



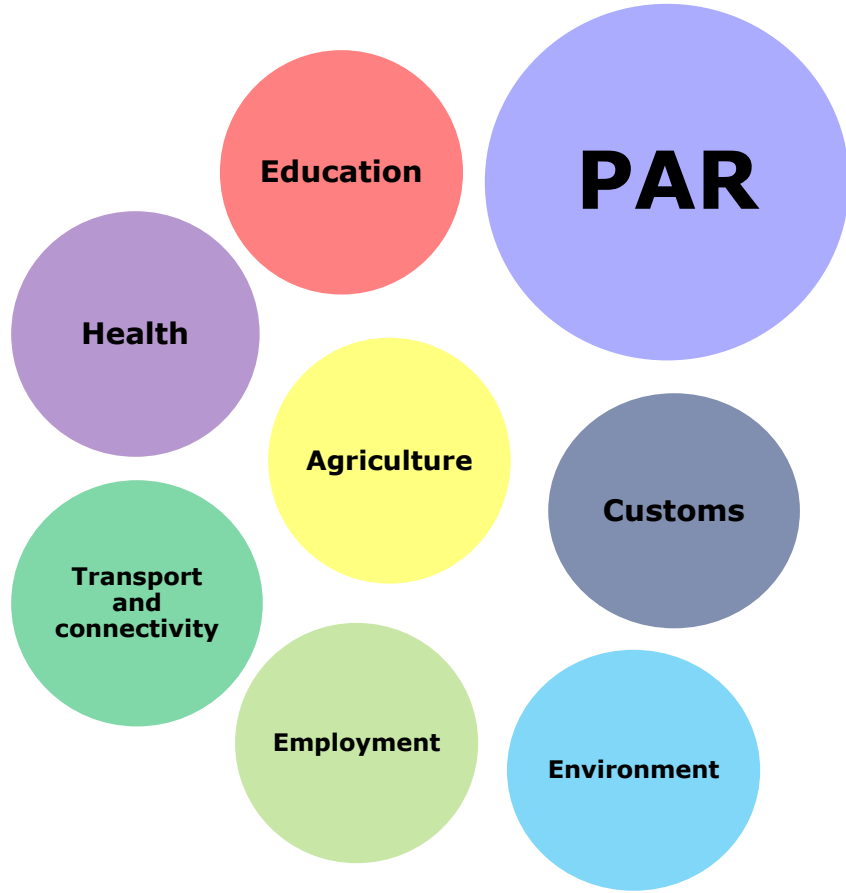
Public Administration Reform(PAR) mainstreaming

