

EUD - Coordination of Twinning and the challenges ahead





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EUD – Twinning projects contracted – Statistics : 2008 – Jan 2018

Funding Source	IPA 2007	IPA 2008	IPA 2009	IPA 2010	IPA 2011	IPA 2012	IPA 2013	OP HRD 2007-2014	IPA 2014	To be circulated in 2018
Standard Twinning	6	4	6	10	7	6	6	3	1	7
TWL	3	/	/	2	3	5	1	2		5
Sub-total	9	4	6	12	10	11	7	5	1	12*
Ttl	65+12*									



EUD – Preparation of Twinning Fiche (1)

- ❑ EUD support/contribute the process of **drafting/preparation of the Twinning Fiche**;
- ❑ Organize a **working group** consist of EUD PM, Twinning coordinator, CA (CFCD) and the beneficiary institutions/s, relevant IPA structures (invite members of the SWG);
- ❑ Discuss and reflect the modifications (if any) of the approved Annual sector/IPA fiche;
- ❑ Identify the other BC institution needs and shortcomings (to be funded by EUIF);
- ❑ **Avoid too ambitious** projects: too big budget, many components/indicators;
- ❑ BC institution needs to have **clear & real expectations**; well defined MRs = components + clear indicators
- ❑ **Main BC institution** and **co-beneficiary inst.** to be identified, their **responsibility** and **commitment/** for better coordination division per component;



EUD – Preparation of Twinning Fiche (2)

- ❑ Avoid linked **Twinning project and supply project** for the same BC institution under the same National Annual Programme/Financing Decision; (impact on results)
- ❑ **Communicate** with the geographical unit in this phase: increase the quality, avoid eventual overlapping; PM can discuss the components with relevant line DG
- ❑ Ensure **high level of complementarity** and compatibility with other projects/ TA/EX/ TA/ MCP and any other bilateral assistance
- ❑ Incorporate **PAR principles** (check with relevant PMs and responsible authority)
- ❑ A **list of the conditionality** to be provided by the BC institution together with the Twinning Fiche, before its circulation



EUD- Selection meeting (1)- after circulation of TWF

- ❑ Initiate /Organise, together with the CA, **preparatory meeting** with the BC institution/s, before/after the circulation of TWF (individual for each twinning or group of them);
- ❑ **Nomination letter for composition of section panel** (voting and non-voting members) – before the preparatory meeting;
 - **Invite the members of the selection panel**, explain to all the role of each party (EUD, CA, BC institution);
 - **Explain the twinning concept**; present the Twinning Manual/rules applicable to the specific project;
 - Define the timeframe for selection (evaluation of written proposal and oral presentation);
 - Fix the selection date in the circulated TWF; avoid modifications;



EUD- Selection meeting (2)-after submission proposal

- Insist on "**fast**" and "**closed evaluation**" (example of good selection report/ Selection Fact Sheets -SFS could be shared);
- Make sure all involved in the selection to be well acquainted with the substance of the TWF;
- Selected/voting members to have **good understanding** of the subject covered by the Twinning Fiche (this will increase the quality & speed of the evaluation)
- **Clarifications about the TW Fiches:** CA/EUD send to all 28 MS **before the deadline to submission of proposals** (copy to TW team HQ); BC should be involved;
- **Clarifications about the specific proposals** (if any) to be requested in writing by the CA/EUD **before the oral presentation** (deadline for answers to be requested); Twinning Team HQ always to be copied; BC should be involved;



EUD- Selection meeting (3)-after submission of proposals

- ❑ CA (EUD/CFCD) should prepare and send: **invitation letter and agenda** for the selection meeting (venue, date, time for the meeting);
- ❑ **MS Administration (via NCPs) and representative of the respective MS Embassies to be invited** on time (immediately after the deadline for submission of proposal);
- ❑ **Proposed MS PL, RTA, component leaders** (if available) **should be present;**
- ❑ BC PL, RTA counterpart, (and preferably) CLs as per project fiche, and the **members of the selection panel** should be present;
- ❑ **Presence** of EUD (PM, Twinning coordinator, F&C and Chairperson (if EUD is not CA) and CFCD is important, relevant IPA structures;
- ❑ Oral presentation to be organized in **one-max two consecutive days;**
- ❑ **Decision for the selected twinning partner** to be made by the BC institution after the end of the last presentation;
- ❑ Selection report to be delivered to CA asap in line with the TW Manual (max in 2 weeks)



Drafting of Twinning contract & OSL1-under the old Manual

RTA arrival- Drafting of the initial /rolling working plan

- Preparatory period - brings together Twinning Partners, CA, EUD (initial meeting organized usually in EUD premises);
- Useful instructions, templates for TC, TWP Budget, (OSL) are provided;
- Information for **ongoing assistance/projects** in the same field (meetings with key experts are important at this stage; NGOs etc)
- Timeframe for preparation of final draft** –clearly agreed;
- Drafting of WP: **Cooperation-consultation with the relevant DG** initiated by the PM;
- WP to be precise and short (details will be developed in the OSL i.e initial/rolling WP)



