



Twinning INTPA User Guide

Twinning INTPA is an EU assistance delivery tool supporting institutional capacity building, medium to long-term reform processes and peer-to-peer cooperation between public administrations in EU Member States and Partner Countries.

Twinning supports implementation of national development strategies in line with the EU standards, contributing to the achievement of the United Nations' Agenda 2030 and the Sustainable Development Goals (SDGs).

The tool facilitates the exchange of EU public sector expertise with the aim of achieving specific mandatory results.

Further information:

The Twinning Manual with all the relevant annexes is available on the Twinning page of the website of the Directorate-General for International Partnerships:
<https://international-partnerships.ec.europa.eu/twinning>

For additional information, please contact:
NEAR-Twinning@ec.europa.eu

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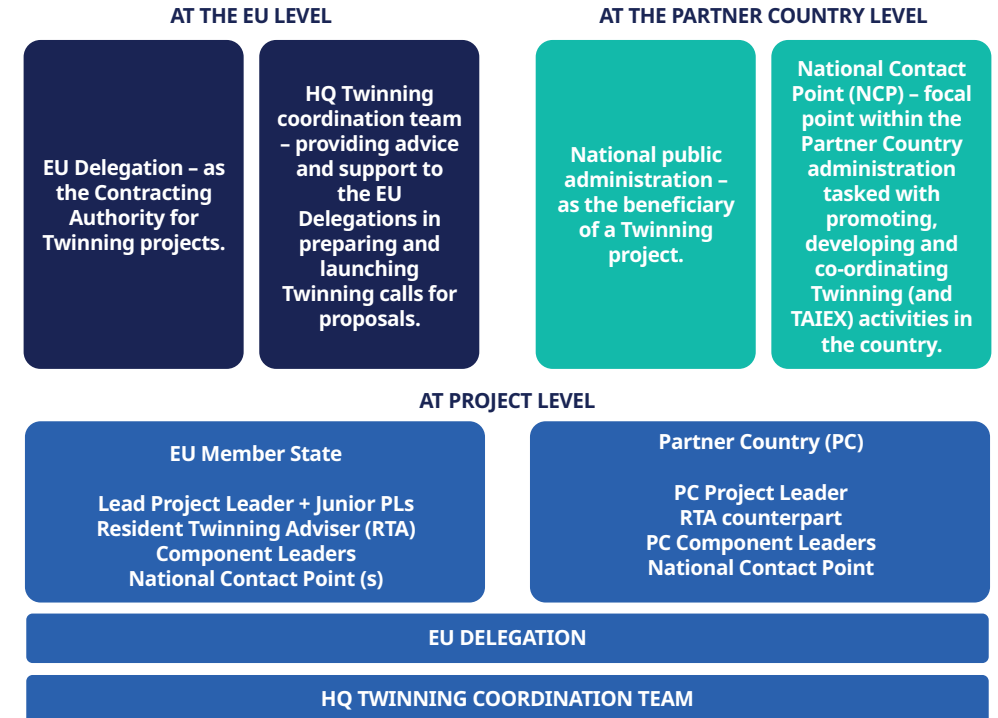
Key features of Twinning

- Twinning is a project of **grant nature** built around jointly agreed policy objectives.
- Twinning projects must bring to the Partner Country **concrete operational results** in connection with the Union acquis, EU standards/norms or other EU policies open for cooperation usually linked to a planned and agreed reform process in the Partner Country.
- Partner Country retains **ownership** throughout the project - the achievements of a Twinning project should be maintained as a permanent asset to the Beneficiary administration after the end of the project.
- EU Member State implementing partner is chosen through a **competitive selection procedure** (call for proposals).
- Sustainability of the instrument is ensured through a network of **Twinning National Contact points** in EU Member States and in Partner Countries.
- Limited private sector input.

Twinning is ideally suited to projects with the following features:

- Where there is a **clear advantage of using public sector expertise** i.e. in public administration capacity building activities requiring access to support of a Member State public administration.
- The **mandatory results/outputs and the contribution to an overall reform are clear** and Partner Country administration has a good understanding of the relevant parts of the related Union acquis and/or standards or the relevant area of cooperation, and has selected the type of administrative system it intends to adopt.
- A clear **political commitment** by the Partner Country in the framework of its political dialogue with the EU and **sufficient budgetary funding is** allocated to ensure that the needed resources (financial, staff, etc.) are mobilised for the reform process as such.

