



# **TWINNING PROJECTS IN THE NEIGHBOURHOOD REGION**

**Institutional Capacity Building in the  
EU External Programmes**

**Brussels, June 10th 2009**

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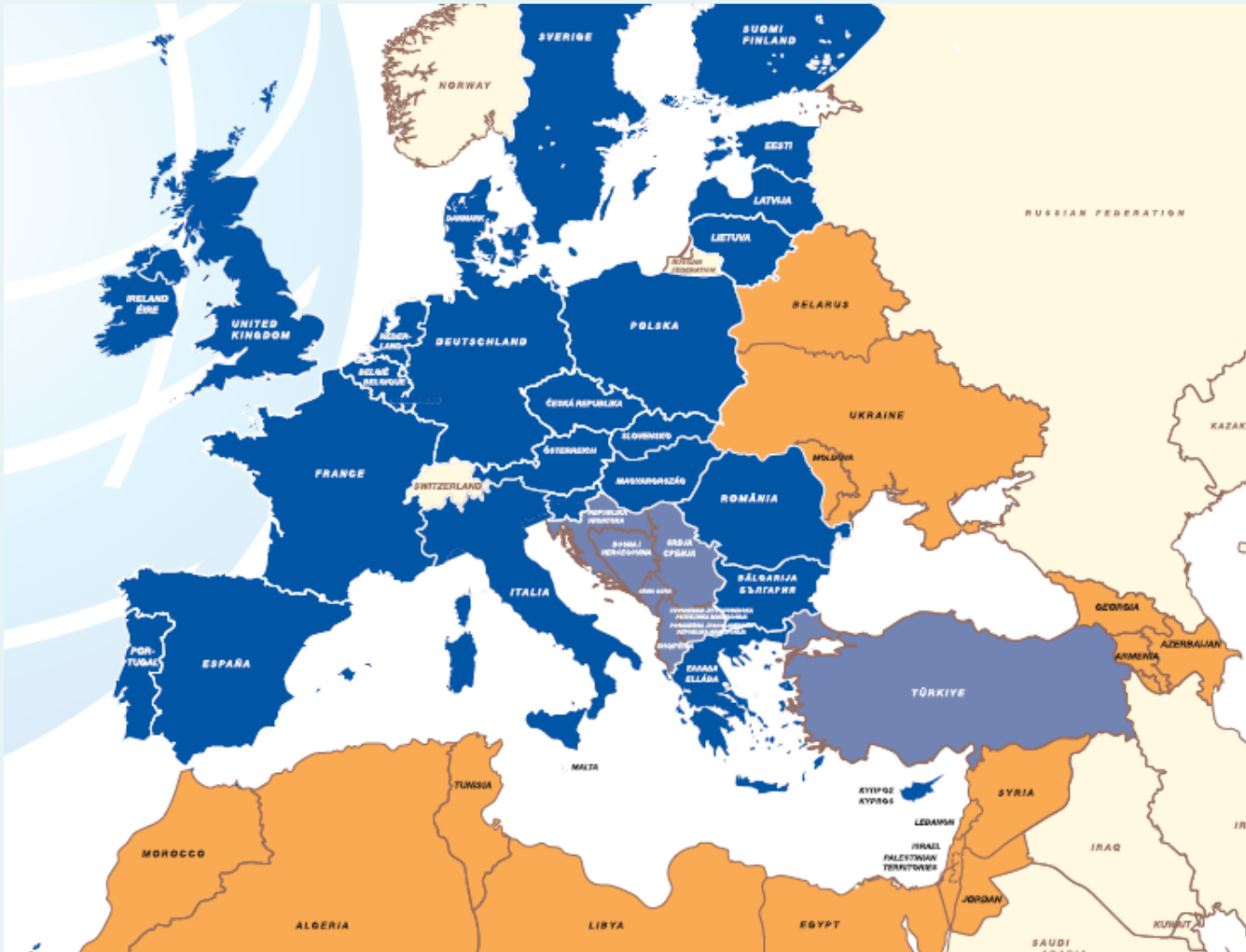
Head of Unit EuropeAid A6



