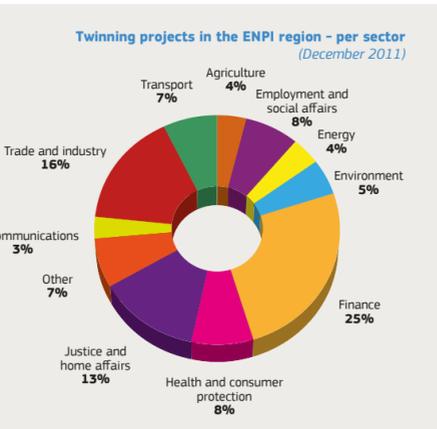


Twinning Activities in 2011



Egypt: Two Twinning projects are running in 2011, they are in taxation and consumer protection.

Georgia: Good progress has been made in twinning operations with four project fiches launched in the areas of energy, crisis management, culture and electronic administration. Five further projects were attributed and four have been negotiated in 2011, in the legal sector, customs, standardisation and civil aviation. Six projects were contracted.

Israel: Three Twinning projects are in progress in 2011 in the field of equal rights, telecommunications and veterinary services.

Lebanon: Two Twinning projects are underway in 2011: the first in the finance sector, specifically on the subject of taxes (conformity and risk assessment) and the second in support of the Central Administration of Statistics.

Jordan: Six Twinning projects have been initiated in 2011 in the following sectors: Justice and Home Affairs, trade and industry, agriculture and telecommunications.

Moldova: Four projects are being implemented in public procurement, in public finance, competition and the intellectual property rights sectors. Five contracts were negotiated.

Morocco: Three Twinning project files were launched in 2011 in the areas of civil aviation and finance (audits and financial inspection). Seven Twinning contracts have begun in the energy, research, transport, statistics and trade sectors.

Tunisia: Up to 14 Twinning fiches were launched in 2011 and six in 2010, with Tunisia beating all records for the number of active Twinning projects (18 in 2012) in the fields of employment and social affairs, environment, finance, trade and transport.

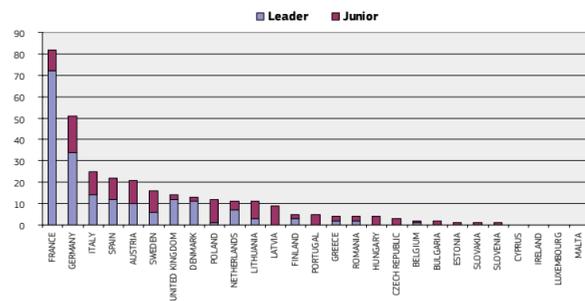
Ukraine: In 2011 11 projects began in various fields such as energy, the environment, public administration, civil aviation, public order and safety. Five unattributed projects were allocated and are in a contractual phase (social services, education, transport, intellectual property rights, and phytosanitary rules). Following a failed call for proposals on the supervision of non bank financial institutions, this sole project will be relaunched in 2012.

Algeria: The first five Twinning contracts for Algeria in 2011 were signed in the areas of trade, finance, water, competition and handicrafts. Four further projects were also launched in areas including agriculture and energy.

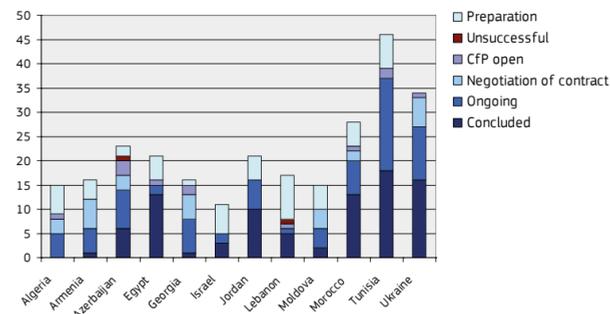
Armenia: The year 2011 registered a considerable increase of twinning operations: four projects were launched in areas such as consumer protection, veterinary, intellectual property rights, legal field - reinforcing the translation centre concerning the acquis related terminology. Up to four projects were contracted and another four were attributed during 2011 in the statistical, economic, competitive and civil aviation fields.

Azerbaijan: In 2011, nine projects were underway in fields such as work security, social protection, taxation, statistics, internal auditing and the protection of women and children. Two further projects were launched in the finance sector and in transport during the same year.

