

TAIEX & TWINNING

Highlights 2022



Tailored expertise
for global challenges

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Dear Friends of TAIEX and Twinning,

After the Covid-19 pandemic, 2022 was another year of profound change. Russia's aggression against Ukraine has tested the capacities, resilience, and sometimes the limits of existing institutions and our ways of working in Europe and beyond. While coping with the geopolitical challenges, **the enlargement process certainly gained new momentum**: we opened the accession negotiations with Albania and North Macedonia, Bosnia and Herzegovina was granted candidate status, and visa-free travel was granted to the people of Kosovo. Moreover, as the future of Ukraine, Moldova, and Georgia lies within the European Union, their European perspective was also recognised, and additionally, the status of candidate country to Ukraine and Moldova was granted.

The work of TAIEX and Twinning, our unique peer-to-peer institution-building tools, has remained unwavering, as evidenced by our ongoing projects with Ukraine – where our cooperation has increased despite the challenges. Overall, we achieved a remarkable 55% increase in TAIEX events compared to 2021, thanks to utilizing virtual and hybrid practices honed during the pandemic.

Over 150 TAIEX events supported the implementation of **EU Economic and Investment Plans** in the neighbourhood and enlargement regions. For instance, in November 2022, officials from Morocco visited peers in Portugal to exchange policy insights on **renewable energy and energy efficiency**. Also, TAIEX experts from France and Italy worked with Kosovo's rail regulators to harmonise certification to promote **safe and interoperable rail traffic** and boost connectivity in the Western Balkans. Our world-leading technical assistance, coupled with EU investments in the green and digital transition, **improves the business environment** and encourages and boosts trade, growth, and job creation. It also illustrates the EU's transformative effect.

More than 120 ongoing Twinning projects in 2022 provided comprehensive reform support to our partners. In Montenegro, Twinning supported the alignment of national legislation with EU customs regulations. In Bosnia and Herzegovina, Twinning assisted the upgrade of the statistics collection system. And in Serbia, it contributed to improved border and migration management in line with EU standards.

These are just a few examples of the crucial medium- to long-term cooperation that Twinning enables. To date, EU Member States' institutions delivered over 2800 Twinning projects. As **Twinning celebrates its 25th anniversary**, we remain steadfast in our mission to help partner countries achieve tangible results and build stronger ties with EU Member States.



A stylized handwritten signature in blue ink.

Olivér Várhelyi
European Commissioner for Neighbourhood and Enlargement

Part 1

Institution building instruments

TAIEX & Twinning in brief

TAIEX

- **TAIEX** – Technical Assistance and Information Exchange instrument – offers **peer-to-peer technical assistance** and policy support **from public experts in EU Member States to beneficiaries across the world**, including support to EU Member States in structural reforms and improving regional and environmental policies.
- The instrument **targets primarily public administrations**, but also judiciary and law enforcement authorities, parliamentary administrations, representatives of social partners, trade unions and employers' associations.
- TAIEX activities can trigger further cooperation with the EU or they can complement an existing activity by adding a **peer learning** dimension.
- TAIEX assistance can be **requested** either by **beneficiaries** (classic) or **EU services** (strategic).
- **TAIEX activities are short in duration (1-5 days).**

Twinning

- **Twinning** is a policy-driven instrument supporting **institutional cooperation** between public administrations in EU Member States and partner countries.
- It brings together public sector expertise in order to achieve **concrete and operational results** through peer-to-peer exchanges.
- **Twinning relies on a network of stakeholders in EU Member States, partner countries, and EU Delegations.**
- The instrument is **funded as a grant from the EU budget** and **jointly implemented by Member States and administrations in partner countries.**
- **Medium to long-term projects (up to 3 years).**

Combining online, in-person and hybrid meetings made TAIEX and Twinning assistance even more flexible and accessible, but also more resilient and fit for the future. With public administrations everywhere looking for solutions to persistent security, environmental and economic challenges, TAIEX and Twinning are uniquely suited to respond to this demand in Europe as well as globally.

TAIEX & Twinning stand with Ukraine

The European Union stands firmly and fully with Ukraine and will continue to provide strong political, economic, financial, and humanitarian support to Ukraine and its people for as long as it takes.

In 2022, Ukrainian institutions submitted 30% more requests for TAIEX than in the previous year. With over 90 institutions and more than 1000 Ukrainian officials participating, EU-Ukraine institution building cooperation expanded and deepened in 2022.

Despite the difficult circumstances that we were in – bombings, electricity shortages, and lack of internet connection – the participants succeeded in organising workshops, learning from the EU experience. It will make Ukraine one step closer to EU membership.

Oleksandra Orel, Chief Specialist, State Service of Maritime and Inland Water Transport and Shipping, Ukraine

At the end of 2022, 4 Twinning projects were also ongoing with 7 EU Member States involved in the areas of food safety, financial services, and economic and monetary policy.

Our cooperation has continued thanks to the flexible use of virtual and hybrid practices mastered during the COVID-19 pandemic. It also demonstrates the reactivity and resilience of EU institution building tools in support of our partners.



#StandWithUkraine

From preventing corruption in Ecuador to supporting green investments in Vietnam, TAIEX and **Twinning INTPA (International Partnerships)** assist in structural reforms in low and middle-income partner countries covered by the Directorate-General for International Partnerships. The instruments bring together public sector experts from beneficiary countries and EU Member States in a Team Europe approach. They help strengthen public institutions and contribute to the EU external action priorities, such as the Global Gateway strategy and the implementation of the Economic and Investment Plans (EIPs). TAIEX and Twinning INTPA support the achievement of the Sustainable Development Goals.

From backing Hong Kong's anti-human trafficking fight to promoting plant breeders' rights in Chile, **TAIEX FPI (Service for Foreign Policy instruments)** advances EU's interests and values in the world and strengthens relations with high-income countries and territories. It allows the EU to establish wider political dialogues, strengthen ongoing partnerships, promote EU's visibility and reinforce the profile of the EU as a key global actor and a trusted partner. In 2022, TAIEX FPI activities in the Americas, Asia and the Caribbean supported the EU and partner countries' mutual interests and alignment with the international standards across number of areas like circular economy, human rights, employment policies and trade.

