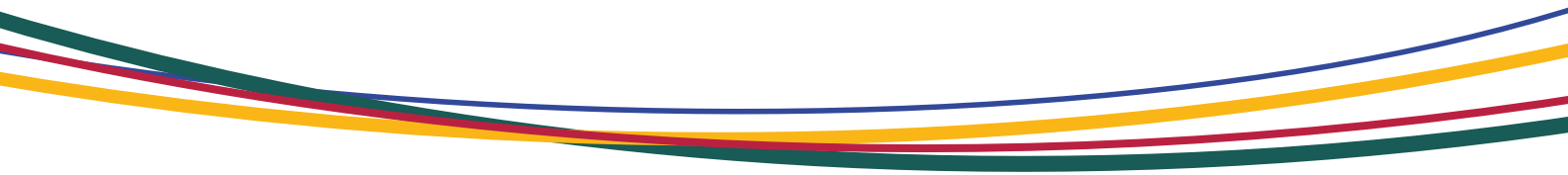
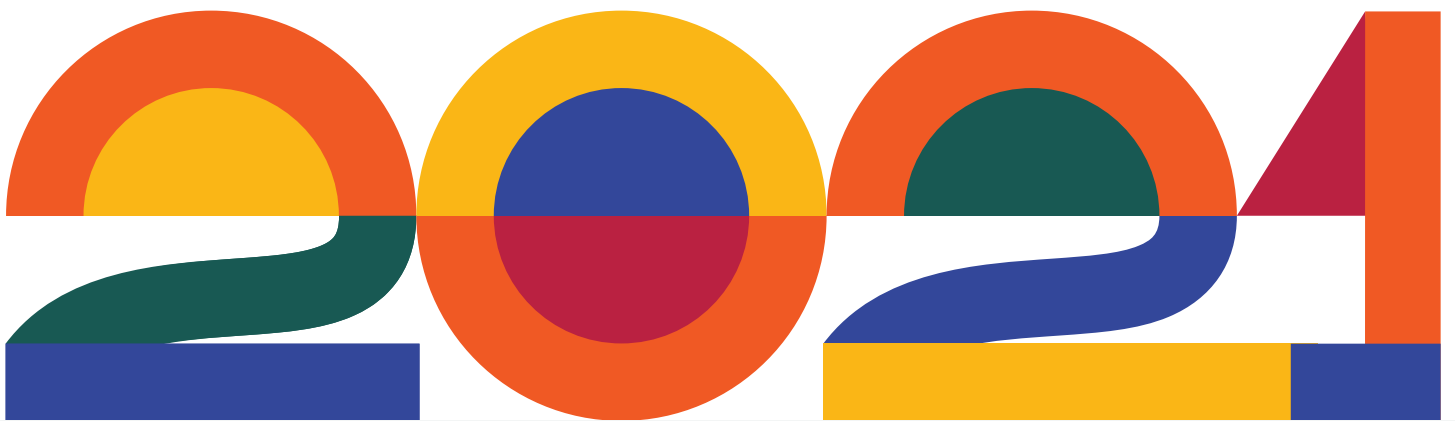


TAIEX and Twinning HIGHLIGHTS



ANNUAL ACTIVITY REPORT



EUROPEAN UNION

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Dear Friends of TAIEX and Twinning,

The last two years have been a period of intense innovation and transition for the European Commission's institution building instruments. Re-imagining peer-to-peer exchanges in a digital format in 2020 was a milestone for our community and allowed TAIEX and Twinning to continue bringing added value despite the pandemic. In 2021, we demonstrated that the combination of virtual, hybrid and in-person activities enables us to support our partners better, increase our reach, deliver faster and with even more flexibility.

Just as our work on combatting COVID-19 and supporting the recovery progressed, TAIEX and Twinning also assisted in the implementation of the Economic and Investment Plans in the enlargement and neighbourhood regions. In the Western Balkans, the instruments are contributing with peer exchanges and best practices to complement EU funding of up to €9 billion in flagship areas such as transport, energy, green and digital transition. TAIEX and Twinning support our partner country administrations as they update transport strategies, improve waste management and digitalise procedures.

