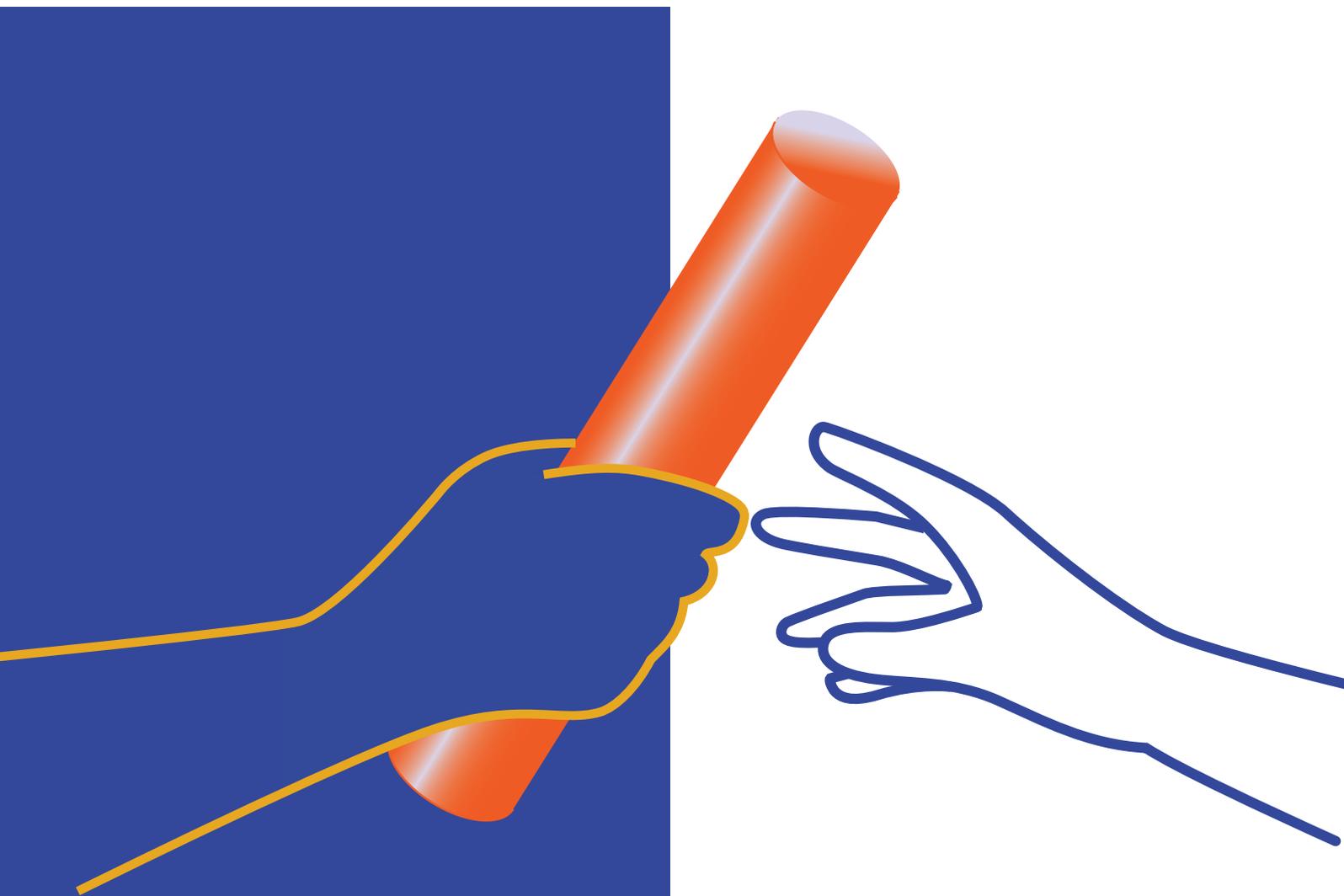


# TAIEX & TWINNING Highlights



Annual Activity  
Report

2023

Moving forward together  
with EU expertise

# TABLE OF Contents

## PART 1

### The Institution Building Instruments

Preparing the groundwork for EU enlargement	2
Supporting Commission priorities	3
2023 Institution Building Days	5
TAIEX & Twinning in the EU and around the world	6
Practical information	7

---

## PART 2

### Spotlight on TAIEX

TAIEX numbers in 2023	9
The TAIEX impact	10
What they say about TAIEX	12

---

## PART 3

### Spotlight on Twinning

Twining numbers in 2023	14
The Twinning impact	16
What they say about Twinning	18
25th anniversary: from beneficiary to provider of expertise	19

---

Dear Friends of TAIEX and Twinning,

As the European Commission has entered the final year of its current political mandate, it is now a good time to look back at what we have achieved together to further promote and reinforce our unique peer-to-peer cooperation.

This mandate was undoubtedly marked by innovation and resilience. Re-imagining peer-to-peer exchanges in a digital format throughout the COVID crisis was a milestone for our community and allowed TAIEX and Twinning to continue bringing added value. Since then, **the combination of virtual, hybrid and in-person activities enabled us to support our partners better**, increase our outreach, and deliver faster and smarter, with even more flexibility.

