European Commission

TAIEX and Twinning 2017
Highlights



Dear Neighbourhood Friends,

In 2017, TAIEX[1] and Twinning proved to be among the most effective policy-supporting instruments at hand for the Commission in EU neighbouring countries. Both instruments confirmed their full maturity not only in providing technical support, but also in fostering policy-change and contributing to our neighbours' stability, security and growth. With over 1120 TAIEX activities and 238 Twinning projects ongoing in 2017, we helped our partner countries reinforce their institutions, obtain higher democratic and human rights standards, move towards a more competitive and innovation-driven economy and foster a more vibrant civil society. The launch of the first ever Twinning project with the National Bank of Belarus, the first-ever Regional Workshop on Preventing and Countering Violent Extremism in the Middle East and North Africa, as well as the TAIEX case-based peer review missions on high level corruption, organised crime and financial crimes in the Western Balkans are only a few of the many examples that stood out from last year. In particular, the latter demonstrated how the peer-to-peer approach can potentially contribute to establishing a credible and evidence-based reform process among candidates and potential candidates for the EU membership. I am sure that the two instruments will continue to play a decisive role in the forthcoming implementation of the February 2018 Western Balkans Strategy.

2017 also witnessed the implementation of the new simplified Twinning, which presents the most significant modernisation of the tool since its launch two decades ago. The instrument, which celebrated its 20th birthday at the beginning of 2018, enables a strengthened focus to support EU priorities in neighbouring regions through better visibility and more effective strategic communication.

I am convinced that, with your continued support and interest, TAIEX and Twinning will bring even more benefits to our partner countries in 2018, thus strengthening their relationships towards the EU.

Johannes Hahn, European Commissioner for Neighbourhood Policy & Enlargement Negotiations

TAIEX and Twinning, supporting EU policy priorities

Supporting public administrations in their daily efforts to create better living conditions for their citizens is one of the most effective ways to help our neighbours face today's challenges. Ownership of the results of the provided support is key in the long run to tackle the root causes of problems creating instability and insecurity in the Mediterranean region and to the East. The peer-to-peer approach typical of TAIEX and Twinning aims at achieving these goals by sharing public sector expertise between EU and partner countries.

For example, a recently concluded Twinning project on sanitary and phytosanitary measures in Ukraine, implemented by the Lithuanian public administration, helped the country to deliver on its commitments under the EU-Ukraine Association Agreement. Another project in Moldova contributed to one of the Eastern Partnership's 2020 deliverables by helping the National Bank to create a more sound, viable and stable banking system. A recent TAIEX workshop supported Tunisia in putting in place a reliable E-Learning system for its administration. A series of peer review missions in Bosnia and Herzegovina, Montenegro, Serbia, the former Yugoslav Republic of Macedonia and Kosovo* are still under way to assess the current state of play of these regions to investigate and prosecute high level corruption, financial and organised crime.



[1] TAIEX is the "Technical Assistance and Information Exchange" instrument.

