payment done in order to be compensated. <a href="#">For flight tickets reimbursed based on actual incurred costs a scanned copy of the boarding pass will suffice.</a></a></li> </ul>	X	
Annex C11	<ul style="list-style-type: none"> <li>- Travel costs not identified as a unit cost in the contract will be reimbursed based on actual incurred costs and the Member State administration or mandated body will have to provide original documents proving</li> </ul>	X	

Reference	Modification of text (in track changes)	Clarification	New
	the actual payment done in order to be compensated. <a href="#">For flight tickets reimbursed based on actually incurred costs a scanned copy of the paper or electronic boarding pass will suffice.</a>		
Annex C14	<p><b>The following changes require an addendum:</b></p> <ul style="list-style-type: none"> <li>• The relevant field of cooperation with the EU and the <i>Union acquis</i> related to the project. <del>(Article 2 of the work plan).</del></li> <li>• [...]</li> <li>• Mandatory results/outputs and targets to be achieved <del>(Articles 3 and 4 of the work plan).</del></li> </ul>	X	
Annex C15	<p>Activity 1.1: <a href="#">Specify as in initial work plan</a></p> <p>[...]</p> <p>Activity N.1: <a href="#">Specify as in initial work plan</a></p>	X	
Annex C15, Art. 5	<i>Provide/update details <a href="#">and CVs</a> -of Member State Experts</i>	X	
Annex C17	<p><i>The model could/should be amended to fulfil the requirements set by the Member State in particular to reflect the institutional responsibilities of the Member State NCP.</i></p> <p><a href="#">In line with the Twinning Manual the full responsibility for compliance with the criteria set for mandated bodies lies either with the Mandated Body itself or the MS NCP.</a></p> <p><a href="#">Bodies registered as International Organisations (IO) can under Twinning neither be considered part of the MS administration, nor act in a role as Mandated Body.</a></p> <p><a href="#">&lt; The entity&gt; &lt; MS NCP&gt; (delete as appropriate) requesting a mandated body hereby certifies it is eligible to the status of:</a></p> <p><input type="checkbox"/> <a href="#">Full mandated body</a></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p><u><input type="checkbox"/> Ad hoc mandated body</u></p> <p><u><input type="checkbox"/> General Management body</u></p> <p><u>Fulfilling the following criteria:</u></p> <ul style="list-style-type: none"> <li><u><input type="checkbox"/> are entrusted with the delivery of public service(s) by law or government act, also laid down as a main purpose in their mandate/statute</u></li> <li><u><input type="checkbox"/> are under permanent structural supervision of a public authority exercising a predominant role with regards to the management/decision making and the operation of the body/entity ;</u></li> <li><u><input type="checkbox"/> are subject to the financial control by a public authority or by an entity appointed by a public authority ;</u></li> <li><u><input type="checkbox"/> are subject to audit by a public authority or by an entity appointed by a public authority.</u></li> </ul> <p><u>In addition to meeting the above criteria, entities applying for full mandate status will have sufficient and proportionate level of permanent staff; meaning inter alia, that the permanent staff has to be commensurate with the requirements of the project so as to avoid the need to subcontract or temporarily hire expert staff for carrying out Twinning assignments.</u></p> <p><u>&lt;The entity&gt;&lt;The MS NCP&gt; (delete as appropriate) applying for ad hoc mandated body hereby declares that it has sufficient capacity to exercise the role foreseen with its own resources. We, &lt;The entity&gt;&lt;The MS NCP&gt; (delete as appropriate) acknowledge that if the declarations or information provided prove to be false we may be subject to rejection from this procedure and to administrative sanctions in the form of exclusion and financial penalties up to 10 % of the total estimated value of the grant being awarded and that this information may be published on the Commission website in accordance with the Financial Regulation in force.</u></p>		

Reference	Modification of text (in track changes)	Clarification	New
	<p><u>We are aware that, for the purposes of safeguarding the EU's financial interests, our personal data may be transferred to internal audit services, to the early detection and exclusion system, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.</u></p> <p><u>We acknowledge that we shall inform promptly the MS NCP if we no longer comply with the criteria necessary for the status of mandated body.</u></p> <p><u>Authorised person (Full name and role) on behalf of (Full name of institution and acronym).</u></p> <p><u>&lt;If the Member State NCP assumes responsibility for the information the document should be signed by the Member State NCP representative authorised to sign&gt;</u></p> <p><u>&lt;If the Member State NCP do not assume responsibility for the information the document should be signed by the Mandated Body representative authorised to sign on its behalf&gt;</u></p> <p><u>In any case the document is sent by the Member State NCP for registration by the Twinning Coordination Team.</u></p> <p><u>Signature.....</u></p> <p><u>&lt;The entity requesting a mandated body hereby certifies it is eligible to the status of:</u>  <u>[...]</u>  <u>The entity requesting a mandated body to contribute to Twinning project: &lt;Twinning project reference and title&gt; hereby certifies it is eligible to the status of:</u>  <u>[...]</u>  <u>The entity applying for ad hoc mandated body with this declaration declare that it is has sufficient capacity to exercise the role foreseen with its own resources.</u></p>		
	<p><b> Holders of capital</b></p> <p><u>If the public is majority holder of the capital and/or assets such fact could fulfil criteria 2-4)</u></p>	X	
Annex C19	<p><sup>1</sup> This template has been drafted on the basis of the Template included in the "Communication and Visibility Manual for European Union External Actions" 2010. <u>Contracting Authorities should always refer to the latest communication in case of updates/changes and use the last communicated manual.</u></p>	X	

Reference	Modification of text (in track changes)	Clarification	New
	<p><sup>1</sup> "Communication and Visibility Manual for European Union External Actions" 2010, <u>for contracts signed before of 1<sup>st</sup> of January 2018 and "Communication and Visibility Requirements" 2018 for contracts signed since that date onwards.</u>  <del>, which is currently undergoing a revision process. A new document replacing the Manual could be released during the course of 2017</del></p>	X	