TAIEX and Twinning also contributed to the implementation of the **EU Economic and Investment Plans**. In total, during this mandate we are planning to mobilise close to €77 billion of public and private investment in our Southern and Eastern Neighbourhoods, as well as in the Western Balkans. TAIEX and Twinning technical assistance, coupled with EU funds, play a key role in improving the business environment and helping to boost trade, increase energy security, or protect the environment.

Despite the persisting global challenges, 2023 brought new opportunities and important milestones for the EU's institution building instruments.

Throughout the year, **we celebrated the 25th anniversary of Twinning**. As it evolved, Twinning has remained true to its core mission of supporting partner countries in adopting EU standards. Following the 2004, 2007 and 2013 enlargements, institutions that were once Twinning beneficiaries have become providers of expertise – and I invite you to discover their inspiring stories in this report.

Still this year another big achievement was the successfully concluded **screening process** with Albania and North Macedonia. Over 1,000 European Commission experts and 2,000 national officials took part in 167 TAIEX-supported meetings. Substantive discussions on aligning national legislation with EU standards make screening a catalyst for policy-driven and transformative change. This groundwork will now support further reforms and progress towards EU accession.

Lastly, in December, the European Council decided to open accession negotiations with Ukraine and Moldova, granted candidate status to Georgia, and recommended to open accession negotiations with Bosnia and Herzegovina once the necessary degree of compliance with the membership criteria is accomplished. Thus, we are gearing up. TAIEX and Twinning will be supporting every step of the joint work and will be fully engaged in the **accession process**.

As you read this report, you will discover how TAIEX & Twinning contribute to the EU's wider policy objectives. To give an example of the **impact of our work**, I would like to mention TAIEX support for enhancing energy efficiency in buildings in the Southern Neighbourhood, Western Balkans and Türkiye. Experts from France, Italy and Spain shared policy insights on energy renovation and requirements for new buildings. And in the Eastern Neighbourhood, to promote data-driven investments in digital infrastructure, experts from Czechia, Estonia, Finland, Romania and Spain provided guidance on implementing our Digital Economy and Society Index.

Looking forward, TAIEX will also support the design and implementation of our new **Growth Plan for the Western Balkans** and the forthcoming reform agendas whilst supporting our ambitious partnerships in the South. By working together in a spirit of openness and collaboration in these challenging times, we are paving the way for a brighter, more prosperous future for all.



**Olivér Várhelyi**

European Commissioner for  
Neighbourhood and Enlargement



# PART 1

## ► The Institution Building Instruments

The EU's institution building instruments, TAIEX & Twinning, empower civil servants around the world to implement more effective and efficient public policies.



### PREPARING THE GROUNDWORK FOR EU ENLARGEMENT

In 2023, EU enlargement was strongly present in the work of TAIEX and Twinning. In total, enlargement partners benefitted from 480 TAIEX events and 47 ongoing Twinning projects.

Initiated by European Commission services, **TAIEX peer reviews** assess a particular sector, such as competition and state aid or countering organised crime and corruption. The 37 TAIEX peer reviews organised in 2023 analysed institutional performance, legislative framework and the state of reforms, and provided valuable information on progress made in the enlargement countries.

**Screening** is a detailed examination of a country's preparedness to join the Union, and it is the first element of accession negotiations. It is carried out by the European Commission, together with the candidate country. All screening meetings are organised through the TAIEX instrument.

On 24 November and 7 December 2023, the last screening meetings were held with Albania and North Macedonia respectively. 167 such meetings brought together more than 1,000 European Commission and over 2,000 national experts from Albania and North Macedonia.

On 12 December 2023, **EU Council conclusions on enlargement** included TAIEX and Twinning among the instruments supporting the adoption of reforms and achieving full alignment with the *EU acquis*.\*

The Council also emphasised that EU enlargement is a geo-strategic investment in peace, security, stability and prosperity, and a driver for improving the economic and social conditions of European citizens. It also underlined that the EU will continue to strengthen and intensify its support at all levels to the future members' political, economic and social transformation.

Looking ahead, EU enlargement will remain a **top priority** for TAIEX and Twinning.

On 14 December 2023, the European Council decided to open accession negotiations with Ukraine and Moldova, grant candidate status to Georgia, and open accession negotiations with Bosnia and Herzegovina once the necessary degree of compliance with the membership criteria is accomplished.

\* The body of European Union law



## SUPPORTING COMMISSION PRIORITIES

The portfolio of TAIEX activities & Twinning projects is curated to ensure that each action reflects the wider policy objectives of the EU, such as protecting the environment, combatting social exclusion, promoting equality, and supporting EU accession preparations.

See how TAIEX & Twinning promoted key priorities of the European Commission in 2023:

### The European Green Deal



Climate change and environmental degradation are an existential threat to Europe and the world. To overcome these challenges, the European Green Deal sets the blueprint for reducing net greenhouse gas emissions and building a resource-efficient economy that fosters innovation.

In **North Macedonia**, a Twinning project on waste management contributes to the efficient operation of a modern recycling and recovery industry. Supported by experts from Hungary and Austria, the project is aligned with the principles of circular economy. By developing extended producer responsibility schemes, the responsibility for an item's end-of-life environmental impact is placed on producers, thus incentivising them to focus on sustainability.

### A Europe fit for the digital age



Digital technology is changing people's lives. The EU's digital strategy aims to make this transformation work for people and businesses, whilst helping to achieve the target of a climate-neutral Europe by 2050.