TAIEX Activities in 2017

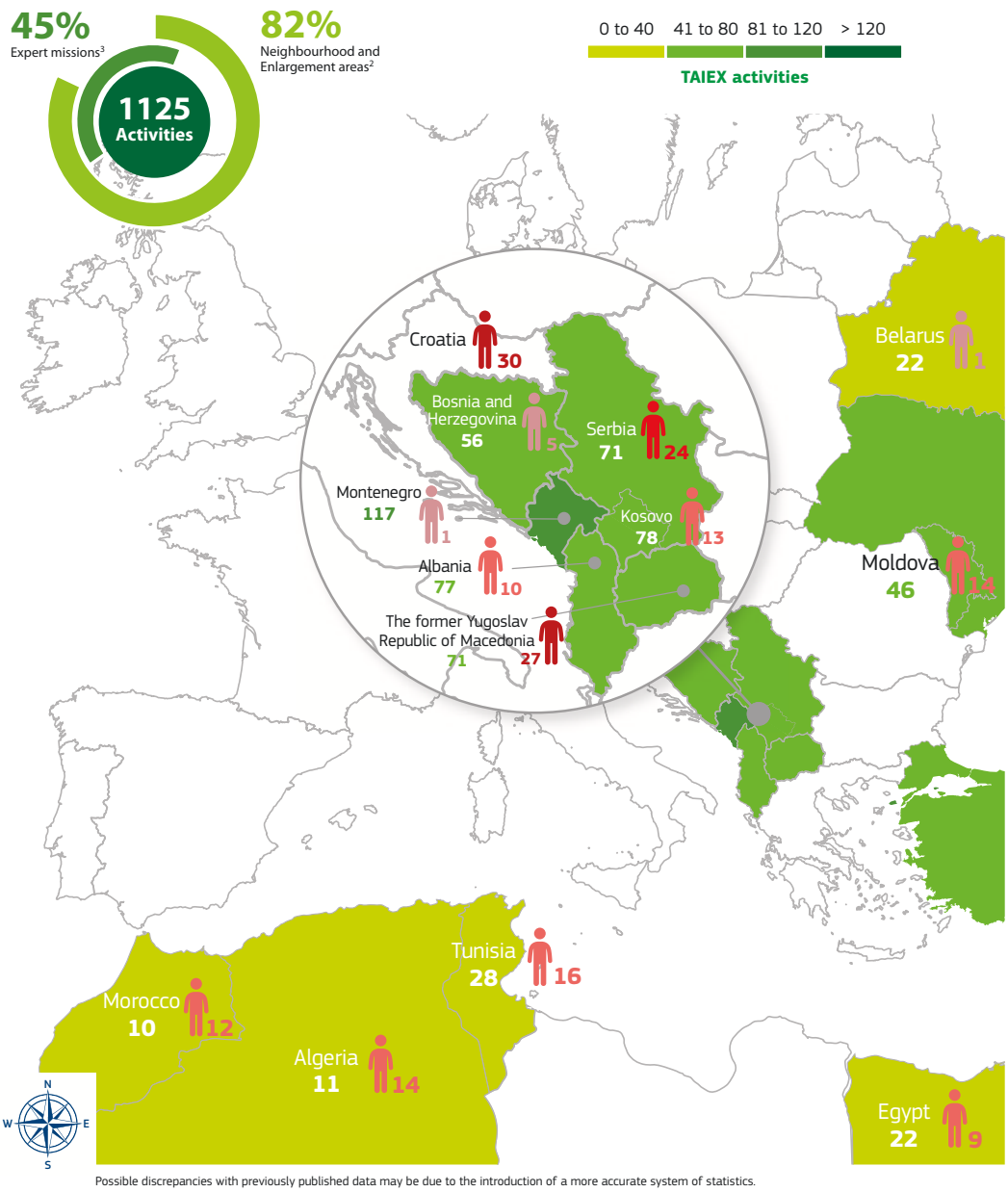
TAIEX in short

- It is peer-to-peer technical assistance and policy-support from EU Member States to neighbouring countries.[2]
- It targets central public administrations, judiciary and law enforcement authorities, parliaments and their civil servants, representatives of social partners, trade unions and employers' associations.
- It provides three main types of short-term activities: study visits; expert missions; workshops (single or multi-beneficiary).
- It is funded from the EU budget and managed by the European Commission.
- It can be demand-driven (TAIEX Classic) or activated by the EU (TAIEX Strategic).
- It gathers public experts' profiles in its Expert Database.

In 2017, by the end of every week, on average 50 TAIEX experts had provided expertise to over 400 participants from beneficiary administrations and around 22 activities had taken place in different regions, mainly among the EU's neighbours.

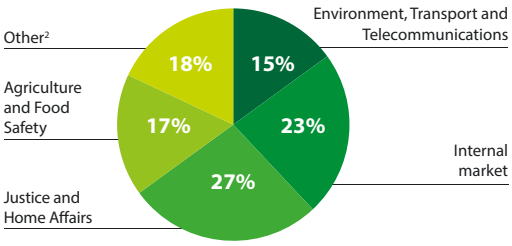
Candidate and potential candidates for EU membership accounted for around half of the activities in 2017. Montenegro, Kosovo and Albania were first in the list, closely followed by Serbia and the former Yugoslav Republic of Macedonia. However the share of TAIEX activities in Neighbourhood regions kept increasing. A 13% increase was registered among Southern neighbours, especially Lebanon, Jordan, Morocco, Tunisia (where the most activities took place in the region) and Palestine** (with the bigger percentage change, +367%). TAIEX also intensified its efforts among the EU's Eastern neighbours: Azerbaijan registered an 84% increase in activities, Armenia a +38%, Belarus a +10%. After a peak in assistance during 2015 and 2016, a moderate decline in TAIEX activities was registered in Ukraine, which nevertheless kept its position of country with most activities in the region, followed by Moldova.