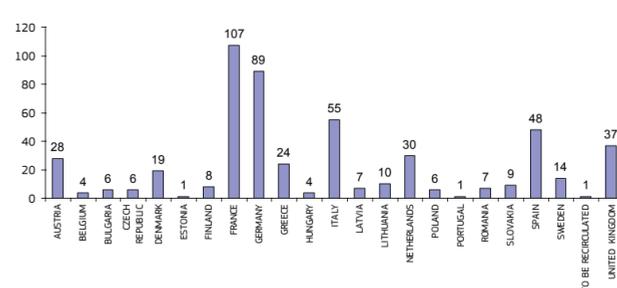
Member States selected in awarded Twinning projects 2005-2011
21 EU Member States Selected for 183 attributed ENP-Twinning (December 2011)



264 Twinning projects in the ENPI region, per country in different phase of preparation/implementation (December 2011)



Number of Twinning proposals by Member States 2005-2011
451 Proposals from 22 Member States for 194 ENP-Twinning calls for proposals (December 2011)



Twinning Success Stories 2011

Algeria - Water Quality

Strengthening Algeria's water capacity and improving its water distribution networks

Context

Access to clean water is a necessity for the population of any country. In Algeria great progress has been made these past years due to the creation of dams, water transfers and desalination plants. The water sector's needs have also pushed its stakeholders to innovate and create necessary management methods, an evolution Algerian Water has easily adapted to. In terms of water quality, however, further progress remains to be seen in order to attain internationally accepted standards. This Twinning Project began in January 2011 for the duration of 18 months and has a budget of 900 000 Euro.

Components

- To strengthen self regulation on water quality by Algerian Water
- To improve non-compliance management, including in emergency cases
- To establish a continuous process for improving water quality in the short, medium and longer term
- To put into place a communication strategy on water quality, applying best practices.

What has been achieved?

Within the framework of this Algerian Water / Wallonia Water Corporation's (SWDE Belgium) Twinning, a strategy consisting of expert missions, that lead to workshops, has been adopted. Recommendations are made from the findings and procedures to improve the monitoring of water quality and management of its production and distribution, as well as an analysis of its quality in terms of biological and chemical composition are proposed.

The protection of water as a precious resource is studied, as the implementation of all activities are part of an overall quality control under ISO standards.

These parts of the research are all relevant to water quality and are therefore not addressed in any order. In this way, the round trip between the field and the workshop can provide realistic methods of operation for the day to day workings of the water industry. The water field concerns itself mostly with, capture units (dams, wells) drinkability (cleaning and filtration systems) collections (reservoirs, water towers), pumpability, distribution (piping, sources), sanitation (chlorination) and research laboratories on water quality, as well as adaptation to the drinking standards prescribed by Algerian legislation. All of the activities are completed by mixed groups composed of Belgian Experts and those from the Technical and Scientific sector of Algeria within the Twinning System. Following this phase comes one of "observing and elaborating" and lastly, public seminars.

At the end of 2011, 291 people were involved in the project, having participated in workshops, site visit, study visit in Belgium, Belgian expert missions or training. With a steady pace and motivation from the Belgian experts, the Algerian partners of this vast country will maintain the scheduled calendar.



Evaluation of a well's resources, Jijel, Algeria

Armenia - Statistics

Forwarding Armenian Statistics through Twinning

Context

The Armenian Bureau of Statistics will benefit from the support planned through this project that will help introduce a framework on quality management and new statistical compilation methodologies that are closely aligned to European Union standards and regulations. The Beneficiary of the project is the National Statistical Service of the Republic of Armenia (NSSRA), who has partnered with Statistics Denmark (lead) and the Federal Statistical Bureau of Germany, Destatis (junior). The budget of the project is 1 000 000 Euro and its duration is set for 24 months beginning from January 2011.

Components

- Strengthening the quality management system of the NSSRA
- Reducing the response burden for business statistics surveys
- Improving the exhaustiveness of GDP estimates
- Developing the methodology and preparation of an agricultural census for Armenia
- Introducing the harmonised consumer prices index (HICP)
- Improving statistics on the information and communication technology society.



The spectacular stairs of the National Statistical Service of the Republic Armenia, Yerevan, Armenia

What has been achieved?

- All of the official statistics of the NSSRA have been labeled as statistical products and the quality standards of each of these published in Armenian and English on the website of the institution
- The reconstruction and redesign of reporting forms within business statistics have also been put into place and the process of using already existing data from administrative sources for statistical purposes has been strengthened
- A complete and systematic overview of the national accounts of Armenia has been produced as a starting point for further improvements of the national accounts. Most importantly the methodology and questionnaire for the first ever agricultural census of Armenia has been developed alongside the first field testing which has been implemented; this activity will produce great results in poverty analysis and policy tailoring in the future
- The methodology towards a harmonised consumer price index has been developed and a restructuring of the work processes related to data collection and data processing has also been updated
- The methodology and questionnaire for surveys on the ICT usage within private enterprises and the public sector have been developed and at this stage a pilot test has already been made.

