



# TAIEX and Twinning Activity Report 2014



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## Foreword

Jean Monnet's famous observation that *nothing is possible without individuals, nothing lasts without institutions*<sup>1</sup> captures the spirit of the European Commission's institution building cooperation with the enlargement and the neighbourhood regions.

The European Union as a whole was gradually conceived by individuals and has since been framed by common institutions and processes. It is this institutional anchoring that allows EU Member States to deal with today's global challenges more efficiently. Together with our partners in the enlargement and the neighbourhood regions, we pursue stability and prosperity in and around Europe. Sustainable growth and modernisation of the state, the economy and the society require excellent institutions and public administration. As I always say with regard to our enlargement and neighbourhood partners, it is about a process which comprises not only individual sectors and the adoption of the EU acquis, but the transformation of the society as a whole.

I am pleased to present the 2014 Activity Report for two instruments that for many years have been focused on helping institution building in partner countries of the EU, be it with a perspective of membership or for the improvement and strengthening of established links.

TAIEX and Twinning are today brand-names for a unique form of peer-to-peer assistance. In 2014 again, thousands of officials from all 28 EU Member States were mobilised to share with colleagues in public administrations of beneficiaries in the enlargement and neighbourhood regions, their experience and know-how, the complexities of EU legislation and best practice related to its implementation to the advantage of all citizens. Thanks to these two instruments, peer-to-peer learning and cooperation between public administrations has become common practice. The appreciation that this method of assistance receives from all beneficiaries as well as from EU Member States is encouraging and rewarding for the European Commission.

TAIEX and Twinning were originally created as tools for the approximation process of future Member States. They have since evolved into modern means of cooperation based on direct contact between practitioners in partner countries with those from Member State who are ready and willing to provide their expertise for the service of others. This helps building professional and solid institutions allowing the efforts put in place will produce lasting results for future generations.

The 2014 Activity Report testifies to their achievements as well as to the work undertaken by public servants in enlargement and neighbourhood administrations. For this, I would like to express my sincere appreciation. I encourage TAIEX and Twinning stakeholders to keep up this positive spirit and to continue fostering reforms in 2015.

<sup>1</sup> "Rien ne se crée sans les hommes, rien ne dure sans les institutions."

# TAIEX Activities in 2014

## What is TAIEX?

**TAIEX** stands for the Technical Assistance and Information Exchange instrument which was set up in 1996 to share EU Member State public administrations' technical expertise in all fields of EU legislation with those countries preparing to join the European Union. In 2006, this instrument was extended to the neighbourhood countries, both South and East. The main funding for TAIEX is derived from the Instrument for Pre-Accession (IPA II), for activities in the enlargement area, and from the European Neighbourhood Instrument (ENI), for activities in the neighbourhood regions. TAIEX is mainly needs-driven and facilitates the delivery of appropriate tailor-made expertise to address short-term institutional development and capacity-building needs. TAIEX assists also the Turkish Cypriot community. Special emphasis is placed on the thematic areas of the rule of law, economic governance, connectivity, democracy and fundamental rights.

## A needs-driven instrument

The activation of TAIEX assistance is largely triggered by direct requests submitted by beneficiaries' central public administrations. The number of requests stabilised over the last 5 years at around 2000 applications per year. A slight decrease noted in 2014 is partly due to the accession of Croatia to the EU in 2013: before becoming the 28th Member State Croatia was one of the most active applicants for TAIEX support.

Number of requests	2010	2011	2012	2013	2014
	2380	2080	2284	2201	1985

## An overview of TAIEX operations

In 2014 the volume of activities was on the one hand influenced by the economic and political uncertainties prevailing in some of the beneficiaries. On the other hand, interest for the instrument increased within the EU Institutions and opened new perspectives for a wider use of TAIEX in different geographical areas and institutional frameworks. Overall figures did not reach the peaks registered in previous years, due to some unforeseen circumstances. First, the selection of experts to be used for a new cycle of (programmed) assistance to the Turkish Cypriot community required a lengthy process which delayed the implementation of activities in the first half of 2014. Secondly, the intense consumption of funds for the Eastern partners of the European Neighbourhood Policy led to the implementation of only the activities that were judged absolute priorities. Finally, various Mediterranean partner countries were confronted with situations which in some cases brought them to set aside institutions building engagements. Interestingly, IPA beneficiaries continued to show great interest for the instrument, with the number of events organised remaining above 1000.

Number of operations	2010	2011	2012	2013	2014
	1849	1845	1778	1966	1660

### TaieX operations in 2014

Albania	53	25	24			Kosovo*	90	24	9	
Algeria	8	2	4			Lebanon	6	11	4	
Armenia	2	4				Moldova	17	20	6	
Azerbaijan	14	1	2			Montenegro	88	39	24	
Belarus	2	9	7			Morocco	6	3	4	
Bosnia and Herzegovina	21	34	31			Palestine	4	1	4	
Croatia	30	32	23			Serbia	53	31	36	49
Egypt	8	7	7			Tunisia	8	2	12	
the former Yugoslav Republic of Macedonia	40	60	43			Turkey	39	76	30	
Georgia	14	12	5			Turkish Cypriot community	152	2	8	
Israel	3	8	9			Ukraine	10	27	12	
Jordan	5	7	2			Multi-country	5		116	

■ Expert mission ■ Study visit ■ Workshop ■ Screening

## An instrument aligned with EU policy priorities

To be able to swiftly and competently serve TAIEX beneficiaries, the European Commission's Institution Building Unit is organised into four dedicated sectors of expertise: justice and home affairs (JHA); internal market issues — also including social policy and employment, enterprise and industrial policy, customs and taxation, consumer protection and health (IM); agriculture, rural development and food safety (AGRI) and environment, energy, transport and telecommunications (ETT).