TAIEX numbers in 2017



Possible discrepancies with previously published data may be due to the introduction of a more accurate system of statistics.

Which policy areas?



2624 experts

99,8% of participants rated TAIEX experts in 2017 as excellent or good

21199 participants



"TAIEX has offered us a priceless opportunity to take a page from EU best practice and to enrich our professional capacity together with peers from the Western Balkans. We learned from TAIEX experts' valuable experience how to tackle some of the most challenging issues in supporting small and medium-sized enterprises and we brought back home plenty of concrete ideas to put in practice."

Zdravko Ilic, participant, on a series of activities supporting the Western Balkan Chamber Investment Forum on Public Procurement

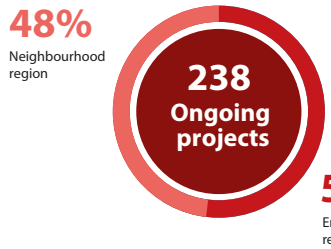
[2] Besides Neighbourhood and Enlargement regions, TAIEX also provides assistance to the Turkish Cypriot community, to EU Member States in the framework of specific cooperation with other Commission's departments and to countries in the world covered by the EU Partnership Instrument.

Twinning Activities in 2017

Twinning numbers in 2017



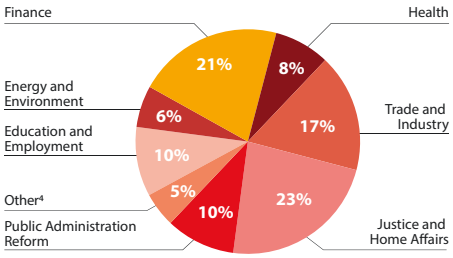
Ongoing Twinning Projects



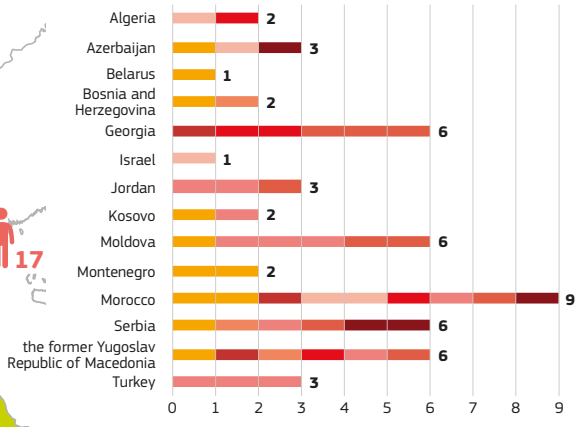


52 new projects awarded

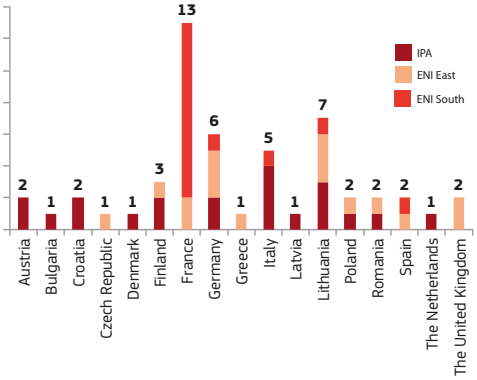
Which sectors?



Which partners?



Which EU leading country in which region?



Twinning in short

- It is an EU instrument for institutional cooperation between Public Administrations of EU Member States and of beneficiary or partner countries.
- It brings together public sector expertise with the aim of achieving concrete mandatory operational results through peer-to-peer activities.
- It is funded from the EU budget and jointly implemented by the EU Member States and the partners.
- It is policy-driven.
- It relies on a Network of EU Member States' National Contact Points, partner countries' administrations and EU Delegations or Offices.