One key area of focus is advancing e-governance. To support this goal, TAIEX organised a workshop for the Union of Municipalities of **Montenegro**. In February, officials from Croatia and Slovenia shared their experiences and best practices on e-service delivery and transparency at the local level.

### An economy that works for people



Individuals and businesses can only thrive if the economy works for them.

In **Morocco**, Twinning supports the social and economic inclusion of young people. The project, implemented by Spain, focuses on strengthening capacities within the Ministry of Youth, Culture and Communication. By reinforcing institutional coordination mechanisms and helping upgrade the regulatory framework, Twinning promotes the interests of young people and supports innovative youth inclusion initiatives.

## A stronger Europe in the world



The European Commission champions the rules-based global order through a more active role for the EU in the world.

TAIEX supported the **Georgia** Revenue Service in identifying sanction circumvention efforts on its customs territory with as little impact as possible to legitimate trade operations. In November, experts from Estonia, Lithuania and Germany met with Georgian peers to exchange insights on working methods.

## Promoting our European way of life



Promoting the rule of law and fundamental rights is a prerequisite for sustainable development. Corruption erodes the foundations of democracy and the rule of law by subverting fair processes and undermining equality.

In **Zambia**, Twinning INTPA supports the ongoing comprehensive anti-corruption reforms. Experts from Finland and Germany work together with their peers at the Anti-Corruption Commission to support the management and technical capacity of the institution, and streamline its cooperation with other stakeholders.

## A new push for European democracy



Democracies around the world are facing a proliferation of disinformation and foreign interference operations, which have the potential to destabilise democratic institutions and exacerbate societal divisions, undermining the trust of citizens. Digitalisation amplifies the challenge, enabling disinformation to spread with unparalleled speed and reach.

To boost cooperation with **Ukraine, Moldova** and **Georgia** in identifying and fighting Russian disinformation, TAIEX organised a dedicated multi-country workshop in the first quarter of 2023. Together with officials from Estonia, Finland, Latvia and Lithuania, the European External Action Service and the European Commission, participants exchanged strategies on countering manipulative narratives.

## 2023 INSTITUTION BUILDING DAYS

The 2023 TAIEX & Twinning Institution Building Days demonstrated the strength and adaptability of the TAIEX & Twinning community, and its commitment to promoting sustainable reforms and fostering collaborative partnerships.

The event brought together 120 in-person and 189 online participants from 58 countries and territories, including EU Member States and countries and territories covered by the EU's neighbourhood and enlargement policies (NEAR) as well as the international partnership and development policy (INTPA). The annual event serves as a platform for stakeholders to discuss challenges, opportunities and future priorities.

To mark the silver jubilee of the Twinning instrument, practitioners shared testimonies about the impact of Twinning on the ground and the passing of the torch effect, where previous beneficiaries shared first-hand experience with the current users of the tool.

Looking to the future, Director-General Gert Jan Koopman outlined a strategic vision for TAIEX and Twinning: an enhanced focus on EU policies and leveraging complementarity between TAIEX, Twinning and other Team Europe initiatives. The transformative potential of TAIEX and Twinning to accelerate the preparations for EU accession will be fully utilised.





## **TAIEX & TWINNING**

### **IN THE EU AND AROUND THE WORLD**

From supporting pension reform in Mongolia to improving food security in Madagascar, **TAIEX and Twinning INTPA** assist in structural reforms in low and middle-income countries and territories covered by the Directorate-General for International Partnerships. TAIEX and Twinning INTPA strengthen public institutions – and contribute to the Global Gateway strategy in a Team Europe approach.

From supporting the development of technical and vocational education in Oman to promoting EU-Japan cooperation on plant breeders' rights, **TAIEX FPI** (Service for Foreign Policy Instruments) advances EU's interests and values in the world and strengthens relations with high-income countries and territories.

In cooperation with European Commission's Directorate-General for Environment, **TAIEX EIR** (Environmental Implementation Review) facilitates peer-to-peer learning between EU Member States to support the implementation of EU environmental policy and legislation. For example, to support the introduction of separate textile waste collection, TAIEX EIR delivered a workshop on textile waste treatment for all Member States.

In cooperation with European Commission's Directorate-General for Regional and Urban Policy, **TAIEX REGIO** supports EU Member States in the implementation of the European Regional Development Fund and the Cohesion Fund. In 2023, TAIEX REGIO provided technical assistance in areas such as enhancing access to education, audit, and state aid.

In cooperation with European Commission's Directorate-General for Structural Reform Support, **TAIEX TSI** (Technical Support Instrument) helps build effective and efficient institutions in the EU Member States by assisting in their reform agendas, and supporting the implementation of the Recovery and Resilience Plans. In 2023, TAIEX TSI delivered technical assistance in areas such as the green and digital transition, healthcare, and the management of public finances.

Since 2006, **TAIEX TCc** has been mobilised to help the Turkish Cypriot community prepare for applying the EU *acquis* after reunification. In 2023, TAIEX TCc events supported the free movement of goods and capital, mutual recognition of professional qualifications, and food safety and health protection, among others. TAIEX experts also facilitated Green Line trade.