## A flexible instrument

In addition to the classic TAIEX activities, targeted operations have continued in the framework of the Local Administration Facility (LAF). LAF is aimed at increasing the capacity of Western Balkans regional and local governments by fostering their understanding and knowledge of European integration and the accession process. In total, 18 events were organised in 2014 on topics ranging from human rights and minority protection to the environment, public procurement and cultural heritage (among others).

### Number of operations per area

JHA	459
IM	325
AGRI	302
ETT	286
LAF	18
Screening support for Serbia	49
Aid to the Turkish Cypriot community	221

In close cooperation with other Commission Services, TAIEX organised peer review missions in both IPA and ENI beneficiaries. These missions facilitate focused progress on key issues such as visa liberalisation, independence of institutions and freedom of expression (among others).

Three main types of assistance are delivered under TAIEX:

**Workshops:** EU Member State experts present specific areas of EU legislation to a relatively large number of beneficiary officials. Multi-beneficiary workshops provide the expertise to officials from some or all the beneficiaries of the regions covered by TAIEX.

**Expert missions:** one or several experts from EU Member States are sent to the beneficiary administration to provide in-depth advice on the transposition, implementation or enforcement of a specific part of EU legislation. Normally, expert missions last up to five working days. They allow intensive work with a smaller group of officials from relevant departments of beneficiary administrations.

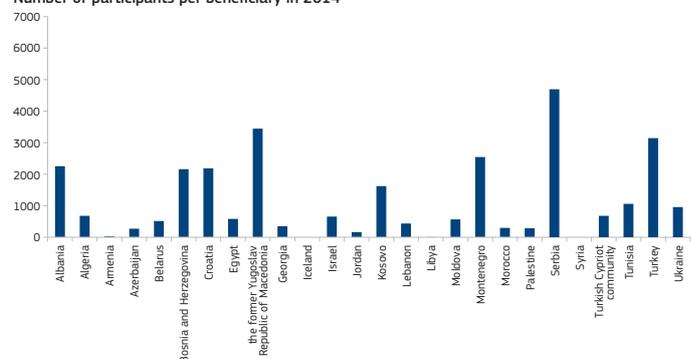
**Study visits:** a group of up to three practitioners from a beneficiary administration embark on a study visit to an EU Member State for up to five days to learn how to implement a specific part of EU legislation and, above all, to study EU best practice.

## TAIEX participants

Since its inception, TAIEX events have reached a high number of participants. In 2014 over 30000 officials from public administrations of IPA and ENI beneficiaries were exposed to a transfer of knowledge and competence from EU Member States public experts. In the neighbourhood region, Ukraine and Tunisia each registered around 1000 participants for TAIEX events. In the enlargement area the average participation was 2700 officials per beneficiary.

Total number of participants	2010	2011	2012	2013	2014
	41126	29067	32178	38620	30033

### Number of participants per beneficiary in 2014



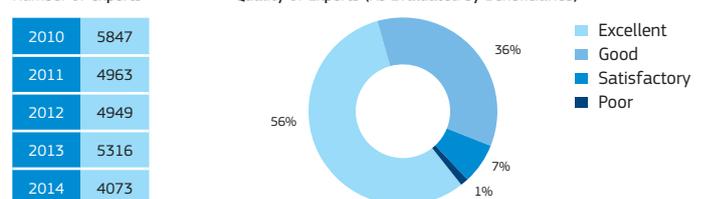
## TAIEX experts, the instrument's driving force

The ethos of TAIEX to provide effective assistance to the public sector of its beneficiaries by mobilising public experts from the administrations of Member States requires the cooperation of institutional contact points. Without such cooperation it would be impossible for TAIEX to mobilise thousands of public officials who are willing to share their know-how with colleagues. Croatia, during what was its first full year of EU membership, provided 217 experts for TAIEX activities. Its neighbour Slovenia provided 290 experts while Germany and Italy provided 281 and 277 respectively.

### Number of experts

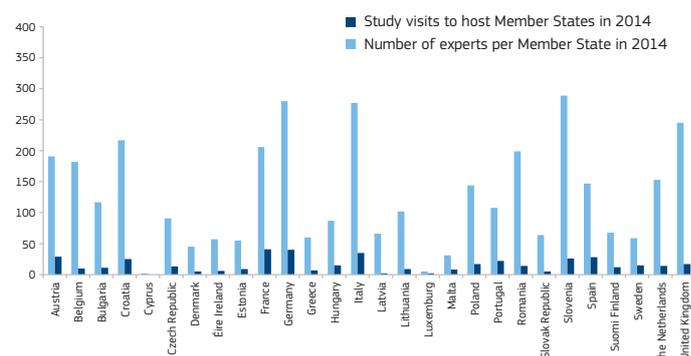
2010	5847
2011	4963
2012	4949
2013	5316
2014	4073

### Quality of Experts (As Evaluated by Beneficiaries)



## Study visits to Member States (host countries)

During 2014 TAIEX again availed itself of the availability of EU national administrations to host study visits requested by beneficiaries. 27 Member States hosted TAIEX study visits, with France, Germany and Italy receiving the highest number of visits.