Jordan - Gendarmerie

Strengthening the Jordanian Gendarmerie

Context

The goal of the project is to support the Jordanian Gendarmerie in improving its operational capacities and undertake its role in line with international standards and EU best practices. The beneficiary of the project is the General Directorate of Gendarmerie Forces and the four EU Member States of France, Romania, Lithuania and Spain are involved in the project. The budget is 1 200 000 Euro and its duration is 19 months with the contract beginning in April 2011.

Components

- To improve the organisational setup of the Jordanian General Directorate of Gendarmerie with regards to an organisational development plan, organisational structure, job descriptions for staff and internal communication flow procedures
- To enhance the managerial capacity of the Jordanian Gendarmerie directors, high ranking officials and senior gendarmerie officers
- To prepare an updated standard of operating procedures, resulting in enhanced operational capacity of the Jordanian Gendarmerie
- To strengthen the institutional, administrative and operational capacities of the Regional Gendarmerie Specialty Training Centre located in Swaqa, as well as the administrative capacity of Gendarmerie staff
- To improve the cooperation between the Jordanian Gendarmerie and other local, regional and international public security forces and agencies.

What has been achieved?

The Jordanian gendarmerie headquarters have been reorganised, several units have been created, transferred or merged, all leading to a strengthening of the capacities of several divisions. Moreover, a training plan covering both the internal and external training needs has been prepared and approved, while more specific training courses have been delivered to the Jordanian gendarmerie staff to cover four main domains: human resources, training, organisation of staff and management control.

During the second half of this Twinning project, a training plan covering doctrine, tactics and human rights has been written and will be implemented according to the timeline. This training focuses on new and updated rules of engagement, in addition to great emphasis regarding the role of the ground commanders and the role of the civilian authority in public order operations.



Police National Training Centre, Saint Astier, France

Other integral capacity building plans are taking place in the second half of the project covering the administrative and operational capacities of the Swaqa Training center to deal with issues of organisation, strengthening staff capacities, and addressing training infrastructure. Furthermore, a general training programme for trainers and trainees, accompanied by curricula oriented for specific courses, has been written and is approaching implementation.

Communication wise, a plan has been developed to assist the Jordanian Gendarmerie in improving interoperability with local, regional and international public security forces.

Moldova – Intellectual Property Rights

Support to the Implementation and Enforcement of Intellectual Property Rights in the Republic of Moldova

Context

The overall objective of the project was to improve the protection of intellectual property rights in the Republic of Moldova. The beneficiaries of the project were the State Agency on Intellectual Property (AGEPI), the Ministry of Justice, the Ministry of Internal Affairs, the Ministry of Agriculture and the Customs Service. The European Union Partners were the Danish Patent and Trademark Office and the Romanian State Office for Inventions.

The project began in November 2010 for the duration of 18 months and has a budget of 1 000 000 Euro.

Components

- To strengthen the administrative capacity of AGEPI
- To improve the enforcement of intellectual property rights
- To develop AGEPI's marketing and awareness capacity.

What has been achieved?

- The Beneficiary improved cooperation and established an information exchange system that will enable them to efficiently protect intellectual property rights
- The Beneficiary enforcement agencies are more aware of the impact intellectual property crime has on society and have established dedicated intellectual property crime units
- Interaction between the beneficiaries and holders of intellectual property rights has increased. AGEPI, together with the other beneficiaries, launched a sixth month campaign to raise the awareness of the public about the dangers of counterfeit and pirate goods
- Guide books on the Copyright System, Geographical Indication System and the value of intellectual property to Small and Medium sized Enterprises have been completed. As a result of the project beneficiaries have been motivated to strengthen their intellectual property legislation further
- Over 500 intellectual property professionals participated in multiple training events.



The Working Group, Chisinau, Moldova

TAIEX Activities in 2011

What is TAIEX?

TAIEX (Technical Assistance and Information Exchange) was set up in the Neighbouring Countries and Russia (Decision 2006/62/EC) in 2006 to foster EU acquis approximation on the basis of voluntary shared norms. TAIEX also assists Neighbouring Countries with regards to the application and enforcement of EU legislation. It is mainly demand-driven and contributes to the delivery of appropriate tailor-made expertise to address problems at short notice.

