



Twinning in 20 years and the reform of Twinning

The Spoken word counts

December 7, Kiev, Ukraine,
Claus Lech and Sanja Milinovic

Twinning is Institution Building

Nothing is possible without individuals.

Nothing is lasting without institutions.

Jean Monnet
("men" changed to "individuals")

Twinning is unique

Peer to Peer Administrative Cooperation

- **Administrations** (not only individuals) are cooperating
- Driven by a **serious will** from EU MS to transfer knowledge about the structures, procedures and processes used inside EU to **cooperate with you** in fitting it to your structures - not driven by profit-motive
- Cooperating with you – **not doing it for you** – so not TA
- Placing an adviser **inside** your administration who together with her/his partner - the RTA counterpart - coordinate input of often 20+ different EU experts working with your staff inside your administration
- Completely **dependent on you**, your decisions, your commitment, your capacity, your timely planning (policy, finances....)
- Often a **never ending** cooperation

Presentation Overview

INTRO

- *Twinning in 20 years*

PART I

- *Twinning Reform – why and how*
- *Key elements of the Twinning Reform*
- *Keep flexibility and speed, don't add controls*

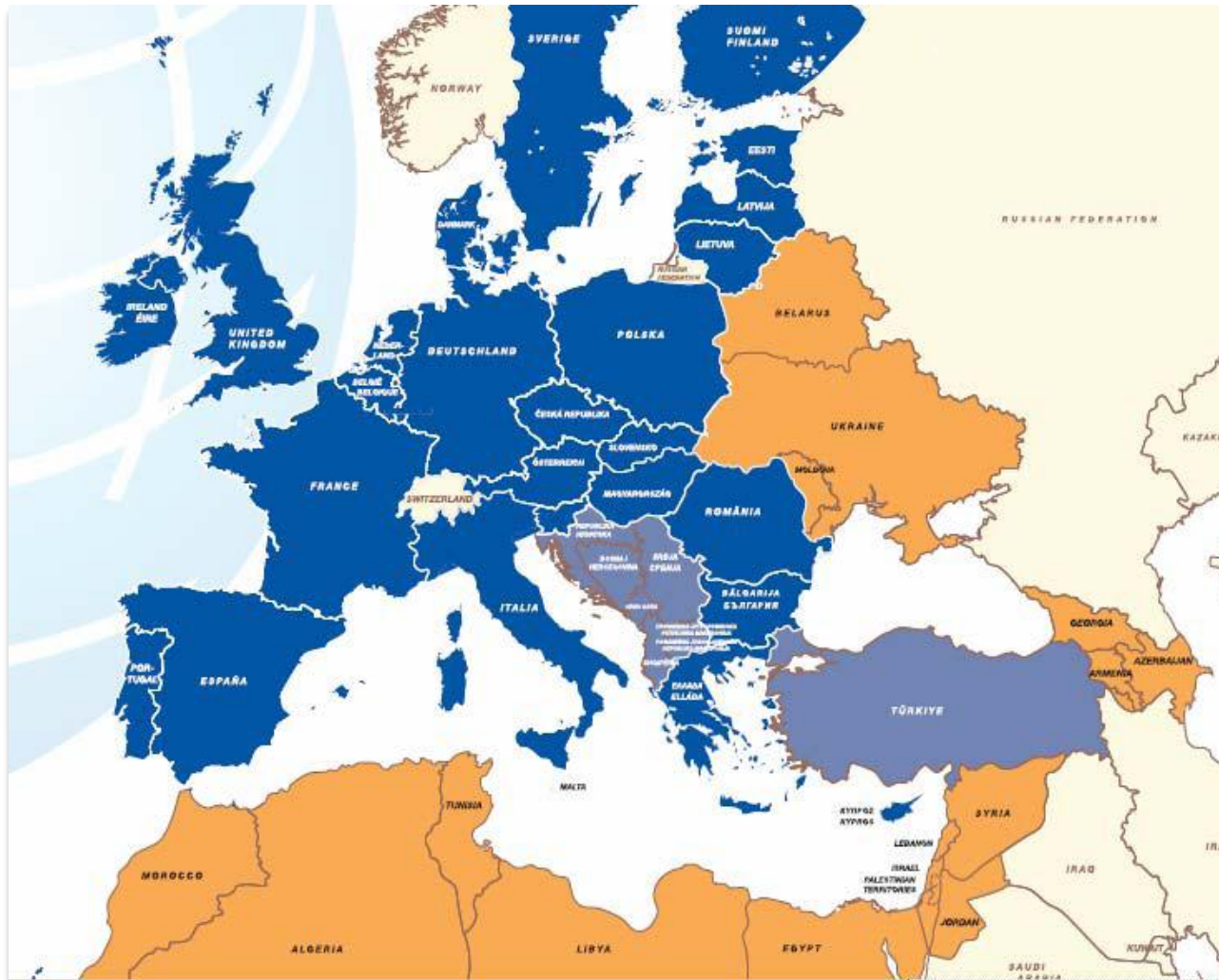
PART II

- *Communication and Visibility*
- *New ambitious timelines*
- *Key criteria for making implementation a success*

Twinning in 20 years

- *Launched in 1998 to support enlargement*
- ***Assisting candidate countries*** preparing for EU Accession providing support for the ***transposition, implementation and enforcement*** of the ***EU legislation*** (the Union acquis). Twinning assisted in building up ***capacities*** of Partner countries' public administrations throughout the accession process responding to the Copenhagen criteria (political, economic and administrative criteria)
- *Considered a key instrument for the successful accessions in 2004, 2007, 2013*

Candidates/Potential Candidates - IPA



**EU MS 28
countries**

**Instrument for Pre-
Accession
Assistance (IPA)
(in light blue)**

7 Partners:

- **Albania**
- **Bosnia and Herzegovina**
- **Kosovo***
- **Montenegro**
- **Serbia**
- **Turkey**
- **the former Yugoslav Republic of Macedonia**

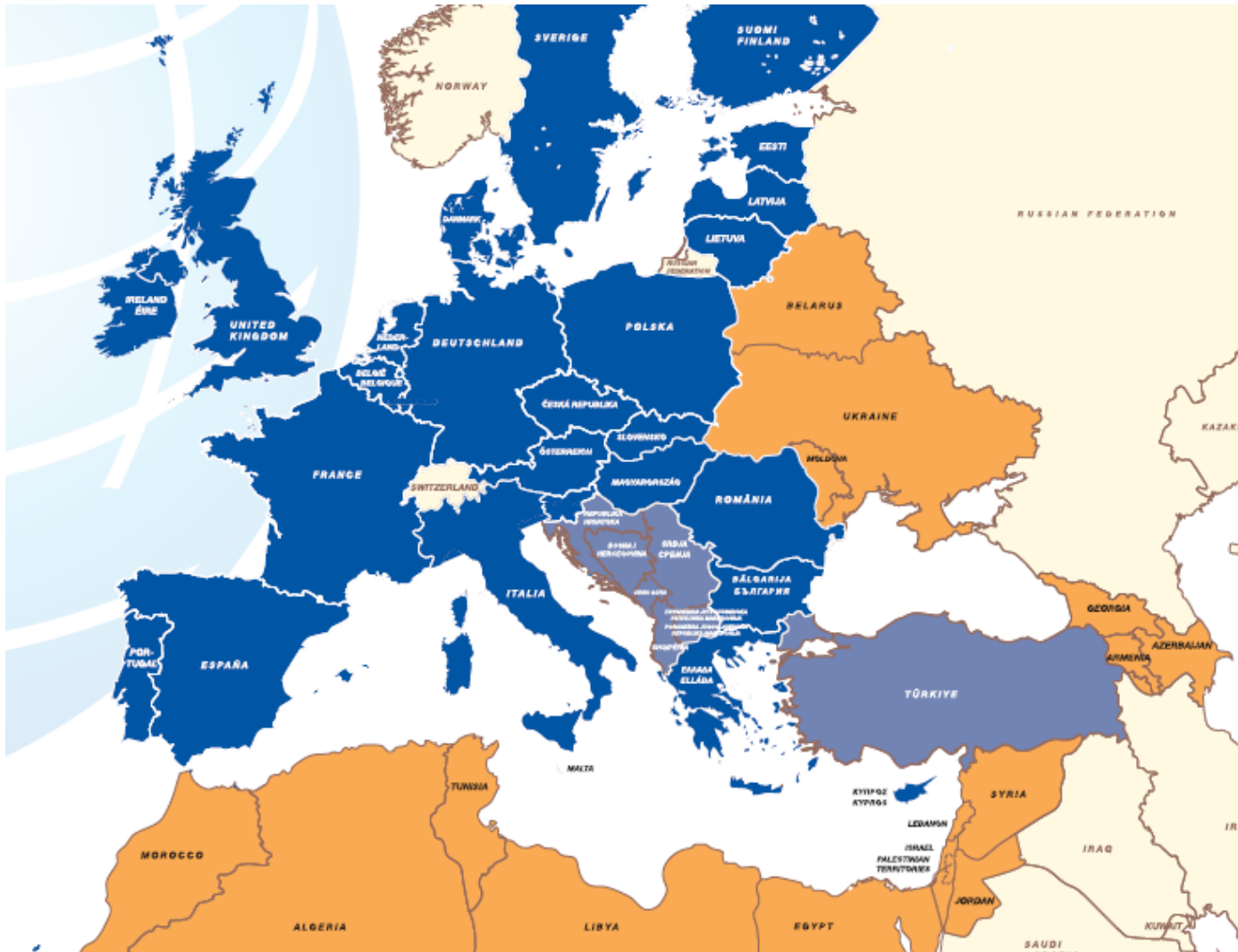
* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

Twinning in 20 years - ENI

- **Started In 2004**
- The **Eastern Partnership** (EaP) – a joint policy initiative aiming at **deepening and strengthening relations** between the European Union (EU), its MS and its six Eastern neighbours
- Includes a joint commitment to deliver tangible results for citizens across the region, defining **20 key deliverables for 2020**, with milestones set – lastly discussed in the **EaP Summit in Brussels in November 2017** and **four key priority areas**
 - Economic development and market opportunities;
 - Strengthening institutions and good governance;
 - Connectivity, energy efficiency, environment and climate change;
 - Mobility and people-to-people contacts
- **Twinning is one tool in the toolbox** - one tool for cooperating to support you living up the political agreements* you have entered into with the EU – and of course to be considered and programmed as part of the Multi-annual assistance Frameworks⁷

ENI

ENI Countries (in orange)