# Twinning Activities in 2014

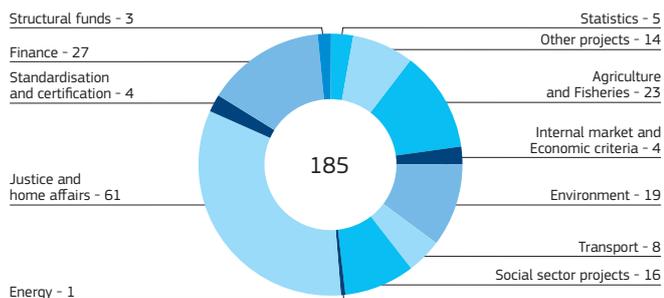
## What is Twinning?

Launched in May 1998, Twinning is an instrument for cooperation between public administrations of EU Member States and public administrations of IPA and ENI beneficiaries. Twinning projects are financed by EU grants and are built around the secondment of a full-time Member State expert – the Resident Twinning Adviser (RTA) – who works in the beneficiary administration for up to 36 months.

More specifically, in the IPA framework, Twinning aims to provide support for the transposition, implementation and enforcement of EU acquis, while in ENI beneficiaries the focus is on the approximation of local legislation to the EU legislation and standards. In both cases, Twinning strives to share best practice developed within the EU with the beneficiary public administrations.

Twinning projects are built around specific EU policy objectives agreed between the public administration of the beneficiary country and the public administration of the Member State(s)<sup>1</sup>. They include a broad variety of activities implemented by experts from the Member State(s) public administration, leading to the achievement of mandatory results.

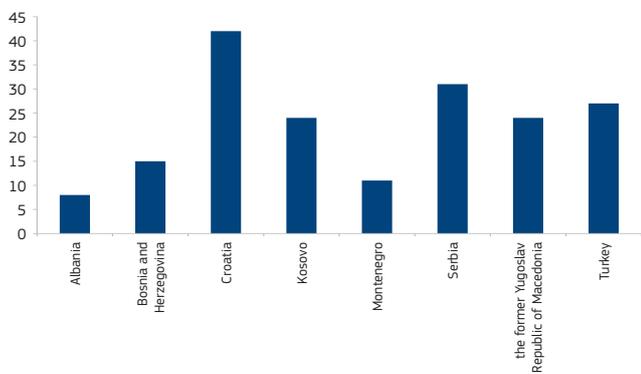
### Distribution of projects per sectors in the Pre-accession region in 2014



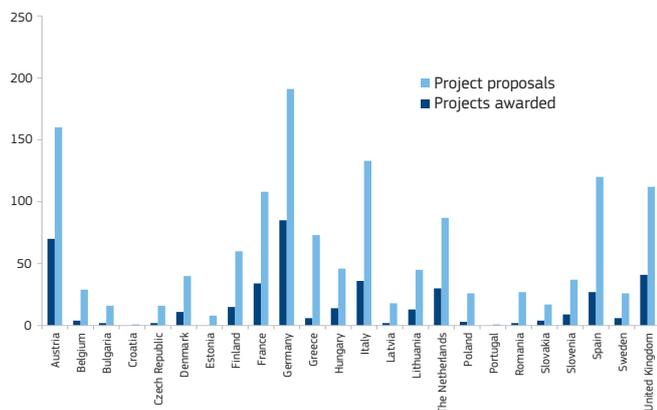
Together with the RTA, two project leaders (one on behalf of the Member State leading the project, the other from the beneficiary administration) represent the backbone of Twinning projects. The activities performed during a Twinning project usually foresee a number of workshops, expert missions, training events and awareness-raising visits, undertaken over the duration of the project and designed to address the agreed EU Policy objectives and to achieve the required results.

When the results sought are of limited scope, 'Twinning light' projects can be more suitable. They are designed to offer a more flexible, mid-term approach (up to 6 months), under the leadership of two project leaders, but without the presence of an RTA permanently located in the beneficiary administration.

### Number of on-going IPA twinning projects in 2014

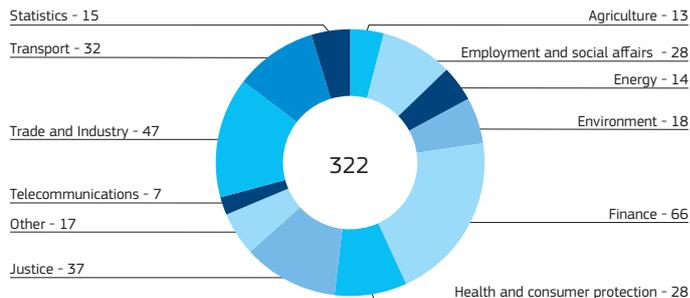


### Proposals submitted and projects awarded as lead Member State - CARDS & IPA (2000-2014)



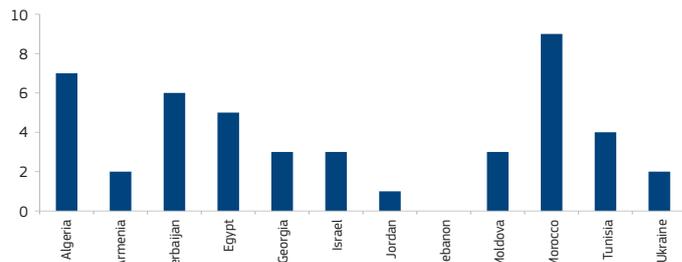
Worth mentioning is the case of Croatia. As a candidate country it made extensive use of Twinning to support its harmonisation efforts. Nowadays, while still benefiting from the instrument, it has turned into an active provider of Twinning assistance as the 28th Member State of the European Union.

