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Introduction to Twinning

Main Twinning Principles



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Skopje

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Twinning history and main facts

- **What** -Initiative of the European Commission for preparation of enlargement of the EU
- **Why** – to strengthening administrative capacity to transpose and implement EU *acquis communautaire*



Twinning history and main facts II

- **When:**
- Since 1998 it was introduced to 12 countries of the 5th enlargement



Twinning history and main facts III

- **When:**

Since 2002 Twinning was introduced to Western Balkans (now under IPA)



Twinning history and main facts IV

- **When:**

Since the end of 2003 Twinning was introduced to NIS and Southern Mediterranean region (now under ENPI)



Beneficiary countries

PROGRAMME	BENEFICIARY COUNTRIES	REGULATION	AIM
IPA	<p><u>CANDIDATE COUNTRIES</u> CROATIA, FORMER YUGOSLAV REPUBLIC OF MACEDONIA, TURKEY</p> <p><u>POTENTIAL CANDIDATE COUNTRIES</u> ALBANIA, BOSNIA AND HERZEGOVINA, SERBIA, KOSOVO¹, MONTENEGRO</p>	Council Regulation (EC) No 1085/2006 of 17 July 2006	<p>Institution Building assistance to countries which strive to become MS of the European Union in enforcing the EU acquis.</p> <p>Main instrument to support the Stabilisation and Association Process for Potential candidate countries.</p>
ENPI	<p>NIS: ARMENIA, AZERBAIJAN, GEORGIA, MOLDOVA, UKRAINE</p> <p>Other NIS having signed PCAs are possibly eligible for future Twinning projects: RUSSIAN FEDERATION, BELARUS</p> <p>South Mediterranean: TUNISIA, JORDAN, LEBANON, MOROCCO, EGYPT, ISRAEL, ALGERIA (Countries having signed a Support programme for the implementation of the Association Agreements)</p> <p>The Occupied Palestinian Authorities have signed an AA which is possibly eligible for a future Support to an ENP Action Plan.</p> <p>SYRIA : The Association Agreement is not yet signed.</p>	ENPI: Regulation (EC) No 1638/2006 of the European Parliament and of the Council of 24 October 2006	For the period 2007-2013, Community assistance under the Neighbourhood and Partnership Instrument shall promote enhanced cooperation and progressive economic integration between the European Union and the partner countries and, in particular, the implementation of partnership and cooperation agreements, association agreements or other existing and future agreements. It shall also encourage partner countries' efforts aimed at promoting good governance and equitable social and economic development.



Twinning history and main facts VI

- **Outcome in IPA** - more than 1500 Twinning projects
- **Result** - assists the Beneficiary Countries in their development of modern and efficient administrations with the structures, human resources and management skills needed to implement the *acquis* to approximate the same standard as the Member States of the EU



Twinning history and main facts VII

- **Outcome in ENPI** - more than 100 Twinning projects awarded, 230 projects in the pipeline.
- **Result** - assists the Beneficiary Countries in relation to the domains of cooperation foreseen by the Partnership and Cooperation/Association Agreement EU-Partner country and the ENP Action Plan and National Indicative Programme (NIP). It includes at least some elements of approximation to the EU *acquis*.