238 Twinning projects were ongoing in 2017, fairly shared between Enlargement (IPA) and Neighbourhood (ENI) regions. Out of the 52 new projects awarded in 2017, 40% were supporting IPA while 60% were targeting ENI. In the Enlargement region, Italy was the EU country most often leading the projects; Serbia and the former Yugoslav Republic of Macedonia were behind most new projects with finance, justice and home affairs being the dominant policy areas. Among the EU's Eastern neighbours, Germany and Lithuania were the EU countries most frequently in the lead; Georgia and Moldova were the countries mostly using Twinning with trade and industry being the dominant sectors. In the Southern Neighbourhood, France was the EU country most frequently leading, Morocco engaged with the highest number of new projects; education and employment were the dominant sectors.

How does it work?

Once a partner country in consultation with the EU decides that Twinning can provide benefit for its reform and modernisation processes, a Twinning project is programmed and a call for proposals is launched to all EU Member States through their National Contact Points. After receiving the proposals, a selection committee awards the project to a single Member State or a consortium of them. Two project leaders, a Resident Twinning Adviser (RTA) and a RTA counterpart are responsible for implementing the project. The RTA is seconded to the partner institution for the full duration of the project (minimum 12 months). There are no RTAs in "Twinning Light" projects (duration max 10 months) which are usually targeting more-limited areas responding to needs realised in policy dialogue. Twinning projects are reviewed 6-12 months after implementation, assessing the sustainability of the results.

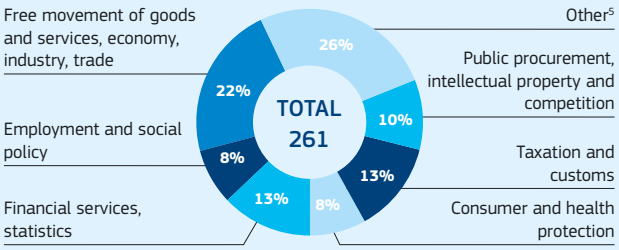
"Thanks to the support of our Lithuanian counterpart, the Twinning project assisting Ukraine with implementing sanitary and phytosanitary commitments under the EU-Ukraine Association Agreement (AA) proved a big success. It paved the way for the development of 55 legislative acts on animal health and welfare, transportation and slaughter of animals, categorisation and use of animal by-products, 11 of which related to the Trade Chapter of the AA. Ukrainian laboratory specialists also enhanced their skills in detecting residues in foodstuffs of animal origin, thereby improving their capacity in further ensuring food safety and preparing for the accreditation of these laboratories."



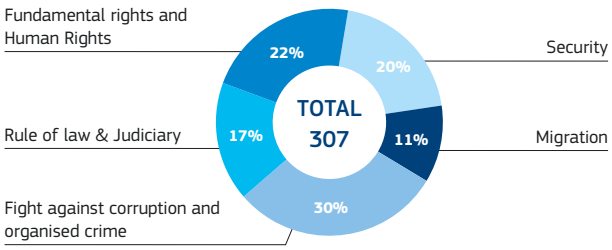
Olena Kuriata, State Service of Ukraine on Food Safety and Consumer Protection (SSUFSCP)

TAIEX activities per sector

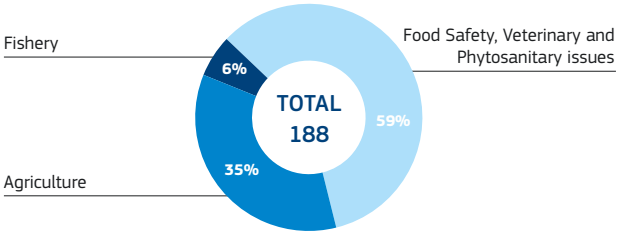
Internal market



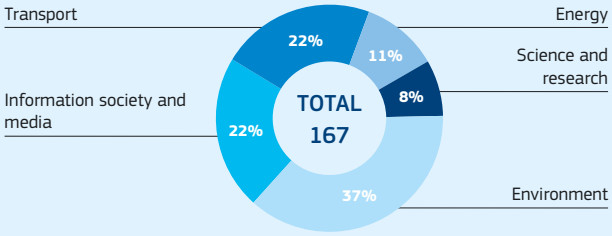
Justice and Home Affairs



Agriculture and Food Safety



Environment, Transport and Telecommunications



TAIEX Strategic, a policy-planning tool

Born as a demand-driven instrument, TAIEX Classic's popular bottom-up approach favours ownership and a pro-active push for reform from beneficiary countries. Since 2016, Commission services can also request TAIEX assistance and exploit its potential as a policy-planning tool to forecast and sequence activities in support of given policy objectives; this is termed TAIEX Strategic. The result is more focused assistance with a view to directly supporting operational reform efforts and promoting better synergy with EU political priorities.