Morocco

Algeria

Tunisia

Libya*

Egypt

Israel

Palestine

Jordan

Lebanon

Syria*

Armenia

Georgia

Azerbaijan

Ukraine

Moldova

Belarus

Status after 20 years -IPA and ENI

Twinning projects
circulated

More than
2,700

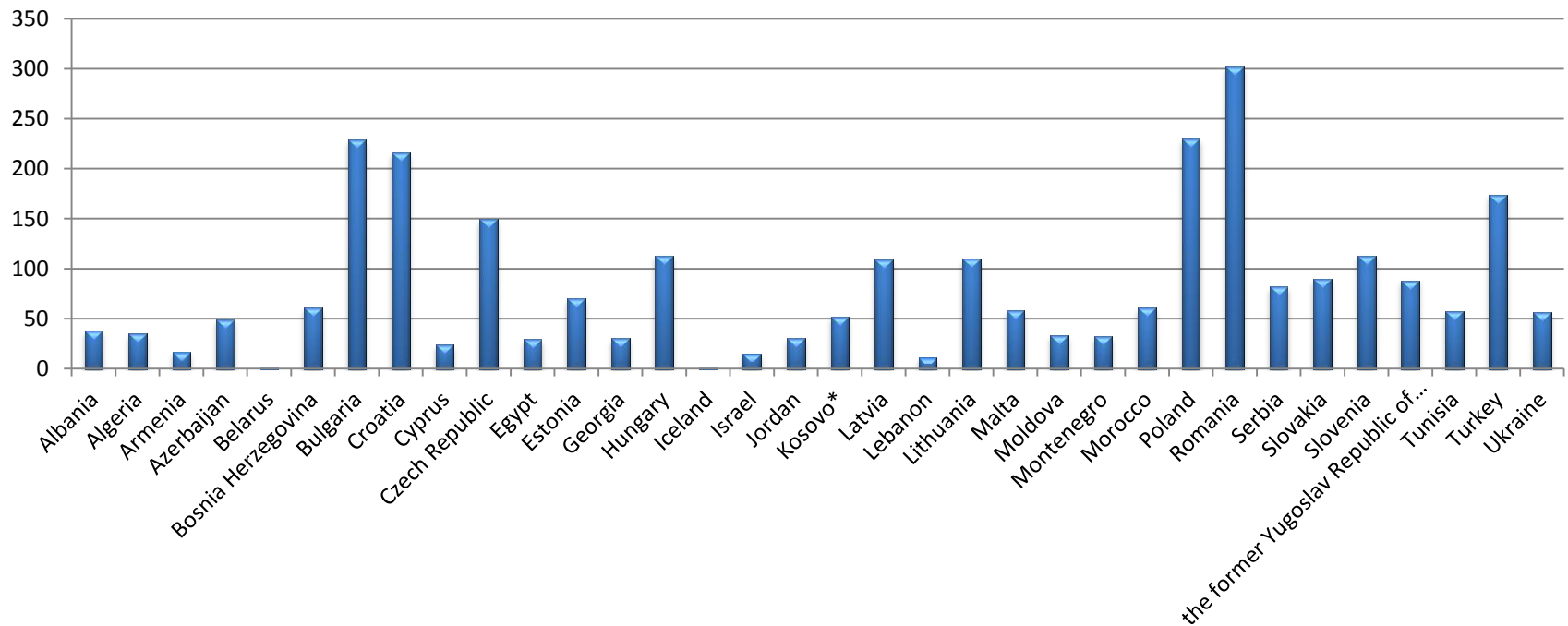
Budget
expenditure

More
than €2
Billion

Main sectors

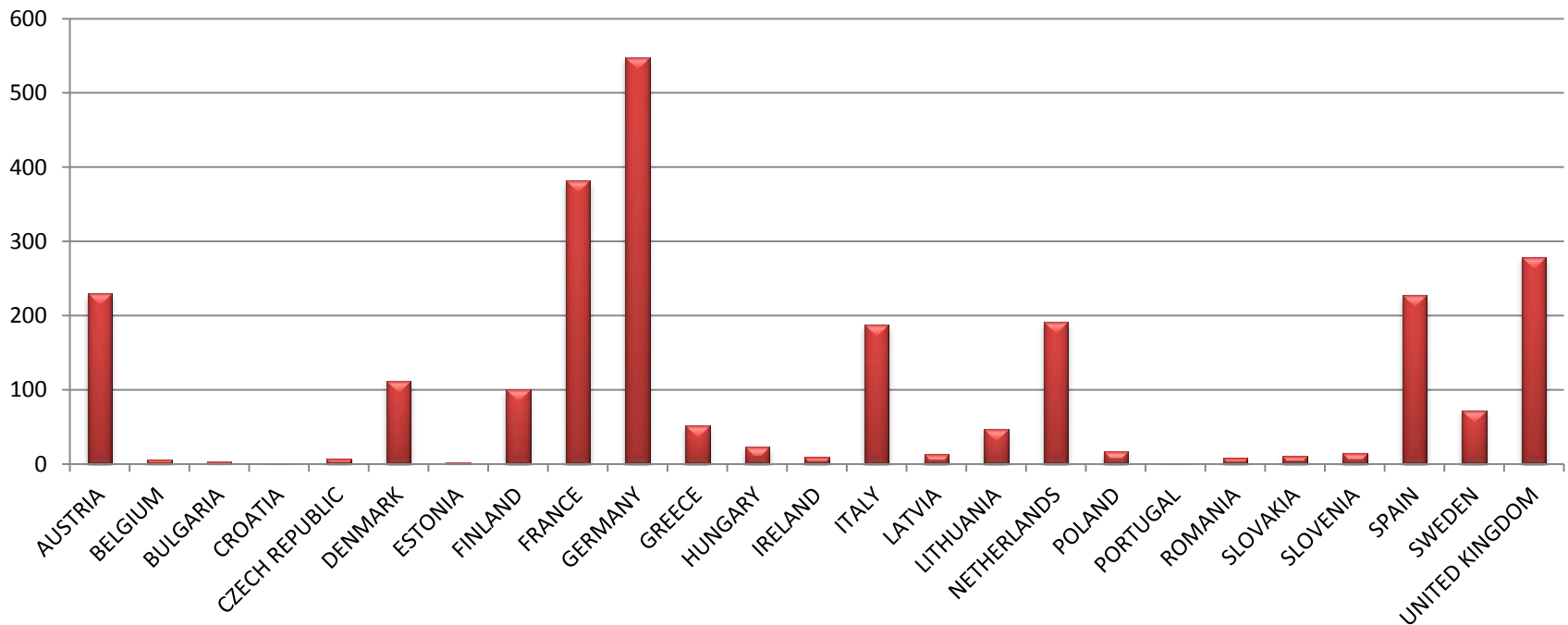
Justice,
Agriculture,
Finance.