### Twinning projects launched in the neighbourhood area per sector from 2004 to 2014



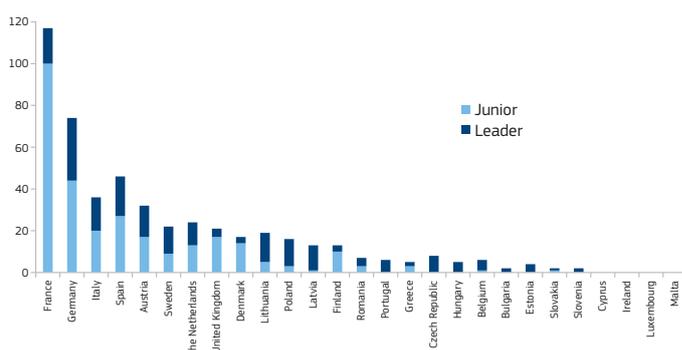
### Twinning fiches launched in the neighbourhood countries in 2014

The chart shows the distribution among the 12 neighbourhood countries of the 45 ENI Twinning projects agreed in 2014



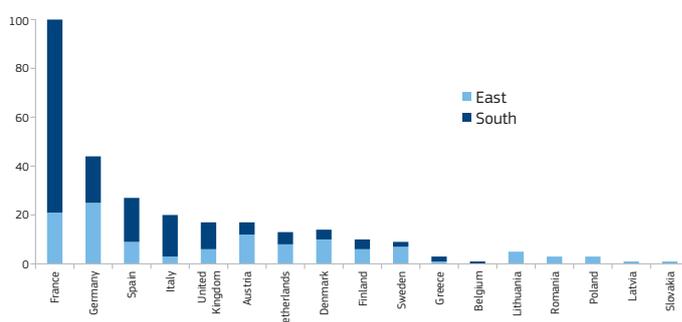
### Member States selected in awarded ENI Twinning projects 2005-2014

23 Member States selected for 288 awarded Twinning in the ENI Region. The Member States data are indicated by the role of leader and junior.



### Awarded Twinning projects by ENI Region by Member States (2005-2014)

The chart shows the number of Twinning projects awarded in the two ENI East and South regions by Member States in the role of as leader.



<sup>1</sup> It should be noted that a Member State administration may enter into a consortium with another Member State administration to implement a Twinning project

The difference between the presentation of the statistics for IPA and ENI beneficiaries is due to the fact that until 31 December 2014, the Twinning instrument was managed by two different Directorate-Generals.

# TAIEX Success stories

## Internal security



### Tunisia

#### Background

In 2011, the Tunisian people put an end to the country's autocratic regime and demanded radical change towards more democracy and more transparency among their public institutions, especially in the field of internal security. Tunisian citizens expect the security apparatus to offer a good public service, committed to democratic values. Establishing such governance is key to promoting accountable public services that are based on the respect for human rights and the rule of law. Strengthened democratic control over the judicial and security institutions is meant to draw them closer to the people they serve and to reduce the social resentment that was evident under the previous regime. Such change is absolutely necessary to the on-going democratisation process.

#### TAIEX action

Starting in 2013, TAIEX sent twelve experts from several EU Member States, all working either for their national police or other institutions linked to security issues, on a peer review mission to the Ministry of Interior of Tunisia. The mission was aimed at examining the strengths and weaknesses of the security sector, and to provide recommendations to help the new Tunisian democracy to equip itself with a security system at the service of the citizens and the State.

The experts looked into different critical topics such as counter-terrorism, intelligence, public order, judiciary police, civil protection, strategic planning training and management of human and financial resources. In addition, human rights and gender were included as cross cutting issues. At the end of the mission, the experts prepared a report on the state of play of the security sector including a series of recommendations aimed at improving efficiency and effectiveness, promoting democratic values and respect for the rule of law within the security services.

These recommendations will serve as the basis for the formulation of the upcoming reform programme for the security sector in Tunisia.

#### Achievements

Several of the experts went to Tunis to present the findings and recommendations of the peer review mission to over 130 members of institutions involved in security issues and civil society, marking an important first step towards more transparency and democracy.

The full report was presented to the EU Member States in May 2014. The report was also shared with the Tunisian civil society in a workshop in July 2014, which marked the starting point for the involvement of civil society in the process of reform of the security sector.



## Protection of the Rights of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) People



### Montenegro

#### Background

Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people is a challenging topic where a lot of work still needs to be done. Montenegro has hosted several LGBTI Pride Parades over the last years and lately started to ensure the protection of the LGBTI community, whose decriminalisation was enacted in 1977.

In Montenegro, TAIEX assisted by emphasising the EU practical experience on how to improve the collaboration and communication of health and social workers with LGBTI people.

#### TAIEX action

TAIEX organised two workshops and an expert mission in collaboration with the Ministry of Labour and Social Welfare and the Ministry of Health with the participation of other Ministries. A study visit on the same subject will follow in 2015.

After a broad introduction on the rights and freedoms of LGBTI people, the experts mobilised by TAIEX informed the participants about the prevailing practice in Europe. These included the access of LGBTI people to education, social care and health care, as well as the role of civil society in this process.