The numbers speak for themselves. Last year, we organised 38% more TAIEX events than in 2020. We contributed to building mutual trust and promoting our values both in the EU and globally. Our role was recognised in the Council Conclusions in November 2021, which pointed at TAIEX and Twinning as key instruments of public technical assistance in the EU's external action.

TAIEX and Twinning are now fully global, thanks to our cooperation with DG INTPA and the Service for Foreign Policy Instruments. TAIEX is also expanding to local authorities in the Western Balkans, where our goal is to support good governance from the ground up. We will continue broadening the offer of EU expertise to include emerging policy areas such as addressing disinformation and cyber security.

The war in Ukraine is causing economic shock and amplifying security threats well beyond Europe. We are actively supporting Ukraine, and we work to ensure our institution building tools can assist all partners as they face the impact of this situation. We are already preparing to underpin Ukraine's green and digital reconstruction, as well as supporting resilience in neighbouring countries.

With the EU candidate status for Moldova and Ukraine, Georgia's European perspective, and the start of accession negotiations with Albania and North Macedonia, the EU enlargement process is gaining momentum. I very much look forward to working together with our partners through TAIEX & Twinning to bring about positive reforms and to lay the groundwork for EU accession.



Olivér Várhelyi

European Commissioner for
Neighbourhood & Enlargement



TAIEX and Twinning in brief

Part 1

Institution building instruments: TAIEX & Twinning



TAIEX – Technical Assistance and Information Exchange – offers **peer-to-peer technical assistance** and policy support **from public experts in EU Member States to beneficiaries across the world**, including support to EU Member States in structural reforms and improving regional and environmental policies.



The instrument **targets primarily public administrations**, but also judiciary and law enforcement authorities, parliamentary administrations, representatives of social partners, trade unions and employers' associations.



TAIEX



TAIEX activities can trigger further cooperation with the EU or they can complement an existing activity by adding a **peer learning** dimension.

TAIEX assistance can be **requested** either by **beneficiaries** (classic) or **EU services** (strategic).



TAIEX activities are short in duration (1-5 days).



Trinwing is a policy-driven instrument supporting **institutional cooperation** between public administrations in EU Member States and partner countries.



It brings together public sector expertise in order to achieve **concrete and operational results** through peer-to-peer exchanges.

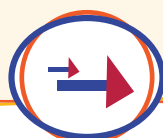


Trinwing



Trinwing relies on a network of stakeholders in **EU Member States, partner countries and EU Delegations**.

The instrument is **funded as a grant from the EU budget** and **jointly implemented by Member States and administrations in partner countries**.



Medium to long term projects (up to 3 years).

TAIEX and Twinning countering hybrid threats and boosting security

In July 2021, the TAIEX team organised an expert mission to support **Moldovan** officials in improving their capacity to communicate and negotiate in crises. In August, TAIEX promoted EU standards in the field of **critical infrastructure protection** in **Serbia**.

In September 2021, the 21st **TAIEX International Prosecutors' Forum** brought together prosecutors general and senior prosecutors from the enlargement and neighbourhood regions and EU Member States to share their experience in **tackling transnational organised crime and emerging cross-border threats**. Multi-country forum gathered 92 participants and focused on investigations related to **cybercrime, terrorism and environmental crime**.

In 2020-2022, two Twinning projects on **hybrid threats** are ongoing. The first one supports Armenia in reducing various disaster risks to human lives, the economy and communities. The second project strengthens security of networks and information systems in Georgia.

In December 2021, TAIEX worked with **Ukraine** to boost cooperation with EU Member States in the field of migration, including document security and the **protection of refugees' rights**.

TAIEX and Twinning beyond the neighbourhood and enlargement regions

TAIEX-REGIO supports the implementation of regional and urban policy in EU countries. It provides expertise to public bodies responsible for managing and implementing the European Regional Development Fund and the Cohesion Fund. In 2021, TAIEX-REGIO supported Member States through activities in areas such as efficient implementation of EU-funded transport projects in Poland and decreasing the burden and administrative costs of managing EU funds in France.