In 2017, TAIEX Strategic proved to be very popular, with activities ranging from supporting Economic Reform Programmes in the Western Balkans to implementing part of the Deep and Comprehensive Free Trade Agreement in Ukraine; and from contributing to good governance in Eastern Partnership countries to tackling security issues in the Southern Neighbourhood. An example of the latter is the assistance provided to Jordan and Lebanon, both identified as key partners within the EU action plan on the fight against illicit trafficking of firearms and explosives and the EU Policy Cycle 2014-17. Moreover, activities resumed with Libya, in line with the EU renewed coordination exercise through the EU-Libya Inter-Ministerial meetings and continuous efforts supported Tunisia with reforming its public administration.

> "TAIEX is a perfect instrument to support countries on their way to European standards. During my missions to Albania and Serbia, I joined a carefully mixed team of experts catering to different needs in a homogeneous way. TAIEX colleagues' experience in handling complex discussions created positive impact and gave a result-oriented drive to activities. Thanks to its efficient, flexible and easy-to-use approach, TAIEX can definitely provide added value to the reform process in the Western Balkans."
>
> Martina Spreitzer-Kropiunik, Austrian judge, on a series of TAIEX peer review missions in the Western Balkans



♀♂ Supporting gender equality

The EU is fully committed to promoting gender equality, including the empowerment of women and girls and the eradication of gender-based violence. In 2017, TAIEX renewed its efforts in this sense through different actions, in line with the EU Gender Action Plan 2016-2020.

In April 2017 TAIEX organised a regional workshop on violence against women in Georgia to support Eastern Partnership countries in combatting gender-based violence. In December, a High-level conference on the same topic took place in Ramallah, gathering more than 80 participants and leading to the adoption of several recommendations for focused actions to be put in place by Palestinian authorities, civil society organisations, as well as EU and international organisations. Furthermore, in September, TAIEX organised a regional Workshop with Algeria, Morocco and Tunisia on unemployment focusing on factors preventing women from accessing the labour market.

Despite its efforts to promote gender balance, in 2017, only one third of experts and 46% of participants in TAIEX activities were women.

Helping with veterinary border inspections

Montenegro

June 2017



In June 2017, an expert of the Croatian Ministry of Agriculture, Veterinary and Food Safety went on an expert mission to Podgorica to assist Montenegrin officials with the implementation of the EU legislation on veterinary controls of live animal and animal products imported from third countries at border inspection posts.

Having a structured and well-trained administration is key for all candidate countries. The effective functioning of the EU's internal market includes the EU's integrated approach on food safety, veterinary and phytosanitary policy, which aims at ensuring a high level of food safety, animal and plant health and animal welfare through coherent farm-to-table measures and adequate monitoring of the products.

The mission successfully helped the Montenegrin Administration to enhance its capacity and to make progress in the framework of negotiations on the Chapter on Food Safety, Veterinary/Phytosanitary Policy of the EU *acquis*.

Debating transport ahead of the Western Balkans Summit

Serbia, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Albania, Montenegro and Kosovo

June 2017



In June 2017, a TAIEX workshop fostered technical discussions among experts on road safety and intermodal transport in the Western Balkans, the EU institutions and several EU Member States. The aim was to provide, in the run-up to the Western Balkan Summit in Trieste, guidance on the Commission's Road Safety Programme and Intermodal Transport policy. The workshop helped to substantiate preliminary technical knowledge on road safety and intermodal transport, thus facilitating a greater common understanding of the challenges in the region.

Strengthening regional cooperation, supporting the implementation of the connectivity reform measures, co-financing infrastructure projects, establishing a fully functional Transport Community Treaty Secretariat, are some of the key elements required to accelerate the region's European integration process, which will increase the attractiveness of the region and promote regional cooperation, as underlined in Western Balkans Strategy published in February 2018.[6]

Supporting Southern neighbours on youth employment

Morocco, Algeria and Tunisia

September 2017



In September 2017, TAIEX organised a regional workshop on employment policies for young people who are not in employment, education or training (NEETs), for the benefit of Morocco, Algeria and Tunisia. These three countries are affected by high youth unemployment rates, with severe consequences to their economies and societies.