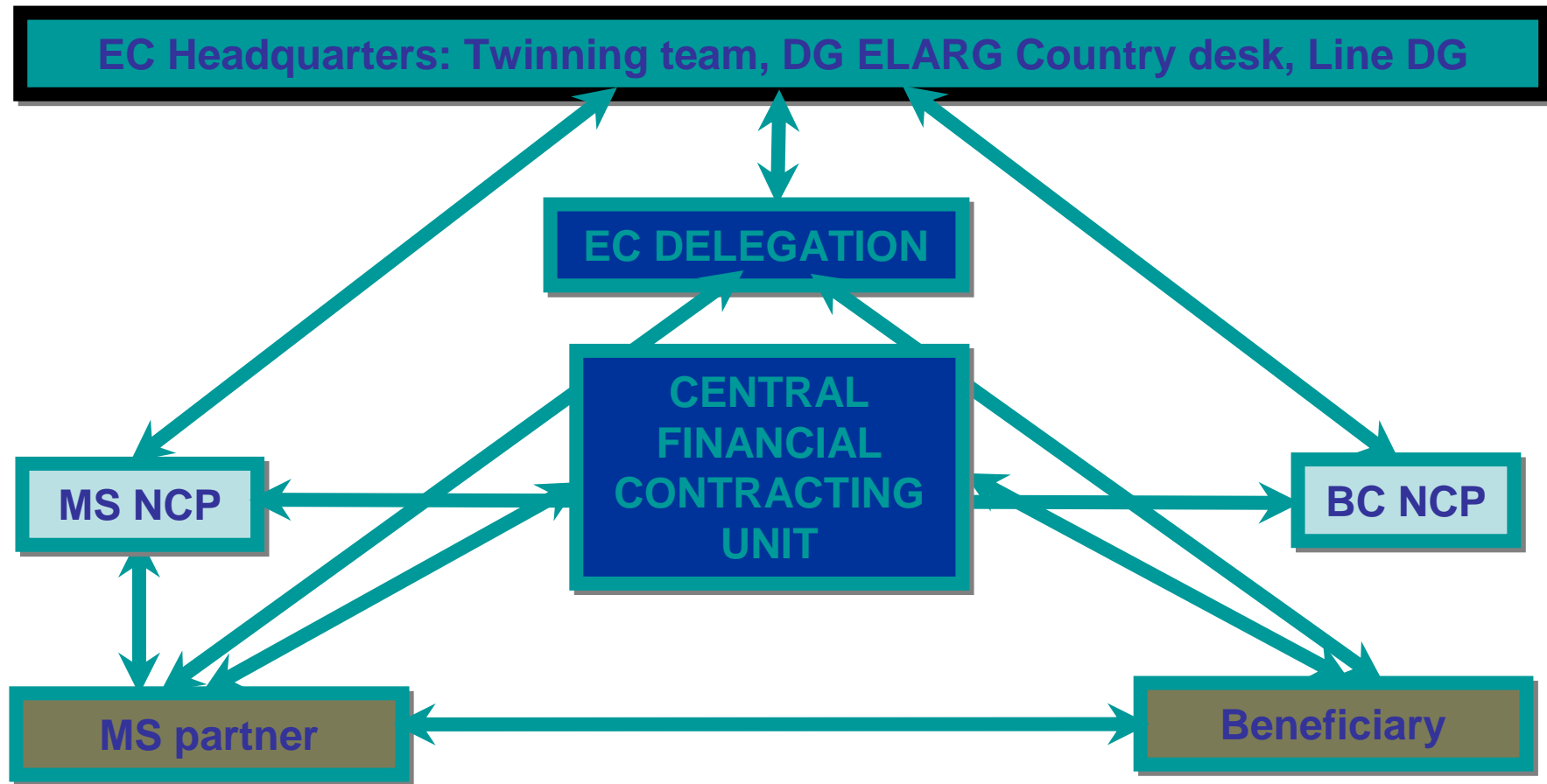


Principles of Twinning

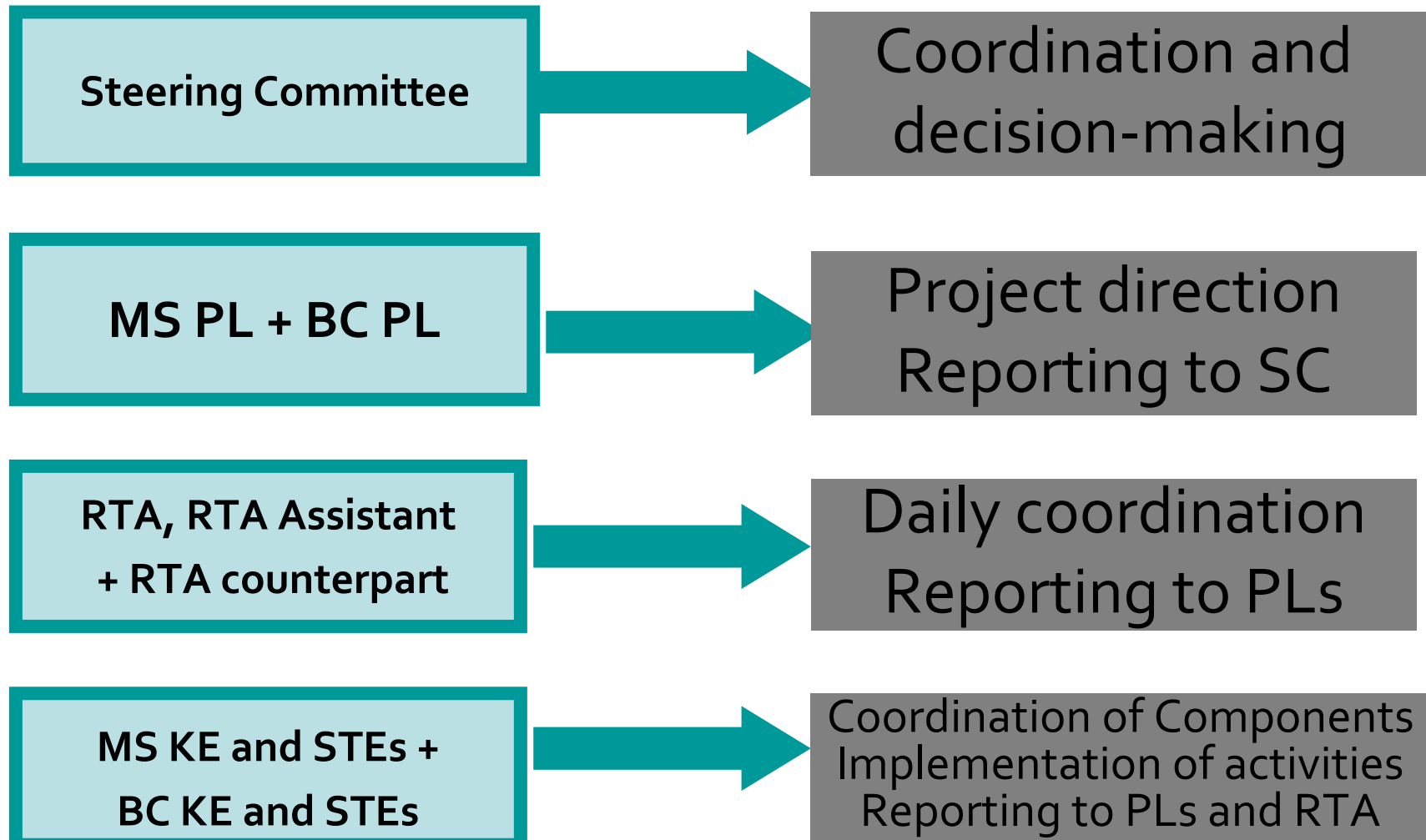
- BC selects MS partner;
- Partnership between MS and BC administrations;
- Joint responsibility and work;
- Strong BC commitment/political will;
- Goal is relatively clear;
- Concrete operational result-oriented (so-called mandatory result);
- Detailed work plan and budget;
- Resident Twinning Advisor for at least 12 months.



Main players: Twinning actors



Twinning project actors



MS and BC Project Leaders

- High-rank civil servants
- Direction of Twinning project
- Each Twinning project has MS and BC Project Leaders



Resident Twinning Advisor I

- Civil servant or mandated body staff
- National of the EU
- Three years experience in the field
- University level
- Good working knowledge of English, French or German
- A technical expert status
- Good management skills



Resident Twinning Advisor II

- Not less than 12 months full-time secondment in BC but no more than 3 years in any one BC
- Only 2 successive Twinning projects
- 3rd assignment as RTA possible only if another geographical area and return for 6 months to home administration
- RTA is given compulsory preparatory training in EC Headquarters



RTA Assistant

- Full time project assistant
- Translation, interpretation on a daily basis
- Coordination of interpretation/translation, logistics
- Facilitator of communication between RTA and his counterpart, other BC staff
- General project duties



Role of Beneficiary Country

- Commitment to implement reforms
- Commitment to achieve Twinning mandated results
- Formal commitment is in a form of Twinning Contract
- Each BC has a National Contact Point (NCP), which is central point of communication between EC and BC



Beneficiary Country : NCP

- The central point of communication between the Commission and the BC.
- Channeling information to BC Ministries and other relevant bodies and coaching them
- Co-ordination of administration of all Twinning activities in the BC and resolving any horizontal administrative obstacles
- Training the BC administrations involved in Twinning
- Attending Commission meetings with other BC and MS NCPs



Role of Member State

- Commitment to achieve mandatory results
- Formal commitment is in a form of Twinning Contract
- Each MS has a NCP, which is central point of communication between EC and MS, MS NCP and BC NCP, between MS NCPs



Member State: NCP

- The central point of communication between the Commission and the MS.
- Channeling information to MS ministries and other relevant administrative bodies
- Co-ordination of administration of all Twinning activities in the MS and resolving any common administrative obstacles



Member State : NCP

- Assistance in case of problems in the negotiation of consortium agreements between MS
- Filtering and submitting Twinning project proposals and where applicable certifying the accuracy of consortium proposals after consultation of the proposed junior partner's NCP
- Attending Commission meetings with other BC and MS NCPs
- Certifying the accuracy and veracity of the information provided by semipublic bodies requesting mandated body status