TAIEX-Technical Support Instrument (TSI) helps EU Member States in the design and implementation of institutional, administrative and growth enhancing reforms to build more effective institutions, stronger governance frameworks and efficient public administrations. In 2021, TAIEX-TSI activities were implemented in areas such as boosting voluntary tax compliance in Belgium and upgrading the infrastructure for detecting money laundering in Austria, Bulgaria, Estonia, Latvia and the Slovak Republic.

TAIEX-Partnership Instrument (PI) supports the alignment of countries worldwide with the EU standards, norms and regulatory frameworks. It allows the EU to establish wider political dialogues, strengthen ongoing partnerships, promote EU's visibility and reinforce the profile of the EU as a key global actor and a trusted partner. In 2021, activities were funded by TAIEX-PI in the Americas, Asia, Europe and the Caribbean supporting the EU and partner countries' mutual interests and alignment with the international standards across number of areas like circular economy, human rights, employment policies and trade.

Since 2019, **TAIEX and Twinning INTPA (International Partnerships)** have been supporting the public administrations in partner countries in strengthening their national development policies and achieving the Sustainable Development Goals. Both instruments have supported the needs of countries in Africa, Americas, Asia and the Caribbean in wide ranging policy areas, such as e-governance, anti-corruption, sustainable finance and food safety. TAIEX and Twinning INTPA strengthen the capacities of beneficiary institutions, underpinning their ownership over their national legal and institutional processes and reforms. The focus on peer-to-peer exchanges in the public sector has the potential to create trust and build long-term institutional partnerships with the EU.

TAIEX-Environmental Implementation Review (EIR) facilitates peer-to-peer learning between Member State environmental authorities in order to address challenges in the implementation of EU environmental policy and legislation. For example, to support Member States' efforts to mitigate ammonia emission, a multi-country TAIEX-EIR workshop on ammonia reducing technology and measures with international and Danish experts took place in November 2021.

Since 2006, TAIEX has been mobilised to help the **Turkish Cypriot community** prepare for applying the EU acquis after reunification. TAIEX helped organise nearly 3800 events and draft more than 240 legal texts, bringing the community closer to EU standards.

Institution Building Days

2021

After a quarter of a century of expansion, the EU public sector expertise is in higher demand than ever before. This was the key message from the TAIEX & Twinning Institution Building Days on 16-18 November 2021.

The event brought together TAIEX and Twinning beneficiaries from across the world as well as EU experts and representatives from all Member States to exchange ideas for instruments' development and align strategies across the institution building network.

Designed for the first time in a hybrid format, the 2021 IBDs were not only the largest gathering of its kind ever organised, but also the most diverse with **over 300 registered participants and more than 500 viewers following the live stream from some 50 countries.**

Watch the conference highlights here:

Day 1 - [TAIEX & Twinning in the wake of COVID-19](#)

Day 2 - [TAIEX 25th anniversary and working together with other Commission services](#)

Day 3 - [Future of Institution Building](#)

EU Council conclusions on TAIEX and Twinning

On 19 November 2021, the Council of the EU adopted conclusions on European Public Sector Expertise in the EU's External Action.

The Council highlighted the important role of TAIEX and Twinning and emphasized that European public sector expertise creates mutual trust between institutions, and helps promote European values, including good governance, rule of law, and democracy.

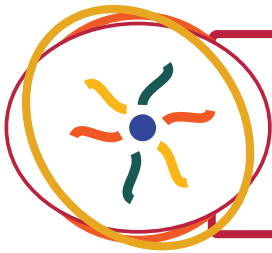
Public sector expertise is an area where the EU has a distinctive added-value, rooted in strong European public policy models. [...] Mobilisation of European public sector expertise has proved to be a demand-driven, tailored, flexible, efficient and a cost effective way to build capacity in the public sector and promote public policy reform processes in partner countries, based on their needs, priorities and inclusive ownership.

- Council conclusions on European Public Sector Expertise in the EU's External Action

The Council also emphasized the importance of inclusiveness for ensuring that all interested Member States are involved in the planning and implementation of public sector expertise interventions.