Twinning in Partner countries since 1998 - all regions



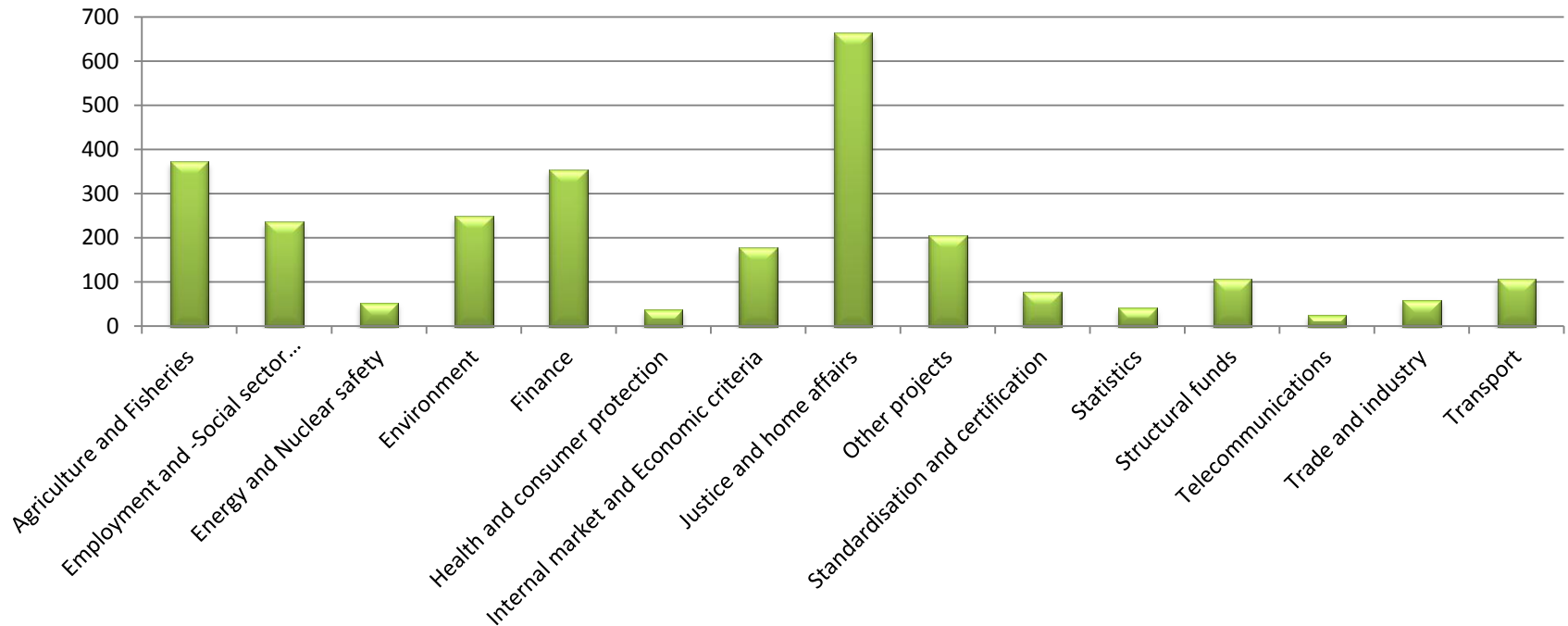
Twinning awarded to MSs since 1998

- all regions

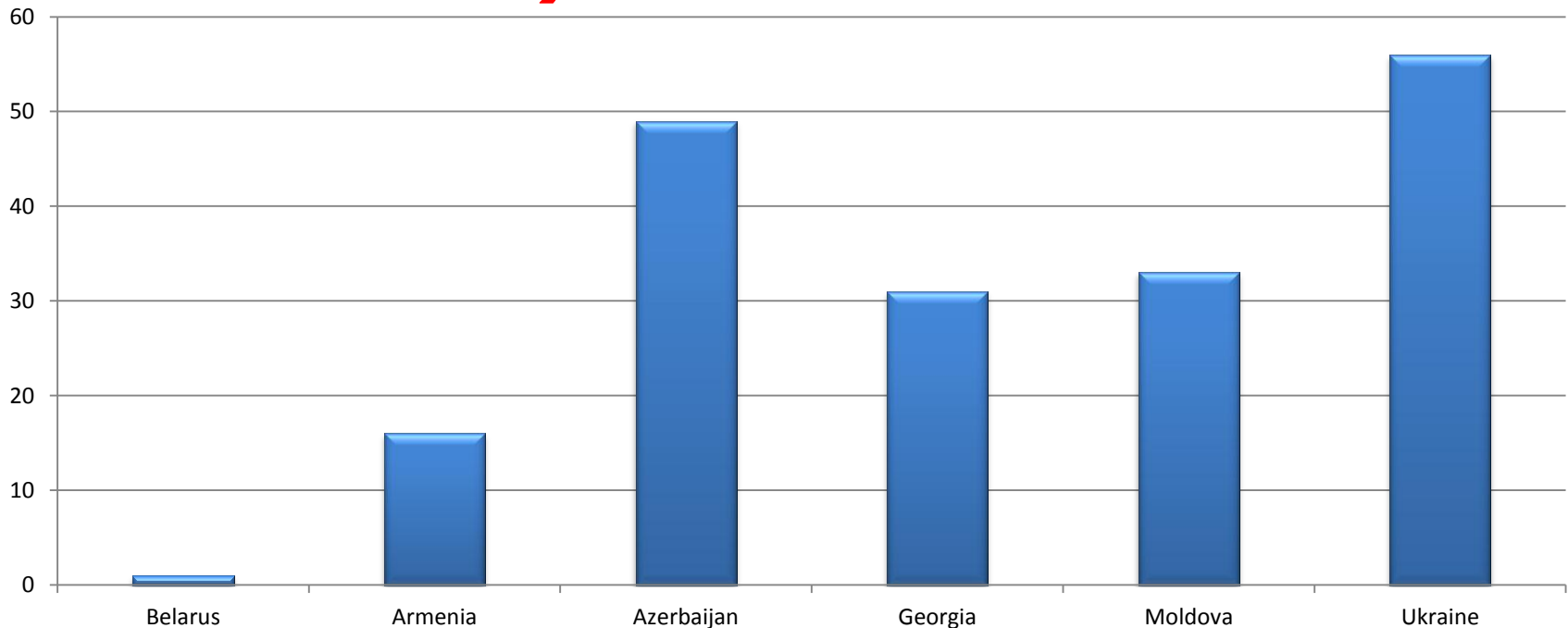


Twinning by sector since 1998

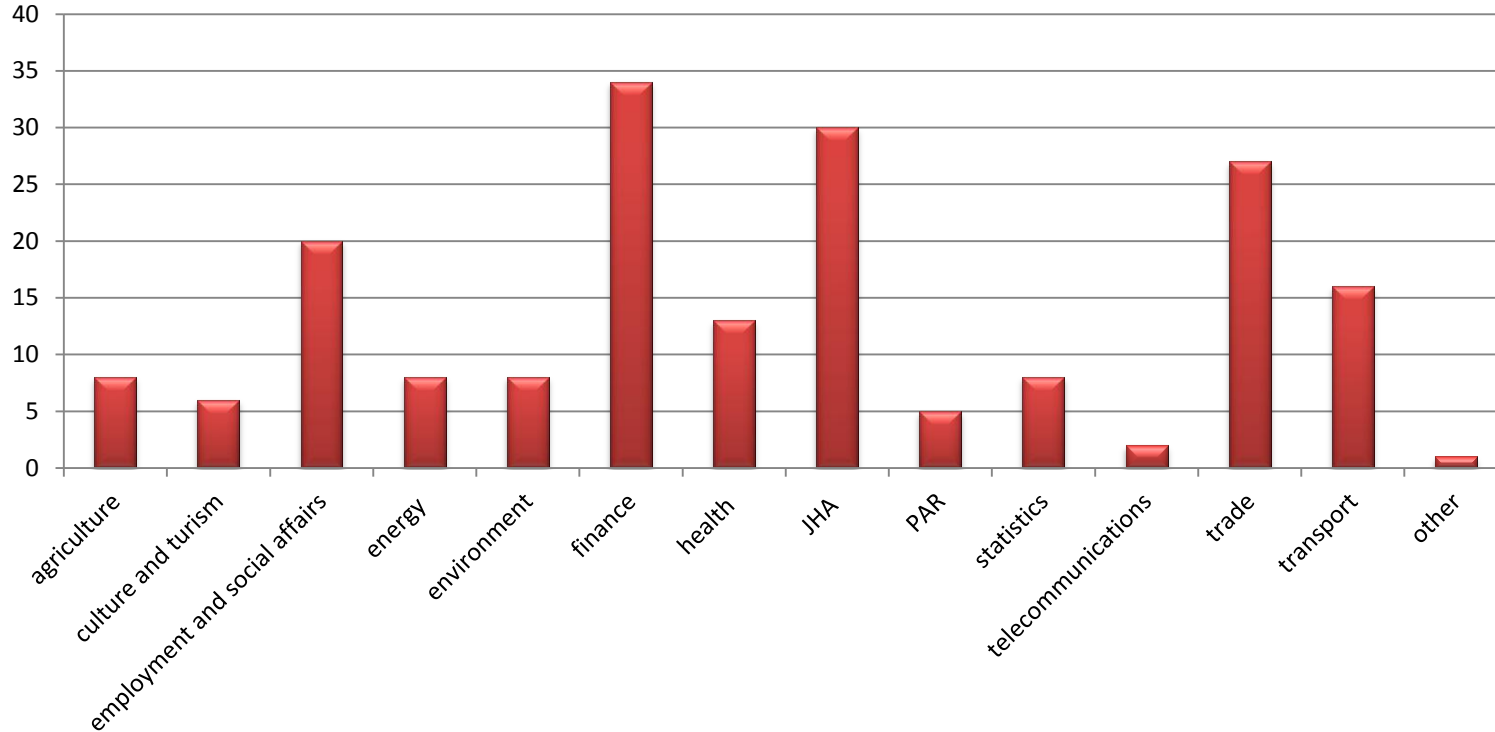
- all regions



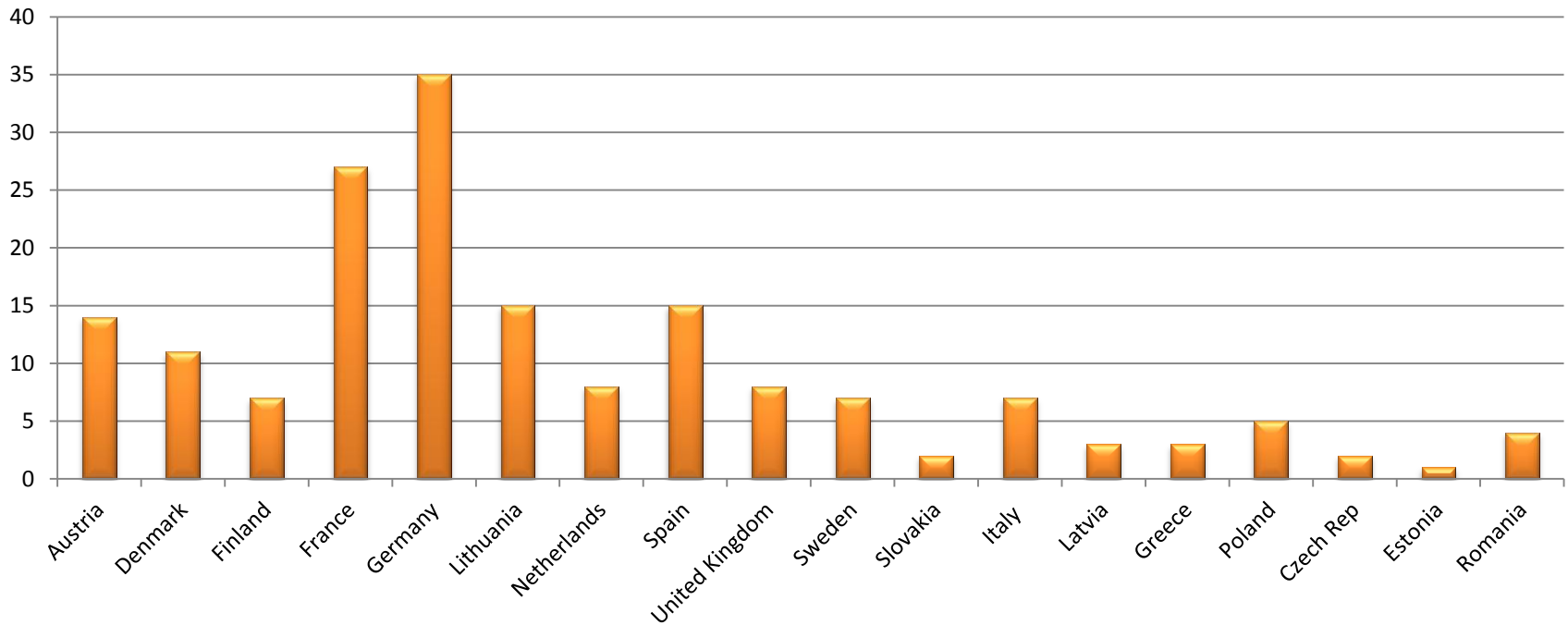
Twinning circulated by Beneficiary country – ENI East Region (186 since 2007)



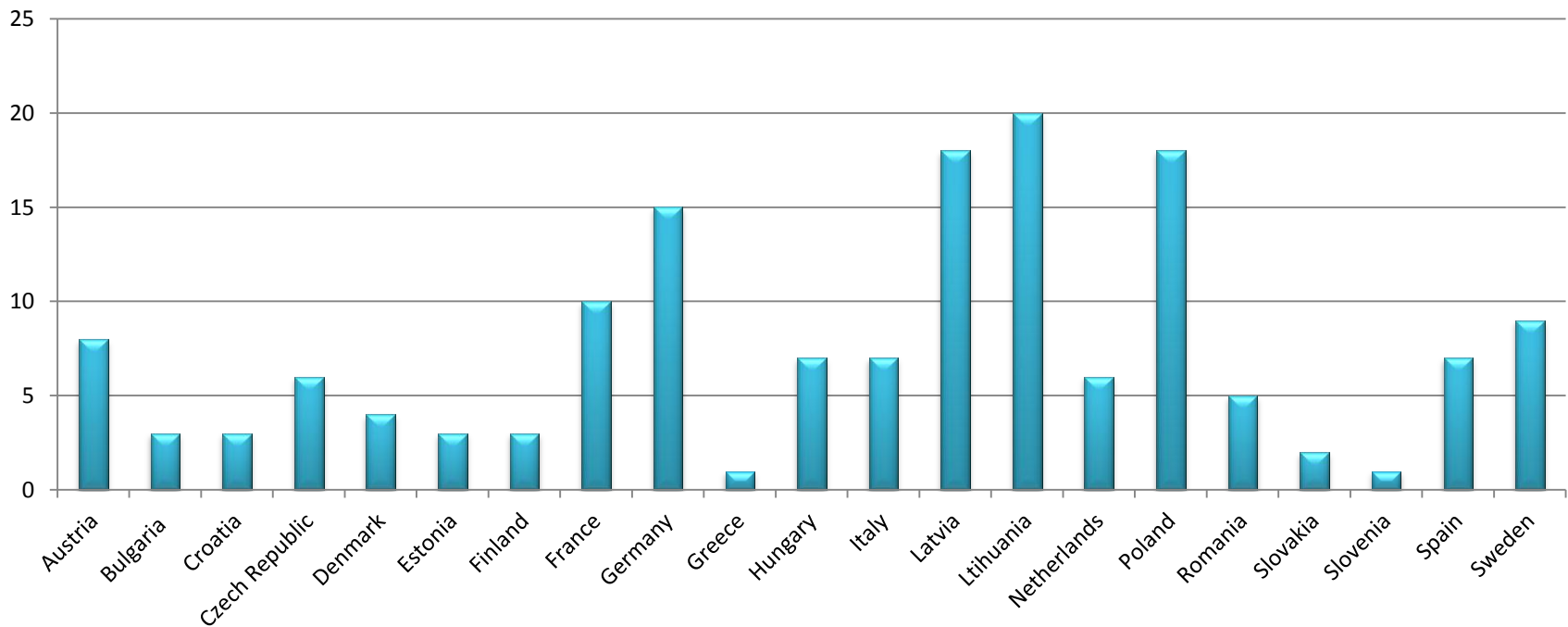
Twinning circulated by sector – ENI East Region