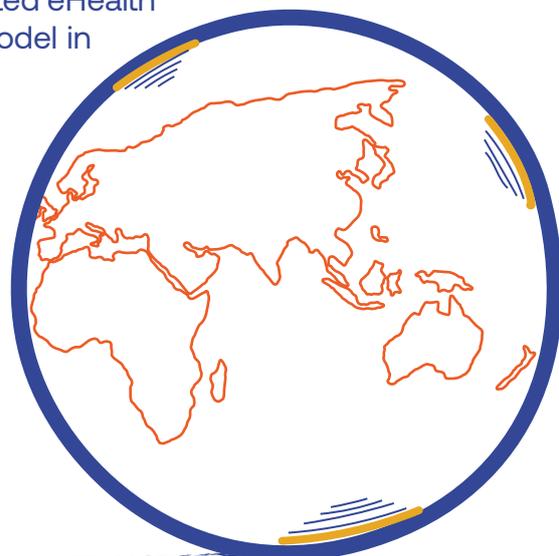
In cooperation with European Commission's Directorate-General for Environment, **TAIEX EIR (Environmental Implementation Review)** facilitates peer-to-peer learning between national and local authorities in Member States in order to address challenges in the implementation of EU environmental policy and legislation. For example, to support the Zero Pollution Action Plan for Air, Water and Soil, TAIEX EIR delivered a workshop for all EU Member States.

In cooperation with European Commission's Directorate-General for Regional and Urban Policy, **TAIEX REGIO** supports programme authorities and other public bodies in EU Member States in the management of the European Regional Development Fund, the Cohesion Fund and the Just Transition Fund. In 2022, TAIEX REGIO supported eighteen Member States by providing technical assistance in areas such as transport, environment, urban development and smart specialisation.

In cooperation with European Commission's Directorate-General for Structural Reform Support, **TAIEX TSI (Technical Support Instrument)** supports EU Member States in the design and implementation of institutional, administrative and growth-enhancing reforms. It helps build effective and efficient institutions, and supports the preparation and implementation of the national Recovery and Resilience Plans. In 2022, TAIEX TSI promoted eHealth in Slovenia, assisted in developing a more sustainable tourism model in Croatia, and helped develop a long-term care system for the elderly in Greece, among others.

Since 2006, TAIEX has been mobilised to help the **Turkish Cypriot community** prepare for applying the EU *acquis** after reunification. TAIEX helped organise over 3900 events and draft more than 240 legal texts, bringing the community closer to EU standards in areas such as environment, food safety and health.

* The body of European Union law



Part 2

Spotlight on TAIEX: rapid response & tailored expertise for global challenges

TAIEX is a peer-to-peer institution building instrument mobilising public sector experts from EU Member States to support public administrations around the world. TAIEX delivers tailor-made expertise to address issues at short notice through workshops, expert missions, study visits, and work from home.

TAIEX numbers in 2022

The primary focus of TAIEX and Twinning is on supporting public administrations in the Western Balkans, the Eastern Partnership, the EU's Southern Neighbourhood, and Türkiye. In 2022, 58% of all TAIEX events benefitted partners in these regions.

Helping improve air quality in Egypt, and make use of spatial data to enhance the cadastre in Moldova are just examples of the instrument's impact.

From supporting alignment with EU *acquis* to sharing best practices among local and regional authorities, the TAIEX instrument creates trust and confidence between EU Member States and neighbourhood and enlargement countries, and paves the way for future strategic cooperation.



- 12% farm to fork
- 23% stonger society and inclusive economy
- 32% green and digital transitions, connectivity
- 31% rule of law, migration and security

* in neighbourhood and enlargement regions



- 42% in the EU and the rest of the world
- 58% in the enlargement and neighbourhood regions

TAIEX examples

[Click here to view the full interactive map.](#)

Malta

TAIEX

9 Public officials were mobilised to share their expertise with other countries through TAIEX

1 Single country TAIEX event

67 Officials from the country benefitted from TAIEX events

TAIEX event example

Irish officials assisted Maltese authorities in the implementation of their long-term waste management plan.

Title: TAIEX EIR expert mission on municipal solid waste
Beneficiary: Ministry for the Environment, Climate Change and Planning

[Click to learn more](#)

Slovenia

TAIEX

125 Public officials were mobilised to share their expertise with other countries through TAIEX

1 Single country TAIEX event

108 Officials from the country benefitted from TAIEX events

TAIEX event example

This workshop is part of a series of events supporting the Slovenian government in reforming the Slovenian health system. Experts from Finland and Spain shared best practice on delivering a digital transformation of the healthcare system. The new eHealth strategy of Slovenia was also launched through a TAIEX event in January 2023.

Title: TAIEX TSI workshop on eHealth
Beneficiary: Ministry of Health

[Click to learn more](#)

Montenegro

TAIEX

65 Single country TAIEX events

830 Officials from the country took part in TAIEX events

TAIEX event example

Tackling foreign disinformation is increasingly important to protect our democracies and values. Through this TAIEX workshop, experts from Estonia, Slovakia and Sweden shared their best practice on identifying and fighting false narratives, and increasing societal resilience to disinformation in a whole-of-government approach.

Title: TAIEX workshop on countering disinformation
Beneficiary: 12 line ministries and agencies

[Click to learn more](#)

Libya

TAIEX

9 Single country TAIEX events

175 Officials from the country took part in TAIEX events

TAIEX event example

Transit of goods, which present a high risk to people and the environment, requires specific precautions. In case of an accident, transporting dangerous substances can lead to polluting the land and contaminating the groundwater. It may also pose a health risk for humans and animals. This TAIEX workshop provided guidance on EU standards and regulations concerning the International Carriage of Dangerous Goods by Road. Experts from Spain, Italy and Lithuania shared their expertise and best practice on relevant EU measures.

Title: TAIEX Workshop on hazardous goods transport
Beneficiary: Land Transport Authority

[Click to learn more](#)

- EU Member States
- NEAR partners
- INTPA / FPI partners*

* To learn more about the Directorate-General for International Partnerships (DG INTPA), visit: international-partnerships.ec.europa.eu/

To learn more about the Service for Foreign Policy Instruments, visit: fpic.europa.eu

Croatia



TAIEX

153

Public officials were mobilised to share their expertise with other countries through TAIEX

8

Single country TAIEX events

184

Officials from the country benefitted from TAIEX events

TAIEX event example

The Italian Civil Protection shared expertise on the implementation of EU support for recovery after natural disasters. This study visit is part of a series of exchanges supporting Croatia to deal with the extreme consequences of the two severe earthquakes that hit the country in 2020.

