



ANNEX C1: Twinning Fiche¹

Project title: Increasing Road Safety in Azerbaijan

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of the Republic of Azerbaijan

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TWINNING TOOL

¹ In case of different language versions of the Twinning Fiche it must be clearly indicated which language version prevails.

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1 Basic Information

1.1 Programme: Multiannual Action Programme 2019-2020 for Azerbaijan, Partnership Priorities Facility

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement² on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014³ and Annex IV of the ACP-EU Partnership Agreement⁴, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁵. Those persons and goods are therefore eligible under this call.

1.2 Twinning Sector

Transport (TR)

1.3 EU funded budget

1,000,000

1.4 Sustainable Development Goals (SDGs)

This intervention is in line with the 2030 Agenda for Sustainable Development and contributes to the progressive achievement of the Sustainable Development Goals (SDG), in particular goal 3 (*target 3.6 - by 2030 halve global deaths from road traffic accidents*) and Goal 11 (*target 1.2 – 2030 provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older person*), by increasing Road Safety in Azerbaijan.

2 Objectives

2.1 Overall Objective(s)

To contribute to the reduction of road crashes, especially ones resulting in death or severe health injuries and socio-economic damage

2.2 Specific objective

Legal and institutional capacities and staff competences of lead and participating public agencies and other stakeholders improved to better manage, coordinate and address traffic safety issues in Azerbaijan

2.3 National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

2.3.1 Action Document for Partnership Priorities Facility (PPF)

The framework for EU-Azerbaijan relations is set by the *Partnership and Cooperation Agreement (PCA)* in force since 1999. In February 2017, negotiations were launched on a comprehensive new agreement between the EU and Azerbaijan, which is to replace the PCA.

On 28 September 2018, the EU-Azerbaijan Partnership Priorities were endorsed by the EU-Azerbaijan Cooperation Council to guide bilateral cooperation in four key areas: (i) economic development and market opportunities; (ii) strengthening institutions and good governance; (iii) connectivity, energy, environment and climate action; and iv) mobility and people-to-people contacts. EU provides assistance to these areas in the framework of Annual Action Programs 2018-2020. The *Single Support Framework for Azerbaijan for 2018-2020*, as the programming document of EU bilateral assistance under the European Neighbourhood Instrument (ENI), is based on these Partnership Priorities.

EU cooperation with Azerbaijan supports the country's reform agenda in particular in the areas of economic diversification, sustainable growth and social development, good governance and rule of law,

² Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

³ Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

⁴ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014)

⁵ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

and the country's connection to the EU through enhanced connectivity, mobility and people-to-people contacts. EU support is funded through the ENI for the period of 2014-2020.

Support to the reform efforts undertaken by Azerbaijan through (i) strengthening the institutional and administrative capacity and (ii) reinforcing the policy development of selected state institutions involved in the implementation of the Partnership Priorities are the main focus of the *Multiannual Action Programme 2019-2020*.

This intervention will contribute to the implementation of reforms under Priority area 3 – Stronger Connectivity by supporting the road safety in Azerbaijan.

2.3.2 National Policy Development Programmes/Plans

A *State Programme on Road Safety for 2019-2023 (SPRS)*⁶, approved by the presidential decree on 27 December 2018, envisages measures to increase the level of road safety, reduce the number of road traffic accidents, also socio-economic damage caused to the country as a result of these accidents. The *SPRS* foresees organization of activity on a regular basis under the Cabinet of Ministers of the Republic of Azerbaijan (CoM) on forming and implementation of a single state policy on road safety, and exercising control and coordination in this area as well as drafting a new law "On Road Traffic" as well as improving other related legislation (including by-laws) and technical regulations.

Each activity foreseen in the programme has its own time-bound targets and assigned executive bodies. Moreover, an Action Plan on Organisation of the Advocacy of Road Safety for 2020-2023, approved by the decree of the CoM on 27 December 2018, aiming at organization of systematic and regular road safety propaganda and ensuring public participation in it.

This project will contribute to implementation of the Action Plan of the State Program, in particular, paragraph requiring improvement of the legal framework and technical regulations (Article 7.2 – Safe roads and traffic management and 7.3 – Safe vehicles).

The project will also contribute to implementation of Article 7.4 of the SPRS and Road Safety Advocacy Action Plan mentioned above by supporting implementation of advocacy, promotion and awareness-raising measures.

3 Description

3.1 Background and justification

Being a global problem affecting people worldwide, the road safety is in the agenda of the United Nations (UN) since 2011 with certain targets to be met. Azerbaijan also supports international initiatives on road safety considering that it is not only a public health problem, but also has a big economic impact, which costs the Azerbaijani government about AZN 500 million annually, whereas, there are effective intervention methods and practices that can reduce the human and monetary costs of the problem. According to the official statistics, during 2020, 696 people (pedestrians-320, drivers-194, passengers - 158, cyclists-20) died and 1,410 were seriously injured in road crashes in Azerbaijan.⁷ Pedestrian collisions (664 - 41.8%) and collisions (529 - 33%) still prevail among the types of road accidents. The major causes of road accidents are *poor road conditions, lack of safety features and facilities, weak enforcement of road safety regulations (in particular by pedestrians), lack of pedestrian crossings, sidewalks, and of separate bike lanes as well as alcohol-impaired driving, and inadequate driver education and pedestrians' behaviour*. Another factor affecting road safety is the number and technical condition of vehicles, although the import of vehicles below Euro 4 standards is prohibited in Azerbaijan.

There are about 76,080 km of motorways in Azerbaijan, serving domestic cargo traffic and giving access to international major highways. Length of highways is about 18,799 km (hard pavement – 50,438.0 km; concrete – 143.8 km; asphalt-concrete – 16,796.9 km; black surface – 1,970.7; gravel – 31,526.6 km; earth road – 25,641.8 km).⁸ Length of "E" index motorways is 1,212.0 km.

Reforms in the road safety began with the establishment of a unified coordination body in a special State Commission as well as improvement of a legislative framework by 1999.

⁶ The Azerbaijan Automobile Federation was leading the development of the Road Safety Programme 2019–2023 (<http://www.e-qanun.az/framework/41118>, <http://www.roadsafetynbos.org/wp-content/uploads/2019/01/state-program-on-road-safety-2019-2023.pdf>).

⁷ <https://www.stat.gov.az/?lang=en>

⁸ <https://www.stat.gov.az/source/transport/?lang=en>

Law on Roads, enacted in December 1999, provides the legal basis for the design, construction, operation, maintenance, and development of roads, as well as laying out legal, technical, economic, and institutional principles of road management.

However, the conceptual reforms in the road safety field started in 2004. A number of important measures have been taken toward the improvement of road safety and road infrastructure, which includes building of bridges, road junctions according to modern standards, public transport arrangements, metro network expansion, etc. In 2011, Intellectual Management Centre of Transport was established in Baku with the purpose of systematic management of transport operations, important institutional capacity building activities were conducted and certain measures were taken to improve single coordination in the area of road safety. The signature of the Presidential Decree “On measures to strengthen security measures on road traffic crashes and increase transparency in traffic management” in 2012 gave a new impulse to the reform process.

Significant state investments in the field of improvement of road infrastructure, safe roads and efficient road traffic management were carried out and traffic management schemes were improved in the recent years. Thanks to continuous rapid construction of roads, Azerbaijan ranked 27th among 141 countries for quality of road infrastructure gaining 5.2 points in the Global Competitiveness Report 2019 published by the World Economic Forum.

However, there are still unfinished road segments that are extremely dangerous due to the lack of proper construction and danger signs. Although, Baku has invested in new buses and the quality of its underground metro system is enough good, public transportation throughout the remainder of the country remains overcrowded and poorly maintained.

Introduction of innovations and automatization of the processes allowed to detect most of administrative violations of traffic rules electronically, to post the information on violations in the electronic cabinet of citizens, to send SMS information to their mobile phone numbers, to pay administrative fines through banks, the Internet or special terminals.

A central information system was established to record and storage information on state-registered and deregistered vehicles, their users, vehicles submitted for technical inspection, issued and changed driving licenses, administrative offenses and traffic accidents. National driving licenses have been harmonized with the provisions of the Vienna Convention on Road Traffic.

Moreover, to increase the discipline of road users, awareness-raising and propaganda work among the population was expanded. Rescue and first aid activities were improved to eliminate the consequences of car accidents.

As a result of above-mentioned measures and other important efforts of the Government of Azerbaijan, a significant decrease in the dynamics of traffic accidents was observed in the last five years.

