



International trainings 

Management of the Twinning Projects

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Scope of the presentation

- Timing and Deadlines
- Management by the Project Leaders
- Monitoring
- Project Reporting Requirements
- Evaluation/Monitoring of the Action
- Changes to a Twinning Contract



Timing and Deadlines

- Process from request for proposals to the start of the project will last 7-10 months;
- Legal duration – execution period, project duration- implementation period;
- The RTA is expected to be in place of duty within three months following notification of Twinning Contract.



Management by the Project Leaders 1

- The activities of the Twinning Project will be managed by MS and BC Project Leaders;
- RTA will play important role in assisting the Project Leaders;
- The Twinning project management costs compensation is at the disposal of the MS Project Leader.



Management by the Project Leaders 2

- Compensation can be used for:
 - Expert fees for any work outside the BC;
 - Preparatory and reporting work on substance;
 - Accompaniment of traineeships or study visits;
 - Delivery of training in MS;
 - Logistic and Financial management;
 - Banking costs, etc.



Management by the Project Leaders 3

- The tasks and responsibilities require strong project management capacity and minimum of financial and legal autonomy;
- Each MS is free to choose the most appropriate co-operation architecture according to the structure of its national administration;
- The functions of Project Leader to be distinguished from project management (accounting, bookkeeping)



Monitoring 1

- The sole reason and justification for Twinning is the achievement of the mandatory results;
- The review of the quarterly reports starting with 2nd quarter;
- The review will be conducted by:
 - The EC Delegation or EC Delegation/CFCU
 - Administrative Office in Coordination



Monitoring 2

- The review will be conducted in consultation with the partners;
- The Steering Committee has to cover all related projects;
- Monthly meetings between the EC Delegation/AO, BC Ministries and RTAs;



Monitoring

3

- The PL of MS will submit formal reports and PL of BC will be fully involved;
- The proper implementation of Twinning projects may be assessed in the framework of monitoring bodies set up by the respective EU programme.



Project Reporting Requirements

1

- Project reporting is essential to ensure effective follow-up of project implementation;
- Project reports should focus on the Twinning projects and related activities;
- Twinning reports should be a basis for inputs to sectorial or programme monitoring reports.



Project Reporting Requirements

2

- MS PL must draw up Interim Quarterly and Final reports;
- MS PL is responsible for submitting reports to the concerned authority;
- BC PL is fully involved in this process and is given adequate time for comments;
- BC PL must co-sign each report before submitting.



Project Reporting Requirements

3

- The reports shall consist of a content section and a financial section;
- The reports will reflect not only PLs opinion but should be based on information provided by the RTA and STE;
- BC is fully involved in preparation of each report.



Project Reporting Requirements

4

Reports to be submitted to	IPA Centralised/ decentralised	IPA under EDIS	ENPI (centralised)	ENPI (decentralised)
Commission	X	Copy	X	Copy
Administrative Office	X (CFCU)	X	Copy	X



Interim Quarterly Reports 1

- Prepared at three- monthly intervals starting with the date of notification of endorsement;
- The reports have to be prepared by Project Leaders (PL);
- The first interim quarterly report is often less than three months;
- The interim quarterly report is due during the month following the quarter.



Interim Quarterly Reports 2

The interim quarterly reports must:

- Describe the progress achieved;
- Time tables and benchmarks;
- Update the general environment for the project implementation;
- Assumption and risks for project implementation;



Interim Quarterly Reports 3

- Make an overall evaluation of the progress achieved;
- Mandatory results and project purpose;
- Provide recommendations;
- Financial part of the project



Interim Quarterly Reports 4

- Reports must be submitted in time;
- If minimum requirements are not met the designated authority reserves a right to suspend the funding for Twinning project;
- Tacit approval. Absence of feedback within 45 days.