# The European Neighbourhood Policy Instrument

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- Morocco
- Algeria
- Tunisia
- Libya (Taix)
- Egypt
- Israel
- oPT (Taix)
- Jordan
- Lebanon
- Syria
- Armenia
- Georgia
- Azerbaijan
- Ukraine
- Moldova
- Belarus (Taix)
- Russia (Taix)



# European Neighbourhood Policy – ENP/ENPI

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- The European Neighbourhood Policy (**ENP**) is a broad **political strategy** with the ambitious objective of strengthening the *prosperity, stability* and *security* of Europe's neighbourhood in order to avoid any *dividing lines* between the enlarged EU and its direct neighbours.
- The European Neighbourhood and Partnership Instrument (**ENPI**) is the **financial instrument** which supports the ENP through concrete assistance actions.

*Regulation (CE) N° 1638/2006 of the Parliament and the Council, 24 October 2006*



# ENP – Objectives

- To promote **prosperity** offering significant **economic integration**; The Twinning instrument rely on the political relations and the level of economical integration granted according to the partners' degree of ambition and share of common values;
- To advance **freedom** and **democracy** by deepening political cooperation, on the basis of shared values and common interests;
- To promote **security and stability** by working with together to address development, environment, non-proliferation and counter-terrorism issues.
- The ENP **does not prejudice** the future evolution of its relationship with the EU (accession).



# ENP – Functioning

- The EU and each ENP partner reach agreement on reform objectives across a wide range of fields within certain “common” areas or priorities – **Action Plan**
- The EU provides financial and technical assistance to support the implementation of these objectives, in support of partners’ own efforts - **Progress Report**
- Implementation is promoted and monitored by various means, including joint bodies between the EU and the partner country – **Sector sub-Committees**



# ENP – some innovative features

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- **Cross Border Cooperation:** joint programmes between regions of Member States and partner countries sharing a common border.
- **NIF:** grant support to lending operations of eligible Public European Financial Institutions, mainly infrastructure projects (energy, transport, social and environment) but also private sector.
- **Twinning, TAIEX and SIGMA:** cooperation tools between a public administration in partner countries and the equivalent institution in an EU Member State;

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# Twinning – the nature of the instrument

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## Institutional Twinning

- “Peer to peer” public sector expertise
- Jointly agreed results
- Approximation to the EU *acquis* and best practices
- Political commitment
- EU MS selected upon quality of proposal
- High level of sustainability

## Technical Assistance

- Private expertise
- Provision of services by consultants
- Offer selected upon quality and budget
- Useful when there is a relevant technical gap (level of development of the Beneficiary institution )

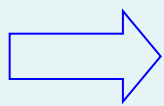


# Twinning - Functioning

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- A cooperation tool, regulated by the provisions of the “Common Twinning Manual” between a Public Administration in a Partner/Beneficiary Country and the equivalent Institution in the EU Member State.



Twinning is a joint project between hands-on practitioners

- Consists of sending at least one Resident Twinning Adviser to the Beneficiary Country (for at least 12 months) to arrange short and medium-term missions.
- Twinning includes a contractor-customer relationship: It is not a one-way delivery of technical assistance