Although the number of vehicles in the country increased from 1.3 million in 2016 to about 1.6 million in 2021, number of traffic accidents decreased by 17.8 percent, the number of deaths by 7 percent and the number of injuries by 27.5 percent. However, compared to European countries, the number of road accidents in Azerbaijan still remains to be high.

Main challenges of the sector can be summarised as following: Legal and institutional gaps; weak enforcement of road safety regulations; funding for road safety activities and programmes; lack of reliable data and research for analytical purposes, for the public, policy-making, decision-making processes etc.; lack of innovative approaches to road safety (e.g. in infrastructure, vehicle safety etc.); lack of public road safety education and awareness; lack of road safety education programmes and systematic training (including road safety) of drivers; poor driver and pedestrian culture (due to lack of education and awareness). A lack of information on the socio-economic costs of road crashes is an important knowledge and capacity gap for handling road safety problems in Azerbaijan.

A road safety is a complex system with many actors. One part of this system is the one who defines its legal, social and economic framework, and another part is the road users that operates within that framework. The system ensures a mutual communication and collaboration between different actors – service providers and users, and requires a clear division of responsibilities all actors. Such division of responsibilities forms the basis of the "safe traffic system" approach adopted in many countries. Having such a system requires a change in attitude to road safety, measures on improvement the culture of use of transport and traffic, a systematic approach to the organization of favourable, safe and sustainable traffic.

Legislative framework: State of play, gaps and needs to be addressed

The key legislation regulating road traffic safety consists of International Agreements and Conventions (to which Azerbaijan has joined), Laws and Decrees of the CoM.

As it can be seen from *Annex 2*, existing legislative framework (“On transport”, “On road transport”, “On highways”, “On road traffic”, etc.) for the management of the transport and road safety established before 2000. Although above mentioned legislation is regularly amended. The SPRS request development of a new law "On Road Traffic", as existing law does not answer modern requirements. Currently, a new draft, developed with participation of relevant experts from the Ministry of Internal Affairs, Baku Transport Agency under the Baku Executive Power, State Road Transport Service, is under discussion.

Moreover, the following legal and regulatory gaps identified by the SPRS to be addressed: technical inspection; technical requirements for the use of autonomous (driverless) vehicles in urban passenger transport and basis for the movement of such vehicles; issuance of permits for individuals and legal entities operating in the field of vehicle maintenance; promoting use of an environmentally friendly electric vehicles; etc.

Azerbaijan is a party of the Convention on Road Traffic, which aims to facilitate international road traffic and increase road safety through the adoption of uniform road traffic rules. They require among others, that countries respect foreign driving permits, and adopt international driving permits whose models are determined by agreements. The Convention introduced certain additions and updates concerning international road traffic and requirements for motor transport and documentation.

The full list of related international agreements and conventions to which Azerbaijan is a party is given in Annex 3.

Road safety governance: Current institutional arrangements, management gaps and needs to be



addressed

The issue of road safety is broad and therefore involves a number of entities, including several ministries and other public institutions as described in the following diagramme.

Diagramme: Map of road safety governance institutions

Note: At the regional level the ministries and other public institutions have their branch offices.

Moreover, representatives of the Ministry of Emergency Situations, Azerbaijan Railways CSJC, Ministry of Justice with its Traffic accident examination department of the Judicial Expertise Centre, Azerbaijan Trade Unions Confederation, Baku City Executive Power, including Baku Transport Agency and Azerbaijan Automobile Federation are members of the RSC.

Centralised coordination and integration of the road safety issues among relevant government agencies and the RSC operating under the CoM needed. No permanent secretariat has been established yet. Moreover, an effective co-ordination and co-operation mechanism needs to be established within commercial and social partners for better management and public awareness of the road safety.

The action plan of the SPRS foresees serious measures to situation in the road safety sector and setting up an effective road safety management system is among them.

The road safety is a key public issue requiring data-led action. Lack of updated data and research for analytical purposes, for the public, policy-making, decision-making processes, etc. is one of the key issues in the management. Therefore, the SPRS foresees certain measures for organisation of single electronic-analytical database on “Road safety”, expansion of information coverage of existing databases as well as synchronizing existing and newly established information systems and databases with each other, in other words, to bring them to the same platform. The methodologies for the calculation of road safety indicators also need to be improved in line with international standards to make data internationally comparable. A well-established and reliable indicators system will allow describing the real situation, assessing the impact of the measures and measures taken, monitor progress over time, and predicting future trends.

Existing Road Accidents Prevention mechanism also needs to be revised and improved, as it does not allow to make detailed analysis of accidents as well as prepare detailed designs and technical specifications for black spots elimination.

Moreover, staff capacity development needs to be addressed by improving the training of the teaching staff of educational institutions for the education and training of drivers of motor vehicles.

Public Campaign and Education

Some capacity building activities of representatives of public institutions in the field of road safety are foreseen under the action plan on implementation of the SRSP and an "Action Plan for 2020-2023 for organization of propaganda work in the field of road safety" to ensure implementation of sub-paragraph 7.4.1 mentioned plan. Moreover, civil society organisations, in particular, National Automobile Club of Azerbaijan (AMAK), member of Federation Internationale del'Automobile (FIA) play essential role in promoting road safety and implementing road safety projects and initiatives in the country.

The AMAK is developing and implementing a number of advocacy campaigns which aims to improve the road culture among drivers and pedestrians in Azerbaijan in close cooperation with the governmental institutions (Ministry of Education, Ministry of Health, etc.), International Humanitarian Organization "Hayat", the Embassy of the United Kingdom in Azerbaijan, the Eastern Alliance for Safe and Sustainable Transport (EASST), the International Automobile Federation (FIA), ADA University, Baku Engineering University, AvtoStop Media and many other institutions. Since 2016 AMAK implements Road Safety education training program at schools and kindergartens of Baku in the frame of “Road Safety Education” project together with the State Road Police and the Ministry of Education⁹. However, there is still a lack of well-designed education programmes, systematic road safety propaganda and education, as well as regular training (including road safety) for drivers.

Although a lot has been done, more sustained and continuous road safety education and regular public campaign are needed.

3.2 Ongoing reforms

In Azerbaijan, the political will to improve road safety is a solid foundation for further improving road safety. In 2019, the launch of the state road safety programme for 2019 – 2023 (SRSP) has been an important step towards improving road safety in Azerbaijan. The strategic programme aims to improve Azerbaijan’s road safety performance and to reduce the number of road crashes and casualties. The programme provides certain articles to improve road safety coordination, legislation and institutional capacity building.

The reform of the country’s road maintenance system is currently implemented by the GoA, which includes improving the management of the roads network. The ultimate goal of this activity is to ensure the highest technical quality of roads and to improve road safety across the country.

To improve governance in the field of transport, communications and high technologies in the country, the President of the Republic of Azerbaijan signed several decrees on 11 October 2021. The decree on improvement of management in the road transport sector envisages the creation of a public legal entity "Azerbaijan Land Transport Agency" under the Ministry of Digital Development and Transport (MDDT) among other activities with the aim to improve the management, regulation, and control mechanisms in the field of road transport, increase the quality of services provided for the transportation of passengers and goods by road, organize international and domestic passenger and freight transport in

⁹ The education-training process is organized on the base of the education package developed jointly by AMAK and its international partner Eastern Alliance of Safe and Sustainable Transport (<https://www.amak.az/en>).

line with international requirements. Moreover, the decree provides establishment “AYNA” information system under the MDDT to improve the quality of passenger and freight services in the field of road transport and expand the application of innovative solutions, as well as provide services in the road transport in electronic form. Activities of both establishments will be financed from the state budget. The Cabinet of Ministers tasked to submit Statute of both establishment during coming two months to the President of the Republic.

Moreover, to continue measures related to the organization of traffic in Baku city, improve the quality of services in the regular passenger transportation, as well as enhance management in this area, the presidential decree “On improvement of the transport management in Baku city” was issued on 7 February 2022. Baku Transport Agency with the status of a public legal entity was transferred to the subordination of the head of the Baku City Executive Power and the Intelligent Transport Management Centre LLC, which was subordinate to the Baku Transport Agency, is transferred to the subordination of the MIA.

3.3 Linked activities

The EU supports road safety related programmes and projects in EaP countries at regional level. The project of Eastern Partnership Road Safety Observatory (EaP RSO) envisages establishing an integrated analytical platform/centre, where specialized information concerning the road safety practice, policy, and statistical data will be gathered from each Eastern Partnership member country (Georgia, Ukraine, Belarus, Armenia, Azerbaijan, and Moldova). The main purpose of this observatory is to promote in the Eastern Partnership Countries road safety situation based on the best European and international experience and analysis-based approach.