Title: TAIEX REGIO study visit on the implementation of EU Solidarity Fund

Beneficiary: Ministry of Physical Planning, Construction and State Assets

[Click to learn more](#)

Moldova



TAIEX

30

Single country TAIEX events

632

Officials from the country took part in TAIEX events

TAIEX event example

Legal education for judges and prosecutors plays a key role in ensuring that the justice sector meets robust integrity requirements and ethical criteria. TAIEX experts from Bulgaria, Poland and Romania delivered an external assessment of the training of justice professionals in Moldova.

Title: TAIEX peer review mission on legal education for judges and prosecutors at the National Institute of Justice

Beneficiary: Ministry of Justice

Türkiye



TAIEX

22

Single country TAIEX events

1406

Officials from the country took part in TAIEX events

TAIEX event example

Many countries are already facing water scarcity issues and more are likely to do so in the future due to climate change. Ensuring the efficient use and protection of water resources requires an effective pricing framework for water and wastewater services. Through TAIEX, experts from Bulgaria, Hungary, Italy, Portugal and Romania provided legislative guidance based on their national experience to over 200 participants from Türkiye's public administration.

Title: TAIEX workshop on water supply and wastewater pricing

Beneficiary: Ministry of Agriculture and Forestry

[Click to learn more](#)

Vietnam



TAIEX

2

Single country TAIEX events

120

Officials from the country took part in TAIEX events

TAIEX event example

Experts from Greece, Italy and Luxembourg provided sustainable finance insights to the State Securities Commission of Vietnam. Meetings focused on boosting the regulatory and supervisory framework to support the issuing of green bonds.

Title: TAIEX INTPA workshop on green bonds

Beneficiary: The State Securities Commission

[Click to learn more](#)

Uganda



TAIEX

2

Single country TAIEX events

85

Officials from the country took part in TAIEX events

TAIEX event example

Ugandan officials participated in an online workshop with experts from Romania and Croatia to discuss recommendations on harmonising their legislation with EU standards for food safety. This will help Uganda comply with EU Maximum Residue Levels (MRL) and related regulations.

Title: TAIEX INTPA workshop on pesticide residue monitoring

Beneficiary: Ministry of Internal Affairs

[Click to learn more](#)

Oman



2

Single country TAIEX events

135

Officials from the country took part in TAIEX events

TAIEX event example

As the labour market is rapidly changing around the world, education systems need to adjust to the needs of the economy. To help strengthen vocational education, Austrian and German expertise was shared in planning and managing TVET policies and programmes.

Title: TAIEX PI expert mission on strengthening vocational training

Beneficiary: Ministry of Higher Education, Research and Innovation

[Click to learn more](#)

What they say about TAIEX

We know that crime is not only a problem of individual countries but a global threat to peace and prosperity in the world. The TAIEX Prosecutors Forum helped us bring together practitioners from different regions in Montenegro around the same goal of combating all types of crime. In the future, we will continue to strengthen our cooperation based not only on the legal basis but also on the established mutual trust.

Jelena Djaletic,

State Prosecutor, Supreme State Prosecutor's Office, Montenegro
22nd TAIEX International Forum for Prosecutors on Fighting Cross-Border Organised Crime
Budva, Montenegro



The activities we have been able to undertake thanks to TAIEX have enabled not only people-to-people contacts and informal exchanges, extremely vital in this part of the world, but also allowed for the sharing of European expertise and know-how in strategic areas such as education and training. It has also given us the means through which to implement the EU's Strategic Partnership with the Gulf, adopted in May 2022.

Patrick Simonnet,

EU Ambassador to Bahrain, Oman and Saudi Arabia
TAIEX PI study visit on the EU policies, practices and relations with the Gulf countries
Belgium and the Netherlands



The fieldwork was way above expectations and, as the Turkish delegation, we left very satisfied. All of our questions have been answered, there was no shortcoming in the information, and efforts were made to meet whatever we needed.

Halil Emre Kışlıoğlu,

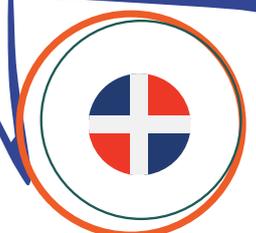
Engineer, Ministry of Agriculture and Forestry, Türkiye
TAIEX study visit on drought monitoring
Parma, Italy



TAIEX has greatly strengthened the relations and contact between the Dominican Republic and EU Member States. In addition, it really helped the Dominican Republic prepare for the Digital Bill of Rights discussion at the Ibero-American Summit.

Arisleidy Aquino

Governmental Office for Information Technology and Communications, Dominican Republic
TAIEX INTPA study visit on strengthening the digital technologies public policy design and evaluation
Madrid, Spain



TAIEX prepares groundwork for EU enlargement

EU enlargement was strongly present in the work of TAIEX in 2022 with 17 peer reviews for 8 enlargement countries organised over the year – as well as the screening process with Albania and North Macedonia starting in September 2022.

Initiated by the Commission services, TAIEX peer reviews assess a particular sector, such as countering organised crime and corruption – or civil protection and flood management. TAIEX peer reviews look at institutional performance, legislative framework or the state of reforms, and provide information on the state of play or progress made in the partner country.

The screening of the EU *acquis* is the first step in accession negotiations, beginning with the fundamentals cluster. It is carried out jointly by the Commission and candidate countries. This process allows enlargement countries' administrations to familiarise themselves with the 35 chapters of the EU *acquis*, and subsequently to establish their level of compliance and plans for further alignment. TAIEX is providing logistical assistance for the screening process with Albania and North Macedonia, which will last until November 2023. In 2022, 29 screening meetings took place with 2251 participants in total.

Grassroots empowerment: TAIEX for local authorities

TAIEX continues to support local authorities in Europe and beyond. The focus in 2022 was in the Western Balkans with 13 implemented events reaching 484 participants.