Role of European Commission

- Sets legal, financial and procedural framework for twinning projects
- Central coordination of Twinning, liaising with the network of NCPs and coordinating the input of all stakeholders
- Programming/planning
- Assisting in design of project fiches
- Accreditation of mandated bodies
- Initial RTA training
- Monitoring/evaluation of Twinning projects



Role of CFCU (CFCD) in BC

- CFCU as Contracting Authority has a sole responsibility for all tendering, contracting and payment activities related to projects financed under the Instrument for Pre-Accession Assistance (IPA) of the European Commission





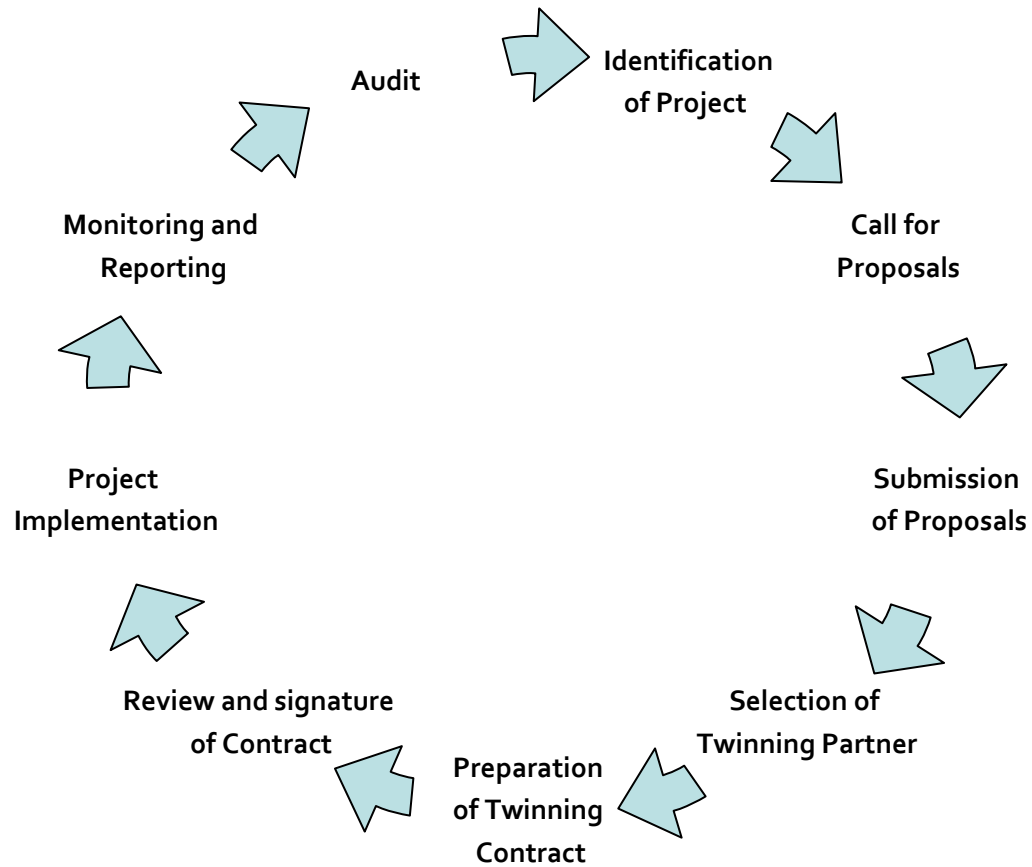
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Project Fiche and Project Proposal





Twinning project cycle



Twining Fiche

- **Twining fiche provides following information about the project:**
 - 1. Basic Information**
 - 2. Objectives**
 - 3. Description**
 - 4. Institutional Framework**
 - 5. Budget**
 - 6. Implementation Arrangements**
 - 7. Implementation Schedule (indicative)**
 - 8. Sustainability**
 - 9. Crosscutting Issues**
 - 10. Conditionality and Sequencing**
 - 11. Annexes**



Twinning Fiche II

1. Basic Information:

- Programme
- Twinning number
- Title
- Sector
- Beneficiary country



Twining Fiche III

2. Objectives :

- Overall Objective (Should explain why the project is important to BC)
- Project Purpose (One purpose for each project)