In 2021, TAIEX mobilised public experts from all 27 EU Member States. This achievement would not have been possible without the network of TAIEX & Twinning National Contact Points in Member States' public administrations. Thank you!

[Click to read Council conclusions](#)



509
events

Experts from the EU were mobilised
2265
times through TAIEX

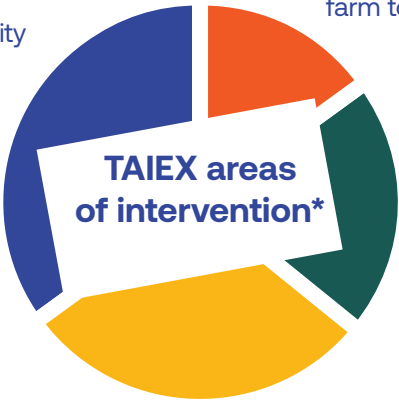


14 307
participants

95%
of participants rated TAIEX
experts as excellent or good



29%
rule of law,
migration
and security



15%
farm to fork

21%
stronger society
and inclusive economy

35%
green and digital
transitions, connectivity

52%
in the EU and the rest
of the world



48%
in Western Balkans,
Turkey, Eastern Partnership
and Southern Neighbourhood

* in enlargement and neighbourhood regions

The pandemic-driven innovation in TAIEX has created new opportunities for sharing EU expertise.

As events had to be carried out through cameras and microphones, in 2021 TAIEX started editing and publishing **webinars on topics that will remain important in the years to come.**

European Green Deal

Digital policy

Nature conservation

Circular economy

Green and blue infrastructure

Climate change adaptation

Water and wastewater pricing

Zero Pollution for Air, Water and Soil

2015-2020 TAIEX evaluation

To ensure good use of taxpayer money, **TAIEX underwent an external evaluation in 2021. What are the findings?**

In 2015-2020, TAIEX has been an **effective tool for short-term individual and institutional capacity building** supporting the exchange of best practice between EU Member States and partner countries. TAIEX has served as a simple and speedy tool for capacity development and has successfully **expanded from the European neighbourhood to a global instrument.**

For example, **86% of beneficiaries and 89% of experts agreed that TAIEX events strengthened their professional network** with public officials from other countries.

Although primarily intended as an instrument for strengthening the capacities of beneficiaries, TAIEX has also strengthened the knowledge and skills of public officials participating as experts. 95% of experts agreed that the events had contributed to their personal and professional development and that they learned a lot from the beneficiaries.

The **share of female experts mobilised by TAIEX** rose from 34% in 2016 to **44% in 2020.**

The approval process of events has remained quick over the 2015-2020 period, overall 65% of requests were approved within two weeks and over 90% within a month. On average, 65% of TAIEX events were organised within 6 months and 85% within a year.

Over 90% of respondents perceived the administrative burden of TAIEX as low in comparison to the results reached.

TAIEX reach in 2021

Click [here](#) to access our interactive map

Montenegro

TAIEX

29 Single country TAIEX events
480 Officials benefitted from TAIEX events

TAIEX event example

Safeguarding fundamental rights in the digital age is essential for democratic societies. The EU GDPR ensures that personal data can only be gathered under strict conditions and for legitimate purposes. Through TAIEX, experts from Germany and Slovenia provided assistance to Montenegro on alignment with EU acquis in the area of data protection.

Beneficiary: Ministry of Interior, Montenegro
March - October 2021
Series of online events
Priority area: a Europe fit for the digital age
More: <https://europa.eu/!rJ8qDB>

Moldova

TAIEX

20 Single country TAIEX events
884 Officials benefitted from TAIEX events

TAIEX event example

How protection officers communicate and negotiate is vital in times of crisis. Through this TAIEX expert mission, officials from Italy and Slovenia supported capacity building in the State Protection and Guard Service.

Beneficiary: State Protection and Guard Service, Moldova
1-2 July 2021
Online event
Priority area: promoting our European way of life
More: <https://europa.eu/!CNBT6f>

Serbia

TAIEX

9 Single country TAIEX events
450 Officials benefitted from TAIEX events

TAIEX event example

Protection of critical energy, IT, health and transport infrastructures against natural disasters, terrorist activities and cyber threats is the responsibility of the state. Through TAIEX, experts from Croatia and Italy provided guidance to Serbian Ministry of Interior in the drafting of sectoral bylaws on critical infrastructure protection.

