

Twinning

An overview



Twinning is:


- **Driven by the acquis** – projects and objectives defined on basis of Commission assessment of Beneficiary Country
- **Top down approach**
- **Partnership** between administrations: joint project preparation and joint implementation
- **Joint responsibility:** The beneficiary country commits itself to undertaking and funding reforms, the MS to accompanying the process for the duration of the project;

Twinning is :

- **Mandatory result:** project partners must achieve concrete and operational results in connection with the EU acquis
- **Output oriented:** Twinning partners commit themselves to achieving a result, not only the means to achieve it!
- **Civil servants** from MS administrations
- **RTA:** secondment of long term MS experts to BC administrations is the backbone of Twinning projects

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Twinning is not:

- Demand driven 
- Contract for provision of services: in Twinning there is not commercial tendering
- Contractor-customer relationship: It is not a one-way delivery of technical assistance from a Member State to a Beneficiary country
- Consultant approach

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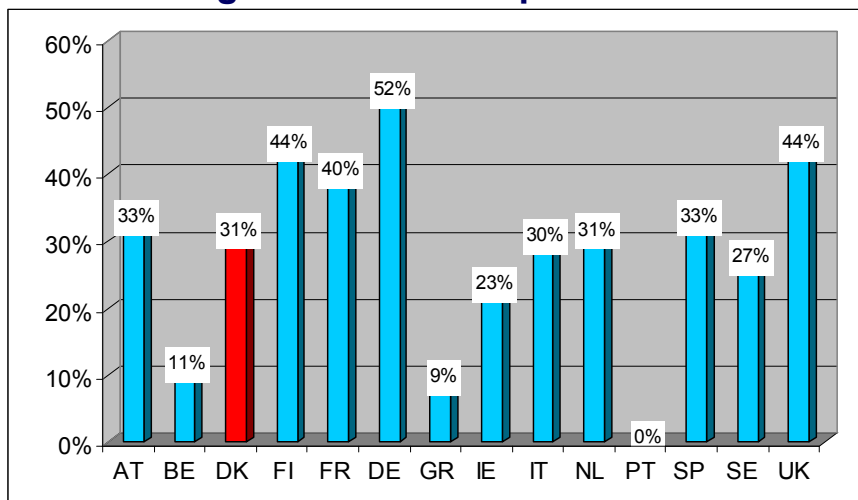
Evolving enlargement environment

- Entry into force of Instrument for pre-accession (IPA) in 2007
- Twinning in ENPI

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Challenges

- Growing number of competitors:



Success rate for proposals submitted by the old Member States – all programmes

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Projects announced to be circulated soon

	IPA 2007	IPA 2008	IPA 2009
Albania		5	
Bosnia and Herzegovina	4		
Croatia	2		
Kosovo*			4
former Yugoslav Republic of Macedonia		5	
Montenegro	3		6
Serbia			5
Turkey			12
Total	9	10	27

■ * Under UNSCR 1244

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The project partners

MS PROJECT LEADER



BC PROJECT LEADER

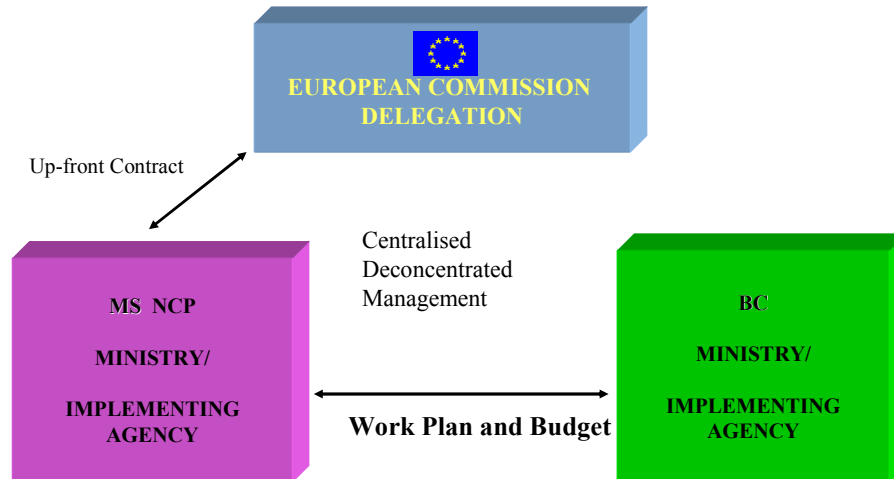


WORKING GROUPS INTEGRATED BY SHORT TERM EXPERTS FROM BOTH SIDES

THE PARTNERS HAVE THE MAIN RESPONSIBILITY FOR THE PROJECT IMPLEMENTATION AND FOR DELIVERY OF RESULTS

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Who is who in TW projects(1)



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The key players

- **The Twinning Co-ordination Team:** defines the rules, Circulation PFs, Steering Committee proceedings
- **Commission Delegations:** facilitate project partner selection, support the preparation of twinning contracts, monitor and evaluate project implementation
- **National Contact Points:** co-ordination Twinning inside the MS administration: central point of communication; submit project proposals; request mandated body status

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Why Twinning projects need additional attention and a separate approach

- Twinning as innovative tool in the pre-accession context
- Cooperation between the public sector – not profit-making consultancy
- Cooperation between equal partners not delivery of services – long term partnership envisaged
- Focus on results not inputs or activities
- More flexibility needed within a given set of rules (Manual)
- Locally based long-term RTAs require specific attention and are (usually) not professional consultants

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Twinning light

- Targets even more concrete results or administrative capacity to implement acquis
- Self-contained, well circumscribed subject of limited scope ,not complex
- Ad hoc assistance from MS administration, formulated in detailed twinning light fiche
- Written proposals only , no oral presentation
- Maximum 250.000€/6 months
- **FAST and SIMPLE Input oriented**
- NO RTA required or consortia authorised, otherwise same rules as for standard twinning
- http://ec.europa.eu/enlargement/how-does-it-work/technical-assistance/twinning_en.htm

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