Twinning Fiche IV

3. Description:

- Background and justification (origin of the project and why is being undertaken)
- Linked activities (other international projects)
- Results to be achieved
- Activities
- Input from MS partner (STE, RTA and PL profile)



Twining Fiche V

4. Institutional Framework (indicate the beneficiary institution)

5. Budget

6. Implementation Arrangements

- **Implementing agency responsible of tendering**
- **Main counterpart in the BC**
- **Contacts**



Twining Fiche VI

7. Implementation Schedule (indicative)

- Launching of the call for proposals (Date)
- Start of the project activities
- Project completion
- Duration of the execution period

8. Sustainability

- The achievement of the TW mandatory results should be maintained as a permanent asset to Beneficiary administration



Twining Fiche VII

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

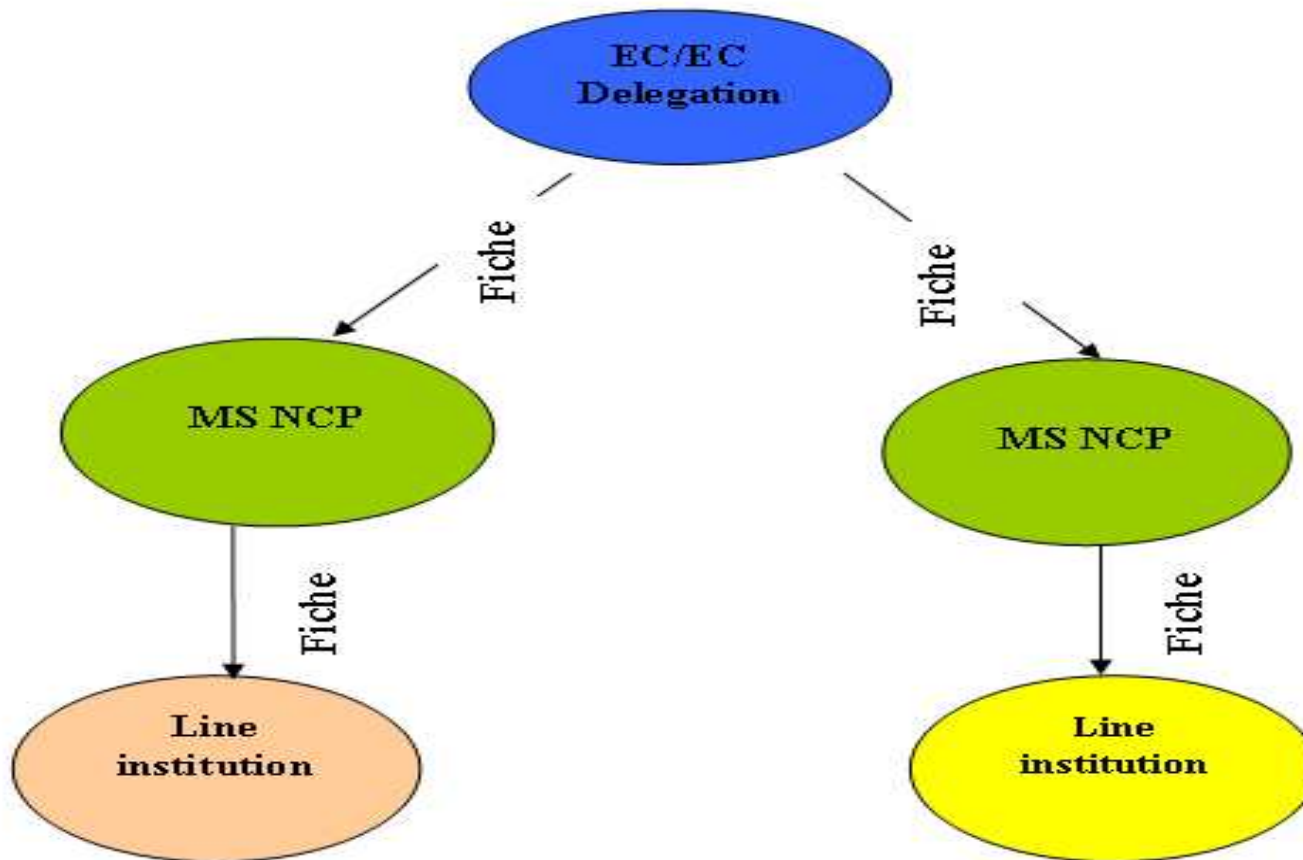
10. Conditionality and sequencing

11. Annexes to the Project Fiche

- Logical framework matrix in standard form (compulsory)
- Detailed implementation chart (optional)
- Contracting and disbursement schedule (optional)
- List of relevant Laws and regulations (optional)
- References to relevant Government Strategic plans and studies (optional)