TAIEX provides four types of assistance.

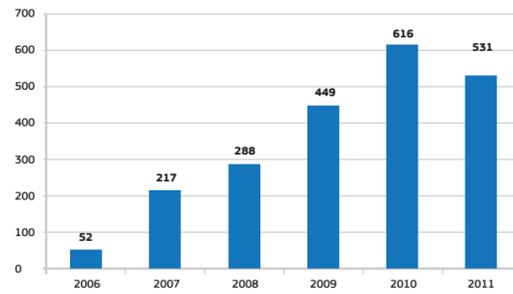
Experts Missions in Beneficiary Countries: These have a duration of five days at the most (with a maximum of two experts) and provide guidance on legislative projects and the functioning of the administrative process, to advise on legislative acts and on their implementation, to explain the EU acquis and to present examples of good practice.

Workshops or Seminars in Beneficiary Countries: These usually last two days at the most; they present and explain EU acquis-related issues to a large audience from the same country or from several countries in case of issues of common interest.

Study Visits in Member States (MS): Workshops of five days at the most (a maximum of three officials from the beneficiary country) to understand how Member States deal with practical issues related to the implementation and enforcement of EU legislation.

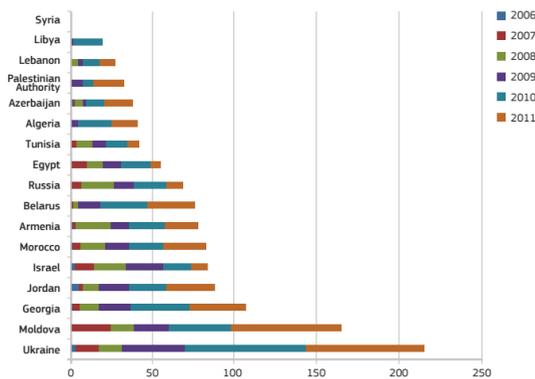
TAIEX assessment missions: involve several EU MS experts to provide feedback on the legislative, institutional and administrative 'state of play' in defined sectors of a beneficiary country as well as to produce analytical peer reports and recommendations.

TAIEX ENPI region. Number of Requests per Year (2006-2011)



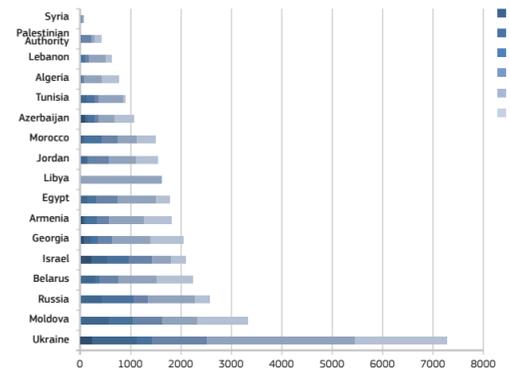
Despite the popularity of TAIEX within the beneficiary countries' administrations the volume of demand for TAIEX assistance has decreased for the first time in 2011, in comparison to 2010 (-13%). This reduction affects the Neighbourhood South countries primarily and is linked to the political events that unfolded during the so-called Arab Spring. By contrast, requests arising from the Neighbourhood East countries remain stable from one year to another. An existing imbalance of TAIEX applications between Eastern and Southern Regions has widened in 2011 as **74 percent** of TAIEX applications were received from ENPI East countries (393) and **26 percent** from ENPI South countries (138), as a direct result of the political situations in Northern Africa.

TAIEX ENPI region. Events per Single Country (2006-2011)



Up to 76 percent of TAIEX applications were approved for funding, leading to a total of **372** single country events organised in 2011; a total equivalent to the previous year (374). One has to point out, that despite the above mentioned decrease in the number of requests from 2010 to 2011 the number of events (successful, smaller requests) remain stable. This can be partly explained by the lower level of rejections to requests implying an increase in the improved quality of applications made. For the Eastern countries, Ukraine, Moldova and Georgia are among the countries with the highest number of single events. Regarding Southern countries, Jordan and Morocco are among the top-users.