TAIEX	Twinning
Peer-to-peer institution building instruments	
Mobilising public sector expertise from EU Member States	
EU-funded & results-oriented	
Short activities	Medium to long-term projects (up to 3 years)
Available to public administrations around the world, also in EU Member States	Available to public administrations in countries and territories covered by the EU's neighbourhood and enlargement policies (NEAR) as well as the international partnership and development policy (INTPA)
All activities are organised by European Commission headquarters	Individual projects are jointly managed by EU Member States & partner countries

## **APPLY FOR TAIEX ASSISTANCE**

The main target group of TAIEX are public servants working in national administrations and public bodies.

Applications for TAIEX assistance can be submitted by potential beneficiaries (national administrations and public bodies) or EU services. The TAIEX mandate does not include providing direct support to civil society, private citizens or companies.

**We analyse incoming requests on a rolling basis. To apply for TAIEX, go to [ec.europa.eu/taiox/application](https://ec.europa.eu/taiox/application)**

For support with filling in the application form, please read [this guide](#) or contact us at [NEAR-TAIEX@ec.europa.eu](mailto:NEAR-TAIEX@ec.europa.eu)

## **FIND INSPIRATION: TAIEX SEARCH TOOL**

All TAIEX events are adapted to the audience, however using the agenda of an implemented event as a starting point allows for faster organisation. It is likely that several TAIEX events in your area of interest already took place. To find inspiration, you can scan the database for keywords.

**Visit [ec.europa.eu/taiox/search](https://ec.europa.eu/taiox/search) to view TAIEX events and materials.**

## REGISTER AS A TAIEX EXPERT

Would you like to become a TAIEX expert?

Public officials of EU Member States can register as TAIEX experts or institutional contact points. TAIEX experts can participate as speakers in workshops and expert missions, or host study visits matching their specific profile.

To register, visit [ec.europa.eu/taieux/experts](https://ec.europa.eu/taieux/experts)

For more information, interested public officials can consult the [Frequently Asked Questions](#).

## TWINNING STEP BY STEP

Twinning is available for countries and territories covered by the EU's neighbourhood and enlargement policies (NEAR) as well as the international partnership and development policy (INTPA). **To request a Twinning project, please contact the EU delegation in your country.**

1. Once a partner country and the Commission decide that Twinning is the appropriate instrument to support reforms within the public administration, a Twinning fiche is prepared and a **call for proposals** is launched to all EU countries.
2. After receiving the proposals, a **selection** committee awards the project either to a single Member State or a consortium. This committee also includes representatives from the partner country.
3. Two project leaders, a Resident Twinning Adviser (RTA) and an RTA counterpart in the partner administration are responsible for the **implementation**. The RTA is seconded to the partner institution for the full duration of the project. In addition, subject matter experts from all EU Member States are mobilised to support project implementation.
4. **Evaluation**. All Twinning projects are reviewed 6-12 months after their implementation.

## HOW TO PREPARE A TWINNING PROJECT?

- ✓ Define **clear objectives** and **concrete results** the project should achieve.
- ✓ Make sure that the project is accompanying the **reforms that are mature** and part of the EU-partner country joint policy agenda.
- ✓ Ensure that there is **political consensus** on the reforms and the management buy-in at the beneficiary institution.
- ✓ Check that there is a **clear advantage** of using public sector expertise.
- ✓ The beneficiary institution needs to be **sufficiently staffed** in order to deliver on its mission and on the objectives of the project.
- ✓ The mandatory results need to be **realistic, attainable** within the project duration and budget, and accompanied with well-defined indicators of achievement.

# PART 2

## ▶ Spotlight on TAIEX

TAIEX is a peer-to-peer institution building instrument mobilising public sector experts from EU Member States to strengthen administrations and support reform agendas around the world. TAIEX delivers policy-driven and tailor-made assistance at short notice through workshops, expert missions, study visits, and work from home.

### ✓ TAIEX NUMBERS IN 2023

**952**

**EVENTS**



#### TAIEX areas of intervention\*

- ↳ **33%** Rule of law, migration and security
- ↳ **13%** Farm to fork
- ↳ **29%** Stronger society and inclusive economy
- ↳ **24%** Green and digital transitions, connectivity

\* in neighbourhood and enlargement regions



#### TAIEX activities

- ↳ **40%** in the EU and the rest of the world
- ↳ **60%** in the enlargement and neighbourhood regions

The primary focus of TAIEX is on supporting public administrations in the Western Balkans, the Eastern Partnership, the EU's Southern Neighbourhood, and Türkiye.

In 2023, 60% of all TAIEX events benefitted partners in these regions. Helping boost the efficiency of work-based learning programmes for youth in the Western Balkans, and supporting rabies prevention and management in North African countries are just examples of the instrument's impact. From promoting alignment with EU *acquis* to sharing best practices among local and regional authorities, TAIEX creates trust and confidence between EU Member States and partner countries and territories. This, in turn, paves the way for future strategic cooperation.

# THE TAIEX IMPACT

Partner countries marked on the map benefitted from single country TAIEX events. Experts from all 27 EU Member States were mobilised through TAIEX in 2023.

## ALBANIA

### TAIEX workshop on designing entry exams for judges, prosecutors and legal advisors

Justice professionals' training is key for safeguarding fundamental rights and guaranteeing the rule of law. Through TAIEX, experts from Belgium and Italy provided practical guidance on tools and methodologies ahead of the School of Magistrates' review of its entry exams.