Call for proposals

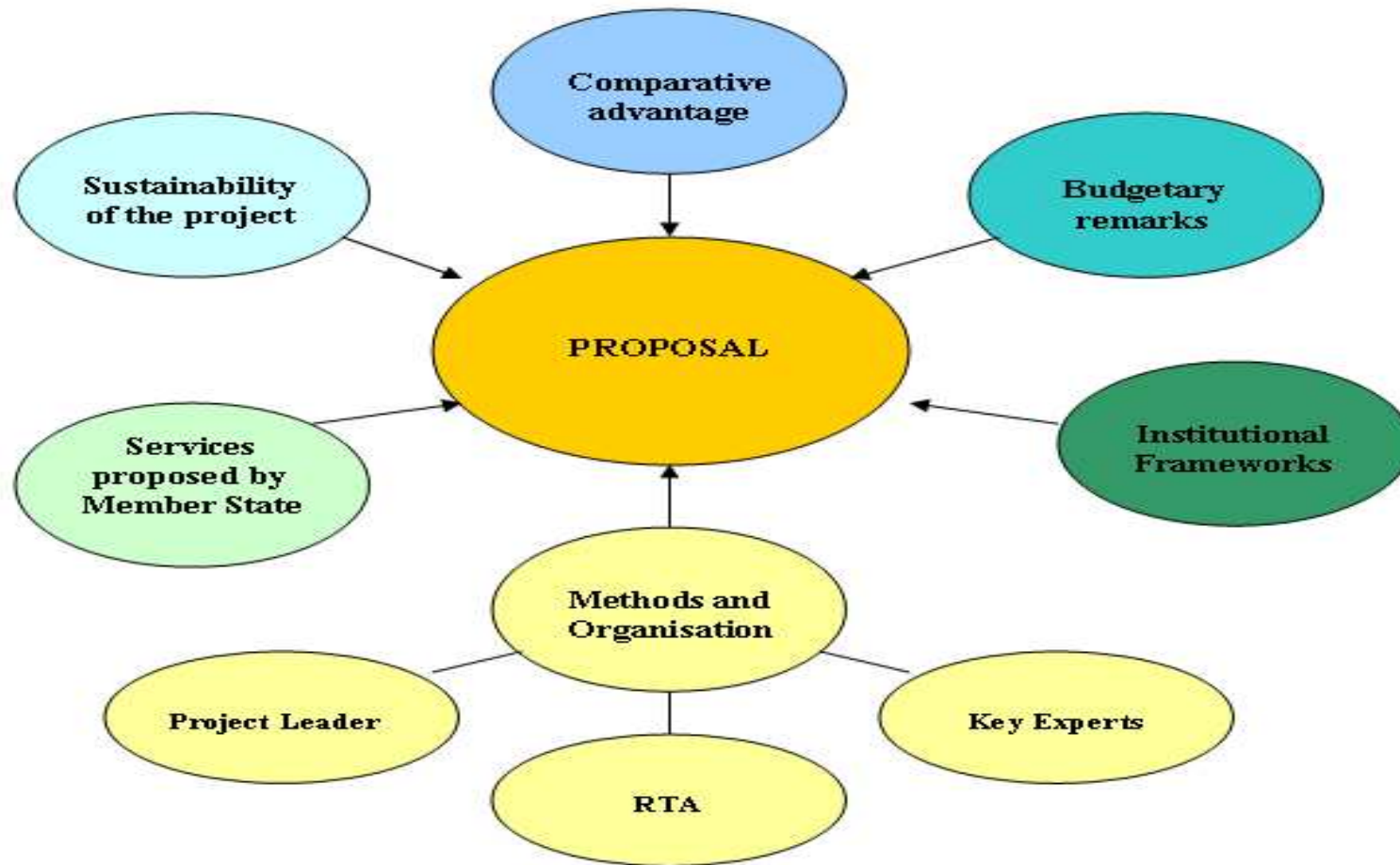


Twinning Proposal. Basic rules

- The proposal must be in line with the Twinning rules
- The proposal have to respond clearly to the TW fiche
- Each MS may only submit one proposal
- The proposal have to be received by the deadline
- The reference code and the title of TW fiche to be indicated
- The leading partner has to be indicated in a consortium
- Mandated body has to be approved by EC
- The contact details have to be included