Access to education was discussed from the point of view of tackling discrimination or harassment of LGBTI people in educational institutions. In this context the State should take appropriate measures addressed to educational staff and pupils, to ensure that the right to education can be effectively enjoyed without discrimination on grounds of sexual orientation or gender identity.

The experts emphasised that the State, through appropriate legislative and other measures, ensure that the highest attainable standard of health and social care could be effectively enjoyed without discrimination. Specific measures in order to avoid the classification of homosexuality as an illness would also be needed.



#### Achievements

The event offered a good opportunity for officials of the local ministries and representatives of the three main Montenegrin LGBTI's NGOs to sit together and discuss these issues. It was acknowledged that the involvement of NGOs in the policy and law making procedure concerning the rights of LGBTI people brought added value to the process.

During these TAIEX events, almost 100 people participated, including officials of concerned Ministries and representatives of civil society.

# TAIEX Success stories

## Environment and Climate Regional Accession Network (ECRAN)



### IPA Region

### Background

The Environment and Climate Regional Accession Network (ECRAN) was developed by the Directorate-General for Environmental and Directorate-General Climate Action to assist candidate countries and potential candidates in their preparations for accession. The programme aims at strengthening regional cooperation and progressing the transposition and implementation of the EU environmental and climate acquis, through the exchange of information and experience in these fields. TAIEX supplements and supports a number of activities of this EU funded programme both at the national and regional level in the IPA region.

### TAIEX action

On the regional level, a series of ECRAN/TAIEX workshops were organised in 2014 to promote the development of ambitious but concrete climate policies. These activities targeted full alignment with the EU climate acquis and greenhouse gas emission reduction targets in the context of the EU 2020 Climate and Energy package. In addition the expected EU 2030 climate and energy framework and the need to feed into the 2015 international climate agreement were also included.

In this respect two events of particular note were held. The first in January 2014 was an ECRAN/TAIEX multi-beneficiary workshop on regional capacity for developing low emission strategies and modelling which was held in Zagreb. The second in October 2014, was an ECRAN/TAIEX workshop on contributions to the Global Climate Agreement 2015, which was held in Brussels. The participants for both events were invited from Albania, Bosnia and Herzegovina, Croatia, Kosovo, Montenegro, Serbia, Turkey and the former Yugoslav Republic of Macedonia.

The overall objective of these events was to raise awareness and strengthen regional cooperation in the field of climate action. More specifically, the workshops focused on the promotion of an enabling environment for further development of national climate policies converging with the EU climate acquis. Furthermore, support to the beneficiaries in preparing their intended nationally determined contributions (INDC) to the 2015 Global Climate Agreement was provided.

### Achievements

As a result of the workshops, the participants:

- enhanced their understanding of the development of the EU 2030 climate and energy policy framework and the supporting role of modelling;
- benefited from examples and experiences of EU Member States regarding the development of long-term climate policy scenarios and strategies, and the use of modelling in their development;
- familiarised themselves with the concept of INDC, i.e. the commitments their governments were expected to take in view of the 2015 Global Climate Agreement.



### Screening

The accession negotiation process starts with an in-depth explanation of the EU legislation, split into thematic chapters, to the candidate country. Following which the candidate is invited to present the state of play of its national legislation in each chapter. This process known as the "screening exercise" ends with a report drafted by Commission experts being presented to the Council. After the successful coordination of the screening exercise with Montenegro in 2012-2013, TAIEX has provided support for the organisation of screening meetings with Serbia. 49 such meetings, some lasting up to five days, took place in 2014.

## EU standards in the agricultural sector



### Ukraine

### Background

Early in 2014 Ukraine was granted duty free access to the EU market for certain quantities of agricultural products. However, this country still lacks an efficient and consistent control system for food, feed, animals and plants meeting EU standards. As a consequence, Ukraine cannot export certain meat, poultry, milk and plant products to the EU despite the favourable conditions provided.

It is obvious that the EU standards cannot be met in such a short period of time as they require on one hand, changes in the national legislation, adequately trained staff in the institutions and sufficient control capacities. On the other hand, food business operators need to improve their processes and control systems covering the entire food chain in order to reach the high food safety standards of the EU.



### TAIEX action

As an immediate step towards improved food safety standards, TAIEX organised a series of three workshops in Ukraine on sanitary requirements of the EU for products of animal origin; on EU import requirements for food of non-animal origin (vegetables, fruits, berries) and on accreditation of laboratories according to ISO/IEC 17025.

The aim of the assistance was to train staff members of the relevant institutions and food business operators on the food safety requirements of the EU; and on best practice regarding food processing and official control systems.

### Achievements

It resulted that the institutions, food business operators and farmers have a better understanding of the sanitary and phytosanitary requirements of the EU. Additionally these stakeholders increased their awareness of the legislative, organisational and technical gaps with respect to official control systems and laboratories.

# Twinning Success stories

## Improvement of enforcement services in prisons – Change Starts Inside



### Turkey

#### Background

Turkey has been pursuing an ambitious prison reform programme for a number of years, which has brought improvements to prison infrastructure and conditions. The Twinning project [TR 10 IB JH 01 R] will last 28 months, from March 2013 to July 2015 and is being implemented to support the prison service in developing its workforce by introducing job descriptions and occupational standards for a more structured and standardised practice across all prisons. In order to further enhance staff performance, core training is being reviewed and new coaching formulae are being designed for staff dealing with vulnerable groups of prisoners.