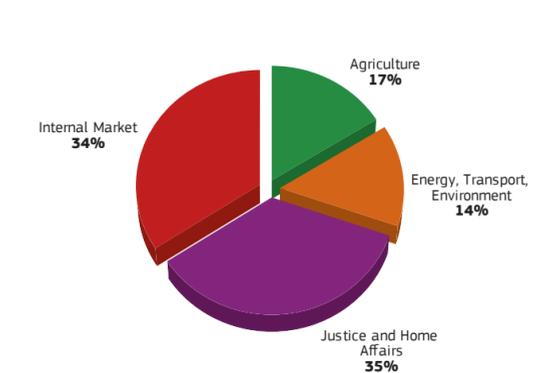
TAIEX ENPI region. Number of Participants per Country (2006-2011)



A significant feature of the TAIEX instrument is the high number of direct beneficiaries. In 2011, 7,500 participants were directly involved in TAIEX events for the whole ENPI region. Despite this figure, a clear decrease can be noted compared to the number of participants in 2010 (12,042). This is explained by the current trend generated by ENPI countries to apply for actions different from the seminar (which usually implies more participants).

As clearly reflected in the chart, the Eastern countries have the highest rate of participants. For the Southern countries, due to the Arab turmoil, some particular falls are striking: Libya (from 1596 participants in 2010 to **three** in 2011), Tunisia (from 507 to **37**) Egypt (772 to **261**).

TAIEX ENPI region. Sectors covered in 2011



The topics of the events organised in 2011 covered most of the areas mentioned by the Action Plan and/or the Cooperation and Partnership and Association Agreements. The highest number of events were organised in the field of justice, freedom and security (132), of internal market legislation (127), followed by agricultural, veterinary and phytosanitary policies (60) and energy, transport and environment areas (53).

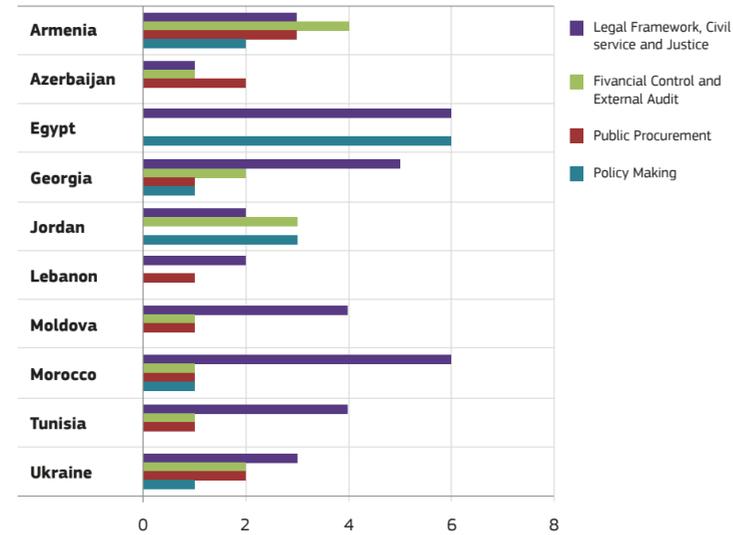
SIGMA Success Stories 2011

In 2011, SIGMA supported **Azerbaijan** in developing its procurement system in line with EU policies. Azerbaijan's current Public Procurement Law is based on the earlier 1994 United Nations Commission on International Trade Law (UNCITRAL) Model Law and was adopted in 2002 and has not been amended since. In light of this situation, and based on the provisions of the Partnership and Cooperation Agreement and the ENP Action Plan, SIGMA provided assistance to Azerbaijan's State Procurement Agency (SPA) through a number of activities. First, a series of workshops and meetings were organised for the SPA, contracting authorities and other stakeholders, including civil society, on topics such as project preparation, contract management, e-procurement procedures and EC Directives (Classic, Utilities and Remedies). These events gave key SPA staff the opportunity to meet colleagues from EU Member States and candidate countries and to learn from their experiences. SIGMA also helped the SPA develop its understanding of the context and content of the public procurement chapter of the EU-Azerbaijan Association Agreement currently under negotiation, by providing extensive coaching as well as advice on the SPA's gap analysis of the existing public procurement law and the negotiation proposal. Finally, SIGMA prepared papers and other materials on a range of public procurement issues.

SIGMA's support contributed to improving Azerbaijan's public procurement environment in a number of ways. First, the SPA and key contracting authorities gained a basic knowledge and understanding of public procurement in EU practice, covering the whole public procurement cycle from preparation through to selection and award to contract management. The SPA now also fully understands the requirements in the public procurement chapter of the draft Association Agreement, and has identified the regulatory changes that may be required, prepared itself to address them and determined the corresponding needs for further capacity building and support. Finally, the SPA, in close consultation with SIGMA, has modified its systems and procedures in order to publish a wider range of notices and tender documents on its website, and is pursuing its efforts to develop e-procurement.