Beneficiary: Ministry of Interior, Serbia
17-19 August 2021
Online event
Priority area: promoting our European way of life
More: <https://europa.eu/!wxtm6T>

- EU Member States
- Neighbourhood and enlargement partners
- INTPA / PI partner countries and territories*

*To learn more about the Directorate-General for International Partnerships (DG INTPA), please visit:

<https://international-partnerships.ec.europa.eu/>

To learn more about the Partnership Instrument (PI), please visit the website of the Service for Foreign Policy Instruments:

<https://fpi.ec.europa.eu/>

Georgia



TAIEX

12 Single country TAIEX events

350 Officials benefitted from TAIEX events

TAIEX event example

High-speed internet is the 21st Century's essential communications technology. Broadband, as a universal service, bridges social divides. Through TAIEX, experts from Austria, Italy and Slovenia supported the introduction of broadband universal service obligations.

Beneficiary: National Communications Commission, Georgia
16-18 November 2021
Online event

Priority area: a Europe fit for the digital age
More: <https://europa.eu/!VkvWt9>

Egypt



TAIEX

5 Single country TAIEX events

253 Officials benefitted from TAIEX events

TAIEX event example

Aviation safety is constantly evolving. This TAIEX event served to exchange insights on integrated safety and quality management systems in compliance with EASA standards for the newly launched Air Navigation Service Provider (ANSP) of Air Traffic Flow Management (ATFM) services. Experts from Eurocontrol shared expertise with 36 peers from Egypt.

Beneficiary: Egyptian Aviation Academy and Ministry of Civil Aviation
21-24 September 2021
Online event

Priority area: a Europe fit for the digital age
More: <https://europa.eu/!JdJfDq>

Israel



TAIEX

9 Single country TAIEX events

401 Officials benefitted from TAIEX events

TAIEX event example

TAIEX supported the Ministry of Justice's efforts to fight human trafficking and sexual exploitation through an ad hoc workshop in the course of which European Commission experts presented the new EU Strategy on Combatting Trafficking in Human Beings. This was followed by discussions on best practices with officials from Ireland and Sweden.

Beneficiary: Ministry of Justice, Israel
27-29 April 2021
Online event

Priority area: promoting our European way of life
More: <https://europa.eu/!3Ndvgr>

25 Years of TAIEX

2021 marked 25 years since the launch of the TAIEX instrument.

To **celebrate this anniversary**, we prepared a series of animations, videos and infographics showcasing the positive impact of our cooperation.

Our campaign had a reach of 2.8 million and generated some 450,000 engagements on [Facebook](#), [Instagram](#) and [Twitter](#).

Visit ec.europa.eu/taiox25 to see TAIEX in action.



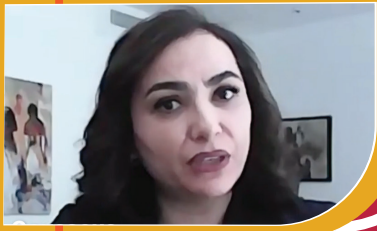
Jan Hauser
EIT Urban Mobility, Czech Republic

Normally, if you just read a book or a manual, it's a completely different experience from actually talking to people, engaging with people and **transferring the experience to actually make it work somewhere else**. This is something that I cannot imagine without activities such as TAIEX.



Nataliia Aliushyna
National Agency for Civil Service, Ukraine

The key benefit of the TAIEX instrument is its effectiveness thanks to **flexibility, mobility and ability to implement quickly**. TAIEX events contribute to implementation of best European practices in the activities of public authorities and local governments.



Ruba Goussous
Food and Drug Administration, Jordan

We started a new department dealing with genetically modified food. We had to build it based on what we learned from the TAIEX events. [...] Of course **I would recommend it to all the contacts I have all over the network** because being in the training courses and events like this will let you know the people in your field.