The project will be managed by the Eastern Partnership Transport Panel (EAP TP) which is initiated by transport experts from the World Bank and the European Commission.

This twinning project is to be closely coordinated with the on-going and consider results of recently completed projects in the field of road safety listed in Annex 4 to avoid any possible duplication and overlapping.

3.4 List of applicable Union acquis/standards/norms:

Directive 2003/59/EC¹⁰ is part of the overall effort to increase the safety on European roads. The Directive was adopted because of the importance and high relevance for all Member States of the qualification and training of drivers engaged in the transport of goods or passengers by road. The purpose of the Directive is to raise the standard of new drivers and to maintain and enhance the professionalism of existing truck and bus drivers throughout the EU through continuous update of their capacities.

Related applicable Union directives and regulations are listed in Annex 5.

3.5 Components and results per component

Component 1: Strengthening the legal and institutional framework of road safety system

Having a twofold purpose, the component will support the Government of Azerbaijan in implementation of the State Programme on Road Safety for 2019-2023 (SPRS) by

(1) Improving the corresponding road safety legal acts listed in the SPRS, namely:

- *Sub-paragraph 7.2.14.1 by improving legislative framework regulating the transportation of passengers, luggage and goods (including dangerous goods) by road transport and mechanisms of their application;*
- *Sub-paragraph 7.3.1.1 by preparing technical safety and environmental protection regulations in line with the international agreements on vehicles, their spare parts, accessories and utilization materials, to which the Republic of Azerbaijan joined;*
- *Sub-paragraph 7.3.2.1 by improving the legal framework for the import, purchase, sale, as well as other forms of turnover of vehicles with higher active, passive, environmental and post-crash safety systems in the Republic of Azerbaijan;*
- *Sub-paragraph 7.3.3.2 by developing an appropriate regulatory framework with the establishment of benefits and privileges for the production, import, export, exploitation and other*

¹⁰ Link to Directive - <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32008L0096:EN:HTML>

forms of turnover of environmentally friendly electric vehicles in order to stimulate the use of such vehicles;

- *Sub-paragraph 7.3.4.1 by developing normative legal acts on the technical requirements for the use of autonomous (driverless) vehicles in urban passenger transport and improving legislation on provision for modern infrastructure in urban planning that can create a basis for the movement of such vehicles;*
- *Sub-paragraph 7.3.6.1 by improving legal acts on the issuance of permits for individuals and legal entities operating in the field of vehicle maintenance, the organization of control over their activities as well as the definition of professional requirements for staff operating in these enterprises and the improvement of existing technical regulations in line with EU standards.*

A new law(s) as well as other amended/developed legal acts to be developed under the component will provide the legal basis for safe and comfortable movement of vehicles and road users in the territory of the Republic of Azerbaijan, prevention and reduction of traffic accidents, protection of human life and health, protection of the environment and property, and the state's responsibilities on road safety. Moreover, it will determine the rights and responsibilities of the road users and unified traffic rules.

(2) Bringing the road safety organizational set-up in line with EU and international best practices that leading to stronger coordination and management of road safety in the country.

Result 1: National road safety legislation and technical regulations aligned with EU directives and the requirements of international conventions

Result 2: Organizational set-up of transport sector institutions in charge of road safety improved for implementing the legislation and technical requirements as well as better coordination and management of road safety measures

Component 2: Setting up an effective Road Safety Management System

Road safety involves various methods and measures which must be followed by the road users to prevent serious injury and accidents.

The component aims to improve planning and follow-up of road safety measures, effectiveness of co-ordination and co-operation mechanisms between the state institutions as well as related commercial and social partners for better management of the road safety in Azerbaijan.

Moreover, the road accidents prevention mechanism will be revised and improved as a complementary method of road safety management.

As road safety is a key public issue requiring data-led action, this component will also be focused to improving road safety measurement and reporting system. Facilitating establishment of a comprehensive traffic and accidents database under the component will be exceptional benefit to the process of enhancing Road Safety Management in Azerbaijan. It includes introduction of a single comprehensive road safety database that from the one hand will offer high quality data to all the agencies involved in the process of ensuring road safety, and from the other hand, will create the possibility to make results and data-based decisions in terms of defining road safety policy. Established data management system will facilitate usage of data analysis, its methods and practices to determine policy measures.

Result 3: Planning and follow up as well as co-ordination and co-operation between all the relevant partners in charge for road safety improved

Result 4: Road Accidents Prevention mechanism improved in line with international best practices

Result 5: Road safety measurement and reporting system improved

Result 6: Establishment of an effective single traffic and accidents database and data management system facilitated

Component 3: Human resources development, education, advocacy and promotion in road safety

The aim of this component is twofold:

- (1) To equip road safety related staff of the public institutions in charge of road safety with enhanced professional knowledge and skills necessary to better management of the road safety across the country.*

The component will focus on building capacity of the main beneficiaries and relevant stakeholders in new techniques and methodologies, in particular as regards to WU legislation regulating road safety

activities in the country, road safety management, including data management as well as road safety measuring and reporting.

(2) To support and facilitate raising public awareness of wide and specific social groups through campaigns and educational measures.

This large-scale social campaign will be oriented on different road safety areas such as speeding, drunk driving, distracted driving, usage of seatbelts, etc. For this purpose, every potential communication channel will be used such as television, print media, internet media, social network and website, outdoor advertising, radio, etc.

Result 7: Knowledge and skills of the Ministry of Digital Development and Transport as well as other state authorities in charge for the road safety on EU acquis and best practices as well as International Conventions increased

Result 8: Strengthening road safety education in general education and pre-school education institutions supported

Result 9: Countrywide traffic safety awareness-raising and communication strategy prepared and implementation supported

The indicators of achievement for all results are given in section 11 (Indicators for performance measurement).

3.6 Means/input from the EU Member State Partner Administration(s)

The project will be implemented in the form of a Twinning Grant Contract between the final beneficiary country and an EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage the implementation of project activities, three Component Leaders (CL) and a pool of short-term experts (STEs) within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all areas included in the project description.

Proposals submitted by Member States shall be concise and focused on the strategy and methodology and an indicative timetable underpinning the administrative model suggested, the quality of the expertise to be mobilised and clearly show the administrative structure and capacity of the Member State entities. Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The interested Member State(s)(MS) shall include in their proposal the Curriculum Vitae (CVs) of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA), as well as the CVs of the potentially designated Component Leaders (CLs).

The Twinning project will be implemented in close cooperation between the partners aiming to achieve the mandatory results in a sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plans every three months, keeping in mind that the final list of activities will be decided upon in cooperation with the Twinning partner. The components are closely inter-linked and need to be sequenced accordingly.

3.6.1 Profile and tasks of the PL

The Project Leader (PL) will be responsible for the overall planning and implementation of the thrust of the MS inputs in this Twinning project and will ensure the achievement of the mandatory results.

The PL is expected to devote a minimum of three days per month from his home country to assess the progress of the project and three days quarterly in Azerbaijan, as long as the situation allows it, for attending the steering committee meetings.

In cooperation with the Beneficiary Country Project Leader appointed by the Beneficiary, she/he will be responsible for coordination of the Project's steering committee (PSC), which includes the RTA and representatives of the Programme Administration Office (PAO) and of the EU Delegation.

The PL shall be a senior staff member at an EU Member State public (governmental) body.

Minimum requirements for the PL's profile are:

- University degree in a field relevant to the assignment or equivalent professional experience of eight years;

- Minimum three years of specific experience, at a senior management level, in transport and/or road sector in EU MS relevant national or regional administration;
- Very good spoken and written English (at least level 2 on a scale of 1 [excellent] to 5 [basic]);

Assets

- Experience in EU funded project management, ideally twinning;
- Specific professional experience in the implementation of road safety system reforms;
- Knowledge of EU road transport legislation, EU-policies, existing structures and methods in the field of the project.

Tasks to be completed:

- To supervise and coordinate the overall project preparation;
- To supervise, guide and monitor project implementation towards timely achievement of the project results;
- To liaise with the BC administration at the political level;
- To ensure timely availability of the expertise;
- To prepare the project progress report with the support of the RTA;
- To co-chair the project steering committees.

3.6.2 Profile and tasks of the RTA

The Resident Twinning Adviser (RTA) will be based in Azerbaijan to provide full-time input and advice to the project for its entire duration. She/he will be in charge of day-to-day project implementation and coordination of project activities according to a predetermined work plan and liaise with the RTA counterpart in Azerbaijan. (S)he should co-ordinate the project and have a certain level of understanding of all the components.