Twinning awarded to MSs as Lead – ENI East Region

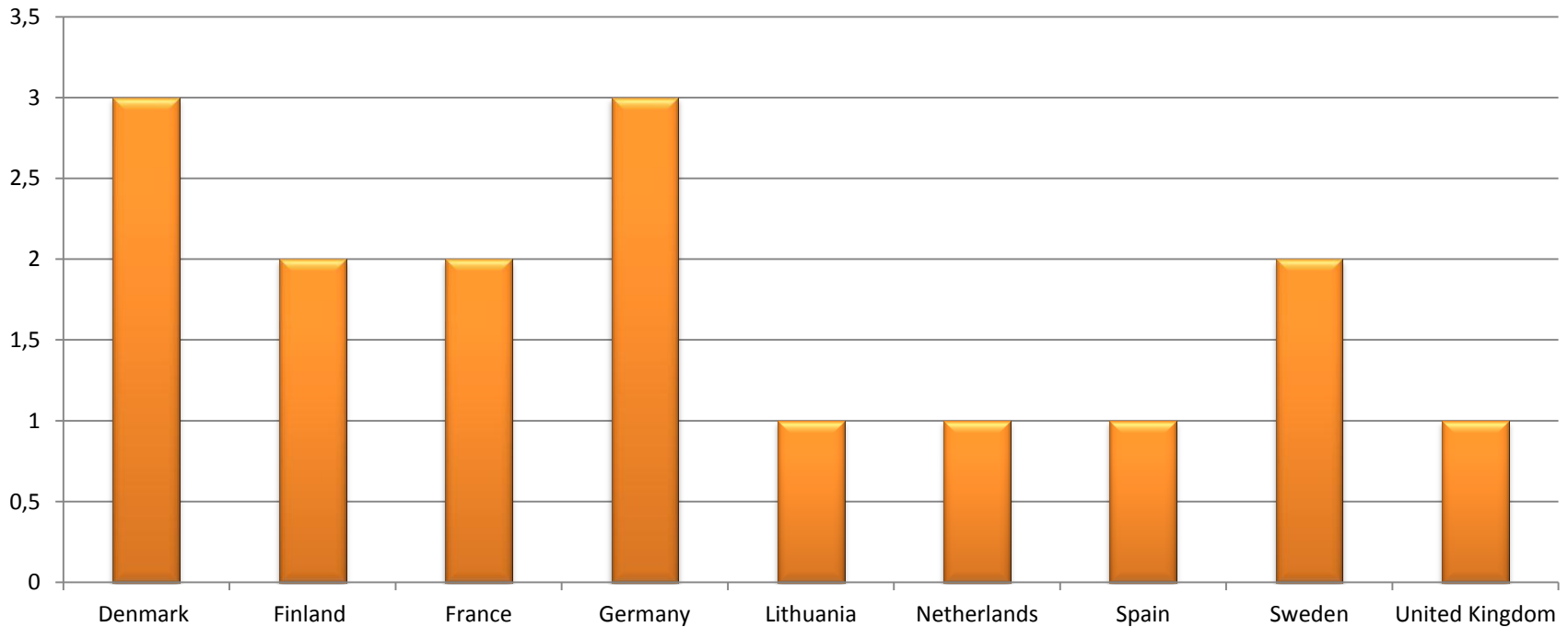


Twinning awarded to MSs as Junior – ENI East Region



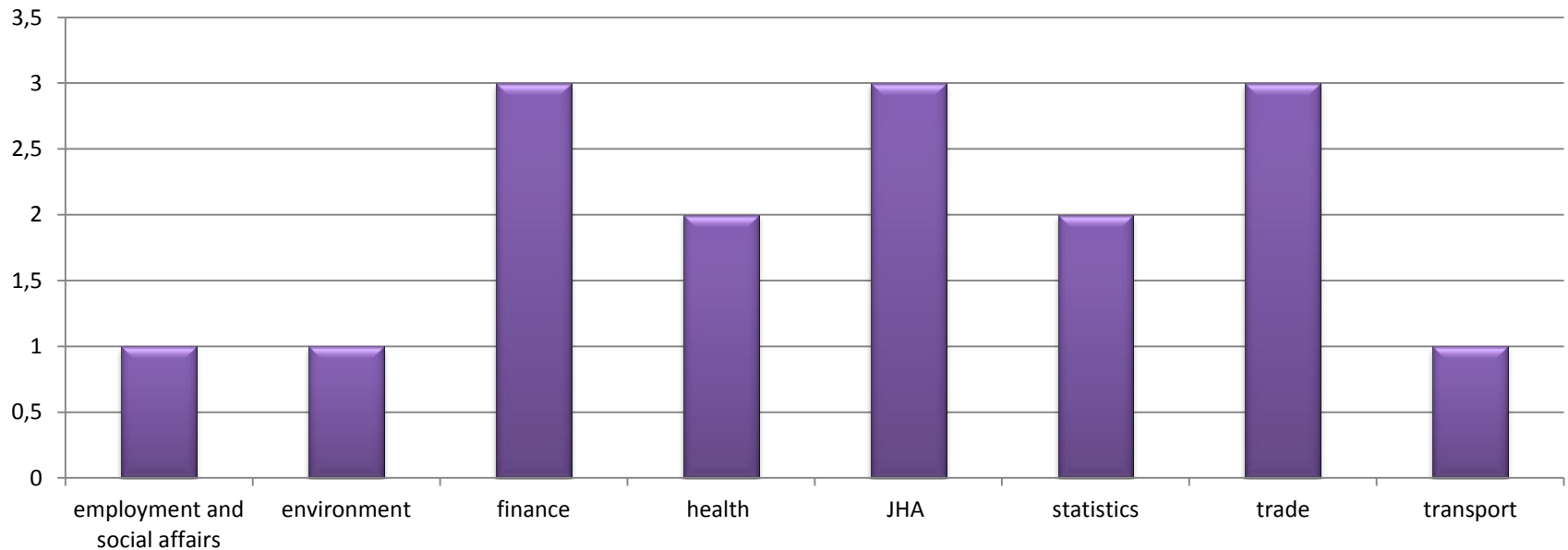
Twinning awarded to MSs since 2007

- Armenia



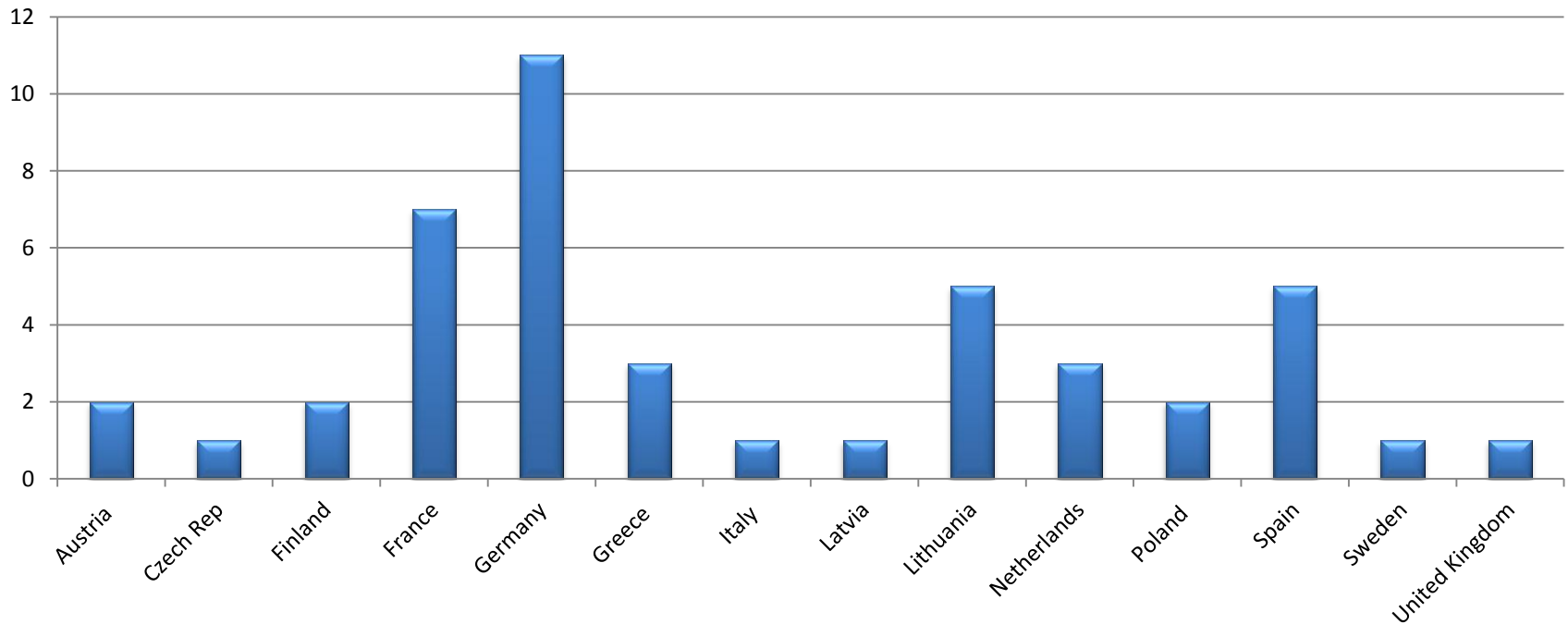
Twinning by sector since 2007

- Armenia



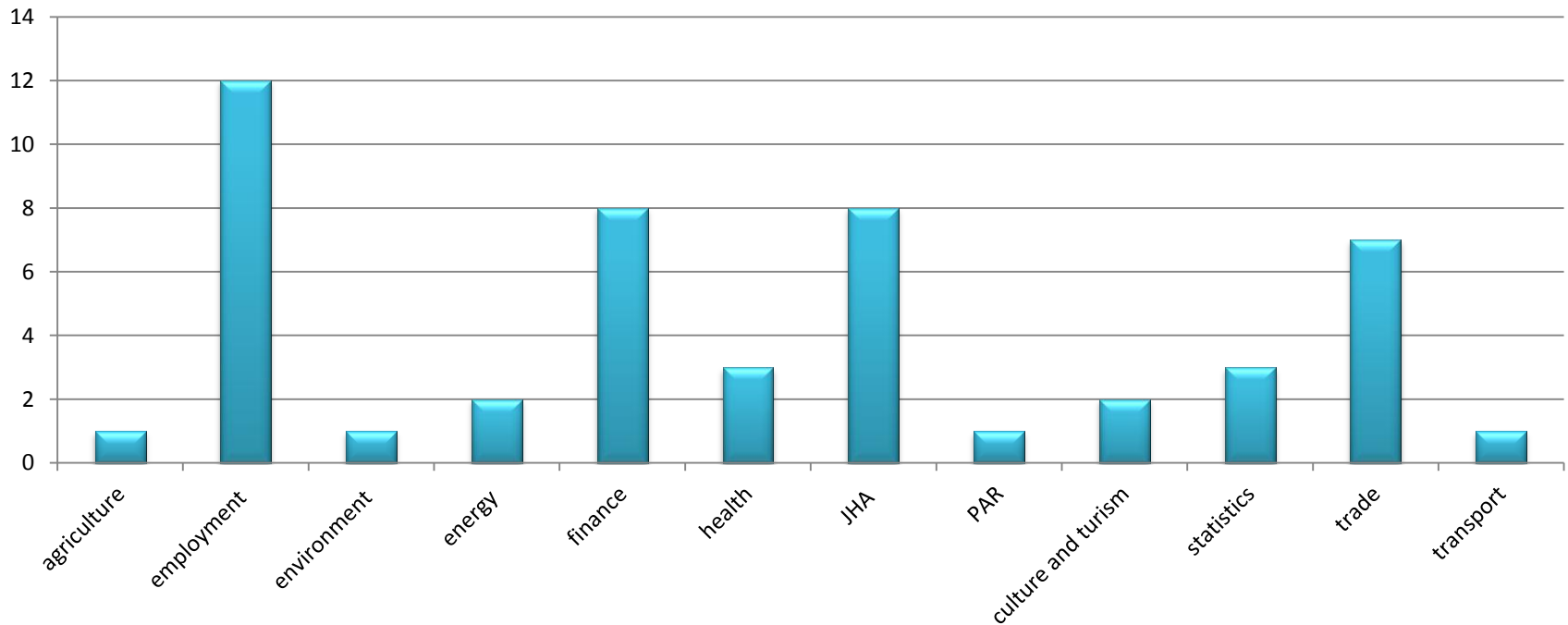
Twinning awarded to MSs since 2007

- Azerbaijan



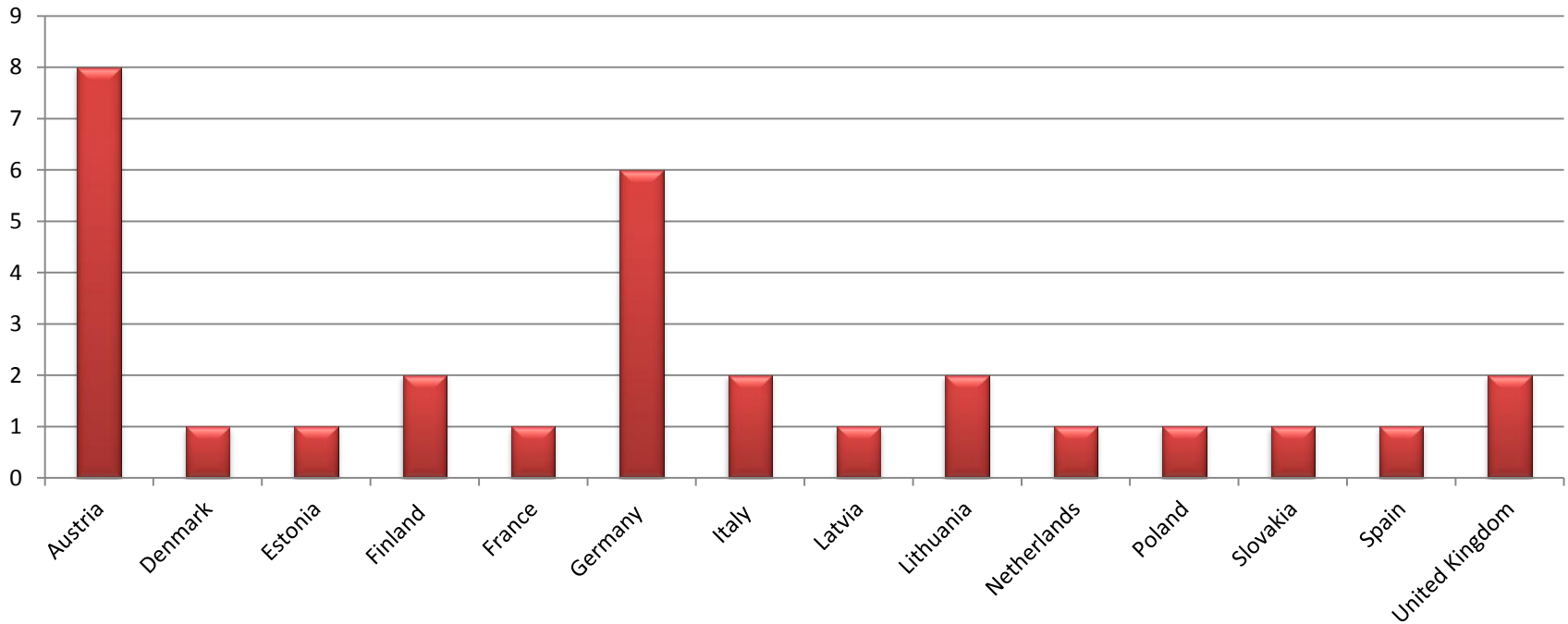
Twinning by sector since 2007

- Azerbaijan



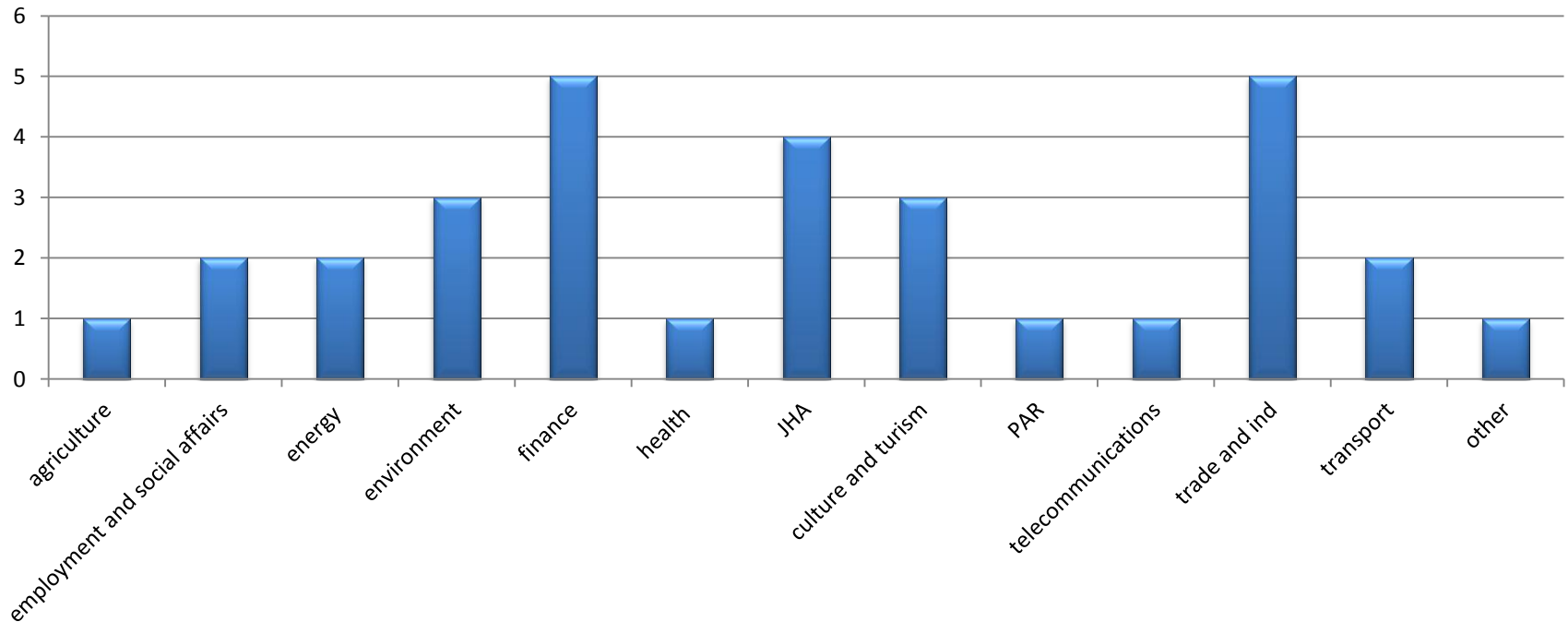
Twinning awarded to MSs since 2007

- Georgia



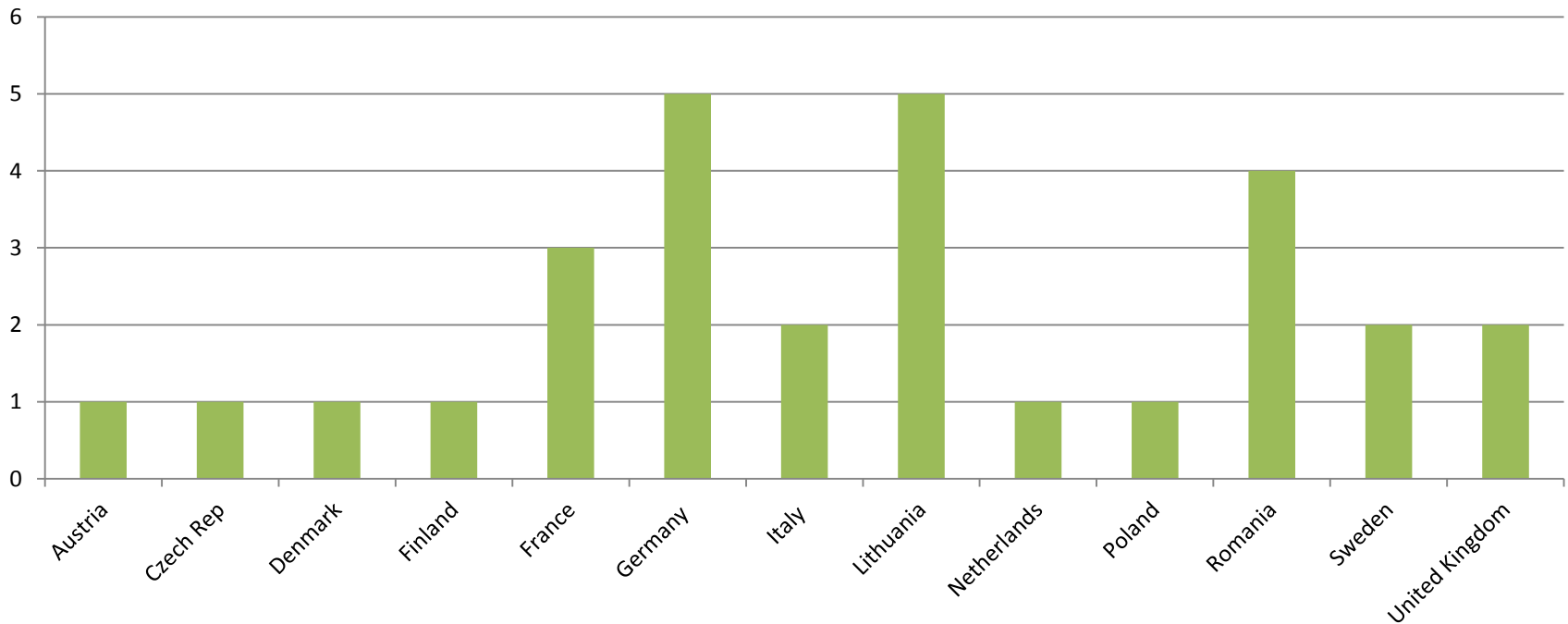
Twinning by sector since 2007

- Georgia



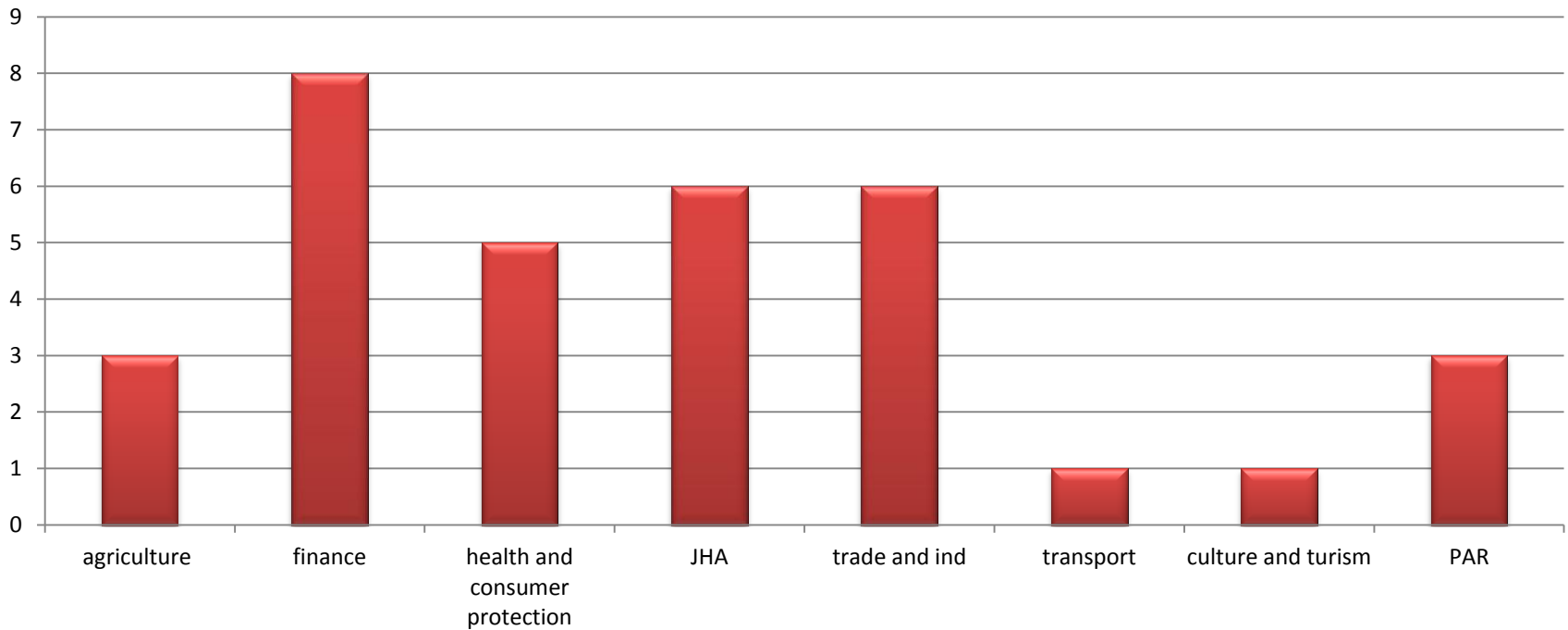
Twinning awarded to MSs since 2007

- Moldova



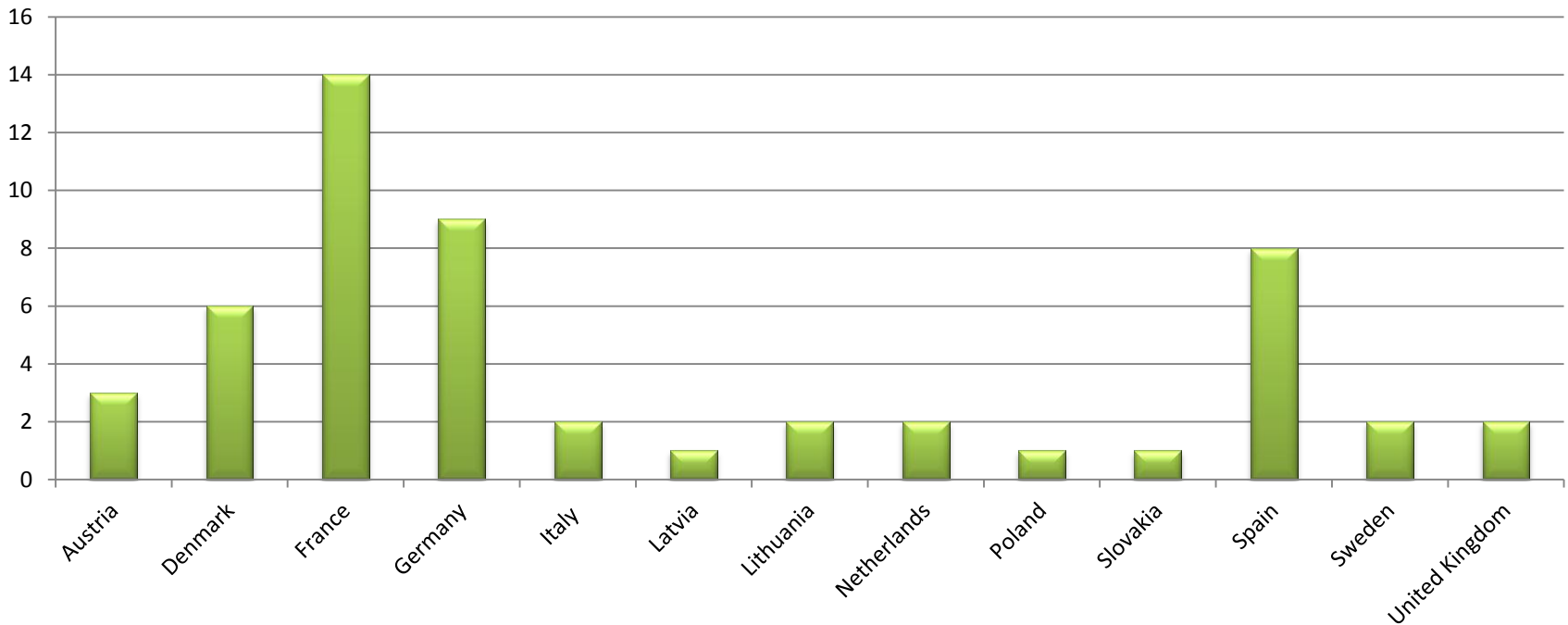
Twinning by sector since 2007

- Moldova



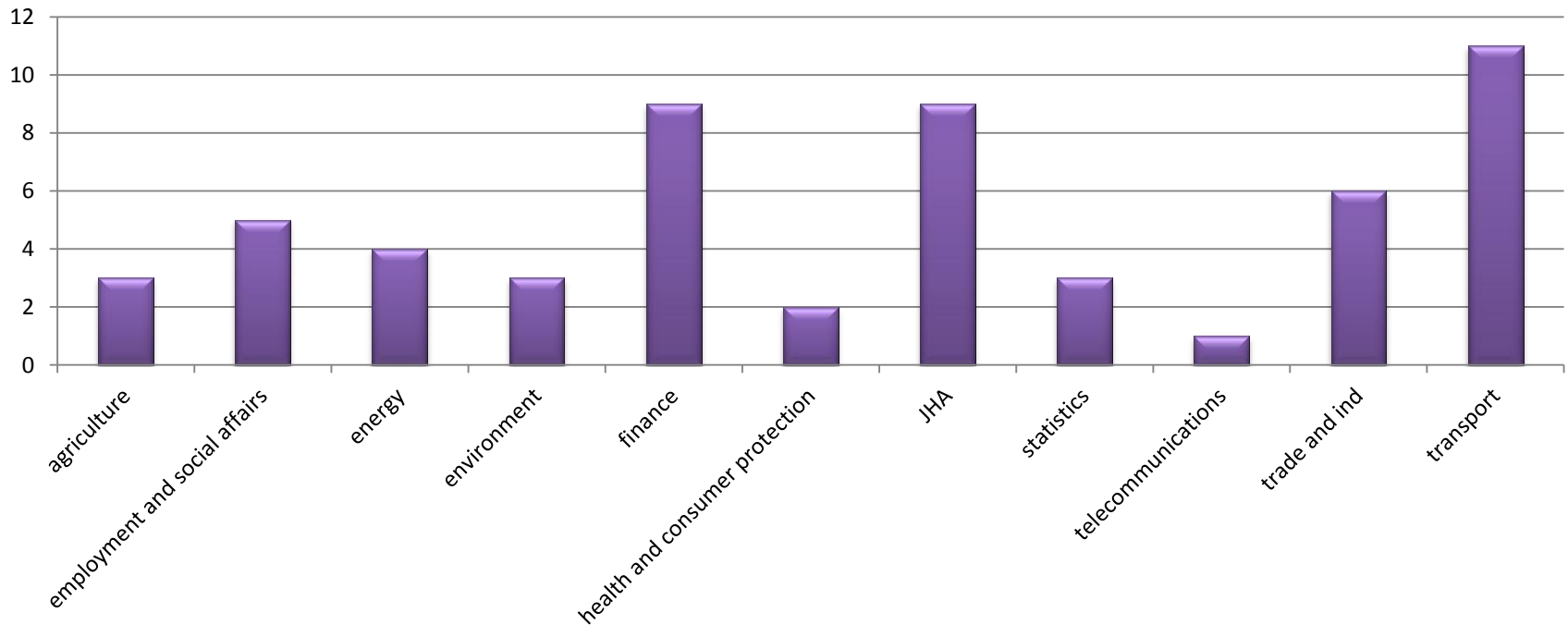
Twinning awarded to MSs since 2007

- Ukraine



Twinning by sector since 2007

- Ukraine



Twinning awarded to MSs since 2007

- Belarus

- Germany – 1 twinning project

Twinning by sector since 2007

- Belarus

- Finance – 1 twinning project

Twinning reform – why and how

- *To make a success a greater success – and remedy some elements.*
- *To find ways to make Twinning even more flexible and more efficient - a call from the Twinning Community*
- *Kicked off an **inclusive process** involving Partner Countries (PAOs/CFCUs etc), EUDs, EU MS most DG Near Internal services (COTEs, R, CFA etc)*

And inclusive process

- *Process was presented during 2014-15-16 IB days with a NON-PAPER on Reform of Twinning in 2014 and subsequent discussions with PC and MS NCPs, EUDs;*
- *Meeting with EU MS NCPs in Vienna September 2016;*
- *Draft Manual following adoption of Commission Decision 1122 of 21 February 2017 to NCPs and EUDs 1 March 2017;*
- *DEV DAYS consultation with EUDs (having been requested to also reflect comments from PC) on 24 March 2017;*
- *Meetings with EU MS NCPs Brussels 27-28 March, Malta 8-9 May 2017;*
- *New Manual issued 30 June 2017.*

In short

The new Twinning manual is a result of a long process involving

- *EUDs*
- *Partner Countries (PAOs/CFCUs etc)*
- *EU MS*
- *Internal DG NEAR services and not the least*
- *DG BUDGET and LS/SJ.*

Key elements of the Twinning reform

- 1. Flexibility***
- 2. Simplification***
- 3. Speed***
- 4. Harmonisation - across ENI and IPA***
- 5. Alignment - NEAR policy developments***
- 6. Commission Decision - establishing methodology regulating financial aspects and defining status of Twinning Manual - Streamlining and simplifying compensation scheme***

Key elements of the Twinning reform

Flexibility

- *Allow partners to adjust as you go ahead - six months rolling work-plans not full projects, replace the RTA temporary if needed, don't evaluate experts you don't know if you use.*
- *But limitations re mandatory results - often part of decisions having passed EU MS committees. -