Adis Palo
Directorate for European Integration,
Bosnia and Herzegovina

I would recommend TAIEX events primarily to public servants that are preparing legislation in Bosnia and Herzegovina. **It is very important from the beginning to know how to align our legislation in a proper way.**



Geoffrey Onen
Directorate of Government Analytical
Laboratory, Uganda

We really appreciate the way this training was organized. The first training really looked, broadly, at the regulatory issues. Then we looked, specifically, at sampling which was also key. It helps us define our current technical capacity.

TAIEX for local authorities in the Western Balkans

In 2018, upon the call of the Committee of the Regions, the Commission launched a **pilot TAIEX** scheme to support local authorities in Albania, Bosnia and Herzegovina, and Serbia. Experts from EU Member States assisted municipalities in areas such as **strategic planning, public procurement and capacity building**.

Following the clear positive outcomes of these 27 events, we are doubling our engagement. TAIEX is organising **around 60 additional technical assistance activities, benefitting local authorities in all Western Balkan countries**, by the end of 2023. In 2021, EU Delegations prepared activity plans and the first event, on fighting marine plastic pollution, was delivered **in April 2022 in Budva, Montenegro**.

Apply for TAIEX assistance

TAIEX assistance is open to:

- Civil servants working in central public administrations;
- Judiciary and law enforcement authorities;
 - Parliaments and legislative councils;
- Representatives of social partners, trade unions and employers' associations.

TAIEX mandate does not include providing direct support to civil society, private citizens or to individual companies.

We analyse incoming requests on a rolling basis. To apply for TAIEX, go to ec.europa.eu/taieux/application

For support with filling in the application form, please read [this guide](#) or contact us at NEAR-TAIE@ec.europa.eu

Find inspiration

Most TAIEX events have publicly available agendas and presentations. Beneficiaries can draw inspiration from similar projects implemented elsewhere when requesting TAIEX assistance.

All TAIEX events are adapted to the audience – however using the agenda of an implemented event as a starting point allows for faster organisation.

Visit ec.europa.eu/taiox/search to view TAIEX events and materials.

Would you like to become a TAIEX expert?

Public officials of EU Member States with expertise relevant to TAIEX beneficiaries can register as TAIEX experts or institutional contact points.

TAIEX experts can participate as speakers in seminars, workshops, expert missions – or host study visits matching their specific profile.

To register, visit ec.europa.eu/taiox/experts

For more information, interested public officials can consult the [Frequently Asked Questions](#).