Minimum requirements for the RTA's profile are:

- University degree relevant to the assignment or equivalent professional experience of eight years;
- Minimum three years of specific experience in road safety: legislative or institutional, or strategic planning, or management system development;
- Very good spoken and written English (at least level 2 on a scale of 1 [excellent] to 5 [basic]).

Assets:

- Experience in project management, preferably twinning;
- Experience in implementation of relevant EU legislation and EU instruments related to the project components.

Tasks:

- To coordinate and assure project implementation and implementation of all project activities;
- To prepare the initial and subsequent work plans and project progress reports, together with the PL;
- To assure the coherence and continuity of the successive inputs and the on-going progress;
- To coordinate the activities of all team members in line with the work plan;

- To assess continuously the project progress to assure its timely implementation;
- To prepare the material for regular monitoring and reporting;
- To liaise with MS and BC PLs and maintain regular contact with the BC RTA;
- To provide the technical advice, support and assistance to the Beneficiary institution in the areas specified in the work plan;
- To liaise with the EUD Project Manager;
- To liaise with other relevant institutions in Azerbaijan and with other relevant projects.

The RTA will be supported by an assistant that will handle administrative arrangements for conferences, training, seminars, etc. including provision of interpreters and the ensuring of translations.

A full-time interpreter/translator may also be recruited in Azerbaijan and funded by the project. (S)he will perform most of the required interpretation/translation services. Additional interpretation may be procured and funded by the project under special circumstances such as simultaneous interpretation.

3.6.3 Profile and tasks of Component Leaders:

Minimum requirements for the Component Leaders' profile are:

- University degree related to the assignment for which the expert is proposed or equivalent professional experience of eight years;
 - Minimum of three years of experience at operational level in relevant MS road safety CA or mandated body in a field relevant for the component for which the candidate is proposed;
 - Very good spoken and written English (at least level 2 on a scale of 1 [excellent] to 5 [basic]).

Assets:

- Experience in capacity building; ideally in twinning projects;
- Azerbaijani, Turkish or Russian language skills.

Tasks:

- To provide component coordination, guidance and monitoring in close cooperation with the BC component leader, RTA and RTA counterpart;
- Preparation of Terms of Reference (ToR) for short term expert missions relevant to their component and overseeing the implementation of STE missions;
- Continually monitoring objective achievements related to their component and comparing actual progress with the specified benchmarks and time-frame;
- Support RTA in preparation of the interim, quarterly and final reports related to their component;
- To provide practical expertise and technical advice, as well as coaching to the relevant staff in the Beneficiary administration for the execution of activities relevant for the project components;
- To analyse policies and practices in the thematic area relevant to the respective component;
- To support drafting of action plans, training plans, studies;
- To prepare and conduct training programs, to facilitate stakeholders' dialogue;
- To draft technical documents relevant to the component's results in close cooperation with the BC counterparts;

- To suggest improvements of relevant procedures and systems.

3.6.4 Profile and tasks of other short-term experts:

STEs should be identified by the Project Leader/RTA and will be agreed upon with the Beneficiary Administration during the negotiation phase of the Twinning contract following these indicative (but not exclusive) areas:

- Legal expertise in the field of road safety;
- Technical regulations in the field of road safety
- Institution development in the field of road safety;
- Institutional cooperation in the field of road safety;
- Computer programming and database development applied to the road safety;
- Communication specialist in the field of road safety;
- Road safety statistics and performance indicators;
- Human Resources Management.

Minimum requirements for the profile are:

- University degree relevant to the assignment or equivalent professional experience of 8 years;
- Minimum of three years of specific experience relevant to the assignment;
- Very good spoken and written English (at least level 2 on a scale of 1 [excellent] to 5 [basic]).

Advantages:

- Previous experience in similar capacity building projects in the sector and ideally Twinning projects;
- Azerbaijani, Turkish or Russian language skills

Main tasks:

- To provide advice, expertise and/or coaching to relevant staff of the Beneficiary administration for the execution of specified project activities;
- To plan and deliver capacity building activities (workshops/seminars/training sessions/study tours);
- To suggest improvements to relevant procedures and systems including suggestions for the revision of the regulatory framework;
- To provide support in drafting action plans and roadmaps;
- To report on the results of the missions;
- To liaise with RTA and BC counterparts.

4 Budget

Maximum Budget available for the Twinning Grant is *EUR 1,000,000*.

5 Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office)

The Delegation of the European Union to the Republic of Azerbaijan (EUD) in Baku, Azerbaijan will be responsible for the tendering, contracting, payments and financial reporting. EUD will work in close co-operation with the Beneficiary.

The persons in charge of the project at the EUD are:

Mr. Victor BOJKOV

Head of Cooperation

Tel. +994 12 497 20 63 (ext. 853)

[Victor BOJKOV@eeas.europa.eu](mailto:Victor.BOJKOV@eeas.europa.eu)

Mrs. Ulviya Abdullayeva

Programme Manager

Tel. +994 12 497 20 63 (ext.845)

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Mrs. Lucia di TROIA

Head of Contracts, Audit and Finance

Tel. +994 12 497 20 63 (ext.830)

DELEGATION-AZERBAIJAN-FCA-SECTION@eeas.europa.eu

5.2 Institutional framework

The direct beneficiary of this project is *Ministry of Digital Development and Transport* of the Republic of Azerbaijan (MDDT), which is the body responsible for formulating and overseeing the implementation of overall transport sector strategies and plans. MDDT will be in charge of ensuring coordination of project activities with other beneficiaries of the project. MDDT is committed to the implementation of Twinning projects to achieve the mandatory results. This commitment includes both high level political commitment and a more practical commitment of BC human and financial resources. Regular internal coordination meetings should be organized between the MDDT and other beneficiaries of the project in order to liaise all activities related to the project. The MDDT must therefore include in the work plan details of the departments or bodies concerned, the official(s) responsible for the changes to be made and for achieving the desired outcome, availability of appropriate office space and logistics, the budgetary resources to be mobilised and the timetable for the work it will itself undertake at each stage of the project's progress. Some activities of this project will be implemented by the *Ministry of Internal Affairs with its main Traffic Police Department* and *Ministry of Education*, which will be responsible for the day to day implementation of related project activities.

However, the project will extend assistance to other structures under the MDDT as well as other stakeholders listed in *Annex 6*.

5.3 Counterparts in the Beneficiary administration

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

For the Programme Administration Office in Azerbaijan (PAO)

Inara Mustafayeva, Acting Director of PAO

Acting Head of the Department on Cooperation with International organizations
Ministry of Economy
Government House, Uzeyir Hajibayli Str. 84, Baku, AZ 1000 Azerbaijan
inara.mustafayeva@economy.gov.az

Mrs Narmin Alasgarova, PAO Manager

Head of Division on Cooperation with EU
Department on Cooperation with International organizations
Ministry of Economy
Government House, Uzeyir Hajibayli Str. 84, Baku, AZ 1000 Azerbaijan
narmin.alasgarova@economy.gov.az

For the direct beneficiary administration:

Mrs Lala Mamiyeva

Leading Advisor, International Cooperation Department
Ministry of Digital Development and Transport
Zarifa Aliyeva avenue 77, Baku, AZ1000 Azerbaijan
Lala.Mamiyeva@mincom.gov.az

5.3.2 PL counterpart

Mr Shahin Ismayilov

Head of International Cooperation Department
Ministry of Digital Development and Transport
Zarifa Aliyeva avenue 77, Baku, AZ1000 Azerbaijan
Shahin.Ismayilov@mincom.gov.az

5.3.3 RTA counterpart

Mr Ravil Isgandarov

Head of International Projects Division
International Cooperation Department

6 Duration of the project

Execution period of the project shall be *27 months (24 months of implementation + 3 months closure period)*.

7 Management and reporting

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

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.

7.3 Reporting

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.

8 Sustainability

The sustainability of the achievement of this project will be assured by the adoption of best practices and solutions at the system level, thus prepare the grounds for Azerbaijani enhanced compliance with the selected EU Acquis and specifically best European practices in the field of road safety. New policy directions and practices will be proposed by the project. In their development a participatory and facilitative approach will be used in order to create ownership of the process and the results. Involvement of all relevant stakeholders will assure that the developed policy options have adequate acceptance among national partners. Mechanisms for communication and dialog between the public institutions and international organisations introduced by the project are meant to be a lasting contribution of the project to the road safety policy development in Azerbaijan.