The workshop was organised in the form of a Policy Lab, which is an interactive workshop based on participatory leadership methods stimulating open conversations and active engagement between local stakeholders, public experts and EU representatives. This creative and innovative approach was extremely well received by the participants, who showed an extraordinarily high level of engagement. The focus was on understanding the factors that prevent young people and women from accessing the labour market.

Youth organisations based in Morocco shared their experiences with "real world" problems. Using their mapping and analysis, the participants formulated policy recommendations for youth employment initiatives for the next programming cycle of the EU bilateral cooperation with Tunisia, Morocco and Algeria.

Assisting Eastern partners with asset recovery and management

Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine

November 2017



In November 2017, TAIEX organised a regional workshop to assist all Eastern Partnership (EaP) countries in establishing Asset Recovery and Management Offices (ARO/AMO). This was a particularly significant milestone, as the establishment of ARO/AMO is one of the key commitments highlighted in the 20 Deliverables for 2020[7] endorsed by the EU, its Member States and six Eastern partner countries at the 5th EaP Summit held in Brussels in November 2017. ARO/AMO offices are key in the development of a legal framework and mechanisms to prevent corruption, strengthen transparency and fight against money laundering, which is crucial in strengthening institutions and good governance, one of the main priority areas of the Eastern Partnership.

A key outcome of this workshop was Georgia's agreement to designate an ARO and Armenia's readiness to appoint a central contact point. Also as a follow-up to the workshop, the EU's Eastern Partners were invited as observers to the EU ARO platform meeting held in Brussels in December 2017. A dedicated workshop on ARO for Moldova was also identified as a continuation to the regional workshop.

Reforming the asylum system

Serbia

November 2015 - January 2018



A Twinning project[8] which ended in early 2018 successfully assisted the Serbian Commissariat for Refugees and Migration and the Ministry of Interior to deliver on the preparation of a new asylum law and on the reform of the country's asylum system.

Led by the Swedish Migration Agency in a consortium with the Dutch Immigration and Naturalisation Service and the Slovenian Ministry of the Interior, the project supported capacity and institutional building in the Serbian administration with the objective to deliver more-efficient services to unaccompanied minor asylum-seekers and persons granted international protection.

The project contributed as well to improving Serbia's capacity to face mixed migration flows and promoted EU values such as solidarity and tolerance. Lastly, this project assisted the Serbian authorities in their efforts to align with the EU asylum and migration laws, an essential step in their accession negotiations with the EU.

Better managing public finances

Algeria

November 2015 - November 2017



A Twinning project[10] which started in 2015 assisted Algeria's tax collection institution "Direction Générale des Impôts" in improving its performance within the framework of the Association Agreement between Algeria and the EU.

Efficient, reliable and transparent use of public money lies at the very foundation of citizens' trust towards their institutions and contributes in the modernisation efforts of a country. Led by the French "Direction Générale des finances publiques", the project followed up on a previous Twinning project, which had provided appreciated results on the organisation of tax services. The new project focused on reinforcing the institution's human resources, encouraging a switch towards a performance-based approach and on professionalising the internal audit and recovery strategy. The Twinning project finished in 2017 and strongly contributed to the modernisation of public financial management in the country, improving Algeria's capacity to collect and use public money and to provide sustainable economic and social development to its citizens.

Delivering on education

The former Yugoslav Republic of Macedonia

January 2016 - October 2017



In the field of education, a National Qualifications Framework (NQF) is a tool for the development, classification and recognition of skills, knowledge and competencies in an organised and comparable way. Further developing a strategic framework for education, and implementing a detailed roadmap for the NQF have been among the former Yugoslav Republic of Macedonia's priorities on its path to EU membership.

Led by the Polish Educational Research Institute, in a consortium with Croatian and Scottish authorities, an EU Twinning project[9] helped the country to advance on this process. The project, which ended in 2017, contributed to developing new qualifications and adjusting existing ones, in line with the European Qualifications Framework. Among its achievements were the creation of an electronic register for data and information management, a number of amendments to national legislation and the drafting of a set of useful operational tools such as guidelines, rulebooks and methodologies for the evaluation of qualifications standards in vocational education and adult education. The project is expected to have a direct influence on citizens' skills development and employability, thus contributing to the country's prosperity and modernisation.