32 public experts from 10 EU Member States shared their insights on topics such as e-governance and smart cities, rural development, public procurement, waste management, and climate change education.

TAIEX INTPA also supported local authorities in partner countries. For instance, a dedicated workshop in Kazakhstan focused on boosting Public Councils' potential, contributing to transparency & efficiency in civil service at the national, regional and local levels.

Measured success: TAIEX evaluation

In 2022, 95% of participants rated TAIEX experts as excellent or good.

Although primarily intended as an instrument for strengthening the capacities of beneficiaries, TAIEX has also boosted the knowledge and skills of public officials participating as experts. According to a comprehensive external evaluation for the 2015–2020 period, 95% of experts agreed that the events had contributed to their personal and professional development and that they learned a lot from the beneficiaries.

[Click here](#) to download the full evaluation report.

Part 3

Spotlight on Twinning: nurturing global bonds & expertise sharing

This report is published on the 25th anniversary of the Twinning instrument. We invite you to celebrate this milestone together, as the EU institution building community.

The Twinning instrument has been an important tool of the European Union's external cooperation over the past 25 years. Created in 1998 to support the then-candidate countries in public administration reforms necessary for the EU accession, the instrument has undergone several changes, expanding its scope and geographical reach. While evolving, the Twinning instrument has remained true to its core mission of supporting partner countries in their efforts to align with EU standards.

During this time, over 2000 Resident Twinning Advisers from EU Member State institutions were deployed to partner countries' administrations. These experts are the standout feature of the Twinning instrument and symbolise the "learning by doing" foundation of this type of peer-to-peer exchange.

To complement standard Twinning, over 600 Twinning Light projects delivered a more targeted, mid-term support for 31 partner countries. This form of Twinning has been used to address institutional issues with a more limited scope than in the case of standard Twinning.

✓ All-time top 3 sectors:

Justice and home affairs – **660+** delivered Twinning projects

Finance, internal market and economic criteria – **520+** delivered Twinning projects

Agriculture and fisheries – **370+** delivered Twinning projects

✓ All-time top 3 beneficiaries:

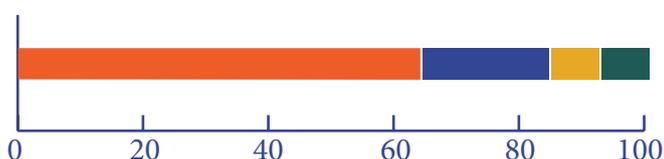
285 Romania

243 Bulgaria

217 Poland

By becoming EU Member States, these countries have transformed from recipients to providers of expertise. As originally intended, Twinning paved the way for the EU's Fifth Enlargement. Institutions from Bulgaria, Romania and Poland, together with other Member States that joined the EU in the 21st century, now share their lessons learned and best practices through Twinning with partners in the enlargement and neighbourhood region.

2800+ Twinning projects in 1998-2022



- **63%**
Former candidate countries (now EU Member States)
- **19%**
Western Balkans & Türkiye
- **9%**
Neighbourhood South
- **8%**
Eastern Partnership

Twinning milestones

🕒 In 1998,

the Twinning instrument was set up to support the then-candidate countries in public administration reforms necessary for the EU accession.

🕒 In 2003,

the contribution of Twinning was recognised by the European Court of Auditors in its report: *“Twinning is ... a positive initiative by the European Commission to assist candidate countries in acquiring the capacity to adopt, implement and enforce the EU acquis. The Twinning projects acted as a catalyst in setting the candidate countries’ reform in motion, bringing together specialists from Member States and candidate countries’ administrations and promoting the adoption of the Community legislation.”*

🕒 Since 2020,

Twinning INTPA is available around the world to countries and territories covered by the EU development policy, making Twinning the global instrument it is today.

🕒 By the end of 2022,

EU Member States’ institutions delivered over 2800 Twinning projects in 34 countries.

🕒 In 2002,

the geographical scope of Twinning broadened as it was launched in the Western Balkans for certain institution building programmes, mainly in the sphere of justice and home affairs.

🕒 In 2004,

the Twinning instrument also expanded to the EU’s Eastern and Southern neighbours. That same year, new Member States from Central and Eastern Europe started sharing their transitional and reform implementation experience through Twinning.

🕒 In 2020,

Twinning adapted to the consequences of the COVID-19 outbreak with a digital leap and maintained its activities throughout the pandemic.

25 years of Twinning through the eyes of beneficiaries

To mark the anniversary, a new set of digital testimonials has been prepared for Twinning. Visit ec.europa.eu/twinning25 to watch Twinning in action.

Twining brings the self-confidence – that we are doing things according to best practices.

I think this is one of the best benefits we are receiving from the project.

Giorgi Chitadze

Resident Twinning Adviser counterpart
Deputy Director General
Georgian Accreditation Center



We are looking to take full advantage of the opportunities offered by the Twinning programme through workshops, training sessions, expert missions. The ongoing Twinning programme is proving to be a great opportunity to deepen our knowledge and practice.

Dr. Elida Mataj

Project Leader counterpart
Head of Environmental Epidemiology
Albanian Institute of Public Health



In the case of Palestine, Twinning provides key and distinctive support to state-building activities and to maintaining the viability of the two-state solution.

Shereen Abu Eid

Programme Officer
Office of the EU Representative (West Bank and Gaza Strip, UNRWA)