Institution Building Days
Brussels, 07 February 2018

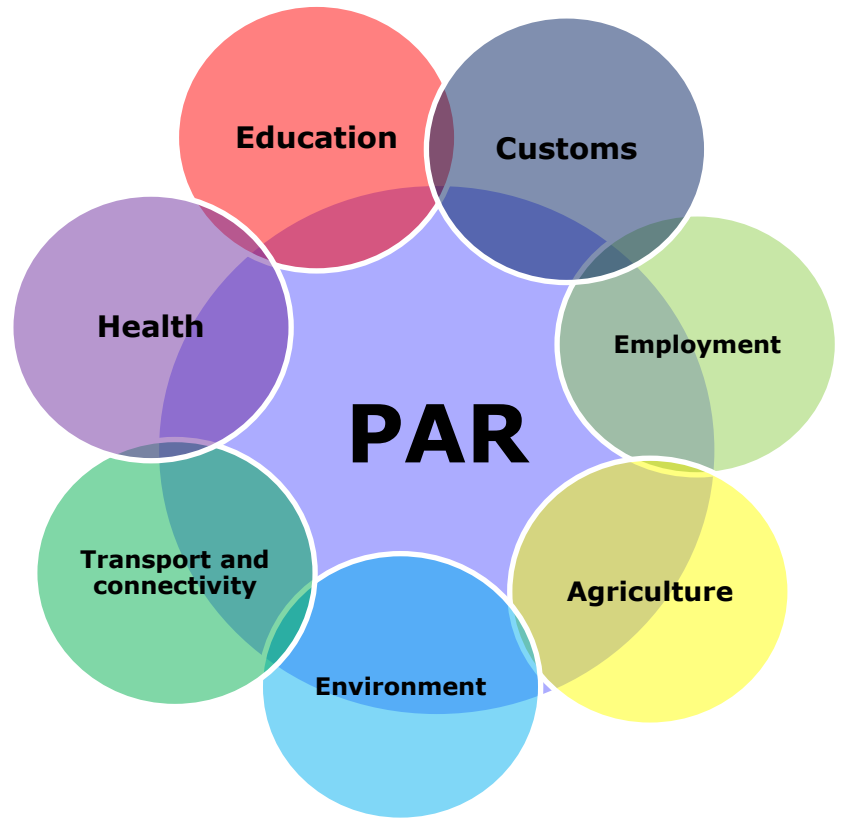
Ms Ritva Heikkinen

Centre of Thematic Expertise on Public Administration Reform
European Commission, DG NEAR

Old approach



New approach



Requirement since adoption of the new 2017 Twinning manual

Section 2 Mainstreaming

- 2.1 Twinning and Policy
- 4.1.7 Sustainability
- 4.3.3.1 Role of the Beneficiary Country
- 5.2.4 The Project Strategy
- 5.2.5 Components and Activities
- 5.11.1 Sustainability
- ANNEX A1: Description of the Project
- ANNEX C1: Twinning Final Report
- ANNEX C1Bis: Twinning Final Report (Annex C1Bis)
- ANNEX C2: Twinning Proposal
- ANNEX C2Bis: Twinning Light Proposal
- Annex C5: Twinning Final Report

The Twinning partners should ensure that any legislation (especially alignment of legislation with the *Union acquis*), organisational structures, procedures and job profiles developed in the framework of the Twinning project are developed in an **inclusive and evidence-based process**.

Policy and legislative proposals should be supported by at least **basic impact assessments** (regulatory, fiscal) and they should be consulted with both internal and external actors (**inter-ministerial and public consultations**), as required by the legislation in the Beneficiary country.

2 F - FOLLOW-UP AND SUSTAINABILITY
(c) How has the project ensured compliance with and/or contributed to the general public administration reform efforts in the country?



.. a twinning project includes any of the following:

1. Development of sector policies (strategies, action plans)
2. Development of new legislation or amendments
3. Development of service delivery legislation (administrative procedures)
4. Setting up and/or supporting agencies or (semi) independent organisational structures
5. Training of civil servants
6. HRM related issues in a sector (e.g. preparation of procedure guidelines)
7. Development of IT systems and websites

Twinning Fiche / Twinning Light Fiche

3.3. Linked activities – Ref. to horizontal PAR efforts

3.5 Results per component - New types of results

E.g. not "a law prepared", but "a legislative solution prepared in an inclusive process on a basis of impact assessments"

3.6 Means/input from the EU MS Partner

Administration(s) – New expertise may be required

E.g. Short-term expertise in budgetary/regulatory impact assessments

7. Sustainability – See Tw Fiche instructions

10. Indicators for performance measurement

Annexes – Relevant laws, (SIGMA) assessments

Process of Twinning Fiche approval:

- **Draft twinning Fiches should be **always** checked by the PAR desk in the EU DEL and/or PAR colleagues in the relevant ministries / NIPAC / PAO office**

- Get well acquainted with the **procedural law/policy-making requirements** concerning impact assessments, inter-ministerial coordination, public consultations, standards for strategy development and ensure full respect to them in project activities.
- **Liaise with ministries in charge of PAR**, EU Delegations and ongoing PAR projects (SIGMA and other projects) to understand the administrative challenges and to promote the horizontal PAR efforts.
- **If ever in doubt** that the twinning project could risk contributing to 'silo' administration/fragmentation, engage the responsible PAR ministry colleagues and EU Delegations

Contact for further questions:

*Centre of Thematic Expertise on PAR
DG NEAR.A3 – THEMATIC SUPPORT, ECONOMIC
GOVERNANCE & IFIs, PUBLIC ADMINISTRATION
REFORM*

Email: NEAR-PAR@ec.europa.eu