Implementation

- ❑ Initial phase- **technical kick off meeting** : Twinning Partners (RTA, RTA counterpart, PL, Component Leaders), CA, EUD
- ❑ Clear instructions provided :
 - clear **communication lines** to be defined
 - Details for Project registration/RTA registration/VAT exception in line with country regulation;
 - Developing **Visibility & Communication plan** (template); part time STE for visibility & communication to be engaged (max 3% of the Tw budget);
 - **Preparation of short ToR (agenda/participants)** for each STEs mission very useful tool (to be shared with all parties involved);
 - **Managing of changes of the TW contract** (SL, OSL-rolling WP, Addendum), communication & approval with CA, EUD;
 - **Nomination of the STC members** (in decentralized management mode- EUD, CFCD are the members);
 - Date for the **kick-off public event** and its organisation;



Communication with Twinning/Project partners

- Participation in **formal networks** (STC meetings, activities if necessary);
- Monthly meetings with the PM**, Twinning team and IPA unit (discuss the progress/ problems/challenges);
- Key experts from the other projects** in the same field could be invited in STC /monthly meetings;
- Informal networks** (RTAs, other projects etc.);
- EUD organdie **twice per year meetings with all RTAs**, MS Embassies are invited as well;
- Regular-Weekly **communication** with Twinning team/HQ;
- In case of problem/issue (discuss with PM, F&C, **phone call** with HQ, **video conference, meeting** with TW Partners, BC institution, CA);



Communication with National authorities

- ❑ Close cooperation with **NIPAC office**;
- ❑ Daily communication and exchange with CA- **CFCD** ;
- ❑ Once per year **informative sessions for potential/future twinning beneficiaries** on twinning are organized with NIPAC office and CFCD;
- ❑ Develop a **data-base** with all twinning and main information for the twinning cycle (TWF status, Contract signature, RTA arrival, implementation etc.)
- ❑ **Planning of future Twinning project** is also important; identification of the potential needs of the beneficiaries, source of finding EUIF etc.



Challenges -ahead

- ❑ **Twinning Reform-New twinning manual** and its implementation;
- ❑ **Trainings for the BC institutions** to be organised in the coming months;
- ❑ **Continuous cooperation** with the Twinning team- Headquarters;
- ❑ Regular exchange on the challenges with the **Twinning Coordinators** in the region
- ❑ The role of all parties , especially of EUD and EC , is important in the preparation of a good TW fiche (**well defined scope and MRs/indicators**) is a good starting point;
- ❑ **EUD/CA - active role in drafting of initial work plan/** rolling work plans and budget;
- ❑ **Follow up of Implementation and monitoring mechanism** to be established (formal and non-formal);
- ❑ **Reporting** is still very important toll for monitoring the progress (IQRs should contain minimum narrative part, STE mission report should be attached);



Sustainability

- ❑ Building up **trust between the partners**-crucial for long-term partnership after the end of the project;
- ❑ **Networking and future cooperation** (partnership) on other project;
- ❑ **TRM a tool for assessing the project impact**, sustainability of the MRs;
- ❑ TRM should not be neglected (it is an obligation, EUD must insist on having it preferably 1 year after the end of the project);
- ❑ EUD launches (via TAIEX) the request for TRM;
- ❑ BC institution should understand that **TRM is an excellent tool for potential further improving of their capacity** (by making recommendations);
- ❑ TRM tool for **identifying future project needs** (TAIEX, TA);
- ❑ For complex projects- **two independent experts** (plus RTA) to be engaged
- ❑ **Project website created** under the twinning projects, by the BC institution **maintained** after the end of the project;
- ❑ **BC commitment** and project **ownerships** is crucial



Twinning coordinator

- ❑ Has a **broad understanding** of the Twinning Manual;
- ❑ Brings the **twinning concept closer** to the National authorities (BC institutions);
- ❑ Insists on involvement of all actors during **drafting of TWF** (preferably in a meeting);
- ❑ Establish from the very beginning **clear & good communication** with Twinning partners, CA , NIPAC, MS NCPs, concerned MS Embassies;
- ❑ Regular **communication with Twinning Team**, HQ on different issues linked to twinning instrument (specific problems);
- ❑ Support/facilitate the **implementation project** (participate in the meetings, STC if needed in absence of PM, Help-desk for twinning);
- ❑ Organise and maintenance the **Twinning data base**; RTA data base;
- ❑ Organise regular **meetings with RTAs**;
- ❑ Prepare **annual procurement plan** in coordination with CA/BC institution



Thank You!

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