Interim Quarterly Reports 5

ANNEX C4

TWINNING INTERIM QUARTERLY REPORT



Final Report 1

- MS and BC Project Leaders will jointly prepare, co-sign and submit final report;
- To be forwarded at the latest during the final month before the end of legal duration of Twinning contract (together with the final invoice and expenditure verification report);



Final Report 2

It must include:

- Executive summary of the Twinning project;
- Background information: original situation, gaps, purpose and mandatory results;
- Implementation process: developments outside the project and project developments, difficulties;



Final Report 3

- Achievement of mandatory results based on measurable indicators;
- Analysis of long-term impact of the project, sustainability and follow-up actions;
- Visibility of EU financing;
- Conclusions, recommendations to ensure sustainability of project results;



Final Report 4

- Proof of transfers of ownership (if applicable);
- Final statement of all eligible costs of the project;
- Full summary statement of the project's income and expenditure and payments received.



Final Report 5

- If MS fails to supply the Contracting Authority with the final report by the final deadline the Contracting Authority may terminate the Twinning Contract in accordance with article 12.2 of General Conditions (Annex A2 of the Twinning Contract)



Final Report 6

ANNEX C5 *TWINNING FINAL* *REPORT*



Evaluation/Monitoring of the Action

- The Commission at regular intervals will use the independent experts for evaluating Twinning Projects;
- Article 8 of the General Conditions applies.



Changes to a Twinning Contract

- No changes to the mandatory results;
- Modifications can only be made within the execution period of the contract;
- The modifications cannot apply retroactively.



Changes in General

Two procedures shall apply:

- Addenda
- Side letter



Addenda 1

- For the substantial changes to the Twinning contract;
- Requires prior approval of AO or Commission Delegation



Addenda 2

- The following changes require addendum:
- The change of Acquis Communautaire;
- The change of Mandatory Results;
- The change of MS Partner;
- The period of execution;
- Definition of the mandatory results and the benchmarks



Addenda 3

- Change of MS and BC project leaders;
- Change of RTA and MS Main Short Term Experts;
- Interruption or termination of the Twinning contract before completion;
- Suspending the funding or lifting the suspension of funding for the project;
- Major reallocations beyond 15% of the Total Twinning Budget.



Addenda 4

The binding opinion of the Steering Committee at Headquarters shall be requested except under IPA for change of BC Project Leader or main MS STE



Side Letter 1

- For changes which do not affect the basic purpose of the project;
- Reallocations below 15% of the total Twinning budget (the total budget cannot be increased).



Side Letter 2

- Two Project Leaders can autonomously and jointly decide on side letter;
- MS PL can delegate RTA to sign side letters on his behalf;
- The side letter is addressed to the Contracting Authority.



Side Letter 3

Side Letters to be notified to:	IPA Centralised	IPA EDIS	ENPI (Centralised)	ENPI (Decentralised)
Commission-Delegation	X		X	Copy
Administrative Office	X Copy fo CFCU	X	Copy	X



Side Letter 4

- Changes must be notified before their implementation, even if it is only one day before;
- Costs for changes notified after their implementation cannot be reimbursed.



Changes with budgetary impact

1

The following principles apply to the budgetary changes:

- The overall budget for Twinning project cannot be increased;
- The activity must be reduced or canceled first in order to finance the new one;
- The unit costs must respect the rates set in the TW Manual;



Changes with budgetary impact

2

- Each TW must include full RTA for minimum 12 consecutive months;
- Introduction of new activity must be justified;
- The availability of funds is not sufficient to justify the financing of new activity or extend the project;
- TW project can only be modified within the life time of Contract;



Changes with budgetary impact

3

- The budget should officially be reallocated before the new activity start;
- Activities implemented before being officially entered into the budget will not be financed.



Budgetary changes through addenda

- Once the total amount of modifications reaches 15% of the total budget;
- The approval of all signatories of the TW contract, AO or Commission;



Budgetary changes through Side letters

- Under 15% of the total budget.
This means all budgetary changes through side letters are summed until 15 % of the Total Twinning budget.



Coffee break