# Twinning Principles

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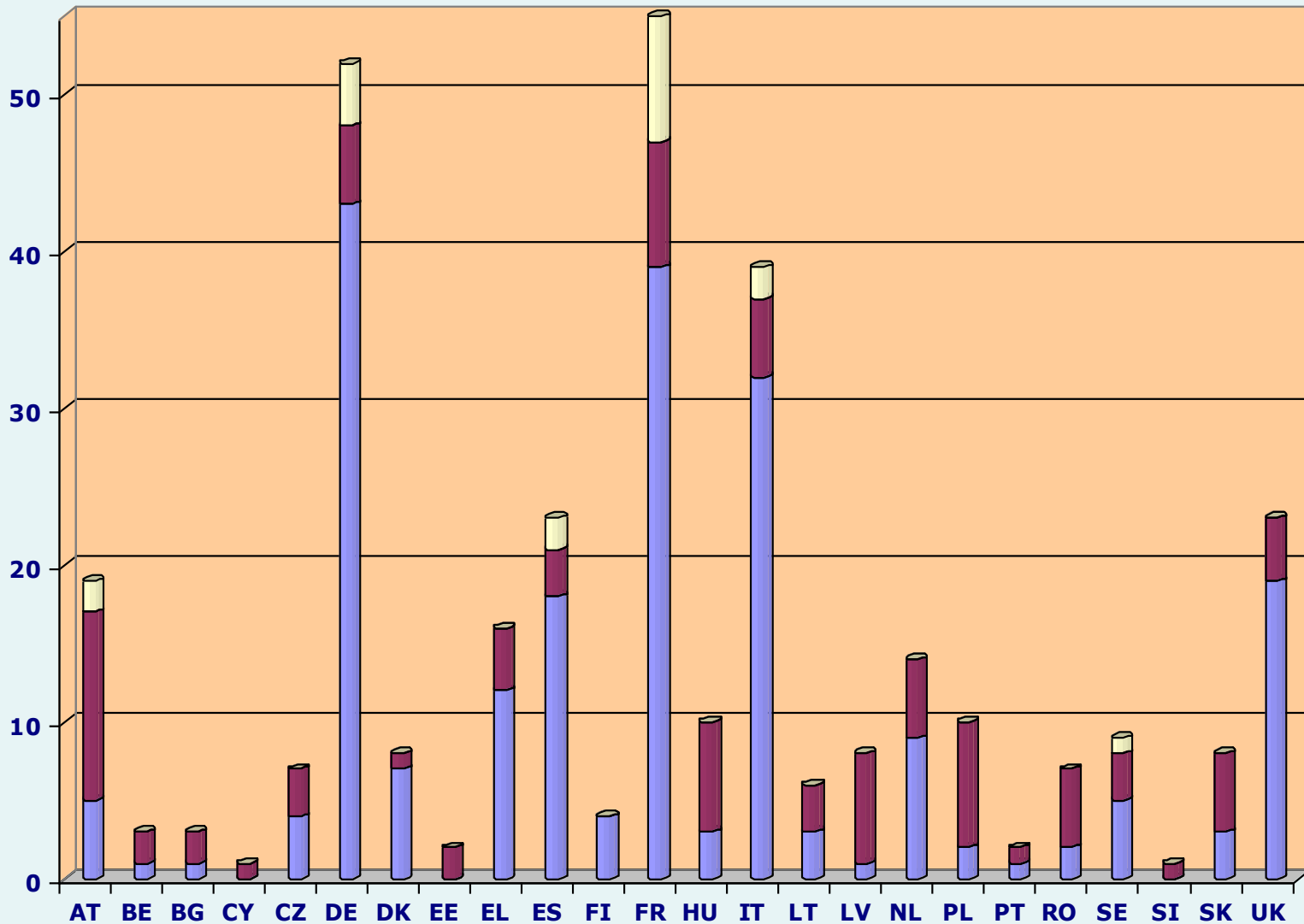
- Twinning is result oriented with one of its key features being mandatory results. Both the Beneficiary and the EU partners commit to achieving commonly agreed, precise and measurable goals;
- Twinning projects should be related to domains of cooperation foreseen in the partnership agreement;
- Coherent in all the projects components;
- Include elements of approximation to the *EU aquis*;
- Entails elements of structural reform;
- The Beneficiary Country Administration must be “twinnable”.