> Don't be overambitious – the process is important (RH to tell more about that....)*

Simplification

- *EU MS **proposal** to focus on methodology, administrative structure and added value of its administrative model; no **CVs** for all short term **experts** that might / might not be involved;*
- *System for compensation of experts, RTA daily subsistence allowances, enhanced use of unit costs, flat rates:
Use of **Unit costs/flat rates including** one flat daily allowance at 350€ **for all civil servants** and all **MB expert categories;** "*
- *Heavy 3 month reporting replaced with 6 months – more summary/light reporting encouraged*

Speed

- *Setting ambitious deadlines for processes*
 - **Step by Step (in the afternoon....)**
- *Get contracts signed quicker*
 - **CA responsible based on input from EU MS**
- *Work programmes agreed earlier*
 - **Allow Component Leaders + support staff**
- *First real activities to commence earlier*
 - **Target now – 6 months – average today 12+**

Harmonise

One set of rules and procedures for both ENI and IPA

- **Role of Contracting Authority** - always to be the one to circulate the fiches to MSs (standard and twinning light); CA always the entity preparing the contract
- **Publication** always by EUD
- **HQs entities consulted on fiche** not contract. Twinning Inter-service Group Opinions standardised
- **Selection aligned** – by consensus - acceptance by EUD
- **Respect of conditions set in other** agreements between EU and Partner Country (PC)

Align

Sector orientation

Twinning fiche to always describe/reflect specific sector reform developments, previous/current/planned actions – not only by EU funding

Programmers to describe in Twinning fiche how sector coordination networks/working groups/donor coordination platforms ensuring complementarity and monitoring is set up

Representatives from other donors active in the sector to be invited for SCMs and either the RTA is expected to set up regular meetings with these other actors with or without the participation of the EUD or the Partner Country

Twinning experts to be better integrated with local donor coordination networks (sector working groups etc) (RTA, STE) and have sufficient time for coordination with other experts active in the sector.

Twinning to be supporting implementation of SBS – see also https://ec.europa.eu/europeaid/budget-support-guidelines-2017_en

Align

PAR: *Integrating Public Administration Reform (PAR) principles in all Twinning - since it is ultimately about enhance public governance systems (governance reforms). All Twinning fiches to be screened by a PAR coordinator in PC or in EUD (RH to tell more)*

Communication and Visibility activities: *Strengthen steering and coordination (NB – colleague to tell far more about this)*

- *EU Delegation always to approve Communication and Visibility programme*