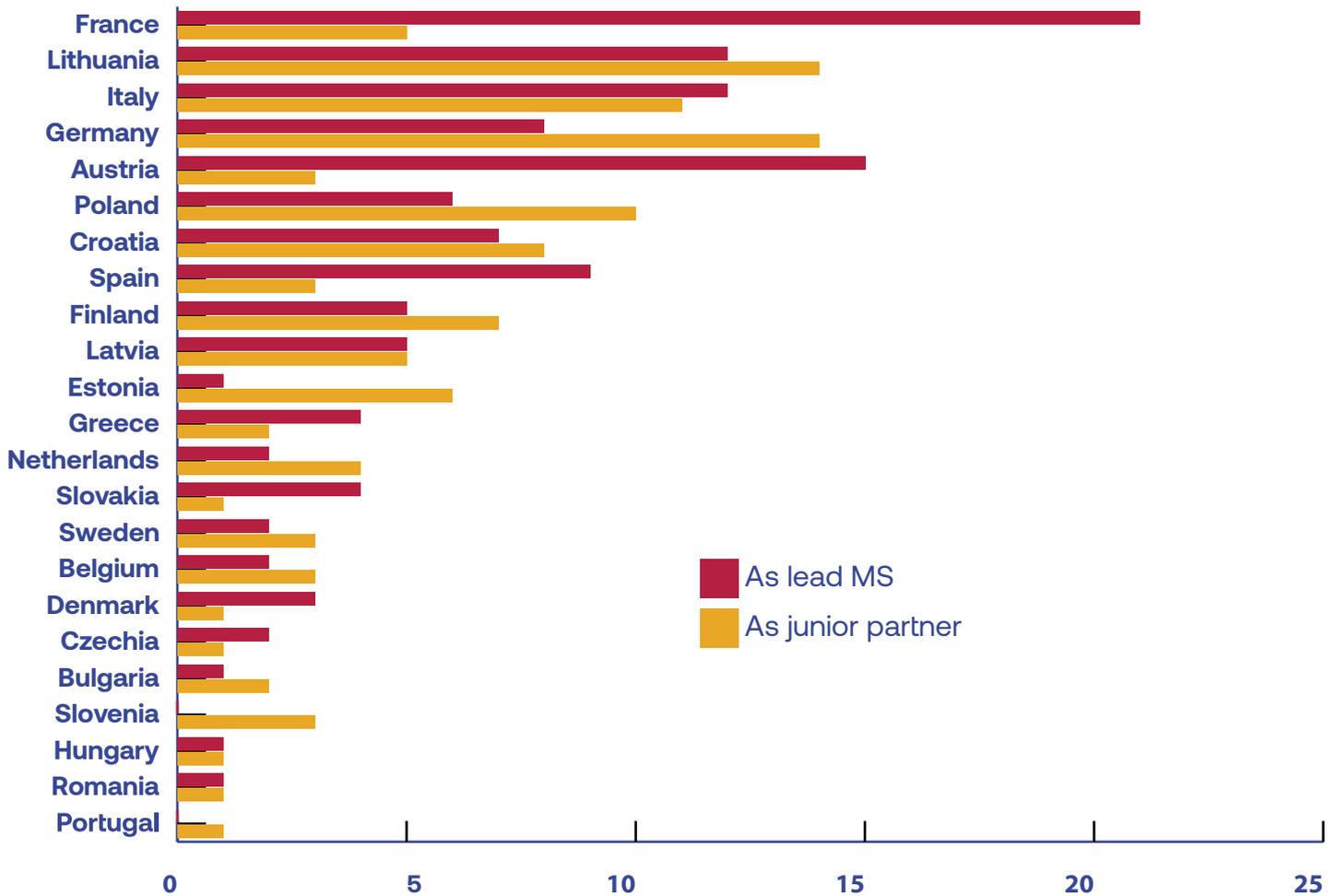
The technical assistance with international experts from Twinning brings a real accompaniment and joint work. Experts from the EU [...] are involved in the daily work of Dominican judicial officials.

Octavia C. Fernandez Curi

Counsellor of the Judiciary
Dominican Republic



Participation in ongoing Twinning projects in 2022



At the heart of Twinning are the EU Member States and their institutions. In 2022, 23 out of 27 Member States were involved in Twinning either as a leader or a junior partner.

63% of all Twinning projects were implemented by more than one Member State. France, Lithuania, Italy and Germany were the Member States participating in the largest number of projects.

Twinning examples

[Click here to view the full interactive map.](#)

Albania



Twinning

4 Ongoing Twinning projects

Twinning project example

Accreditation is a prerequisite allowing to award recognised degrees. The project supported the accreditation of the Albanian Security Academy as a higher education institution.

Title: Strengthening the Capacities and Efficiency of the Security Academy
Beneficiary: Security Academy, Albanian State Police, Ministry of Interior
EU partners: Finland (lead), Estonia

North Macedonia



Twinning

12 Ongoing Twinning projects

Twinning project example

This Twinning supported establishing a safety net for adequate protection of employment relations entitlements in cases of employers' insolvency (in line with the minimum requirements as defined in the Directive 2008/94/EC and national socioeconomic context).

Title: Enhancing the protection of employees in the case of insolvency of their employer
Beneficiary: Ministry of Labour and Social Policy
EU partners: Slovakia

Dominican Republic

Twinning

1 Ongoing Twinning project

Twinning project example

The project contributes to increasing the efficiency, quality and integrity of the judicial services offered by the Dominican Judiciary through a series of support actions formulated around three axes: change management and enhancing the management model; improved user services; and reinforced judicial integrity.

Title: Support to the Strategic Plan of the Dominican Republic Judiciary 2020-2024
Beneficiary: Judiciary of the Dominican Republic
EU partners: Spain (lead), Germany



Algeria



Twinning

8 Ongoing Twinning projects

Twinning project example

The project consolidated the public service missions of the agency and helped develop its service provision activities. This Twinning supported sustainable management of water resources, integrating the risks linked to climate change, such as droughts and floods.

Title: Support to the modernisation and capacity building of the National Water Resources Agency
Beneficiary: National Water Resources Agency
EU partners: France

- EU Member States participating in Twinning projects
- NEAR partners
- INTPA partners*

* To learn more about the Directorate-General for International Partnerships (DG INTPA), visit: <https://international-partnerships.ec.europa.eu/>

Ukraine



Twinning

4 Ongoing Twinning projects

Twinning project example

The project started in 2020 and was initially carried out online due to pandemic-related restrictions, and again after the start of Russia's full scale invasion. Despite the challenges, this Twinning helped prepare an upgrade of the Ukrainian competition legislation.

Title: Support to the Antimonopoly Committee of Ukraine in further approximation of legal, procedural and case enforcement practices with EU antitrust and merger control practices

Beneficiary: Antimonopoly Committee

EU partners: Lithuania (lead), Germany and Romania

Moldova



Twinning

4 Ongoing Twinning projects

Twinning project example

The project aims to promote the use of spatial data and related network services, and boost cooperation between relevant authorities. Standardised, interoperable spatial data will help the Moldovan Government to efficiently deliver services to citizens and businesses, and improve innovation.