# Number of Twinning proposals 2004 - 2009 Per Member State

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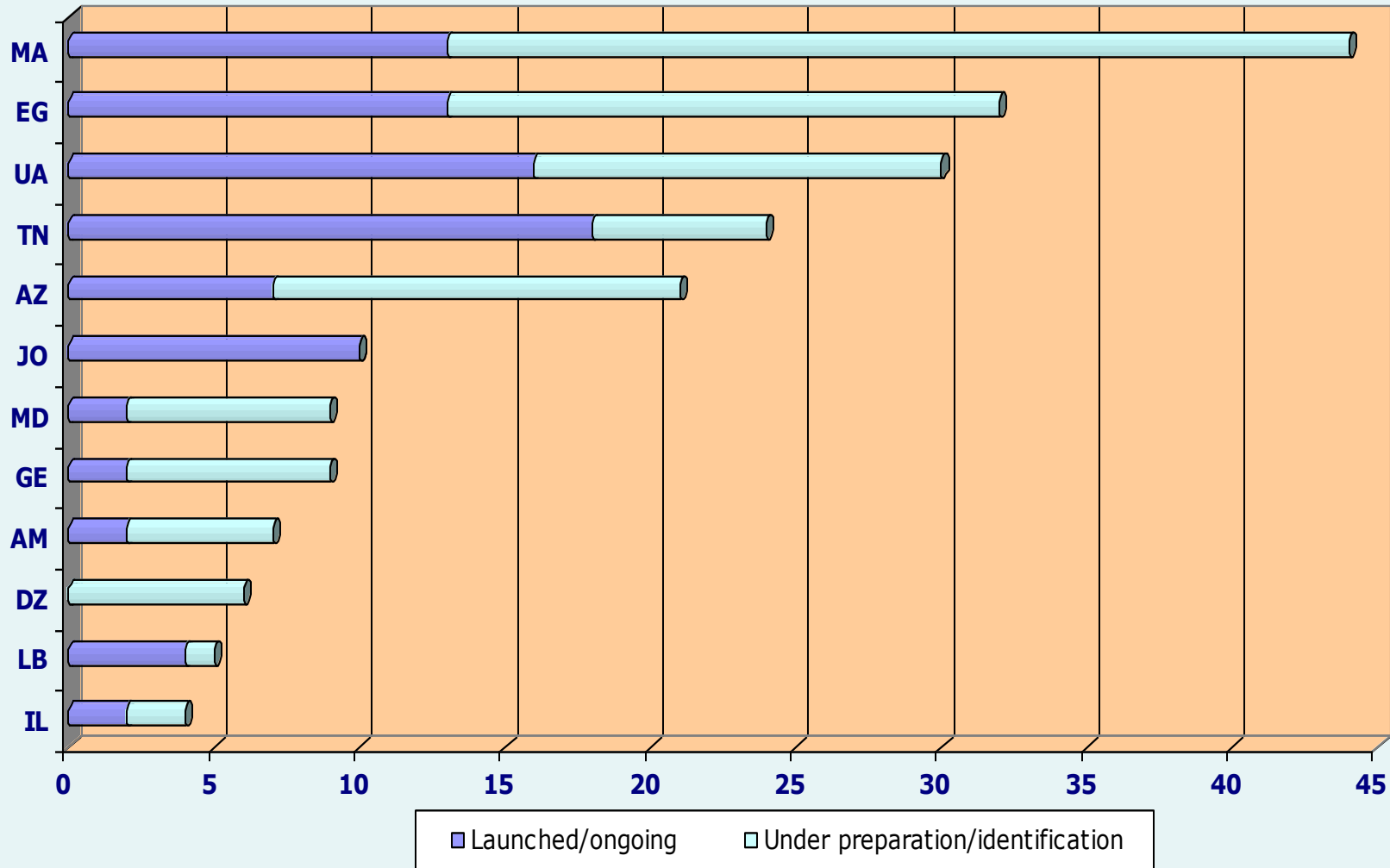
- Light Blue
- Dark Red
- Yellow



# 210 ENP-Twinning projects under preparation or published in 12 countries (20.04.2009)

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# Twinning projects ENP 2004-2009 per sector

<b>Finance &amp; Internal Market</b>	38
<b>Trade &amp; Industry</b>	25
<b>Justice &amp; Home Affairs</b>	23
<b>Health &amp; Consumer Protection</b>	18
<b>Employment &amp; Social Affairs</b>	17
<b>Environment</b>	14
<b>Transport</b>	14
<b>Customs</b>	9
<b>Energy</b>	9
<b>Agriculture</b>	7
<b>Statistics</b>	7
<b>Competition</b>	6
<b>Telecom</b>	2
<b>Others</b>	21
<b>TOTAL</b>	<b>210</b>