**Beneficiary:** School of Magistrates of Albania  
**March 2023**

## DENMARK

### TAIEX TSI study visit on integrating mental health services

In pursuit of improved access to social and health services for citizens with mental illness, regional municipalities in Denmark engaged in TAIEX TSI cooperation. During a study visit to the Netherlands, Danish officials gained insights on the Flexible Assertive Community Treatment framework, which enables multidisciplinary teams to provide better care for patients with the most severe conditions.

**Beneficiary:** Central Denmark Region Psychiatry  
**March 2023**

## SLOVENIA

### TAIEX EIR workshop on circular public investments and procurement

Circular procurement can leverage spending power to minimise resource use, reduce waste, and stimulate a more sustainable and resilient economy. Through this TAIEX workshop, Dutch and Slovenian officials exchanged insights on applying circular economy principles to public investments.

**Beneficiary:** Ministry of the Environment, Climate and Energy  
**November 2023**

## BUENOS AIRES, ARGENTINA

### TAIEX INTPA workshop on EU-Latin America and Caribbean Space Cooperation: satellite navigation opportunities

A regional TAIEX INTPA workshop in Buenos Aires gathered experts from Latin American and Caribbean (LAC) space, navigation, and air agencies, along with EU Member States' representatives.

50 participants from 30 countries discussed EU-LAC space cooperation and the use of satellite navigation systems. European-led private sector solutions for aviation, agriculture, maritime, and emergency management were also showcased.

**Beneficiary:** Space, Navigation, and Air Agencies from Latin America, Caribbean and EU Member States  
**July 2023**

 EU Member States

 NEAR partners

 INTPA / FPI partners

## 📍 POLAND

### TAIEX REGIO workshop on the 'Do No Significant Harm' principle in transport projects

Achieving one goal should not happen at the expense of other objectives. This is why EU-funded investments undergo environmental impact assessments. To promote sustainability in EU-funded projects, experts from Bulgaria, Croatia and Latvia exchanged insights with Polish peers.

**Beneficiary:** Centre for EU Transport Projects  
**November 2023**

## 📍 MOLDOVA

### Series of TAIEX events on agriculture, organic certification & rural development

Organic practices protect the environment and enhance food quality, whilst rural development fosters vibrant communities and strengthens the backbone of our food systems.

TAIEX experts from Czechia, Germany and Poland worked together with Moldovan peers to support the harmonisation of national legislation with EU law. TAIEX cooperation also helped enhance the capacity of the organic certification system in Moldova.

**Beneficiary:** Ministry of Agriculture and Food Industry  
**May – October 2023**

## 📍 LIBYA

### TAIEX expert missions on competition and anti-monopoly policies

Fair competition enhances economic efficiency and, in result, brings benefits to consumers and businesses.

Experts from Italy shared insights on the EU competition law, best practices and challenges with regard to enforcement in the single market, as well as recent developments regarding the digital economy and sustainability.

**Beneficiary:** Ministry of Economy and Trade and the Competition and Antitrust Council  
**July and October 2023**

## 📍 TÜRKIYE

### TAIEX Workshop on Risk Management of Wastewater Reuse

In Türkiye, water stress caused by climate change and population growth calls for innovations in water management.

A TAIEX workshop provided 96 participants with insights on the EU Water Reuse Regulation as well as EU Member States' experience in the use of treated wastewater in irrigation.

**Beneficiary:** Ministry of Agriculture and Forestry  
**July 2023**

## WHAT THEY SAY ABOUT TAIEX



*TAIEX and Twinning are invaluable instruments to support our partners in key reforms and accelerate the accession process for EU candidate countries. By working closely with the Member States and leveraging synergies with other EU supported initiatives in a policy-driven approach, we are unlocking significant transformative potential through TAIEX & Twinning. Together, we are building stronger and more resilient public institutions for the benefit of our partners' citizens.*

### **Gert Jan Koopman**

*Director-General for Neighbourhood and Enlargement Negotiations  
European Commission*

*The experience gained from the EU Member States served as a good basis for developing training components for Georgian police officers. Meeting EU standards in law enforcement training complements the aspiration of Georgia to become a full-fledged Member State of the EU.*

### **Natia Janibegashvili**

*Head of Development and International Relations Unit  
Academy of the Ministry of Internal Affairs of Georgia  
TAIEX expert mission & study visit on development of a police training system*



*TAIEX provided key support to the Kenya School of Government in the development of a leadership programme for senior public servants. The instrument effectively facilitated peer-to-peer learning and experience sharing between our faculty and partner institutions in France and Ireland.*

### **Ludeki Chweya**

*Director General  
Kenya School of Government  
TAIEX INTPA study visit on the development of leadership programmes for Kenya's top civil servants*



*TAIEX has been instrumental in elevating our efforts to combat rabies. The adaptability of TAIEX and its focus on practical solutions have proven invaluable, and we highly recommend this collaborative framework to institutions seeking impactful engagements.*

### **Sana Kalthoum**

*Deputy Director of Monitoring and Evaluation  
Ministry of Agriculture and Water Resources and Fisheries, Tunisia  
TAIEX regional workshop on rabies*



*The workshop provided an incredible opportunity to delve deeper into the harmonisation of national legislation with EU law. Over 120 Ukrainian civil servants learned from the experience of officials from Croatia, Estonia, Latvia and Poland, as well as from Albania, North Macedonia and Serbia. The high practical value of the workshop will certainly benefit Ukraine's EU accession process.*