The sustainability of the project results is dependent on the commitment of the Beneficiary administration. Sufficient number of personnel from the Beneficiary administration will be assigned to work in the implementation of the project. Capacity building of the staff will be reinforced by the development of handbooks and guidelines which will be translated in the local language. The training materials will be at the Beneficiary's disposal to multiply and/or scale up the training and/or to update it, should the need arise. Project interventions are meant to reach the level of management practices in the relevant institutions and every-day procedures which should ensure that the results of the project last beyond the project's timeframe.

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

Equal opportunity in the project will be assured in accordance with EU standards and equal opportunity policies. Equal treatment of women and men will be observed in the project staffing, implementation and management. In particular, attention to the equality principle will be given to the selection of personnel for training and capacity building activities.

Relevant project information and all communication and visibility materials must be updated and approved by the EU Delegation through the EU's project communication database 'EUDIGITool'. All visibility and communication material will be kept up to date throughout the lifetime of the project. The use of the 'EUDIGITool' approval system is a mandatory requirement.

10 Conditionality and sequencing

There is no conditionality set for this project as the external conditions for achieving the results of this intervention are present - Beneficiary has demonstrated a commitment in the development of this project.

11 Indicators for performance measurement

The indicators for measuring success of project implementation are linked to the Mandatory Results / Components that have been outlined above in Section 3.5. The logical framework, including indicators, will be revisited during the inception period of the project. The workplan which will be composed in collaboration with the MS and the beneficiary will further specify the indicators.

Key performance indicators by mandatory results are outlined below:

Result 1: National road safety legislation and technical regulations aligned with EU directives and the requirements of international conventions

- An assessment report on gaps and recommendations concerning the legislative acts in the field of road safety
- A roadmap with clear timeframe for implementation of the recommendations of the assessment report
- Relevant draft amendments to and/or new legislative acts and technical regulations, ready for further approval by the relevant authority
- A set of reviewed and upgraded and/or newly developed technical safety standards, using European best practices

Result 2: Organizational set-up of transport sector institutions in charge of road safety improved for implementing the legislation and technical requirements as well as better coordination and management of road safety measures

- Report on detailed mapping and functional analysis of the transport sector institutions (with a view to identify: objectives, missions, functions, information flows, redundant responsibilities and gaps in the framework of the implementation of the State Programme on Road Safety for 2019-2023) in charge for the road safety
- Potential scenarios for institutional transformations, including respective roles and responsibilities of the Ministry of Digital Development and Transport, Road Police and Road Transport Authority and other stakeholders listed in section 5.2 (Institutional framework)
- Proposal on a Roadmap/Action plan for structural transformation of the transport sector institutions in charge of road safety with well-defined roles and responsibilities for the new / upgraded structures as well as job profiles and job descriptions for various positions

Result 3: Planning and follow up as well as co-ordination and co-operation between all the relevant partners in charge for road safety improved

- Revised road safety planning and follow-up procedures
- Revised co-operation and co-ordination mechanisms and relevant procedures between the public administration institutions as well as with commercial and social actors in the transport sector
- A Guidelines for Road Safety Management System with all necessary procedures
- Standard Operating Procedures (SOPs) for communication and co-ordination between institutions in charge for road safety

Result 4: Road Accidents Prevention mechanism improved

- Revised road accidents prevention mechanism that allows detailed analysis of accidents as well as preparation of the detailed designs and technical specifications for black spots elimination
- A Smart Road Traffic Accidents Reduction Strategy based on Intelligent Transportation Systems (TARS) and applicable Action Plan
- Proposed new Road Accidents Prevention mechanism

Result 5: Road safety measurement and reporting system improved

- Report on existing methodology and description of the road safety performance indicators and recommendations for their further alignment with international standards
- A new set on road safety performance indicators, including their descriptions and methodologies in line with EU indicators system
- Revised/new reporting guidelines
- Developed and tested report templates based of the reporting guidelines

Result 6: Establishment of an effective single traffic and accidents database and data management system is facilitated

- Report on the review the status of digitalisation of road maps and their level of details
- Reviewed capability of the existing databases (Vehicles and Drivers modules)
- Proposal on efficient procedures for accident investigation, data collection, reporting and analysis
- Established single (no-cost) integrated database on traffic flows and accidents
- Proposed general architecture, objectives and structure of the database

Result 7: Knowledge and skills of the MDDT and other state authorities in charge for the road safety on EU acquis and best practices as well as International Conventions increased

- Review of the human resources capabilities, equipment and facilities,
- Training strategy, with focus on the “horizontal” issues
- Analysis of training needs including all target groups
- Training programme with detailed curriculums for the employees for all target groups
- Training packages, approved by the head of the administration
- % of employees gained knowledge and new skills, at least, with regard to road safety legislation, technical standards, EU regulations and conventions, road safety performance indicators, road accident prevention mechanisms, road safety measurement and reporting

Result 8: Countrywide traffic safety awareness-rising and communication strategy prepared and implementation supported

- Countrywide traffic safety awareness-rising and communication strategy and action plan
- Road safety awareness among road users, especially vulnerable road users (children, elderly people, pedestrians, cyclists, motorcyclists);
- Accident prevention and public education information campaign
- Advocacy and promotion action plan is in use
- Established framework for provision of the road safety education in schools on a systematic and continuous basis

12 Facilities available

The Beneficiary commits itself to deliver the following facilities:

- Adequately equipped office space for the RTA and the RTA’s assistants for the entire duration of the secondment;
- Supply of an office room including access to computer, telephone, internet, printer, photocopier
- Adequate conditions for the STEs to perform their work while on missions;
- Provide suitable venues for the meetings and training sessions that will be held under the project;
- Availability of staff that will be involved during the implementation of the Twinning project.

Full coordination and transparency are expected among all key players involved.

Abbreviations

AMAK	National Automobile Club of Azerbaijan
BA	Beneficiary Administration
BC	Beneficiary Country
CFCU	Central Financing and Contracting Unit
CL	Component Leader
CoM	Cabinet of Ministers
CV	Curriculum Vitae
EAP TP	Eastern Partnership Transport Panel
EASST	Eastern Alliance for Safe and Sustainable Transport
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
EU	European Union
EUD	European Union Delegation
FIA	International Automobile Federation
GoA	Government of Azerbaijan
GTS	Global Telecommunication System
ICT	Information and Communication Technology
MDDT	Ministry of Digital Development and Transport
MS	Member State
NAP	National Adaptation Plan ^{7tb}
PAO	Programme Administration Office
PCA	Partnership and Cooperation Agreement
PL	Project Leader
PPF	Partnership Priorities Facility
PSC	Project Steering Committee
RSA	Road Safety Audit
RSC	Road Safety Commission under the Cabinet of Ministers
RTA	Resident Twinning Adviser
SDG	Sustainable Development Goal
SPRS	State Programme on Road Safety for 2019-2023
STE	Short-Term Expert
ToR	Terms of Reference
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe

ANNEXES TO PROJECT FICHE

Annex 1: Simplified Logical Framework as per Annex C1a

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	To contribute to the reduction of road crashes, especially ones resulting in death or severe health injuries and socio-economic damage	Reducing the number of deaths in road crashes <i>baseline – 0 (2022); target – 15% (2025)</i>	<ul style="list-style-type: none"> ▪ Global road safety assessment report ▪ State Statistics Committee 		
		Reducing the number of severe or less severe injuries in road crashes <i>baseline – 0 (2022); target – 15% (2025)</i>	<ul style="list-style-type: none"> ▪ Global road safety assessment report ▪ State Statistics Committee 		
		Reducing the number of road crashes <i>baseline – 0 (2022); target – 15% (2025)</i>	<ul style="list-style-type: none"> ▪ Global road safety assessment report ▪ State Statistics Committee 		
Specific (Project) Objective(s)	Establishment of a road safety system that manages, coordinates and addresses traffic safety issues in Azerbaijan assisted	Improved level of compliance of Road Safety Management system with the EU policy and best practices <i>baseline – 0 (2022); target – tbd (2024)</i>	<ul style="list-style-type: none"> ▪ Assessment reports by EU institutions / experts ▪ Government report 	<ul style="list-style-type: none"> ▪ Unstable political environment impacting the implementation of the project ▪ Lack of communication between road safety governance institutions ▪ High staff turnover ▪ Difficulties and delays related in adoption of the related new/amended 	<ul style="list-style-type: none"> ▪ Political willingness and continuous commitment of national authorities ▪ Availability of relevant staff of the beneficiary authorities, as well as their involvement in the project ensured
		Road Safety Auditing (RSA) system in use <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Assessment reports by EU institutions / experts ▪ Government report 		
		Clear division institutional roles and responsibilities <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Assessment reports by EU institutions / experts ▪ Government report 		