Who are the main actors in Twinning?



- **The mirror project management structure** in Twinning is designed to ensure Partner Country engagement and ownership throughout the project.
- **Project Leaders** – from EU Member State and Partner country - ensure operational dialogue at political level. They work in close cooperation and ensure the overall steering and coordination of the project.
- **Resident Twinning Adviser¹** is an EU Member State public sector expert seconded to the Partner Country on a full-time basis to coordinate the day-to-day Twinning project activities. **RTA counterpart** is the main interlocutor from the Partner Country administration designated to facilitate communication and exchange of information between the project partners.
- **Component Leader** is a Member State expert responsible for a specific component/mandatory result/output in a Twinning project. Together with a **Component Leader counterpart** from the Partner Country administration, they implement the activities focussed on the achievement of the specific mandatory result/output.

¹ Only for Twinning projects longer than 8 months.

Use of Twinning INTPA: step by step guide

STEP 1: NEEDS ANALYSIS – PROGRAMMING PHASE

Partner Country and the EU Delegation decide that Twinning is the most suitable tool to support the reform within the public administration. Funding is allocated within the annual action plans/documents.

STEP 2: DRAFTING OF THE TWINNING FICHE

Partner Country and the Delegation cooperate on drafting the Twinning fiche which defines inter alia the project objectives, mandatory results/outputs, and the indicators for measuring performance².

STEP 3: TWINNING CALL FOR PROPOSALS

After the Twinning fiche is consulted with the HQ, the Contracting Authority circulates the fiche to all EU Member States through a call for proposals.

STEP 4: SUBMISSION OF PROPOSALS AND SELECTION

Interested EU Member States submit their project proposals, and a selection committee assesses them. Representatives of Beneficiary administration take part in the selection process.

STEP 5: AWARD NOTIFICATION AND CONTRACT SIGNATURE

The Contracting Authority awards the project to a single Member State or to a consortium of Member States. The Twinning Grant Contract is signed between the Commission and the (lead) Member State. The Partner Country Project Leader initials the relevant annexes of the Contract, thereby confirming the commitment of the administration to achieve the project mandatory results.

STEP 6: TWINNING PROJECT START AND IMPLEMENTATION

Resident Twinning Adviser is deployed in the Partner Country and the Twinning partners sign a Twinning work plan drafted jointly by the EU Member State(s) and the Partner Country administration at the beginning of the implementation of the project.

How long does it take?



² Please refer to the Twinning fiche template in Annex C1 of the Twinning Manual.

What is the scope of Twinning projects?

There are two types of Twinning projects:

TWINNING LIGHT	TWINNING STANDARD
Up to EUR 250,000	From EUR 250,000
Up to 8 months	12 - 36+ months
No MS Consortium	MS Consortium possible
No Resident Twinning Advisor	Resident Twinning Advisor
Twinning Fiche contains all the details (including activities) of the project	Joint drafting of Contract and designing of Work plan
<i>For short- to medium-term assignments (specific reform actions that take shorter time to resolve).</i>	<i>Introducing long-term changes in the beneficiary organisation or for assignments of long-term nature.</i>

How does Twinning work?

Twinning falls within the scope of grant award procedures.

In DG INTPA (Directorate-General for International Partnerships), Twinning grant contracts are concluded directly by the Commission, represented by the EU Delegation in the Partner Country, acting in direct management as Contracting Authority.

Twinning operations obey specific rules that are described in the **Twinning Manual** which is regularly updated by DG NEAR (Directorate-General for Neighbourhood and Enlargement).

What Twinning can and cannot finance?

- The grant awarded to a Member State for the implementation of a Twinning project is meant to compensate costs borne by that Member State in order to achieve the mandatory results/outputs through the deployment of expertise and through the horizontal activities. As for all grants awarded by the EU, the **no-profit principle** applies also to Twinning grants.
- As a principle, **costs borne by the Partner Country** in the framework of the implementation of a Twinning project cannot be financed by the project's budget. It is an obligation of the Beneficiary administration to ensure that its officials can profitably attend those activities and that adequate facilities for professional use are made available for the Member State experts. Twinning Manual update 2022 allows for exceptions to this rule under certain conditions.
- Twinning project budget can only be used to finance **activities that contribute to the achievement of the mandatory results/outputs** as detailed in the project work plan.