- *Programme to be prepared at the same time as the initial work plan*
- *Communication/visibility programme also defined by political prioritisation*

Indicators, monitoring practices: *Benefit from the documents developed by NEAR horisontal (before A3 now A4). Be carefull to not be too overambitious.*

Sustainability: *Under reformed Twinning we allow suing the "**reserves**" in the budget to fund sustainability actions with no limitations.*

Streamline and simplify compensation scheme – and strengthen legal base

Decision 1122 of 21.02.2017

- *Secures compliance of Twinning with FR Art 124 and defines the very existence of the Twinning manual*
- *Methodology of Commission Decision now Annex B of Twinning Manual*
- *As consequence:*
 - **Unit costs defined at contracting stage (less supporting document requirements at expenditure verification stage) and definition of what the flat rates compensates**
 - **One rate for all EU MS for experts (one fixed flat daily allowance at 350€) and compensation for RTA simplified)**

Idea behind the decision

- *EU under Twinning compensates EU MS (we do not "buy" TA) since Twinning is peer-to-peer and in this regard note also that the anual further limits use of non-public administration experts and if used there is still no compensation to EU MS for Twinning project support costs (TPSC) if used.*

Compensation scheme

also see Annex A7 and Annex B of the Twinning Manual

Reflects the Commission Decision:

- *Setting one flat daily allowance set at 350€ for all expert categories*
- *Defines what in the contract should be covered by unit costs and flat rates and the timing and method for fixing these*
- *Setting the flat rate for Twinning Project Support Costs (TPSC) at 136% and defines the cost related items covered and setting Indirect cost fixed at 6% and defines the cost related items covered*
- *Hugely simplifies DSA (75% day 1) and Travel compensations, fixes ceiling for some allowances (schooling)*

As a consequence:

- *Certain units costs and all flat rates fixed at contracting stage: Impact - when fixed only evidence that an "event" triggering the compensation took place, no control of actually incurred costs for these amounts*

Keep flexibility and speed – don't add controls

- *PLs can opt for only submitting an extensive narrative report bi-annually. If so only a narrative summary of max 3 pages can be required by the CA for each SC*
- *CA's should not add extra controls (monthly reports, additional documentary proofs related to cost items) or in other ways weaken the flexibility or increase red tape, but rather increase their monitoring efforts by project visits & active participation in the SCs*
- *CA's cannot refuse to use the methodology used for establishing unit costs/flat rates.*
- *CA's should always without hesitation flag to the EUD should they consider any implementation aspect being influenced by "irregular" practices.*