**Halyna Iordek**

*State expert of the Government Office for Coordination of European and Euro-Atlantic Integration  
Secretariat of the Cabinet of Ministers of Ukraine  
TAIEX workshop on the National Programme of the Approximation of the Acquis*



*Albanian Customs received TAIEX support in the planning of our 2023-2027 strategy, which is the most important document steering our daily activities. We aim to create a modern and efficient customs administration, fully in line with EU standards and capable of meeting the needs of the business community while effectively enforcing regulations.*

**Julian Ibro**

*Specialist, General Directorate of Customs  
Ministry of Finances and Economy of Albania  
TAIEX expert mission on the business strategy of the Customs Administration*



*The event provided an overview of EU countries' experiences in applying AI across diverse sectors, such as transport, smart cities, unemployment, taxation, and agriculture, fostering a valuable exchange of insights and expertise. It was highly beneficial for the implementation of our AI Strategy.*

**Lama Arabiat**

*Director of AI & Advanced Technologies  
Ministry of Digital Economy and Entrepreneurship, Jordan  
TAIEX workshop on artificial intelligence*



# PART 3

## ► Spotlight on Twinning

Twinning is a medium- to long-term institution building instrument widely used for cooperation between EU Member States and partner countries and territories. By placing experts from Member States in a partner country institution for up to three years, Twinning provides comprehensive support to reforms and creates long-lasting bonds between public administrations.

### **TWINNING NUMBERS IN 2023**

At the heart of Twinning are the EU Member States and their institutions. In 2023, 23 out of 27 Member States were involved in Twinning either as a leader or a junior partner.

60% of all Twinning projects were implemented by more than one Member State. Lithuania, Italy, France and Germany were the Member States participating in the largest number of projects.

### **MEMBER STATE PARTICIPATION IN TWINNING PROJECTS**

	<b>Lead</b>	<b>Junior</b>	<b>Total</b>
<b>Lithuania</b>	10	13	<b>23</b>
<b>Italy</b>	14	8	<b>22</b>
<b>France</b>	14	4	<b>18</b>
<b>Germany</b>	7	11	<b>18</b>
<b>Poland</b>	7	5	<b>12</b>
<b>Austria</b>	7	4	<b>11</b>
<b>Croatia</b>	5	3	<b>8</b>
<b>Finland</b>	4	4	<b>8</b>
<b>Greece</b>	4	2	<b>6</b>
<b>Slovakia</b>	4	2	<b>6</b>
<b>Latvia</b>	1	5	<b>6</b>
<b>Spain</b>	3	2	<b>5</b>
<b>The Netherlands</b>	2	3	<b>5</b>
<b>Sweden</b>	1	3	<b>4</b>
<b>Belgium</b>	1	2	<b>3</b>
<b>Bulgaria</b>	1	2	<b>3</b>
<b>Estonia</b>	1	2	<b>3</b>
<b>Hungary</b>	1	2	<b>3</b>
<b>Denmark</b>	2	0	<b>2</b>
<b>Czechia</b>	1	1	<b>2</b>
<b>Romania</b>	1	1	<b>2</b>
<b>Slovenia</b>	0	1	<b>1</b>
<b>Portugal</b>	0	1	<b>1</b>

91 Twinning projects were ongoing in 2023. Western Balkans and Türkiye was the region with the most ongoing projects, followed by the Neighbourhood South. In cooperation with DG INTPA, 8 projects were ongoing in 2023.



- ➡ **35%** Western Balkans & Türkiye
- ➡ **24%** Neighbourhood East
- ➡ **32%** Neighbourhood South
- ➡ **9%** INTPA

## ONGOING TWINNING PROJECTS

North Macedonia	12
Georgia	10
Algeria	7
Bosnia and Herzegovina	6
Serbia	6
Azerbaijan	5
Jordan	5
Montenegro	4
Morocco	4
Palestine*	4
Tunisia	4
Ukraine	4
Albania	3
Israel	3
Armenia	2
Dominican Republic	1
Egypt	1
Kyrgyzstan	1
Lebanon	1
Madagascar	1
Malawi	1
Moldova	1
Namibia	1
Rwanda	1
Tanzania	1
Türkiye	1
Zambia	1

\* This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of EU Member States on this issue.

# ✓ THE TWINNING IMPACT

Partner countries marked on the map had ongoing Twinning projects.

In 2023, 23 out of 27 Member States were involved in Twinning either as a leader or a junior partner.

## 📍 BOSNIA AND HERZEGOVINA

### EU support to capacity building and gradual Union acquis alignment in phytosanitary sector in Bosnia and Herzegovina (2020-2023)

This project, implemented by Italy and Poland, contributed to boosting rural economy and modernising the agri-food sector in Bosnia and Herzegovina. It played a crucial role in aligning national legislation with the EU acquis by facilitating the implementation of new phytosanitary standards. This is, in turn, boosting trade and cooperation between Bosnia and Herzegovina and the EU.

**Beneficiary:** Administration of Bosnia and Herzegovina for Plant Health Protection

## 📍 ALGERIA

### Reinforcing capacities in the evaluation of public policies in Algeria (2022-2024)

Experts from France are supporting the National Economic, Social and Environmental Council in promoting green economy in public policy and economic development. Operating at the intersection of environmental, agricultural, energy, as well as economic and social issues, the project contributes to the country's comprehensive approach to addressing climate change.