Title: Improving Spatial Data Services in the Republic of Moldova following EU standards

Beneficiary: Land Relations and Cadastre Agency

EU partners: Croatia (lead), the Netherlands, Poland

Jordan



Twinning

6 Ongoing Twinning projects

Twinning project example

The project aims to prepare a roadmap for the development of an integrated administrative data system for Jordan, and conduct pilot projects on creating a Statistical Business Register and strengthening population statistics. The Twinning also focuses on reviewing and developing source data and methodology for producing Small Area Statistics, as well as developing a strategy for dealing with missing or erroneous data.

Title: Strengthening the capacity of Jordan's Department of Statistics in terms of compilation, analysis and reporting of statistical data in line with International and European best practices

Beneficiary: Department of Statistics

EU partners: Denmark (lead), Germany, Italy, Lithuania

Madagascar



Twinning

1 Ongoing Twinning project

Twinning project example

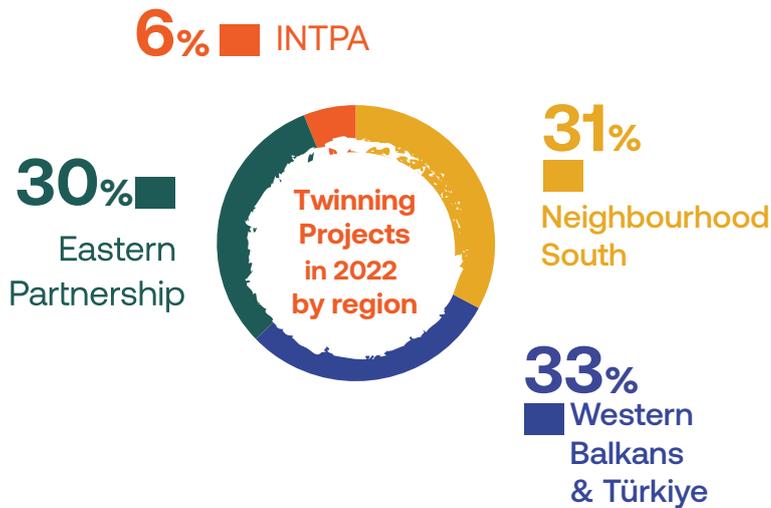
The project contributes to improving food security in Madagascar. It also provides support to increasing trade levels in agricultural and agri-food products between Madagascar and the islands of the Western Indian Ocean Region, as well as with the EU. The project is part of a regional programme supporting food and nutritional security in the Indian Ocean.

Title: Support to the monitoring and control system for the sanitary and phytosanitary quality and conformity of agricultural and agri-food products

Beneficiary: Ministry of Agriculture and Livestock

EU partners: France (lead), Italy

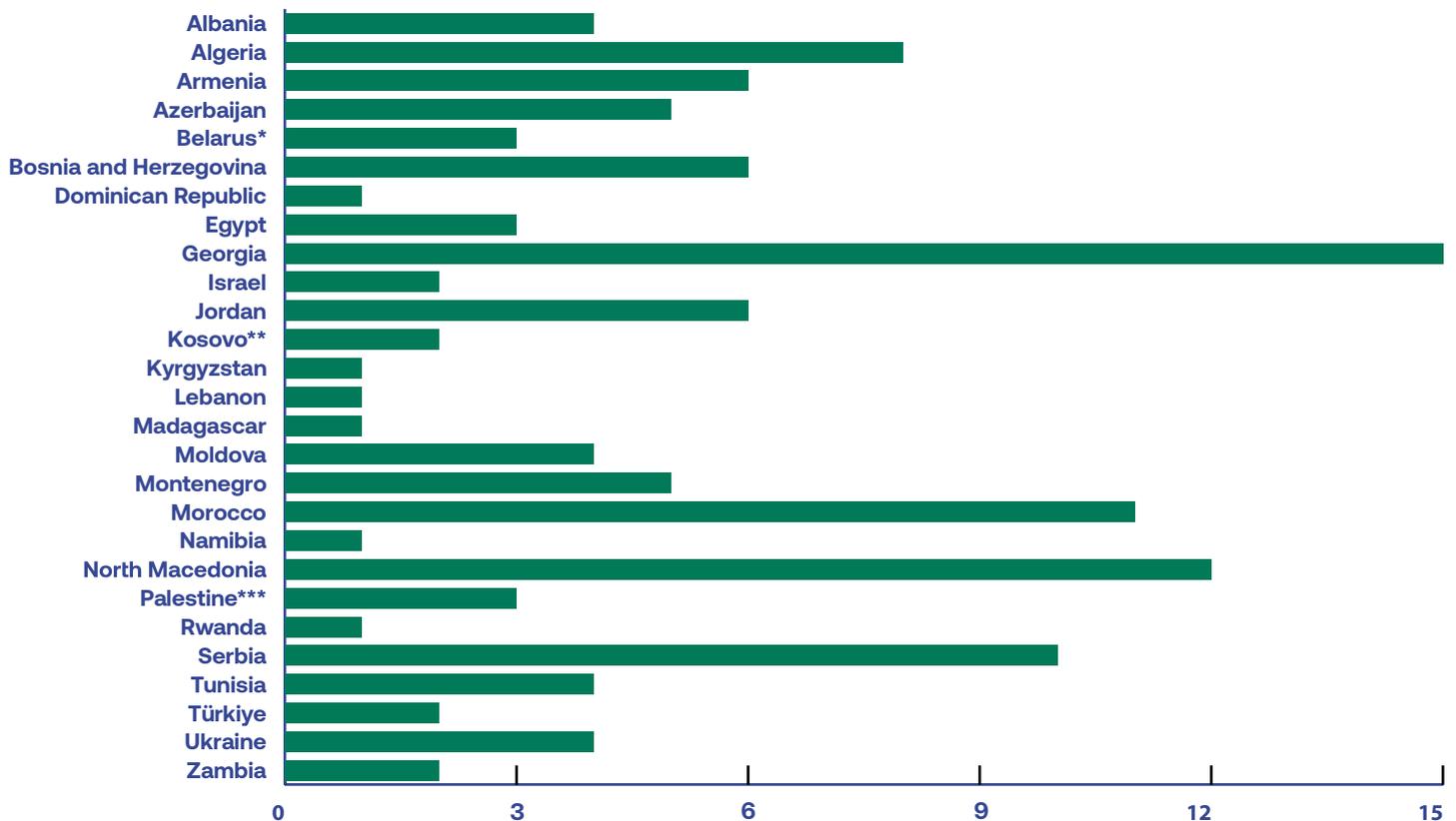
Twinning projects in 2022 by region



122 Twinning projects were ongoing in 2022.

Western Balkans & Türkiye was the region with the most ongoing projects, followed by the Neighbourhood South. 7 projects were ongoing beyond the neighbourhood and enlargement region. In cooperation with DG INTPA, 4 projects started in the Dominican Republic, Madagascar, Namibia and Rwanda.