In **Morocco**, the Ministry for the Modernisation of Public Sectors asked SIGMA to conduct a peer review of human resources management in the central public administration as a contribution to the country's overall efforts to modernise its public governance system in the context of the 2008 EU-Morocco Advanced Status. The peer review, conducted by a team of experts from SIGMA and five EU Member States (Austria, Belgium, France, Ireland and Portugal), involved two week-long missions during which numerous interviews were conducted in various ministries and institutions. The final report was submitted in June 2011 and the main findings were presented during a public event organised as part of Public Administration Day in Morocco. During this event, the Ministry fully endorsed the report's recommendations, which were given added relevance by the new public governance environment introduced through the new Constitution of March 2011.

SIGMA Actions per Country in the ENP context per Sector from June 2008 to December 2011



Following completion of the report, the Ministry expressed an interest in continuing to work with SIGMA and in receiving its long-term strategic advice on developing a modernisation strategy based on the main recommendations of the peer review. SIGMA has now started providing this second phase of support and, as a first step, is providing assistance in drafting a new civil service statute aligned with the values and principles enshrined in the new Constitution.

http://ec.europa.eu/europeaid/where/neighbourhood/overview/twinning_en.htm
http://ec.europa.eu/enlargement/how-does-it-work/technical-assistance/twinning_en.htm
http://ec.europa.eu/europeaid/where/neighbourhood/overview/taix_en.htm
http://ec.europa.eu/enlargement/taix/index_en.htm
<http://www.sigmaweb.org>



Twinning, TAIEX and SIGMA within the ENPI 2011 activity report



*Stefan Füle
European Commissioner
for Enlargement and
Neighbourhood Policy*

Preface

It is a great pleasure for me to present the 2011 Activity Report on the three institution-building instruments operating under the European Neighbourhood Policy: Twinning, TAIEX (Technical Assistance and Exchange of Information) and SIGMA (Support for Improvement in Governance and Management).

Initiated during the enlargement process and successfully applied to the candidate countries, these instruments were then extended in the context of the Neighbourhood Policy. By enabling the expertise of European public officials to be transferred to the southern and eastern neighbourhood countries, these tools have, now more than ever, a key role to play given the challenges these countries face in terms of economic and social policy reform.

Being progressively opened up to the neighbourhood countries from 2004, Twinning has been a success story and is extensively used. More than 100 twinning projects are currently active in the region and 2011 saw the launch of the 200th project.

In the south, the launch rate remains similar to last year, with 21 projects starting up, mostly in the Maghreb and more specifically in Tunisia. Political and institutional reforms in our southern neighbours make Twinning more pertinent than ever.

In the east, the instrument remains well used, with 13 new projects in 2011. In addition, the Comprehensive Institution Building (CIB) fund has endowed the programme with a further budget of 173 million euros (for 2011 to 2013), allowing for further support of Twinning.

The success of the TAIEX programme in assisting the administrations of the neighbourhood countries is undeniable. With 513 requests for assistance in 2011, the instrument recorded its second-highest score since 2004. However, fewer requests were received from some countries in the southern neighbourhood that were involved in the events of the Arab Spring. In reality, the short-term nature of the instrument, which is its greatest asset, makes it at the same time more vulnerable to current events. The number of requests from the east remains steady from one year to the next. Generally, whether they come from the east or the south, they are all of the highest calibre as the percentage of requests granted has increased.

Where SIGMA is concerned, seeing the progress accomplished by the instrument in the first three and a half years in which it has been available in the neighbourhood countries, we have signed a second agreement with the Organisation for Economic Cooperation and Development (OECD) for the period 2011-2013. This will make it possible to continue transferring expertise to key public administrative bodies in the neighbourhood, whilst opening up to two new countries: Lebanon and Algeria. Today, SIGMA projects support 11 neighbourhood countries, mostly in the following sectors: public sector reform, the fight against corruption, markets, and the control and management of public finances.

The usefulness of these instruments in the context of the European Neighbourhood Policy and against the background of recent political events, particularly in the south, cannot be denied. Without doubt, these instruments allow progress to be made towards the objectives of political reform, institutional strengthening, and closer association supported by the European Commission. An independent evaluation recently highlighted the unanimous satisfaction of stakeholders with the spirit of Twinning and the other instruments associated with it.