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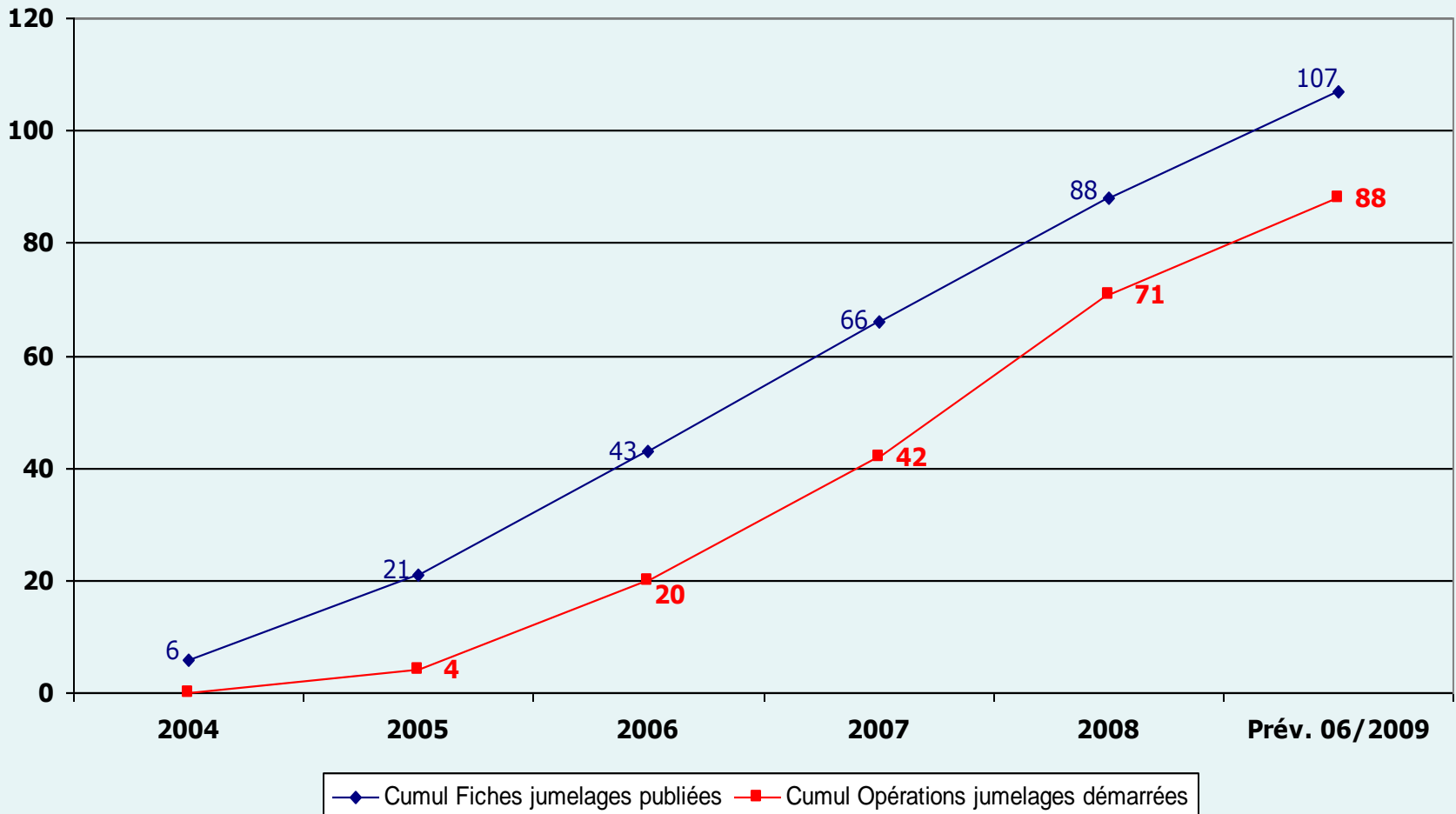
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# Linear Increase of Twinning Launched in ENP-Countries: Cumulated 2004–mid-2009