- *Partners should not be afraid of agreeing on change of RTA and/or RTA counterpart consider a replacement in case "it simply does not work". Remember that we compensate EU MS – an RTA hence should have a job to come back to if and that the New Twinning Manual allows the EU MS PL to temporarily replace RTA*

PART II

- *Communication and Visibility*
- *New Timetable*
- *Lessons learnt on the key criteria for making Twinning implementation a success*



COMMUNICATION AND VISIBILITY (C&V) IN TWINNING

European Commission DG NEAR
Unit C3 – Institution Building,
TAIEX and Twinning
Kiev, December 7



Information and Communication
Unit C3 – Institution Building, TAIEX,
Twinning
DG Neighbourhood and Enlargement
Negotiations

COMMUNICATION & VISIBILITY, TWO SIDES OF THE SAME COIN

1. That you're visible or not, you'll be sending out a message
2. Does your message go in the right direction?



**Because they are
our responsibility**

**C&V: WHY ARE
THEY SO
IMPORTANT?**
Because visibility is a
requirement



Funded by the European Union

[Communication and Visibility Manual for European Union External Actions](#)



10 GOLDEN RULES TO ENSURE VISIBILITY OF EU FUNDING

Be aware that EU visibility is a political priority and a contractual obligation

A budget for communication activities is necessary

Assign human resources to deal with project visibility

Prepare a thorough communication and visibility plan

Consider pooling of resources and grouping of projects

Coordinate communication and visibility activities closely with the EU

Rules and guidelines need to be followed

Branding of EU actions must be ensured

Respect reporting requirements

Take visibility seriously – non-compliance can have financial or administrative consequences



European
Commission

THE NEW TEMPLATE

ANNEX C19: Communication and Visibility Plan Template

Communication and Visibility Plan Template⁴⁵

Project Title:

Sector:

Participation in Networks on location (if applicable)

- Relevant Donor coordination group(s):
- Relevant Sector working group(s):

Political dialogue meetings (including subcoms etc) are planned for:

<identify>

General Communication Strategy

Objectives

1. Overall communication objectives

- The key EU messages related to the area/sector of intervention/ the overall objective are to be found at:
<identify>

2. Target groups

- Within the country(ies) where the action is implemented
- Within the EU (if applicable)

3. Specific objectives for each target group, related to the action's objectives and the phases of the project cycle

Examples of communication objectives:

- ensure that the beneficiary population is aware of the partner and of the EU's roles in the activity
- raise awareness among the host country population or in Europe of the roles of the partner and of the EU in delivering aid in a particular context
- raise awareness of how the EU and the partner work together to support education, health, environment, etc.

