



## Methods and instruments

# Twinning – exchanging experience through EU administration partnerships

### Background

Twinning means establishing partnerships between public administrations in member states of the European Union (EU) and administrations in countries that are either current or potential EU accession candidates or European Neighbourhood countries.

Accession candidates for the EU must adopt the *Acquis Communautaire*, the EU's legal system in its entirety. Personnel in the responsible administrations must learn to apply and implement EU laws and regulations. This is precisely where twinning projects aim to make a contribution. Countries with no prospect of joining the EU use twinning projects to establish and develop institutions in various areas. That makes it easier for those countries to pursue economic and political cooperation with the EU. The EU Commission is considering extending the twinning concept to emerging economies in Asia and Latin America.

German federal and state ministries and their subordinate authorities have been involved in this field for more than ten years.

### Procedure

The EU finances twinning projects, and the relevant sectoral authorities in many EU states apply to implement these projects. German ministries have been very successful in this field and have been granted one quarter of the tendered projects to date. Since 2000, the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* has been involved in the successful implementation of some 200 twinning projects, which makes up half of all funds granted to Germany. Our main clients in the field of twinning at present are the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), the German Federal Ministry of Economics and Technology (BMWi), the German Federal Ministry of Finance (BMF), the German Federal Ministry of Transport,

Building and Urban Development (BMVBS) and the German Federal Ministry of Health (BMG).

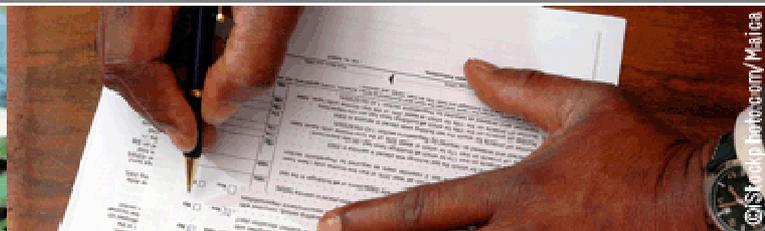
Classical twinning projects have a duration of 12 to 24 months and a budget of EUR 500,000 to EUR 3 million. As a rule, civil servants and public administration staff from EU member states advise the partner countries.

Each twinning project is individually tailored to the specific requirements of the partner country. An individual approach is absolutely essential. The expertise of the people concerned is the crucial factor, so it is decisive to provide suitable staff at the given time.

### Our services

GIZ supports its clients in all phases of the project, from application to contracting, and guides them through all the required procedures. Our services comprise project design, the selection and preparation of personnel and the elaboration of the work plan, project and financial management, evaluation and reporting. We reduce the administrative burden placed on the public institutions by the project and provide technical and methodological support. In this way, we lighten our clients' workload, creating scope for them to focus on results. As a public body mandated to participate in twinning arrangements, we are also able to employ our own personnel specifically for these projects. We also advise the German ministries directly on their overall strategic approach to twinning activities and how to handle each specific project. We can also send personnel to German ministerial administrations to strengthen their capacities for twinning activities.

We have a comprehensive structure for this purpose. At our Office for German Public Sector Clients in Berlin, twinning experts have been cooperating for many years with almost all of Germany's federal and state ministries. We possess broad sectoral, methodological and regional expertise, which we place at our clients' disposal.



## The benefit

Twinning fosters intensive bilateral cooperation between the partner countries involved, a deepening of political contacts and new cooperation arrangements. This enables the EU member states to extend their international scope for action. Twinning projects with future EU member states often help facilitate convergence of political interests, and later on the formation of groups of like-minded countries within the European Council. Twinning with EU Neighbourhood countries opens doors to closer economic and political cooperation. Evidence can be derived, for instance, by projects implemented by BMU. High environmental protection standards across Europe help German companies to face the same rules as competitors from other countries.

## An example from the field

German organisations and GIZ are successful players in twinning projects in a wide variety of sectors. One convincing example is the twinning project conducted by BMWi with the Moroccan Government, which aims at strengthening Morocco's competition authorities.

In its association agreement with the EU, the Kingdom of Morocco agreed to introduce an efficient competition monitoring system that complies with EU standards. The BMWi twinning project supports the Moroccan partners in fulfilling their obligations resulting from the agreement. The country is therefore increasingly opening up to the international market. The project prepares the local economy for this process and makes it more efficient and competitive.

German specialists advise the Moroccan competition authorities on introducing a coherent competition policy.

They support the implementation of comprehensive reforms of the national competition law, and also strengthen and advise the bodies responsible for monitoring competition among enterprises. Twinning experts train civil servants at the directorate for competition policy and price control within the Moroccan Ministry of Economy and Finance, provide continuous training to judges and capacity building for judicial bodies on how to apply competition law, and give advice on establishing an independent competition authority. In addition, together with the partner they set up a research and training centre in the field of competition law, and develop a programme to raise the awareness of market participants with regard to competition policy themes. In the long term, the aim is to create a competition-friendly culture in Morocco. Within the project, Moroccan civil servants also take part in study trips to the responsible authorities in Germany and other EU member states, as well as in conferences and congresses staged by international organisations.

In this case, GIZ is supporting BMWi from application throughout the entire project of 30 months, which provides the resident twinning advisor in the field, who plans and coordinates project activities in Morocco. He works closely together with the GIZ Office in Rabat and handles networking with other projects in order to harness synergies.

## Contact

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