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# TAIEX - Background

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- TAIEX was set up in **1996** by the European Commission to support the faster implementation of the EU *acquis* in the Candidate Countries by compulsory transposition.
- **In 2006**, there was a gradual extension in the use of the instrument to the Neighbouring Countries & Russia (Directive 2006/62/EC) to promote the voluntary approximation of the EU *acquis* on the basis of commonly shared norms.
- Extension supported by a TAIEX National Contact Point (NCP) within the Programme Administration Office (PAO – wherever it exists) also NCP for Twinning & Sigma





# TAIEX - Functioning

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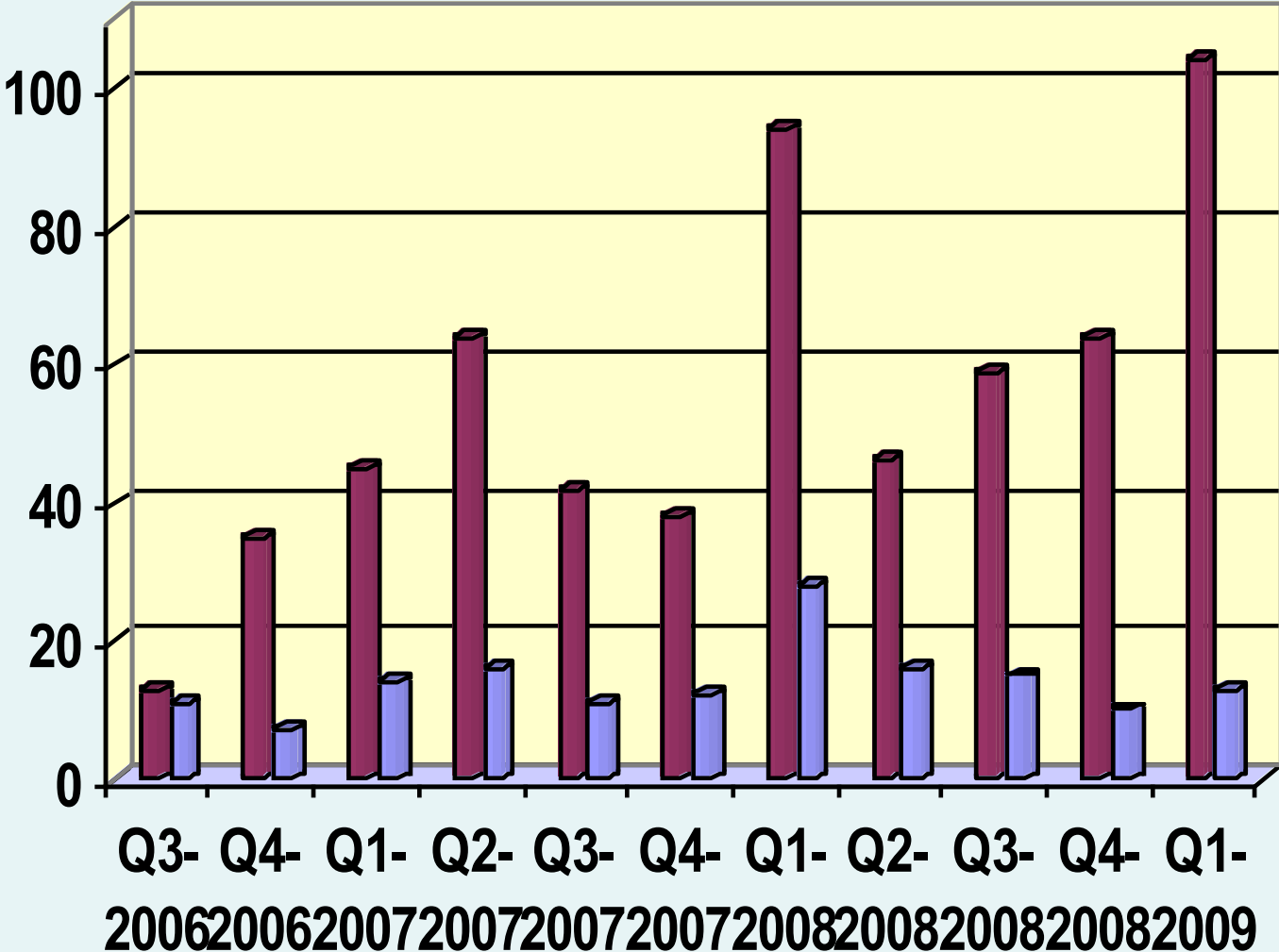
- It is short term (1 to 5 days maximum) demand-driven and contributes to the delivery of appropriate tailor-made expertise to address problems at short notice.
- TAIEX assists Neighbouring Countries with regard to the approximation, application and enforcement of EU legislation.
- TAIEX provides "peer-to-peer" assistance of public experts from EU Member States (MS) to partners and stakeholders of the Beneficiary Countries.
- PAOs become NCPs for the TAIEX instrument. In the countries with no PAO, TAIEX NCP is designated by the National Coordinator