Twinning Proposal



Twining Proposal II

1. Services provided by the Member State

- What is the aim of the project
- How the mandatory results and benchmarks will be achieved
- Components and Activities to be implemented



Twining Proposal III

2. Methods and Organisation

- Availability of Project Leader and RTA
- Brief description of PL, RTA and Key Short Term experts
- Project Coordination and Steering Committee



Twinning Proposal IV

3. Institutional Framework

- Description of the MS Institution
- Description of the relevance of the administrative system



Twining Proposal V

4. Sustainability of the Project:

- Is the action to have a tangible impact on its target groups?
- Is the proposal likely to have multiplier effects?
- Are the expected results of the proposed action sustainable institutionally and at policy level?



Twinning Proposal VI

4. Sustainability (sample)

- Successful transfer of knowledge
- Building internal capacities
- Creation and maintenance of communication network among project stakeholders
- Strengthening the BC ownership
- Tools developed through the project
- Coordination with the other projects
- Quality and trust of project results ensured



Twining Proposal VII

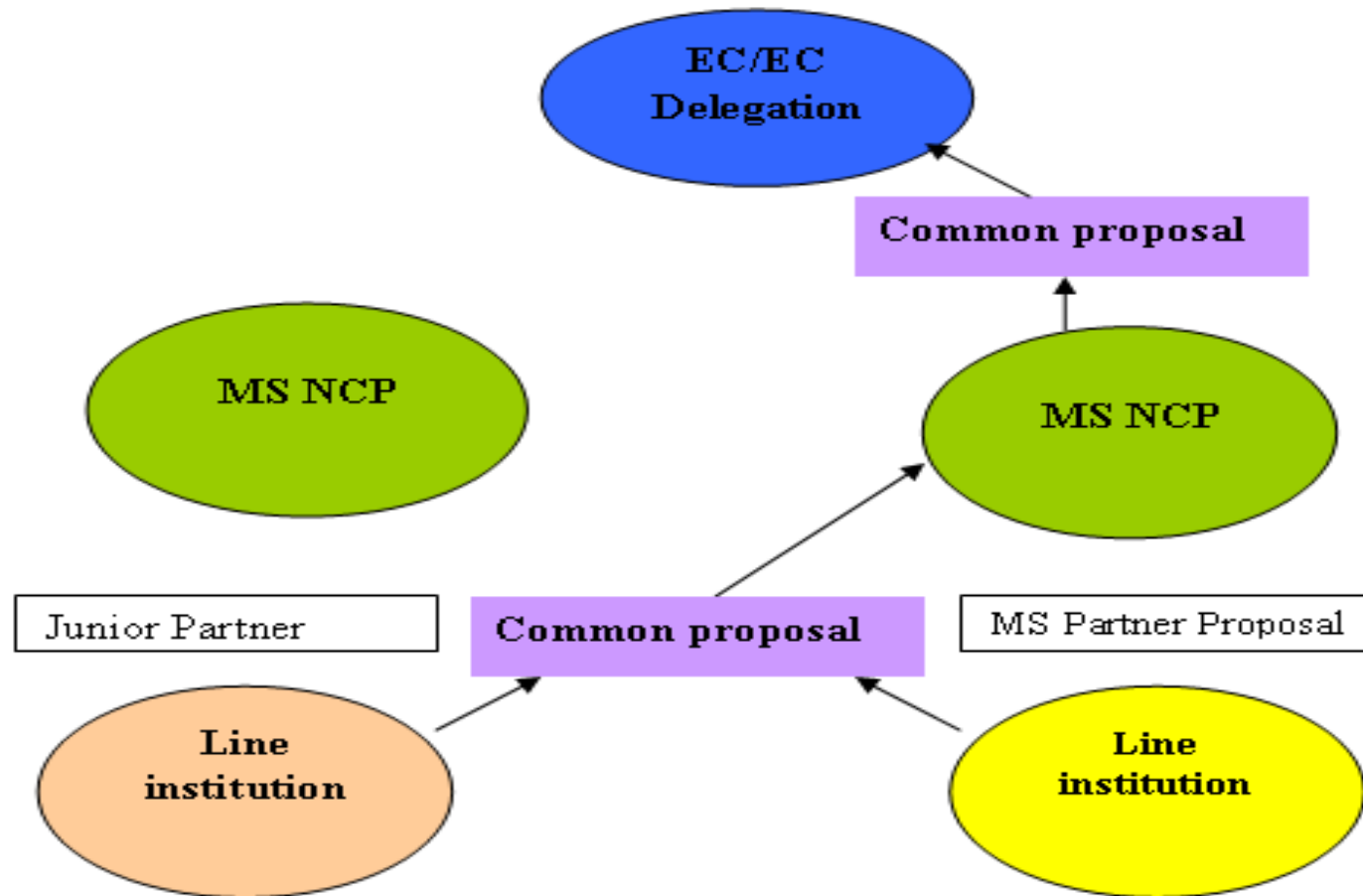
5. Comparative advantages

Why we are better than other candidates?

