3rd SIGMA Networking Seminar
March 4-5, Paris

**TAIEX, Twinning and SIGMA**

Institution Building Unit
DG Enlargement

Launched in 1996

**Objective:**
To provide short-term support in all areas of the *acquis communautaire* for approximation, application and enforcement

**TAIEX - Main forms of assistance**

- Seminars/Workshops
- Expert Missions
- Study Visits

**TAIEX - Beneficiary groups**

- Central Governments, Ministries, Government bodies, Regulators
- National Parliaments
- Judiciary and Law Enforcement Bodies
- Social Partners and Private Sector Associations

**TAIEX - Specific features**

- Demand driven
- Quick
- Flexible, tailor-made and simple
- Use of peers and practitioners from Member States’ Administrations
- Aligned with and complementary to country specific strategies, programmes and other assistance instruments

**TAIEX - Implementation**

- Centralised direct management
- External service provider for logistics and related payments
TAIEX – Beneficiary country groups

• Western Balkans and Turkey (IPA)
• Countries participating in the European Neighbourhood Programme (ENP) and Russia
• Turkish Cypriot Community (Council Regulation N 389/2006)

Number of events TAIEX IPA beneficiaries 2006-2009

The TAIEX Instrument
Events breakdown in IPA beneficiaries (2006-2009)

Twinning - Origins

• Initiative of the European Commission launched in 1998
• Prior to its launch, assistance in public administrative reform was delivered through consultancy contracts
• Instrument for targeted administrative co-operation to assist beneficiary countries to implement Community legislation

Twinning - Characteristics

• Programmed projects: Annual national programming. Mandatory results and output orientation.
• Civil servants from MS administrations; secondment of long term MS experts (RTA) is the backbone of Twinning projects
• Driven by the acquis – projects and objectives defined on basis of Commission assessment of Beneficiary Country
• Partnership and joint responsibility: Joint project preparation and joint implementation. The beneficiary country commits itself to undertaking and funding reforms, the MS to accompanying the process for the duration of the project. Co-financing.
• Implementation: De-concentrated or de-centralised

Twinning in the IPA countries

Standard Twinning Projects in Candidate and Potential Candidate Countries (2009 still in progress)
Twinning in the IPA Countries

Standard Twinning projects launched in Candidate and Potential Candidate Countries (2000-2009)

- Albania: 22
- Bosnia Herzegovina: 19
- Croatia: 71
- Kosovo (under UNSCR 1244/99): 14
- Montenegro: 11
- Serbia: 30
- Turkey: 104
- Former Yugoslav Republic of Macedonia: 15

SIGMA - Origin

- SIGMA launched in 1992 to support public administration reforms in the Czech Republic, Hungary, Poland, Slovakia and Slovenia implement.
- Support extended to other partners, including all ten 2004 EU entrants and to the two 2007 entrants, Bulgaria and Romania.
- In 2010, Sigma is working with all Western Balkan countries and Turkey, ENP and Russia.

SIGMA - Role

- Assessing reform progress and identifying priorities for reform against baselines set by good European practice and existing EU legislation (acquis communautaire).
- Supporting institution-building and setting up legal frameworks and procedures.
- National, horizontal, regional.
- System and institutional level.
- Assessments, studies, surveys, technical assistance and advice, seminars, networking and information.

SIGMA – Policy areas

Public Administration Reform

- Public Administration Reform Strategy
- Public Service
- Administrative Legal Framework and Justice
- Public Integrity
- Policy Making and Coordination

Management of Funds

- External Audit
- Anti-Fraud
- Public Expenditure Management
- Public Internal Financial Control
- Public Procurement

Improving the Business Environment

- Responsive Public Service Delivery
- Better Regulation
- Managing Property Rights
SIGMA – Implementation

- Centralised management: Contribution Agreement with OECD/SIGMA
- Outline agreement: 2010 assessments; strategic reviews; sustainability survey; networking
- Project Definition Sheets

Characteristics of instruments

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<th>TAIEX</th>
<th>SIGMA</th>
<th>Twinning</th>
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<tbody>
<tr>
<td>Type of TA</td>
<td>Short Term</td>
<td>Mixed</td>
<td>Medium/Long Term</td>
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<tr>
<td>Programming vs Ad hoc demand</td>
<td>Ad hoc demand</td>
<td>Mixed</td>
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<tr>
<td>Speed</td>
<td>Fast</td>
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<td>Implementation</td>
<td>Centralised</td>
<td>Centralised</td>
<td>Decon/decentralised</td>
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<tr>
<td>Acquis driven</td>
<td>Sector acquis</td>
<td>Baselines</td>
<td>Sector acquis</td>
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<td>Target</td>
<td>Institution</td>
<td>System and Institution</td>
<td>Sector</td>
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Synergies

- Public sector expertise in combination with/versus private sector expertise (Twinning/TA)
- TAIEX or SIGMA to assist in project preparation or follow up
- TAIEX or SIGMA actions complementary to twinning
- System level reforms to ensure sustainability of reforms at institutional level

Synergies

- Take advantage of the different instruments in order to achieve better impact of EU actions
- Improve the coordination inside each Delegation between TAIEX, Sigma and Twinning coordinators

Thank you for your attention

SIGMA & Twinning Coordination Team
DG Enlargement
Institution Building Unit