**Beneficiary:** National Economic, Social and Environmental Council (CNESE)

🇪🇺 EU Member States

🇵🇸 NEAR partners

🇵🇸 INTPA partners

## 📍 UKRAINE

### Strengthening the institutional and regulatory capacity of the National Bank of Ukraine (2020-2023)

Poland and Lithuania jointly implemented a project that enhanced the National Bank of Ukraine's capacity to engage with international financial institutions.

The setting up of a reliable banking and payments infrastructure for economic operators improves the macroeconomic stability of the country and supports Ukraine in meeting key requirements on the path towards EU membership.

**Beneficiary:** National Bank of Ukraine

## 📍 GEORGIA

### Strengthening Cybersecurity Capacities in Georgia (2020-2023)

Implemented by Austria and Lithuania, this Twinning project strengthened Georgia's cyber threat preparedness and resilience. By creating cybersecurity networks in line with EU standards, and developing frameworks for the protection of critical information infrastructure and operators of essential services, the project strengthened the capacity of relevant national authorities to respond to cyber threats.

**Beneficiary:** Data Exchange Agency, Ministry of Justice

## 📍 KYRGYZSTAN

### Support to the Digitalisation Agenda in Kyrgyzstan (2021-2023)

In the context of this project, Estonian, Finnish and Italian partners supported Kyrgyzstan in digital skills development, access to public e-services, and cybersecurity. The project upgraded the capacity of the State Portal of Electronic Services, improving citizens' access to state and municipal digital services. Experts also supported the Data Protection Agency in the development of the legal framework on personal data protection and helped reinforce the law on cybersecurity. With a successful conclusion in October 2023, this was the first completed Twinning INTPA project

**Beneficiary:** State Committee of Information Technologies and Communications

## 📍 RWANDA

### Strengthening Rwanda Food and Drug Authority's regulatory functions related to medicinal products including vaccines (2022-2024)

The Rwandan Food and Drugs Authority is working with a large consortium of EU Member States to strengthen the national regulation of pharmaceutical products. Austria, Belgium, France, Germany, Latvia and Sweden are involved in this project, which is linked to the regional Team Europe Initiative on Manufacturing and Access to Vaccines in Africa (MAV+), part of the EU's Global Gateway strategy to support affordable and equitable access to quality health services.

**Beneficiary:** Rwanda Food and Drugs Authority

## WHAT THEY SAY ABOUT TWINNING

[Click here to watch the !\[\]\(77be28c87e114c3a7366fe2e09e28233\_img.jpg\) video.](#)



*Twinning always opens up the possibility of finding together the best solutions for development, not only directly copying models from the EU Member States.*

**Anneli Temmes**

*Emerita Director General, HAUS Finnish Institute of Public Management*

*I was very pleased when one day I read in the news that Georgia introduced a new tariff model that is based on the work and results of our Twinning projects.*

*I was even more pleased when I learned a few years later that the Georgians, in turn, transferred this knowledge to a third country. [...] This is a sustainable knowledge and experience transfer.*

**Dietmar Preinstorfer**

*International Relations Director, E-Control, Austria*



*From the perspective of 25 years, we can definitely say that this programme has significantly contributed to preparing the Polish administration for its future functioning within the EU.*

*Today, the Polish administration is very active in sharing its experience and knowledge with other countries through Twinning.*

**Zuzanna Kierzkowska**

*Minister-Counselor, Ministry of Foreign Affairs, Poland*

*It is an opportunity to enrich yourself and to enrich your own country and your own administration, your own institution.*

*Because when you return, you know more.*

**Ricardo Sánchez-Blanco**

*Deputy Director for EU External Relations and Trade, Ministry of Foreign Affairs, Spain*





## 25<sup>TH</sup> ANNIVERSARY: FROM BENEFICIARY TO PROVIDER OF EXPERTISE

2023 marked the silver jubilee of the Twinning instrument.

Created in 1998 to support the then-candidate countries in public administration reforms necessary for EU accession, the Twinning instrument has undergone several changes, expanding its scope and geographical reach. While evolving, Twinning has continued supporting partner countries in adopting EU *acquis*.

You can read more about how countries that once benefitted from Twinning projects are passing on the torch to new beneficiaries on [the anniversary website](#).

Prior to **Poland's** accession to the EU in 2004, the Polish Financial Supervision Authority (UKNF) received support from EU Member States as a beneficiary of Twinning.

Within one year from Poland becoming a Member State, UKNF provided assistance to Bulgaria's Financial Supervision Commission. The project contributed to the harmonisation of the legislative framework, in preparation for Bulgaria's EU accession in January 2007. Consequently, UKNF has actively contributed to numerous Twinning projects, including in Azerbaijan (2012-2014), Moldova (2015-2017), and Georgia (2019-2021).