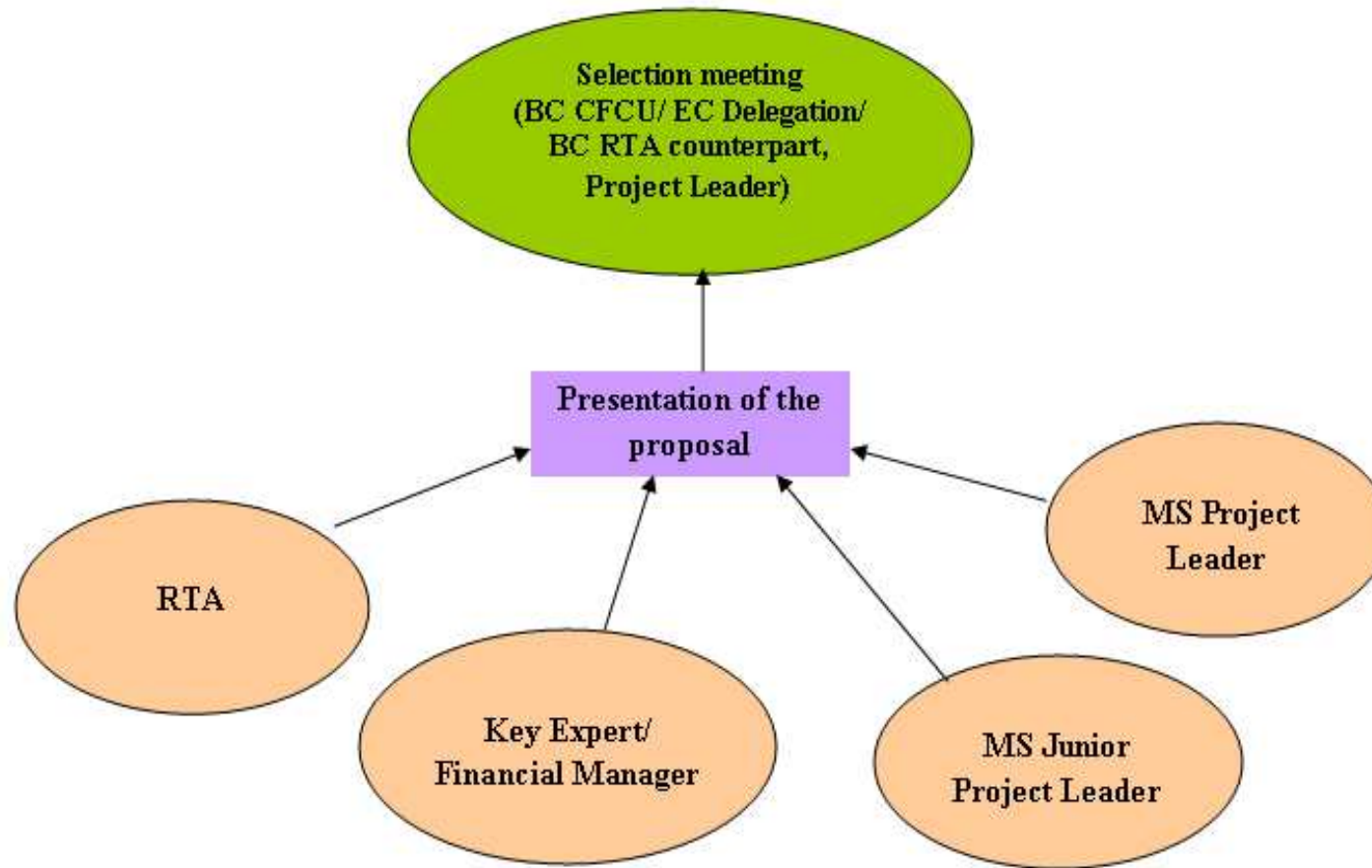
6. Budgetary remarks



Submission of proposal



Selection of Twinning Partner





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Thank you for your attention!