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
		Number of reports developed based on new templates <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Assessment reports by EU institutions / experts ▪ Assessment report 	legislative acts other project documents	
		Number of projects modified/developed following safety audit <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Government report ▪ Copy of the modified/developed project 		
Component 1: Strengthening of legal and institutional framework of road safety system					
Mandatory results/outputs by components	Result 1: National road safety legislation and technical regulations aligned with EU and international directives	An assessment report on gaps and recommendations concerning the legislative acts in the field of road safety <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Assessment report on the legislation including the gaps and needs to update 	<ul style="list-style-type: none"> ▪ Insufficient experience of employees in drafting specific legal amendments, regulatory and supervisory documents ▪ Lack of commitment and support from other related authorities and stakeholders ▪ Slow progress on the adaptation, approval and implementation of the proposed legislative updates 	<ul style="list-style-type: none"> ▪ Approval of amendments and new legislation is at least partly achieved ▪ Efficient coordination with relevant public administrations legislative committees ▪ Availability, attendance and stability of participants in twinning activities
		A roadmap with clear timeframe for implementation of the recommendations of the assessment report <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Assessment report validated by the beneficiary 		
		Relevant draft amendments to and/or new legislative acts and technical regulations, ready for further approval by the relevant authority <i>baseline – 0 (2022); target – 5 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Validated legal acts ▪ Mass media 		

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
		A set of reviewed and upgraded and/or newly developed technical safety standards, using European best practices <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Validated standards 		
	Result 2: Organizational set-up of transport sector institutions in charge for road safety improved for implementing the legislation and technical requirements as well as better coordination and management of road safety measures	Report on detailed mapping and functional analysis of the transport sector institutions (with a view to identify: objectives, missions, functions, information flows, redundant responsibilities and gaps in the framework of the implementation of the State Programme on Road Safety for 2019-2023) in charge for the road safety <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports 		
		Potential scenarios for institutional transformations, including respective roles and responsibilities of the Ministry of Digital Development and Transport, Road Police and Road Transport Authority and other stakeholders listed in section 5.2 (Institutional framework) <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports 	<ul style="list-style-type: none"> ▪ Insufficient resources to adapt and implement the proposed restructuring process ▪ Unpreparedness of the GoA for organizational restructuring 	<ul style="list-style-type: none"> ▪ Well understanding of the needs for restructuring by the decision makers ▪ Willingness, commitment and determination in the management of the beneficiary institutions for restructuring
		Proposal on a Roadmap/ Action plan for structural transformation of the transport sector institutions in charge for road safety <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Government reports on implementation of the action plan 		
Component 2: Setting up an effective Road Safety Management System					

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
	Result 3: Planning and follow up as well as co-ordination and co-operation between all the relevant partners in charge for road safety improved	Revised road safety planning and follow-up procedures <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports 	<ul style="list-style-type: none"> ▪ Low absorption capacity of the beneficiary institutions to absorb project deliverables ▪ Resistance to change and development ▪ Limited commitment from the managers/ high level decision-makers of the beneficiary institutions 	<ul style="list-style-type: none"> ▪ Willingness, commitment and determination of the beneficiary institutions to improve management and coordination of the road safety ▪ Government provides support to make available adequate technical, financial and human resources for implementation of the project activities
Revised co-operation and co-ordination mechanisms and relevant procedures between the public administration institutions as well as with commercial and social actors in the transport sector <i>baseline – 0 (2022); target – 1 (2023)</i>		<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Copy of the developed assessment report 			
A Guidelines for Road Safety Management System with all necessary procedures <i>baseline – 0 (2022); target – 1 (2024)</i>		<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Copy of the endorsed roadmap 			
Standard Operating Procedures (SOPs) for communication and co-ordination between institutions in charge for road safety <i>baseline – 0 (2022); target – 3 (2024)</i>		<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Endorsed strategy 			
	Result 4: Road Accidents Prevention mechanism improved	Revised road accidents prevention mechanism that allows detailed analysis of accidents as well as preparation of the detailed designs and technical specifications for black spots elimination <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ A database in use and related reports 	<ul style="list-style-type: none"> ▪ Low absorption capacity of the beneficiary institutions to absorb project deliverables ▪ Resistance to change and development 	<ul style="list-style-type: none"> ▪ Availability, attendance and stability of participants in twinning activities
A Smart Road Traffic Accidents Reduction Strategy, developed based on Intelligent Transportation Systems (TARS) and applicable Action Plan		<ul style="list-style-type: none"> ▪ Strategy and Action Plan endorsed by the beneficiary 			

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
		Proposed new Road Accidents Prevention mechanism <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Strategy and Action Plan endorsed by the beneficiary 		
	Result 5: Road safety measurement and reporting system improved	Report on existing methodology and description of the road safety performance indicators and recommendations for their further alignment with international standards <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Copy of endorsed assessment report 	<ul style="list-style-type: none"> ▪ Lack of support and willingness from the beneficiary staff for improvement of the road safety measurement and reporting system ▪ Resistance to change and development 	<ul style="list-style-type: none"> ▪ Willingness, commitment and determination of the beneficiary institutions to improve Road safety measurement and reporting system improved ▪ Government provides support to make available adequate technical, financial and human resources for implementation of the project activities
		A new set on road safety performance indicators, including their descriptions and methodologies in line with EU indicators system <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Set of road safety performance indicators in use ▪ Project technical and progress reports 		
		Revised/new reporting guidelines <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports 		
		Developed and tested report templates based of the reporting guidelines <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports 		
	Result 6: Establishment of an effective single traffic and accidents database and data management system is facilitated	Report on the review the status of digitalisation of road maps and their level of details <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Status report on digitalisation level of road maps 	<ul style="list-style-type: none"> ▪ Lack of proper communication and cooperation with relevant stakeholders ▪ Lack of sufficient capacity of the staff to adapt and use the new methods and tools 	
		Reviewed capability of the existing databases (Vehicles and Drivers modules) <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports 		

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
		Proposal on efficient procedures for accident investigation, data collection, reporting and analysis <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Copy of the developed methodology 		
		Established single (no-cost) integrated database on traffic flows and accidents <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Database in use 		
		Proposed general architecture, objectives and structure of the database <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports 		
Component 3: Setting up an effective Road Safety Management System					
	Result 7: Knowledge and skills of the MDDT and other state authorities in charge for the road safety on EU acquis and best practices as well as International Conventions increased	Review of the human resources capabilities, equipment and facilities <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Copy of the endorsed manual 	<ul style="list-style-type: none"> ▪ Difficulties in implementing capacity building activities due to unpredictable conditions (e.g. pandemic) ▪ Unsuitable environment for the adaptation of the best practices ▪ Unsustainability of the staff to be trained 	<ul style="list-style-type: none"> ▪ Willingness, commitment and determination of the beneficiary institutions to strengthen road safety management and coordination ▪ Access is ensured to the required information of the staff for the staff capacity assessment and preparation of the training programs ▪ Availability, attendance and
		Training strategy, with focus on the “horizontal” issues <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Applied models in use 		
		Analysis of training needs, including all target groups (maximum number of people should not exceed 300) <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Copies of the SOPs 		
		Training programme with detailed curriculums for the employees for all target groups (maximum number of people should not exceed 300) <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Models and techniques in use 		

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
		Training packages, approved by the head of the administration <i>baseline – 0 (2022); target – 1 (2023)</i>	▪Project technical and progress reports		stability of participants in the capacity building activities
		% of employees gained knowledge and new skills, at least, with regard to road safety legislation, technical standards, EU regulations and conventions, road safety performance indicators, road accident prevention mechanisms, road safety measurement and reporting <i>baseline – 0 (2022); target – to be defined for each group of training during the first months of the project (2024)</i>	▪Project technical and progress reports		
	Result 8: Countrywide traffic safety awareness-rising and communication strategy prepared and implementation supported	Countrywide traffic safety awareness-rising and communication strategy and action plan <i>baseline – 0 (2022); target – 1 (2023)</i>	▪Project technical and progress reports	<ul style="list-style-type: none"> ▪Lack of sufficient awareness of the targeted groups to involve in the process ▪Lack of sufficient communication between public and private agencies ▪Unavailability of adequate staff and funds for the implementation of the proposal may jeopardize the job done by the experts 	<ul style="list-style-type: none"> ▪Willingness and for communication and coordination with internal and external entities ▪Availability of the legislation allowing partnership between public and private agencies ▪Availability, attendance and stability of participants in twinning activities ▪Visibility, attendance and stability of participants in twinning activities
		Road safety awareness among road users, especially vulnerable road users (children, elderly people, pedestrians, cyclists, motorcyclists) <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪Project technical and progress reports ▪Mass media report 		
		Accident prevention and public education information campaign <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪Project technical and progress reports ▪Copy of the strategy and action plan 		