Ongoing Twinning projects per partner country



* Following the Council conclusions on Belarus (11660/20), the EU has recalibrated its assistance to the maximum extent away from supporting the central authorities. As a consequence, all Twinning projects in Belarus have been cancelled in 2022.

** This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

*** The designation of Palestine shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue

Twinning: your role in **shaping international cooperation**

As we navigate the ever-evolving challenges of our global society, strong public administrations have never been more crucial. To help countries adapt and thrive, we believe in the power of international cooperation and peer learning. This is where our Twinning instrument comes into play.

Twinning projects foster long-term partnerships between the beneficiary and EU Member State administrations, going beyond the lifetime of a single project. The emphasis on stakeholder ownership is a design feature that boosts sustainability of project outcomes.

As we look to the future, Twinning will continue to play a key role in the EU's enlargement process, assisting candidate and potential candidate countries in adopting and implementing EU legislation. The invaluable experiences gained from former accession countries place Twinning in a unique position to spearhead this journey.

However, Twinning is not just about the EU. It is also about the important contributions and perspectives brought in by our beneficiary countries. Your experiences, ideas, and innovations are what truly drive the success of Twinning.

We invite you to share your experiences with Twinning, both your triumphs and challenges. How can Twinning better serve your needs? What does the future of international cooperation look like to you? Don't hesitate to reach out and join the conversation at NEAR-TWINNING@ec.europa.eu

Your voice matters and can shape the future of our collective efforts. Together, we can redefine the boundaries of international cooperation.



Part 4

The Institution Building Community

2022 Institution Building Days

On 23-24 November 2022, the annual Institution Building Days (IBDs) brought together the TAIEX and Twinning community to support public administration reforms and promote EU best practices around the world.

The Institution Building Days are a platform for officials representing Member States and partner countries to address challenges and discuss future priorities in Team Europe approach. The uniting theme of the event was evolution – how TAIEX and Twinning evolved due to the pandemic – as well as the instruments' geographical expansion beyond the enlargement and neighbourhood regions.

The 2022 edition welcomed over 350 registered participants both onsite in Brussels as well as virtually all over the world. Over 10 Commission services, some 30 EU Delegations and, for the first time, partners from Africa, Central Asia and Latin America participated.

You asked – we delivered

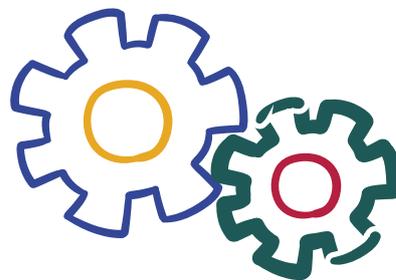
During the Institution Building Days, participants based in INTPA countries provided feedback on how the TAIEX INTPA application form should be rewritten. In response, the team behind TAIEX INTPA introduced adjustments to support first-time applicants. The updated application forms were released in January 2023.

National Contact Points for TAIEX also indicated that they would welcome more regional TAIEX activities on the green and digital transition – to make the events more impactful and allow beneficiaries to learn from each other's challenges. Taking this into account, TAIEX delivered a regional workshop on the accession to the Digital Economy and Society Index (DESI) for five Eastern Partnership countries. TAIEX has since also delivered a regional workshop on the Carbon Border Adjustment Mechanism regulation for the Neighbourhood South.

When discussing communications during the IBDs, we've been told that the TAIEX website should feature a video demonstrating what TAIEX is and how it works, in simple terms. Since July 2023, a brand new animated explanatory video is featured prominently on the TAIEX website.

As we look ahead, knowing that public sector expertise will continue to grow in importance, TAIEX and Twinning teams would like to thank you for your support and hear from you about how to further improve the instruments. We remain open to your feedback at NEAR-INSTITUTION-BUILDING@ec.europa.eu

Apply for **TAIEX** assistance



TAIEX assistance is open to:

- ➔ Civil servants working in central public administrations;
- ➔ Judiciary and law enforcement authorities;
- ➔ Civil servants working in parliaments and legislative councils;
- ➔ Representatives of social partners, trade unions and employers' associations.

TAIEX mandate does not include providing direct support to civil society, private citizens or to individual companies.

We analyse incoming requests on a rolling basis. To apply for TAIEX, go to ec.europa.eu/taix/application

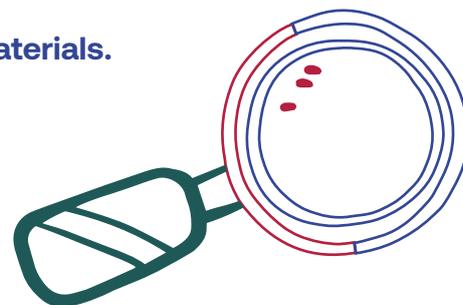
For support with filling in the application form, please read [this guide](#) or contact us at NEAR-TAIX@ec.europa.eu

Find inspiration: **TAIEX** search tool

Most TAIEX events have publicly available agendas and presentations. Beneficiaries can draw inspiration from similar projects implemented elsewhere when requesting TAIEX assistance.

All TAIEX events are adapted to the audience, however using the agenda of an implemented event as a starting point allows for faster organisation. It is likely that several TAIEX events in your area of interest already took place. To find inspiration, you can scan the database by keywords.

Visit ec.europa.eu/taix/search to view TAIEX events and materials.



Register as a **TAIEX** expert

Would you like to become a TAIEX expert?

Public officials of EU Member States with expertise relevant to TAIEX beneficiaries can register as TAIEX experts or institutional contact points.