# 757 TAIEX requests originated by Neighbouring Countries & Russia or initiated by the EC-DGs: 2006 - 2009

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# TAIEX: 3 Types of Assistance

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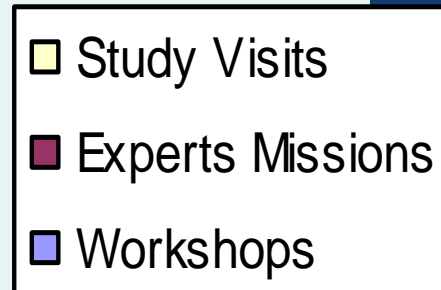
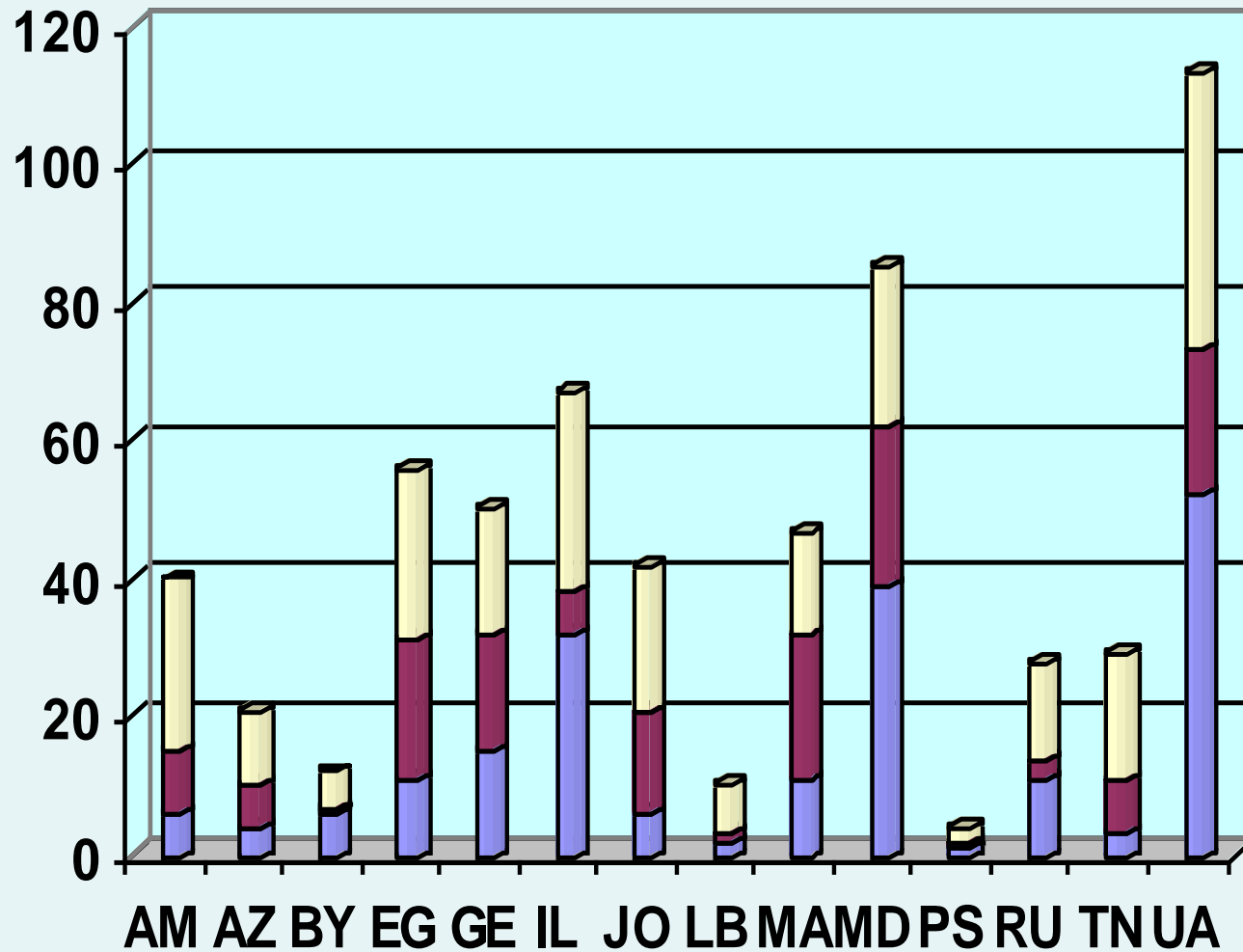
- **Expert Missions in Beneficiary Countries**  
5 days at most, to provide guidance on legislative projects and the functioning of the administrative process
- **Workshops or Seminars in Beneficiary Countries**  
2 days at most, to present and explain the EU *acquis*-related issues to a large audience (selected by the concerned Beneficiary Country).
- **Study visits in Member States**  
5 days at most, to allow a maximum of 3 Officials from Beneficiary Countries to learn how MS deals with practical issues related to the implementation of the *EU acquis*.