Communication Activities and Tools

4. Main activities that will take place during the period covered by the plan. Include details of:

- the nature of the activities
- the responsibilities for delivering the activities

Examples of communication activities:

- Presentations to EU Delegations (EUD) and Partner Countries (PC) management

and staff planned for:

✓

Other presentations agreed (HOMs meetings, meeting PC, presentations for a specific group/specific requests

✓

Project Awareness events

These events should only be planned if relevant and agreed beforehand with the EUD, according to their should be consistent with the technical or political/te case of political interventions the dates and a details with the EUD on a case-by-case basis.

✓ Opening event

✓ Other specific events (in the course of implementat

✓ Closing event

Public appearances / publications

Kindly note that neither the RTA, nor the experts can on condition of a specific written approval from the H they could express their expert opinions in any media a

The following public appearances / publications is/ agreed by the HOD/EUD:

✓

Communication tools

ude explanations on the advantages of particular tools (me text.

mples of communication tools:

Communication platforms

It must be ensured cooperation with the EUD in orde the EUD webpage, whenever possible. Access and p and social media profiles should only be granted to fe should be responsible for this:

✓ Contact person's name for log-in access rights: <sp

✓ The following webpage(s) is/are planned for pr <specify>

✓ The following social media profile(s) will be open

Achievements & Res

Indicators of achievement⁴⁶

• Completion of the communication objectives
Include indicators of achievement for the different tool

• Provisions for feedback (when applicable)
Give details of assessment forms or other means used from participants

Resources & Budget

7. Human Resources

- Person/days required to implement each communication activity
- Members of the management team responsible for communication activities / contact person for access rights to website and social media

8. Financial resources

- Budget required to implement the communication activities (in absolute figures and as a percentage of the overall budget for the action)

The absolute maximum for the communication and visibility activities is set at 3%. The partners should carefully analyse the needs for communication/visibility, reflect all actions arising from the analysis of these needs into an overall plan and cost this plan in detail. When procuring services of any kind for the implementation of the plan, the partners should carefully analyse what items might be delivered by the same entity – although at different times – in order to get the best value for money and not circumvent procurement rules.

Since the EU Member States (MS) experts involved in the plan might only exceptionally speak the language of the PC, careful consideration should be taken for interpretation/translation costs and the partners should up-front analyse whether it would be most cost-effective to recruit interpretation/translation services via full-time RTA assistant contracts.

The project is of course obliged to follow the visibility guidelines for projects financed or co-financed by the EU as referred in the Twinning Manual⁴⁷.

The detailed budget is attached to the communication and visibility plan .

Signed by

EU MS Project Leader (PL)

Beneficiary country PL

EUD

Date / Place

⁴⁵ This template has been drafted on the basis of the Template included in the "Communication and Visibility Manual for European Union External Actions" 2010

consistent with those set out in the logical framework for the action.

⁴⁷ "Communication and Visibility Manual for European Union External Actions" 2010, which is currently undergoing a revision process. A new document replacing the Manual could be released during the course of 2017

ACKNOWLEDGING EU FUNDING



EU Funds, not bilateral ones!

Twinning projects are a good occasion to show the contribution of your country to cooperation activities with the EU and in your region.

However



It should always be clear that this role is played in the **EU Funding**



C&V TOOLS: SOCIAL MEDIA

Nicolas Bizel
@bizel_nicolas

Following

#EUdonacija support independence of the Justice in Serbia. Twinning project for the high judicial council & State Prosecutorial Council

4:52 AM - 21 Oct 2017

5 Retweets 11 Likes



Embassy of Denmark in Serbia

@DenmarkInSerbia

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- Community
- Events

Create a Page

CENTENARY OF DIPLOMATIC RELATIONS
DENMARK – SERBIA
1917 – 2017

Like Follow Recommend ...



Embassy of Denmark in Serbia

25 January 2016 ·

COMPLETION OF DANISH-LED EU TWINNING PROJECT IN SERBIA, CONTRIBUTING TO PROTECTION OF CONSUMERS AND BUSINESSES!

The EU Twinning project "Enforcement of Intellectual Property Rights in Serbia" was successfully completed on January 22nd.

USPEŠAN ZAVRŠETAK TWINNING PROJEKTA EVROPSKE UNIJE, U OBLASTI ZAŠTITE POTROŠAČA I KOMPANIJA U SRBIJI!

Twinning projekat Evropske Unije "Sprovođenje prava intelektualne svojine u Srbiji" uspešno je okončan 22. januara.

You can read more about it here (English) / više na ovom linku (engleski): <http://serbien.um.dk/.../news-from-the-emb.../newsdisplaypage/...>



Completion of Danish led EU-Twinning project

SERBIEN.UM.DK

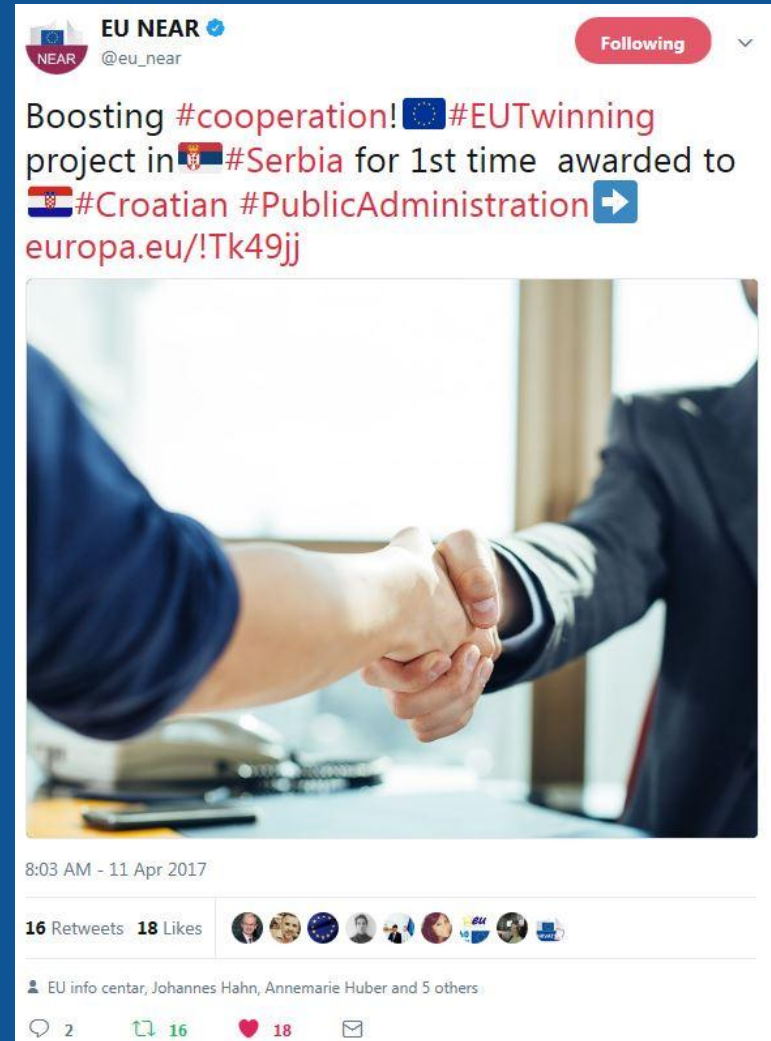
Like Comment Share



C&V TOOLS: SOCIAL MEDIA

Promoting Twinning projects on social media, the basis

1. Take or search a nice picture: bright, colourful, human
2. Post it on social media (Twitter, Facebook, Instagram, etc.). Keep the text short! (140 characters for Twitter, no "continue" in Facebook").
3. Use the Twinning hashtag in the text: **#EU Twinning**
4. Tag DG NEAR (on Twitter @eu_near, on Facebook "EU Neighbourhood & Enlargement" and / or accounts linked to the EU Delegation (on Twitter @FabriziSem, on Facebook "EU Info centar"))



CONCLUSIONS

Visibility of your project starts on day 1

Visibility is a choice, communication is not

EU Delegations are your closest partners!



The New Timetable

*Enhancing speed and
setting fixed deadlines*

The New Timetable

Activity	Actors	Timeline
<i>Final fiche sent to HQs (Brussels) for Assessment before launch</i>	<i>From CA/EUD to DG NEAR Unit C3, Line DGs, CoTE</i>	<i>Only when sufficient quality</i>
<i>Opinion on the fiche</i>	<i>DG NEAR Unit C3 to EUD/CA</i>	<i>2 weeks (tbc)</i>
<i>Publication of the fiche</i>	<i>EUD - EuropeAid website</i>	<i>Asap after possible revisions</i>
<i>Circulation of the "Twinning fiche"</i>	<i>Contracting Authority to MS NCPs</i>	<i>Same day / close to Publication</i>
<i>Proposals</i>	<i>Member States</i>	<i>8 weeks</i>
<i>Notification of result</i>	<i>Contracting Authority</i>	<i>2 weeks</i>

The New Timetable

Activity	Actors	Timeline
<i>Preparation of the contract file, filling the templates listed in 3.1.1.</i>	<i>Contracting Authority</i>	<i>In max 12 weeks</i>
<i>Contract is signed and now the RTA is seconded and starting the implementation of the project</i>	<i>CA and MS</i>	Max 12 weeks – <i>after the notification of result</i>
<i>Drafting of initial work plan</i>	<i>RTA/MS PL(s)/Component Leaders/staff/ Partner country PL</i>	<i>In 4/6 weeks</i>
<i>First steering committee meeting</i>	<i>RTA/MS PL(s)/Partner country PL, RTA and Component Leaders</i>	<i>2 weeks</i>
<i>Start of activities</i>	<i>RTA and experts</i>	<i>4 weeks</i>

Tips for successful implementation

- *MS transfers the experience and knowledge, but the commitment of the PC is crucial (needs to act and take decisions)*
- *Good relationship between RTA and RTA counterpart – you are equal partners, the effort is joint, no "top-down" communication from EU MS to PC*
- *Have realistic expectations – analyse together the mandatory results and agree on the interpretation.*
- *Ensure: sufficient absorption capacity, clear division of responsibilities and high quality experts*
- *Constant monitoring and dissemination of findings to be communicated in an open manner to all parties involved (including STEs debriefing before leaving)*
- *Effective project communication - Have a project web-page on the PC institution web-page - and have a detailed communication and visibility plan ensuring that that all project information is being available – full transparency.*
- *Objectives, progress, results available for all stakeholders, media and general public*
- *Sustain contacts and results: continue to train, continue to be in contact with Twinning experts also after the closure of the project*

For Twinning - always use

- https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning_en

And also keep us updated when changes

<https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/twinning-manual-revision-2017-final-updated-09-08.pdf>

Since there might be smaller corrections introduced



European
Commission

THANK YOU