TAIEX experts can participate as speakers in workshops and expert missions, or host study visits matching their specific profile.

To register, visit ec.europa.eu/taix/experts

For more information, interested public officials can consult the [Frequently Asked Questions](#).

Twining step by step

Twining is available for countries and territories covered by the EU's neighbourhood and enlargement policies (NEAR) as well as the international partnership and development policy (INTPA). **To request a Twining project, please contact the EU delegation in your country.**

1. Once a partner country and the Commission decide that Twining is the appropriate instrument to support reform within the public administration, a Twining fiche is prepared and a **call for proposals** is launched to all EU countries.
2. After receiving the proposals, a **selection** committee awards the project either to a single Member State or a consortium. This committee also includes representatives from the partner country.
3. Two project leaders, a Resident Twining Adviser (RTA) and an RTA counterpart in the partner administration are responsible for the **implementation**. The RTA is seconded to the partner institution for the full duration of the project.
4. **Evaluation**. All Twining projects are reviewed 6-12 months after their implementation.

How to prepare a good Twining project?

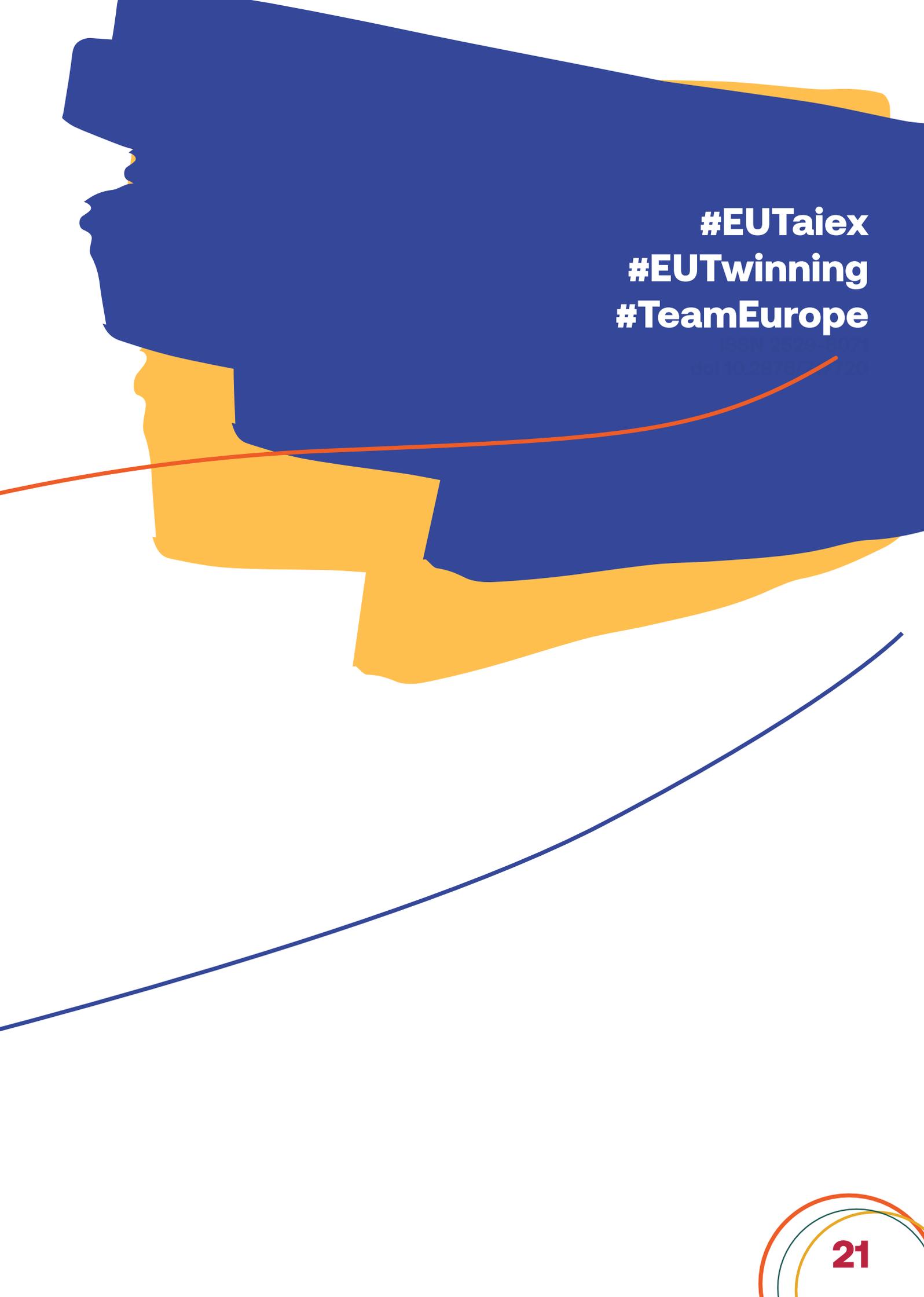
- ➔ Define clear **objectives** and **concrete results** the project should achieve.
- ➔ Make sure that the project is accompanying the **reforms that are mature** and part of the EU-partner country joint policy agenda.
- ➔ Ensure that there is **political consensus** on the reforms and the management buy-in at the beneficiary institution.
- ➔ Check that there is a **clear advantage** of using public sector expertise.
- ➔ The beneficiary institution needs to be **sufficiently staffed** in order to deliver on its mission and on the objectives of the project.
- ➔ The mandatory results need to be **realistic, attainable** within the project duration and budget, and accompanied with well-defined indicators of achievement.

Updated Twining manual: simpler and more flexible

On 1 September 2022, the updated version of the Twining Manual (revision 2017 – update 2022) came into force. The update implemented feedback from stakeholder consultations that took place in 2020 and 2021. It focused on the immediate priorities and its achievements can be summarised in three main points:

1. Simplification and improvement in the workflow;
2. More flexibility in the implementation;
3. Taking into account lessons learnt from the pilot Twining projects in INTPA countries.

[Click here](#) to access the updated manual.

The page features a large, abstract graphic on the left side, composed of overlapping blue and orange shapes. A thin orange line curves across the middle of the page, and a thin blue line curves across the lower half. The background is white.

#EUTaiaex
#EUTwinning
#TeamEurope

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