# Types of TAIEX requests from Neighbouring Countries and Russia: 2006 - 2009

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# SIGMA - Background

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- SIGMA, Support for Improvement in Governance & Management, is a **joint initiative of the OECD and the EU founded in 1992.**
- Initially designed to support Candidate Countries in the context of the EU enlargement, SIGMA is now equally integrated in the EU Neighbourhood Policy framework.
- SIGMA operations are managed by a National Contact Point (NCP) within the Programme Administration Office (PAO) which acts also as NCP for Twinning and TAIEX projects.





# Sigma – Functioning

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- SIGMA provides **short/medium-term** (1 day to 6 months) support to improve Governance and Management of the Beneficiary Countries with regard to:

Administrative law & administrative justice; Expenditure management; Internal/External audit; Procurement/concessions; Civil Service; Policy Capacities and Co-ordination; Regulatory Management and Property Rights

- SIGMA assists national reform teams by providing expertise by “peer practitioners”, who may be SIGMA staff or public servants borrowed short-term from MS administrations



# Identified Priorities Per Countries

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<b>Σ-ENP</b>	<b>Public Administration Reform: PAR, Civil Service/HR</b>	<b>Public Internal Financial Control: PIFC</b>	<b>Public Procurement: PP</b>	<b>Misc.</b>
<b>Armenia</b>		✓	✓	Creation of a Diplomatic School
<b>Azerbaijan</b>	✓	✓		
<b>Georgia</b>	✓			
<b>Moldova</b>	✓		✓	
<b>Ukraine</b>	✓		✓	
<b>Egypt</b>	✓	✓		Support to the Council of Ministers
<b>Jordan</b>			✓	
<b>Morocco</b>		✓	✓	



**Thank you very much for your attention**

**Institutional Capacity Building in the EU  
External Programmes**

Brussels June 10<sup>th</sup>, 2009

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