Promoting e-governance

Georgia

September 2015 - June 2017



Information and communication technologies (ICTs) are key for building innovation-driven economies and improving governance. Therefore, strengthening ICT skills are part of the Eastern Partnership deliverables for 2020.

Within this framework and as a follow up to a previous project, a 2015 EU-funded Twinning[11] supported Georgia's growth through governmental use of ICT tools. The project successfully strengthened the institutional and human resource capacities of the Data Exchange Agency and made the institution skilled in e-governance and training, consultancy, benchmarking and promotion of information security, in line with EU standards.

The Twinning project finished in 2017 and delivered a new digital signature law and the adoption of an overall European framework of electronic IDentification, Authentication and trust Services (eIDAS), a crucial step for Georgia's cooperation with the EU. The Estonian e-Governance Academy led the project, in cooperation with the Estonian Government Office and the Italian ICT Consortium CSI-Piemonte.

Twinning's new rules unroll

On 1 July 2017 the reform of the Twinning rules entered into force, following a Commission Decision of 21 February on unit costs and flat rates in the framework of Twinning projects. These and other reform aspects were key to streamlining the tool, cutting red tape and making the instrument more flexible with simplified compensation modalities.

A large number of training sessions on the new procedures took place throughout the year, including videoconferences with EU Delegations, National Contact Points, Programme Administration Offices and Contract and Finance Units in partner countries. Bilateral videoconferences were organised with the EU Member States, which also met in March in Brussels and in May in Malta to discuss the new rules and principles.

The reform harmonised the rules and processes for both the enlargement and neighbourhood regions and reinforced visibility. It further strengthened the clear link between Twinning and key reform priorities in the partner countries, notably on Public Administration Reform and sector reform processes.

Twinning, a two-way commitment

What is at the heart of Twinning projects? Valter Miceli, a Resident Twinning Adviser (RTA) from the Italian Ministry of Agriculture, Forestry and Water Management, has no doubts: it is the good cooperation between a RTA and their counterpart in the host administration. Valter told us about his experience, together with Aleksandar Tabakovic, his RTA counterpart for a project in Serbia.

What makes a project successful?

The two-way commitment between EU Member State and Partner Country. Open communication and mutual understanding are key to the implementation of a Twinning project. Partners should be able to express their needs and opinions as well as to listen actively to the other point of view. To keep in contact also after the end of the project is a clear indicator of success.

In practice?

The Twinning contract contains planned activities and expected results. The Member State must be flexible and ready to timely respond to the partner's needs. The latter must accept the applicable Twinning rules, as there are contractual limitations too.

RTA Counterpart: why so important?

The RTA Counterpart is the person that can properly introduce the RTA to all the participants involved in the project: both are working jointly on the daily activities for the achievement of the mandatory results. In other words, they are the main gate to the partner's administrations!



> "Trust, respect and long-term cooperation between RTA and RTA counterpart are key to the smooth implementation and timely delivery of results. It creates synergies and brings benefit to both the host and the EU country's administration."

Aleksandar Tabakovic, Ministry of agriculture and environmental protection, Serbia

Croatia, from recipient to provider of Twinning support



As a new EU Member State, Croatia was an eligible beneficiary for Twinning until January 2017. From the start of accession negotiations, Twinning has been one of the most favoured instruments to help Croatia join the EU. In the last ten years, 210 Twinning projects were successfully implemented, for a total value of more than 126 million euro.

According to Nirvana Sokolovski, the former Twinning National Contact Point in Croatia, Twinning's added value in preparing Croatia for EU membership lay in the *"general improvement in performance of the institutional framework. The strong two-way commitment of high-level officials always ensured achievement of results and their sustainability over time. Beneficiaries' high level of ownership over the results plays a crucial role"*. Twinning created *"particular impact in sharing expertise and enhancing cooperation across different sectors"*.

Croatia is now in a position to share its acquired knowledge with neighbours. *"Since EU accession, Croatia implemented 14 Twinnings as junior partner and it was recently selected to be in the lead for two projects. It is a major step forward for a new EU country"*, Nirvana explained. The two Twinning projects targeted the public administrations in Serbia and in the former Yugoslav Republic of Macedonia. *"Both are excellent examples of how Twinning can foster bigger cooperation and dialogue in the Western Balkans. New EU countries such as Croatia can offer particularly valuable assistance to close neighbours on their path towards the EU."* Nirvana concluded. *"What yesterday was a beneficiary seeking expertise today is providing it"*.