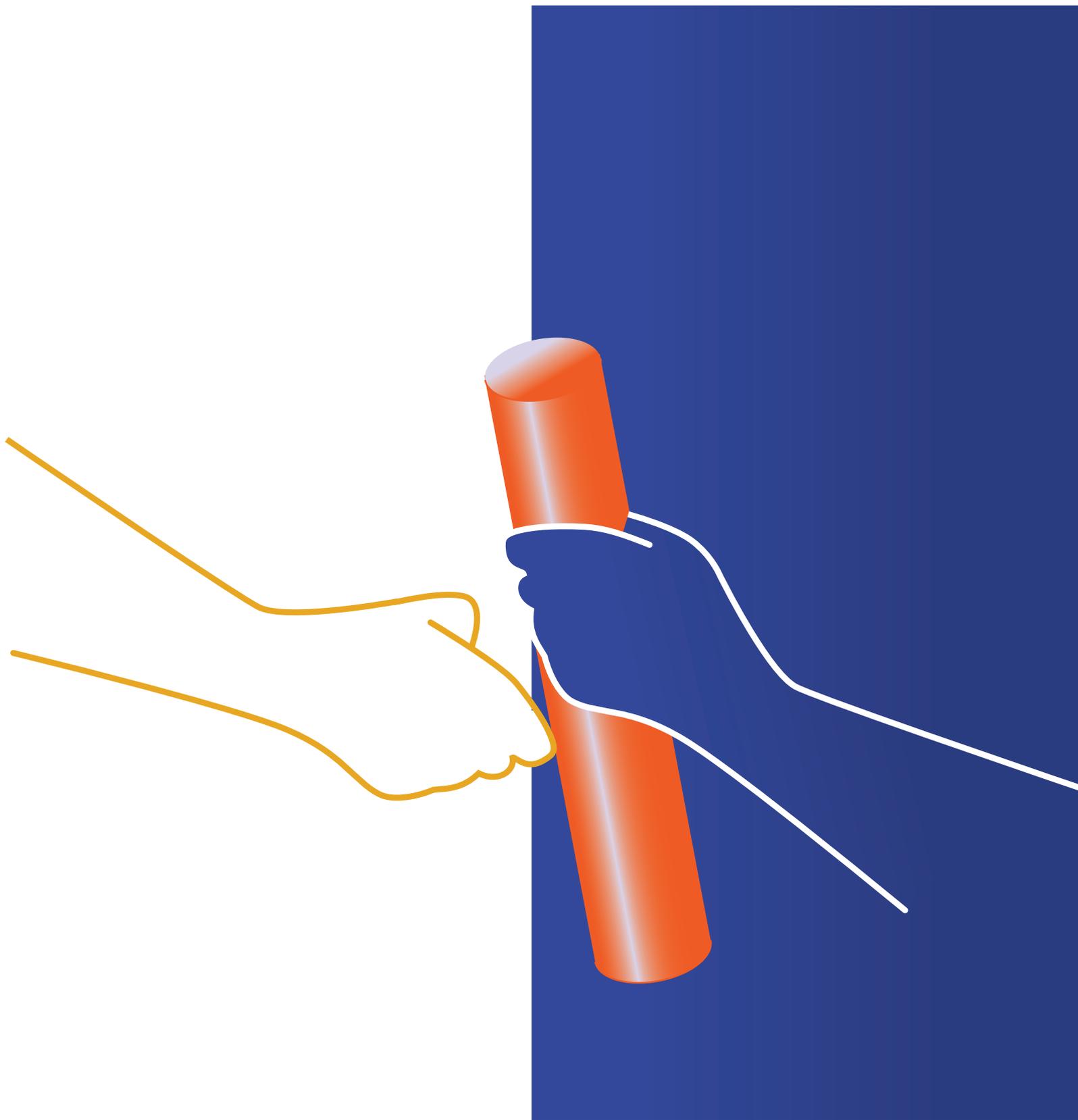
In order to ensure the efficiency of public services and to strengthen confidence in institutions, the fight against corruption is a priority in the EU's support to third countries. Ahead of **Lithuania's** 2004 EU accession, its Special Investigation Service (STT) was a beneficiary of EU-funded capacity building projects, one of which included developing the country's first National Anti-Corruption Programme. Today, STT is an active provider of anti-corruption expertise.

In 2021, the Integrity and Anti-Corruption Commission of Jordan received support from the STT, as well as other Lithuanian and Austrian experts, on the adoption and enforcement of integrity standards in the public sector. Other beneficiaries which have recently worked with the Lithuanian institution include Azerbaijan (2009-2010 and 2022-2024), Moldova (2017-2019) and Serbia (2019-2020).



The very first Twinning project in North Macedonia, implemented in 2004-2005, provided the national administration with insights on the adoption of EU internal market *acquis*. North Macedonia's Twinning partner, **Slovenia**, shared the same legal system in the past and was therefore well positioned to provide advice. Having joined the EU just prior to the start of this project, Slovenia sent over 60 experts to assist various institutions. The guidance of the Twinning experts also supported the country in the finalisation of the Questionnaire, which laid the groundwork for North Macedonia becoming a candidate country in 2005.

This project also showcases the sustainable impact of Twinning: not only are the administrative coordination structures that were established between 2004 and 2005 still functional today, but also the project partners themselves are still in regular contact, 18 years after the project has ended.



ISBN 978-92-68-13429-0

ISSN 2529-5071

DOI 10.2876/809058

© European Union, 2024



The reuse policy of European Commission documents is implemented by Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents (OJ L 330, 14.12.2011, p. 39). Unless otherwise noted, the reuse of this document is authorised under the Creative Commons Attribution 4.0 International (CC-BY 4.0) licence (<https://creativecommons.org/licenses/by/4.0/>) This means that reuse is allowed, provided appropriate credit is given and any changes are indicated.