With a total budget of €2 million, this project is a joint undertaking by the Ministry of Justice of England and Wales and the Portuguese Prison Service. The beneficiary is the General Directorate of Prisons and Detention Houses, which administers the prison system under the Turkish Ministry of Justice.

#### Components

The project aims at contributing to a well-defined, standardised and structured prison enforcement service, with staff performing in line with European standards. It is built around seven components:

Design and develop an annual staff satisfaction survey;

- Develop job descriptions and occupational standards for prisons staff;
- Develop an electronic learning and development strategy and framework;
- Develop existing core training into electronic learning (e-learning) materials;
- Design new core training and prepare for e-learning;
- Design the curriculum for specialised staff working with different vulnerable groups of prisoners and prepare the training courses for e-learning;
- Develop a Distance Learning System.

#### Achievements

In the course of 2014, 18 job descriptions and 115 occupational standards of practice were defined and introduced. Over 300 prison governors and 12 human resource leaders were trained in their use and a mentoring programme was implemented to ensure future sustainability of the project. Both a detailed e-Learning Strategy and a Learning and Development Framework were developed. At the same time, 9 existing core training courses were revised and 8 new courses were developed.

Ms Joanne Hill, the Resident Twinning Advisor stated: "We are successful as we work collaboratively, and we agree that an organisation does not change; it is the people within an organisation that bring the changes and this takes time and investment in staff engagement".

Mr Halil Ibrahim Dizman, Judge and Resident Twinning Advisor Counterpart declared: "This project is of real importance to us and we very much welcome the experiences and support of the European Union".



Turkish officials following a training

## Accountability and Transparency of Public Expenditure boosted



### Serbia

#### Background

The Twinning project "Strengthening Capacities of the State Audit Institution of Serbia" [SR 11 IB FI 01] provided support to implement the International Standards of Supreme Audit Institutions (ISSAIs).

Effective and transparent financial management and control systems as well as an operationally and financially independent supreme audit institution are priority objectives for EU Member States. For candidate countries the principles and demands are strictly prescribed in the EU acquis (Chapter 32 – Financial control) that deals with financial control systems of the entire public sector, including the spending of EU funds. The general public, the Government, the Parliament and of course the EU, are the major actors in this area.

The project lasted 29 months and had a budget of €1.4 million. It was implemented by State Audit Institutions (SAIs) from the Netherlands and the United Kingdom, complemented by expertise from Swedish and Slovenian experts.

#### Components

- Comprehensive review of the SAI-related legal framework (laws, bylaws and regulations) completed with clear targets for further alignment with EU and international standards
- SAI introduces an appropriate organisational structure in accordance with good international practice
- SAI staff is capable of performing all types of audit in accordance with the Law on SAI and international auditing standards
- External communication and visibility of SAI improved on national and international level

#### Achievements

The project enhanced transparency, economic efficiency and effective use of public funds in the Republic of Serbia. The overall results can be summarised as follows:

- The legislation for the SAI is to a great extent in line with the demands, with room left for some future improvement as it comes to practicalities. The audit methods for the SAI, laid down in detailed guidelines, meet the latest available international standards for supreme audit institutions and EU requirements.
- These guidelines were also implemented through learning by doing pilot audits where the experts took SAI teams through all the necessary steps. This work was part of the planned audits for the SAI in 2013 and 2014, which was the major activity and outcome of the project. Lessons learned during this activity were included in the new guidelines, and relevant experience was transferred to all the audit staff of the SAI.
- On the organisational level, a number of shorter consultancies focused on the implementation of best practise for SAIs in human resources management, IT, strategy and communication.



Study visit to British NAO in London on 3-7 November 2014

Beneficiary Project Leader, Radoslav Sretenovic declared that "This project came at the right moment, a very important one for the development of SAI Serbia. We will have numerous benefits from this project, such as methodologies for all three types of audit in line with the ISSAI framework".

Brood van Westing, the Resident Twinning Advisor stated that "The SAI of Serbia is one of the most eager to learn organisations I ever worked for".

# Twinning Success stories

## Enhancing Consumer Protection



### Egypt

#### Background

The main goals of the Twinning project "Enhancing Consumer Protection in Egypt" [EG10/ENP-AP/HE/15] were to support the Consumer Protection Agency (CPA) in order to strengthen its core functions and to reinforce an effective consumer protection framework in Egypt.

The 27 month project ran from January 2012 to April 2014 with a budget of €1.4 million. It was implemented by the German Federal Ministry of Food and Agriculture, Directorate-General for Consumer Affairs; the Department of Health and Welfare of Castilla-La Mancha, Spain; as well as the French Ministry of Economy and Finance.

#### Components

- Revision of the consumer protection legislative framework and the CPA's institutional framework
- Capacity building of CPA staff for better handling of consumer complaints
- Raise the capacity of NGOs responsible for consumer protection
- Enhance public awareness

#### Achievements

The Twinning project contributed to the overall development of the consumer protection system in Egypt as evidenced by the following results and contributions:

- Workshops, seminars and intensive training were organised for CPA staff, consumer protection stakeholders and Egyptian consumer protection NGOs to upgrade their technical knowledge of consumer protection, product recall and comparative testing;
- A training programme for the consumer protection NGOs was conducted, with three orientation workshops in Cairo, Aswan and Alexandria. Three advanced workshops were also held in Cairo during which representatives of 35 NGOs were informed and trained on basic topics like fundraising, project management, advice giving, market research and comparative testing;
- Concept and roadmap were discussed and delivered for a pilot consumer advisory centre as an integral part of planned future CPA branches in the governorates;
- A future CPA Awareness Department was designed and an awareness strategy, a roadmap and job descriptions for a future such department were presented to CPA. Moreover several media training courses for CPA staff on awareness raising and consumer information were conducted;
- Concept and terms of reference for a planned new CPA website as a modern consumer portal as essential requirements for an up-to-date web presence of CPA were finalised;
- Effective study visits to Germany, France and Spain were useful to prepare future consumer protection policy and structure of the Egyptian consumer protection framework;
- Thoroughly amended drafts for Consumer Protection Law and Executive Regulations, in line with EU consumer rights and legislation, but adjusted to Egyptian needs, were finalised. Their formal adoption depends on the formation of a Parliament in Egypt.



