

Feedback by a former Resident Twinning Adviser

Lessons learned and recommendations

Brussels, 04 June 2015

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My experience

- Twinning project manager
2000-2004
- RTA Romania
2004-2008
- Project Leader Romania
2008 - 2010
- Mid-term expert Croatia
2010-2011
- Since 2011 TAIEX Team leader



What comes next?

- Starting a twinning project
- Implementing a twinning project
 - communication
 - tools
 - managing the experts
 - your special role



The start

Your expectation?



The reality?



Assistants



European
Commission



Assistants

European
Commission

- Early selection
- Cooperative behaviour is important
- Be careful with recommendations
- Translation vs. interpretation
- Share of work between assistants



Your environment



Your environment

- The country - history, culture
- Government
- Parliament
- Justice
- Media
- Civil society
- Economy, Trade
- Social security



Relations

- International
- **EU** (SAA, Accession negotiations, benchmarks, progress reports, IPA program, Association agreements, country strategies, support programs)
- **EU Member States and your country**
- Neighbours



Your environment

- EU projects (previous, current, future)
- Other projects (bilateral cooperation, world bank, UNDP etc.)
- TAIEX
- SIGMA
- Resident experts



complementarity
synergy
efficiency

The institution to be built?

Current status?





The institution to be built?





European
Commission

The institution to be built?

Get familiar with the structure

- Organisational chart
- Budget, infrastructure
- Regional, local structure
- Competencies
- Cooperation and competition with other institutions



Government Area	2009-11 Biennial Original Approp	Percentage	Cumulative Percentage
Public Education	35,219.1	40.5%	40.5%
Health and Human Services	24,413.6	28.1%	68.6%
Higher Education	13,723.8	15.8%	84.3%
Public Safety, Criminal Justice and Judiciary	9,041.0	10.4%	94.7%
General Government	2,442.9	2.8%	97.6%
Natural Resources	875.1	1.0%	98.6%
Business and Economic Development	586.8	0.7%	99.2%
Legislature	354.3	0.4%	99.6%
Regulatory	311.8	0.4%	100.0%
General Provisions	2.1	0.0%	100.0%
Total	86,970.5	100.0%	100.0%

The institution to be built?

Get familiar with the structure

- Who is who?
- Salary level
- Job security
- Behaviour to hierarchy



TEAMWORK:
It's a lot of people
doing what I say.

Communication

- use of a web based intranet/sharepoint
- web page of the project



Working groups

- setting up of rules
- regular meetings
- BC official as leader
- discussing the progress
- based on an activity plan



Management meetings

- directors, head of departments
- BC project leader
- regularly
- discussing the progress
- based on an activity plan



Activity plans

- what needs to be done
- by whom
- until when
- remarks
- follow up of the benchmarks



Recommendation papers

- results of discussions
- recommendations
- specific warnings
- short notes (1-2 pages)
- to be circulated to the beneficiaries
- reminder for yourself
- informal character



Managing the experts

- input depends on availability
- understanding the context
- no need to separate by MS
- RTA shall be the bridge
- prepare objectives and agenda of missions
- don't waste expert days
- allow the beneficiaries to evaluate the experts



Support the needs

- output orientation
- RTA shall provide additional input
- help the partners to produce
- develop plan B's
- lower your expectation
- be realistic but optimistic



Final report

- Focus on results/achievements
- Preferably final quarterly report plus a final report
- Recommendations
- Thank your partners



Finalisation of the project

Networking and follow up

- Ensure that all contact details are available
- Keep outputs of the project
- Continue your support so far possible
- Keep in touch



TAIEX characteristics

- 1) TAIEX is the little brother of Twinning
- 2) Short term assistance by EU MS public officials
- 3) Workshops, expert missions and study visits
- 4) Centrally managed
- 5) Very flexible instrument driven by demand
- 6) Logistics supported by a service provider



1) TAIEX between EU Member States
Peer to peer EU MS cooperation
Regional policy and transport

2) Partnership Instrument (PI) by Foreign Policy
Instruments (FPI)
Canada, India, Brazil, Korea first requests
Funded by the EU and requested by EU
Delegations

https://myintracomm.ec.europa.eu/dg/fpi/whoweare/about_fpi/Pages/Index.aspx



TAIEX EXPERT DATABASE

- Encourage all experts to register as a TAIEX expert
- Registration is simple using an online tool (renewed soon)
- Registration does not mean any commitment
- Experts may be contacted by the TAIEX unit
- Conditions (per diems, compensation) similar to Twinning
- Logistics centrally managed





TAIEX EXPERT DATABASE

- Experts may be contacted by the TAIEX unit
- Or have the possibility to show interest in a specific activity
- Conditions (per diems, compensation) similar to Twinning
- Logistics centrally managed



**THANK YOU FOR YOUR ATTENTION, GOOD
LUCK IN YOUR NEW ENVIRONMENT
AND MANY SUCCESS IN BUILDING YOUR
INSTITUTION!!!**



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