TAIEX widening its sphere of action

As a demand-driven instrument, TAIEX Classic has been in place since 1996, supporting EU policy priorities and reform efforts in partner countries.

The TAIEX tool has proved so successful over the years that requests to widen its sphere of action have been on the increase. Originally, only beneficiaries on the EU accession path and the Turkish Cypriot community were included, however in 2006, countries covered by the EU Neighbourhood policy became eligible beneficiaries for TAIEX. Since 2015, TAIEX also provides expertise to EU Member States' bodies managing funding under the European Regional Development Fund and the Cohesion Fund, in the framework of cooperation with the European Commission's Directorate-General for Regional and Urban policy (REGIO). In 2016, a similar agreement entered into effect for the EU Partnership Instrument, in order to use the TAIEX peer-to-peer approach to promote EU and mutual interests and advance the Union's external action priorities globally. In 2016, TAIEX Strategic opened up the possibility for all Commission's services to request TAIEX assistance directly. In 2017, the Structural Reform Support Service (SRSS, who are now responsible for the assistance provided to the Turkish Cypriot community) broadened its cooperation with TAIEX to include EU Member States as recipients of assistance, within its Structural Reform Support Programme. Also in 2017, the European Commission's Directorate-General for Environment launched the TAIEX-EIR (Environmental Implementation Review)



tool to facilitate peer learning between environmental authorities from the national, regional and local level of EU Member States.

During 2017, more than 18% of TAIEX activities were organised in the framework of these agreements. For example, in September, two TAIEX multi-country workshops in Chile and Bolivia promoted European initiatives on space applications to Latin American officials and helped identify opportunities for cooperation. In December, a TAIEX-REGIO multi-country workshop provided a forum for fruitful discussion on the EU Member States' implementation of integrity pacts, namely a contract between a contracting authority and economic operators bidding for public contracts agreeing that they will abstain from corrupt practices and will conduct a transparent procurement process.

After 22 years of action, TAIEX has proven more than ever its ability to give partners a flexible and powerful instrument catering to their needs by exploiting one of the EU's biggest resources: the expertise of its members' public administrations.

Twinning, way more than technical assistance. Interview with Marwan Al-Refai

When, in 2004, a young Marwan Al-Refai became the head of the Programme Administration Office of the Ministry of Planning and International Cooperation of Jordan, Twinning operations had just been launched in the country. Jordan was the first country in the Neighbourhood region to benefit from an instrument dedicated, until then, to countries on the path to EU membership.

14 years of working experience in international cooperation, project management and foreign affairs later, Marwan recalls Twinning's history in Jordan and its precious role in the partnership between the EU and Jordan.



How did you first experience Twinning?

Jordan was the first country in the Neighbourhood to benefit from Twinning. At first, it was not easy to conceptualise and implement the first wave of projects: Twinning was coming from an "EU-accession" perspective, so we took some time to understand that it was much more than just technical assistance. Once we adapted to the terminology and approach of this new Administrative cooperation instrument, we were ready to build on its success. Now, after all these years and 29 sizable Twinning projects later, I am glad to say that we fully exploited the potential of the instrument, which delivered enriching experiences and noteworthy achievements for my country.

What was Twinning's added value in Jordan?

The approximation of laws, procedures and the use of EU standards and norms is at the heart of the EU-Jordan partnership and Twinning is a highly valued mechanism to support progress towards these goals. In some of the fields of the EU-Jordan cooperation like sanitary and phytosanitary issues, technical barriers to trade or security, the EU public sector expertise was crucial and the Twinning projects had deep influence on many legislative, structural and procedural changes in Jordan. The applicable food safety law, the establishment of the Cybercrime Unit at the Police Department and the new enforced procedures leading to the signature of the Agreement on Conformity Assessment and Acceptance of industrial products (ACAA) are all direct achievements of Twinning projects.

What would you recommend to make Twinning a success in the host country?

The EU modernised the tool in 2003 and again in 2017, with many more improvements. This type of revision should become a form of permanent work-in-progress in view of further simplification and dynamism.

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Twinning: http://ec.europa.eu/twinning

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