Workshop on market Research and testing with members of Consumer Protection NGOs

"The CPA Twinning was an outstanding example of trustful cooperation and vivid exchange between Egyptian and European partners. We are grateful for being hosted as part of the 'CPA Family' from the very first days of the project", stated the RTA for the project on behalf of the EU partners.

## Strengthening the capacity of the Department of Tourism in the Ministry of Culture and Tourism



### Azerbaijan

#### Background

The Twinning project "Strengthening the capacity of the Department of Tourism (DoT) in the Ministry of Culture and Tourism of the Republic of Azerbaijan" [AZ12/ENP-PCA/OT/22] supported the DoT in Azerbaijan. The goals were to strengthen the administrative capacity and to improve the legal framework in order to enable this institution to exercise its political, regulatory and technical functions in line with European Union standards and best practice.

The 16 month project was funded by the EU to the sum of €900,000 and was implemented by the Austrian Federal Procurement Agency and Austrian Environment Agency, in cooperation with the Department to Tourism of the Ministry of Economy of the Republic of Lithuania.

#### Components

- Improvement of internal organisation and working mechanisms of the DoT
- Drafting secondary legislation and executive acts on regulating and promoting the tourism sector
- Capacity building for the personnel in the DoT and in relevant other Departments in the Ministry of Culture and Tourism
- Assistance in developing a model for "Tourism and Recreation Areas"

#### Achievements

- The project brought significant change into the public tourism management of Azerbaijan, which is considered as an important sector for the development of the non-oil economy.
- The three-year Tourism Marketing Strategy (2014-2016) was officially adopted by the Ministry of Culture and Tourism. The minimum standards for hotels and accommodation types were adopted by the State Committee for Standardization, Metrology and Patents and entered into force on 14 January 2014. Recommendations were made on the following issues: updating the current tourism regulatory framework; adopting of secondary legislation on minimum standards for services in the tourism area; revising the licensing framework and minimum licensing requirements.
- The Azerbaijan Convention Bureau was established by the Ministry of Culture and Tourism to enhance the Ministry's tourism capabilities in the areas of conferences and congresses. As a result of recommendations from the project, Azerbaijan established tourism promotion offices in Russia and Germany. A comprehensive self-regulatory model, based on Lithuanian practice, was applied to the Naftalan tourism and recreation area of Azerbaijan. In addition, developments were made in the special tourism model for ecologically sensitive regions.



The Minister of Culture and Tourism of the Republic of Azerbaijan Mr. Abulfas Garayev, closure event June 2014.

During the closing conference of the EU funded Tourism Twinning project, the Minister of Culture and Tourism of the Republic of Azerbaijan, Abulfas Garayev stated, "With the implementation of this Twinning project, the tourism industry in Azerbaijan has ushered into a new stage". This stage is mainly related to the study of best international practice and revision of legislation and procedures in Azerbaijan.

# TAIEX Activities per sector

## Agriculture and food safety



In 2014 the main activities in the area of **Agriculture** focused on the reformed Common Agricultural Policy 2014-2020 and on the Instrument for Pre-Accession Assistance for Rural Development (IPARD). In addition to quality policy, control systems for direct payments and marketing events, a series of multi-beneficiary workshops on local rural development were implemented in 2014.

**Food safety** events related to food labelling and food contamination ranked high in the assistance provided with official control, the hygiene package and food contact material again attracting significant interest from the beneficiaries.

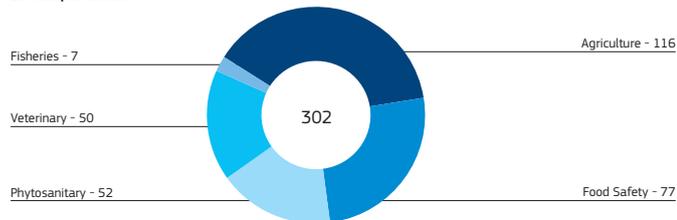
Requests for **veterinary** assistance were focused on animal welfare and animal diseases (Newcastle disease, brucellosis, Classical Swine Fever, Rabies, etc.) as well as for events on the Trade Control and Expert System – TRACES.

Sampling and analysis of genetically modified organisms, harmful organisms, pesticides residues and inspections were the most requested topics in the **phytosanitary** field.

In **fisheries**, assistance was related mainly to the Common Fisheries Policy and on aquaculture.

The programmatic approach in the Agriculture and Food Safety area was further strengthened in 2014. In addition to the traditional demand/needs-driven component of TAIEX, IPA beneficiaries were as usual requested to prepare a training map identifying their priorities in four thematic areas, namely agriculture, food safety, veterinary and phytosanitary. These documents allow for a mid-term planning approach for TAIEX activities, which provide the beneficiaries with tailored and timely high impact events to support their further progress towards the alignment of their legislation and practices with EU standards and legislation.