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
		Advocacy and promotion action plan in use <i>baseline – 0 (2022); target – 1 (2023)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports ▪ Copy of the action plan 		
		Established framework for provision of the road safety education in schools on a systematic and continuous basis <i>baseline – 0 (2022); target – 1 (2024)</i>	<ul style="list-style-type: none"> ▪ Project technical and progress reports 		

Annex 2: Existing legislation regulating road safety in Azerbaijan

Main related Laws and Codes, approved by the presidential Decrees are:

1. ***Law of the Azerbaijan Republic “On road traffic”***, issued on 3 July 1998¹¹, determines the legal basis of holding complex actions for the purpose of the organization of safe and convenient movement of vehicles and pedestrians on roads, taking measures for protection of life and human health, the environment, private, municipal and state-owned property in connection with traffic, prevention of the road accidents and decrease in degree of their weight, and establishes the rights and tasks of the state, and also participants of traffic in this area.
2. ***Law “On Road Transport”***, issued on 1 April 2008¹², establishes legal, organizational and economic basis of public conveyances and loads road transport in the territory of the Azerbaijan Republic, governs the relations arising in this sphere between state bodies, carriers and consumers of services in public conveyance and loads road transport.
3. ***Law “On Transport”***, issued on 1 June 1999¹³, establishes legal, economic and organizational basis of functioning of transport.
4. ***Law “On Police”***, issued on 28 October 1999¹⁴, aims to protect lives, health, rights and freedoms of people, legal interests and property of the state, natural and legal persons from illegal offences.
5. ***Law “On Highways”***, issued on 22 December 1999¹⁵, establishes general bases of legal, technical and economic and organizational design philosophies, constructions, uses, contents, protection and development of highways in the country and the related engineering constructions, and also management of road economy and governs the main relations arising between subjects of road economy. This Law extends to all highways of the Republic of Azerbaijan, regardless of the owner, users and value.
6. ***Law “On Compulsory Insurances”***, issued on 24 June 2011¹⁶, governing the legal and economic relations between insurers, insured and beneficiaries in the sphere of compulsory insurance of real estate, obligatory civil liability insurance of owners of vehicles, obligatory civil liability insurance in connection with operation of real estate and obligatory personal passengers insurance from accident, for the purpose of protection of their rights and interests establishes general bases of implementation of noted types of compulsory insurance, and also the rule and condition of their implementation in the Republic of Azerbaijan.
7. ***Administrative Offences Code*** of the Republic of Azerbaijan, dated on 29 December 2015¹⁷, establishing the administrative responsibility and providing imposition of penalties in respect of persons committing administrative violations

Main Presidential Decrees are:

8. ***Decree on improvement of management in the road transport sector envisages the creation of a public legal entity”***, dated 11 October 2021, aims to improve the management, regulation, and control mechanisms in the field of road transport, increase the quality of services provided for the transportation of passengers and goods by road, organize international and domestic passenger and freight transport in line with international requirements

¹¹ <http://e-qanun.az/framework/3423>

¹² <http://www.e-qanun.az/framework/15171>

¹³ <http://www.e-qanun.az/framework/4764>

¹⁴ <http://www.e-qanun.az/framework/2937>

¹⁵ <http://www.e-qanun.az/framework/490>

¹⁶ <http://e-qanun.az/framework/22228>

¹⁷ <https://cis-legislation.com/document.fwx?rgn=85141>

Main Decisions of the Cabinet of Ministers are:

9. On making changes to the decision № 60 of the Cabinet of Ministers of the Azerbaijan Republic “On road safety issues”, dated on the 6 April 1999¹⁸
10. About approval of the Statute on rules of acceptance of examinations and issue of driving licenses from the persons wishing to receive the driving license giving the right to drive the vehicle, dated, dated 15 March 1999¹⁹
11. On the training and professional development courses for drivers of vehicles, dated 15 March 1999²⁰
12. About approval of the Situation on the state registration and the state registration of motor vehicles and their trailers in accordance with the established procedure and Rules of alienation and pledge of the vehicle, dated 15 March 1999²¹
13. On approval of the Model Regulations on the rules of state technical inspection of vehicles and their trailers, dated 15 March 1999²²

¹⁸ <https://cis-legislation.com/document.fwx?rgn=85141>

¹⁹ <http://www.e-qanun.az/framework/5080>

²⁰ <http://www.e-qanun.az/framework/5080>

²¹ <http://www.e-qanun.az/framework/5078>

²² <http://e-qanun.az/framework/5079>

Annex 3: International Agreements and Conventions to which Azerbaijan is a party

№	Road Safety Conventions	Accession date
1.	European Agreement concerning the Work of Crews of Vehicles Engaged in International Road Transport (AETR), 01.07.1970	16.08.1996
2.	Agreement concerning the International Carriage of Dangerous Goods by Road (ADR), 30.09.1957	28.09.2000
3.	Agreement on Global Technical Regulations for Wheeled Vehicles, Equipment and Parts, 25.06.1998	15.04.2002
4.	Agreement on Harmonized Technical United Nations Regulations for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these United Nations Regulations, 20.03.1958	15.04.2002
5.	Convention on Road Traffic, 08.11.1968	03.07.2002
6.	Convention on Road Signs and Signals, 08.11.1968	22.02.2011

Annex 4: EU and other donor activities in the field of road safety

Main activities funded by a grant from the European Commission Directorate General under the umbrella of the World Bank support to the Eastern Partnership Transport Panel in 2021:

European Union funded development of a **Road Safety Regional Profile** report for six Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova and Ukraine) under the umbrella of the World Bank support to the Eastern Partnership Transport Panel (EaP). This report was written in close consultation with the representatives of the Regional Working Groups as part of the EaP Transport Panel Secretariat Activity.

The document “**Improving road Safety Data in Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine: Towards Developing a Regional Eastern Partnership Road Safety Observatory**” builds on the state-of-the-art discussions on road safety targets, indicators, and data systems, as well as on the role of national (i.e., country level) and regional observatories to help advance knowledge and decision making on road safety around the world.

For the purposes of this document, the EaP Road Safety Observatory (EaP RRSO) is defined as a joint initiative of the six EaP countries with the common goal to promptly and efficiently advance towards the eradication of road traffic fatal and non-fatal injuries by sharing good practices and interchanging data to help create a solid body of evidence-based practice. The Regional Observatory will house country-level data, but more importantly, it will act as a catalyst in developing or strengthening the country-level national road safety observatories housing road safety data beyond that derived from crashes.

Other EU activities:

TRACECA project “Transport Dialogue and Interoperability Between the EU and its Neighbouring Countries and Central Asian Countries” (2013 – 2016)

The regional project aims to contribute to strengthening the political and transport dialogue mechanisms between the EC, the TRACECA beneficiary countries, other project stakeholders and IFIs. The project is to contribute to the development and agreement of TRACECA regional investment plans for transport infrastructure and to provide support in project identification, project definition and appraisal leading to mobilisation of funding and project implementation. Further support in the implementation of transport investments' projects by providing studies, developing business and master plans, analysing financial and technical feasibility and promoting public-private partnerships is envisaged in the framework of the project implementation.

TRACECA projects "Implementation of the Regional Road Safety Action Plan for the ENPI and Central Asian Countries - Global Road Safety Partnership" (2014 – 2016)

The project aims at the implementation of TRACECA Regional Road Safety Action Plan, ensuring that corridor transport system actively promotes safety, security and protection of users, property, general public and the environment.

Other donor activities:

WHO project “Technical support for more efficient implementation of the National Action Plan on Road Safety with emphasis on improving existing legislation and the quality of care for post-crash response” (2020-2022)

36-month project, implementing in partnership with UNDP, National Parliament, Ministries of Internal Affairs and Health, Azerbaijan Medical University and the State Agency for Mandatory Health Insurance, aims to support the government of Azerbaijan in developing a model for an operational emergency management system for providing timely and effective post-crash care to victims of road traffic injury.