### Events per sector



## Environment, energy, transport and telecommunications



Beneficiaries' public administrations showed great interest in the sector of **environment** (more than 41% of the activities). Member States' experts shared best practice in particular in the fields of waste management, air and water quality or wildlife protection.

Technical knowledge was also transferred on **Information and Communication Technology** (ICT) and their market regulation. TAIEX activities were organised on topics such as electronic communication, number portability, broadband infrastructure and postal services.

With respect to **transport**, the focus was on road transport, in particular road safety, and several activities were also organised in the sectors of railway and aviation transport.

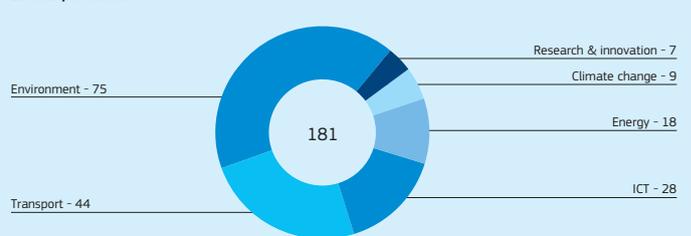
In the **energy** sector, the emphasis was put on energy efficiency and renewable forms of energy, as well as emergency oil stocks.

Specific activities took place on how to tackle **climate change**, linked in particular to the "20-20-20" climate and energy targets.

A number of activities were organised in relation to the Horizon 2020 programme for **research and innovation**.

The beneficiary countries involved in the enlargement process benefitted from two thirds of the activities, mainly related to environment, followed by the transport and ICT fields.

### Events per sector



## Internal market



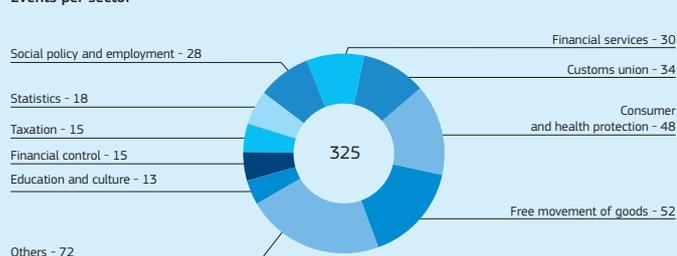
The **free movement of goods** attracted the highest demand for TAIEX assistance with 52 events – 20% more than in 2013, organised to assist beneficiaries to better understand and apply EU legislation. Metrology, conformity assessment, market surveillance and construction products were among the topics with a high demand for assistance.

In cooperation with Directorate-General for Enterprise and Industry a multi-beneficiary workshop was held to present the EU legislation on metrology to participants from ENI South partner countries; while 6 workshops were organised to help beneficiaries learn about construction products legislation and its implementation.

48 events were implemented in the field of **consumer and health protection**. In the field of health protection, the prevention and control of communicable diseases was the subject of the majority of the assistance delivered for different beneficiaries. Consumer rights protection in electronic commerce and distance selling was also a popular topic for TAIEX assistance, with a number of workshops organised mainly in Turkey, Ukraine and Morocco.

Strong demand for assistance was received in the field of **customs union** with 34 events implemented in 2014. TAIEX support was provided to strengthen the capacities of public administrations in areas such as customs control, risk management, authorised economic operator, rules of origin and common transit procedures. A multi-beneficiary workshop on the Regional Convention on pan-Euro-Mediterranean Preferential Rules of Origin was organised in collaboration with Directorate-General for Taxation and Customs Union for all TAIEX beneficiaries.

### Events per sector



## Freedom, security and justice

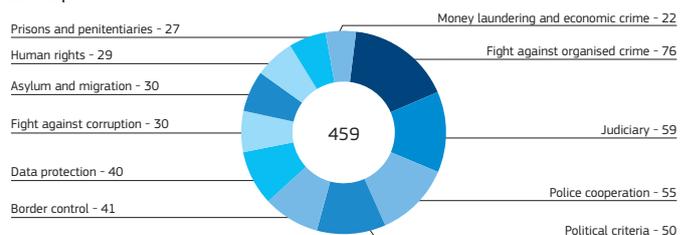


In 2014, the **fight against organised crime** was at the centre of the assistance delivered to all beneficiary countries. Numerous workshops were organised on subjects like trafficking in human beings, drug trafficking, money laundering and asset recovery. TAIEX assistance on **Police cooperation** remained one of the key areas, and issues covered included crime scene investigations, forensics, Police officers training and maintenance of public order.

Another focus in the area of Justice and Home Affairs concerned the important subject of a functioning **judiciary**. This was not only the case for the countries of the Western Balkans and Turkey, but also for beneficiaries of ENI South. A sharp increase in events related to the political aspects of the Copenhagen Criteria with a particular focus on the rule of law principles was also seen.

The majority of the beneficiary countries repeatedly requested assistance in the area of prisons and penitentiary; and continued support was provided in the area of data protection, cybercrime and child pornography. Events on asylum, migration as well as border control were organised on a regular basis, particularly for the beneficiary countries of ENI East.

### Events per sector



For more information visit our websites or contact directly the Institution Building Unit:

TAIEX: [http://ec.europa.eu/neighbourhood-enlargement/tenders/taix/index\\_en.htm](http://ec.europa.eu/neighbourhood-enlargement/tenders/taix/index_en.htm)

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