ADB funded Regional technical assistance project “Enhancing Road Safety for Central Asia Regional Economic Cooperation Member Countries (CAREC) countries” (2020-2022)

The project will facilitate dialogue on regional policy and create conditions for a coordinated approach and knowledge exchange on road safety issues.

The project will benefit all CAREC member countries, which will create joint road safety capacity and improve the efficiency of information exchange activities. The project has set itself the goal of implementing infrastructure development through campaigns and education and achieving road safety.

ADB has already implemented a technical support project for CAREC countries in connection with road safety in 2014-2019. The project has raised awareness of road safety principles and developed a framework for regional road safety cooperation.

In May 2021, the **World Bank** launched \$65 million loan to the Republic of Azerbaijan to finance the **Regional Connectivity and Development Project** (2021-2026).

The objective of the project is to provide safe, efficient and climate resilient transport connectivity and improve market accessibility along the Salyan-Bilasuvar road corridor.

The project will finance three key areas:

- Investments in roads and ancillary agricultural and logistics infrastructure will contribute to supporting connectivity and market accessibility, with a view to maximizing the socio-economic development impact of upgraded roads
- support financial sustainability and efficiency within the road sector, through technical assistance for developing road network management systems and study options for introduction of user charges and prevention of vehicle overloading.
- support the design and arrangement of roadside logistics and market facilities, and provision of skills training to local entrepreneurs, to improve income-generating opportunities for local communities.

In 2020, the World Bank prepared an assessment report for the transport sector in Azerbaijan a part of the scope of International Financial Corporation's project to assess the power and transport sectors in Azerbaijan. The objective of the project was to overview the transport and power sectors, identify potential areas for private sector engagement, and issue recommendations for reforms and policies to facilitate greater private investment into these sectors, with the ultimate aim of contributing to the sustainable development of Azerbaijan.

Annex 5: List of applicable EU directives and regulations

The proposed project will cover the following regulations and directives:

- Directive 2008/96/EC of the European Parliament and of the Council of 19 November 2008 “On Road Infrastructure Safety Management”
- Council Regulation (EEC) No 3820/85 of 20 December 1985 on driving and rest times
- Council Regulation (EEC) No 3821/85 of 20 December 1985 on recording equipment in road transport, as amended
- Council Directive 94/55/EC on the approximation of the laws of the Member States relating to road transport of dangerous goods
- Council Directive 96/35/EC on the appointment and vocational qualification of safety advisers for the transport of dangerous goods by road, rail and inland waterways
- Council Directive 88/599/EC on standard verification procedures for implementation of
- Council Regulations No 3820/85 and 3821/85
- Council Directive 96/96/EC of 20 December 1996 on the approximation of the laws of the Member States relating to road-worthiness test for motor vehicles and their trailers, as amended
- Council Directive 96/914 on the minimum level of training for some road transport drivers
- Council Decision 93/704 on the creation of a Community database on road accidents
- Council Directive 95/50 on uniform procedures for checks on the transport of dangerous goods by road
- Council Directive 91/439 on driving licences (and further amendments)
- Council Directive 96/53 on maximum weights and dimensions for road vehicles
- Council Directive 92/6 on the installation and use of speed limitation devices for certain categories of motor vehicles
- Council Directive 91/671 on the approximation of the laws of the Member States relating to compulsory use of safety belts in vehicles of less than 5 tons,
- Council Regulation 1172/98 on statistical return in respect of the carriage of goods by road.

Annex 6: Map of Road Safety Governance Institutions

Institutions	Roles and responsibilities with regard to Road Safety Management
Road Safety Commission under the Cabinet of Ministers	<ul style="list-style-type: none"> • Formulation and coordination of implementation of a single state policy on road safety, and exercising control
Ministry of Transport, Communications and High Technologies with its	<ul style="list-style-type: none"> • Creation of relevant information systems and databases included in the single electronic information and analytical database "Road safety" • Improvement of the transport intellectual management system according to existing international experience • An assessment of the compliance of the existing road network with road safety requirements by the independent international body and making relevant proposals • Taking measures to stimulate the construction of technically economically justified paid highways • Improving the legal and regulatory framework for the construction and operation of highways • Interactive map of crash hazardous road areas and hot spots
Ministry of Internal Affairs with its main Traffic Police Department	<ul style="list-style-type: none"> • Organization of the traffic safety • participation in the development of rules, standards and technical norms related to road safety; • organization of the state technical inspection and registration of vehicles and trailers, the issuance of state license plates • examination of person on traffic rules and driving skills as well as issuance of driving licenses • ensuring registration, investigation and inquiry into traffic violations and traffic accidents • establishment of a single state registration of traffic and its safety indicators and reporting • carrying out control over traffic safety • to organize the implementation of administrative proceedings and imposition of penalties for violations of traffic rules and traffic accidents • carrying out control over the state technical condition of vehicles and trailers • ensuring traffic safety propagation
Ministry of Health	<ul style="list-style-type: none"> • Approval of the list of diseases and physical barriers that hinder transport management • Development and implementation of measures to reduce the reaching time of emergency medical assistance and crash rescue service to traffic crashes and the time of delivery of victims to medical stations • Optimization of network of emergency medical stations and distance between them Improving teaching methodologies on providing first aid and behavior of road users, especially drivers to deal with the victims of road traffic crashes
Ministry of Education	<ul style="list-style-type: none"> • Bringing together of experts on road traffic management and road safety and representatives of research institutions for road safety in order to systematically and continuously investigate theoretical and practical issues related to road safety • Organization of teaching and learning process and vocational training in the field of road traffic management and road safety and improvement of specialization according to the level of education in this field
Baku Transport Agency under the Baku city Executive Power ²³	<ul style="list-style-type: none"> • Control and regulation in the field of passenger transportation • participation in the organization of traffic • provision of centralized management of traffic flows and traffic flow control along with relevant structures • introduction of an intelligent transport management system • ensuring development in the field of passenger transportation
Azerbaijan Automobile Federation (AAF)	<ul style="list-style-type: none"> • Bringing together and facilitate the joint activities of all professional and amateur organizations and people engaged in automobile sports and traffic safety in the country • Provision of traffic safety, development of automobile sports and tourism, organization and promotion of driving safe, environmentally friendly vehicles in Azerbaijan. <p><i>Note: AAF is already a full-fledged member of the Fédération Internationale de l'Automobile (FIA), which organizes and manages various international projects in the area of automobile sports, traffic safety, and car industry innovations all over the world.</i></p>

²³ <https://bna.az/en/about-us>

Annex 7: Structure of the Ministry of Digital Development and Transport

Departments dealing with transport issues:

Department of Transport Regulation

Transport Policy Department

International Cooperation Department

Department of Strategic Analysis, Innovation and Digitalization

State Automobile Transport Service under the Ministry

State Maritime Agency under the Ministry

Baku Taxi Service LLC under the Ministry

Coordinating Council on Transit Freight under the Ministry

Annex 8: Structure of the Ministry of Internal Affairs with its main Traffic Police Department

LEADERSHIP

Minister
First Deputy Minister
Deputy Minister
Deputy Minister
Deputy Minister - Commander of Interior Troops
Deputy Minister - Head of Main Institutional Inspectorate Department

CENTRAL APPARATUS

Secretariat (Main Department authority)
Main Institutional Inspectorate Department
Duty Services Administration Department (department authority)
Main Criminal Investigation Department
Main Investigation and Interrogation Department
Main Organized Crime Department
Main Drug Enforcement Department
Internal Security Department
Main Department of Special Operational and Search activities
Main Department on the Fight against Human Trafficking
Forensic Investigations Department
Main Public Security department
Main Operational and Statistical Information Department
Main Department of Internal Troops
Main Transportation Police Department
Main State Traffic Police Department
Main Guarding Department
Main Passport, Registration and Migration Department
Mobilization Works and Civil Defense Department
National Central Bureau of Interpol in the Republic of Azerbaijan (Main Department authority)
Main Human Resources Department
Internal Investigation Department
Department in Charge for Personnel
International Relations Department
Main Information and Communication Department
Mass Media Service (department authority)
Financial and Planning Department
Main Department of Logistics
Medical Department
Managerial Service (department)
Sports Society (department authority)

SUBORDINATED BODIES

The Ministry of Internal Affairs of Nakhchivan Autonomous Republic
Military Units and subdivisions of the Internal Troops
Higher Military School of Interior Troops
Police Academy (main department authority)
School for training of rank-and-file and junior management officers
Rapid Response Police Unit and other regular police forces
Main Police Department of Baku City
Main Police Department of Gyanja city
Main State Traffic Police Department
Other territorial and specialized police authorities and institutions