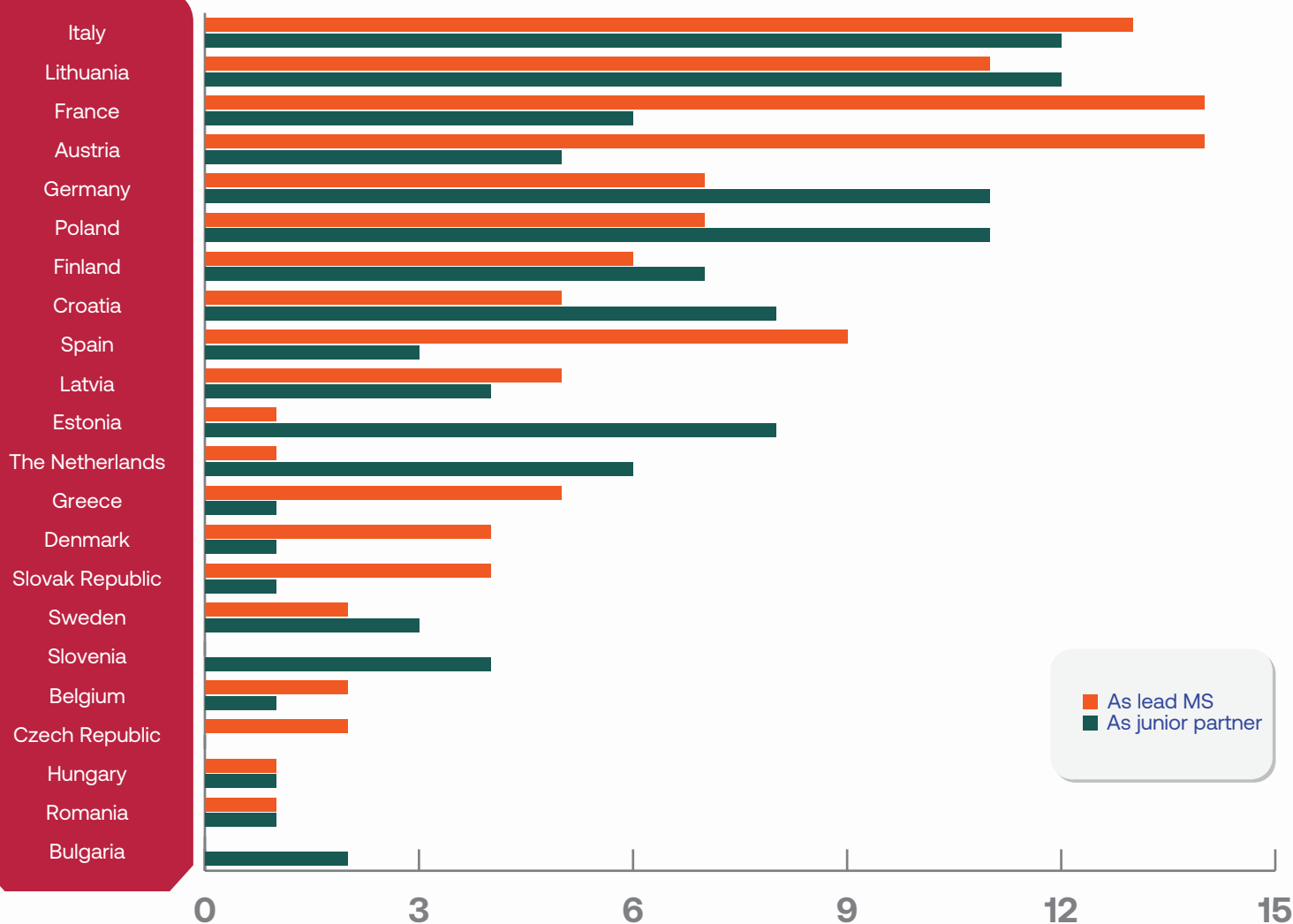
Register as a TAIEX expert

Twinning is a medium- to long-term institution building instrument widely used for cooperation between EU Member States and partner countries.

In 2021, 22 out of 27 Member States were involved in Twinning projects either as a lead Member State or as a junior partner.

68% of Twinning projects are implemented by more than one Member State. Italy, Lithuania, France and Austria were the most active Member States in the instrument.

Number of ongoing Twinning projects in 2021



Twinning projects in 2021 by region

29%
Neighbourhood South

3%
INTPA

32%
Western Balkans and Turkey

37%
Neighbourhood East



How does Twinning work?

Twinning is available for countries and territories covered by the EU's neighbourhood and enlargement policies (NEAR) as well as the international partnership and development policy (INTPA). **To request a Twinning project, please contact the EU delegation in your country.**

1. Once a partner country and the Commission decide that Twinning is the appropriate instrument to support reform within the public administration, a Twinning fiche is prepared and a **call for proposals** is launched to all EU countries.

2. After receiving the proposals, a **selection** committee awards the project either to a single Member State or a consortium. This committee also includes representatives from the partner country.

3. Two project leaders, a Resident Twinning Adviser (RTA) and an RTA counterpart in the partner administration are responsible for the **implementation**. The RTA is seconded to the partner institution for the full duration of the project.

4. **Evaluation.** All Twinning projects are reviewed 6-12 months after their implementation.

How to prepare a good Twinning project?



Ongoing Twinning projects per partner country

114

Twinning projects

were ongoing in 2021.

Neighbourhood East was the region with the most ongoing projects, followed by the Western Balkans and Turkey.

For the first time, Twinning was launched beyond the neighbourhood and enlargement regions. In cooperation with DG INTPA, 2 projects started in Zambia and 1 in Kyrgyzstan.

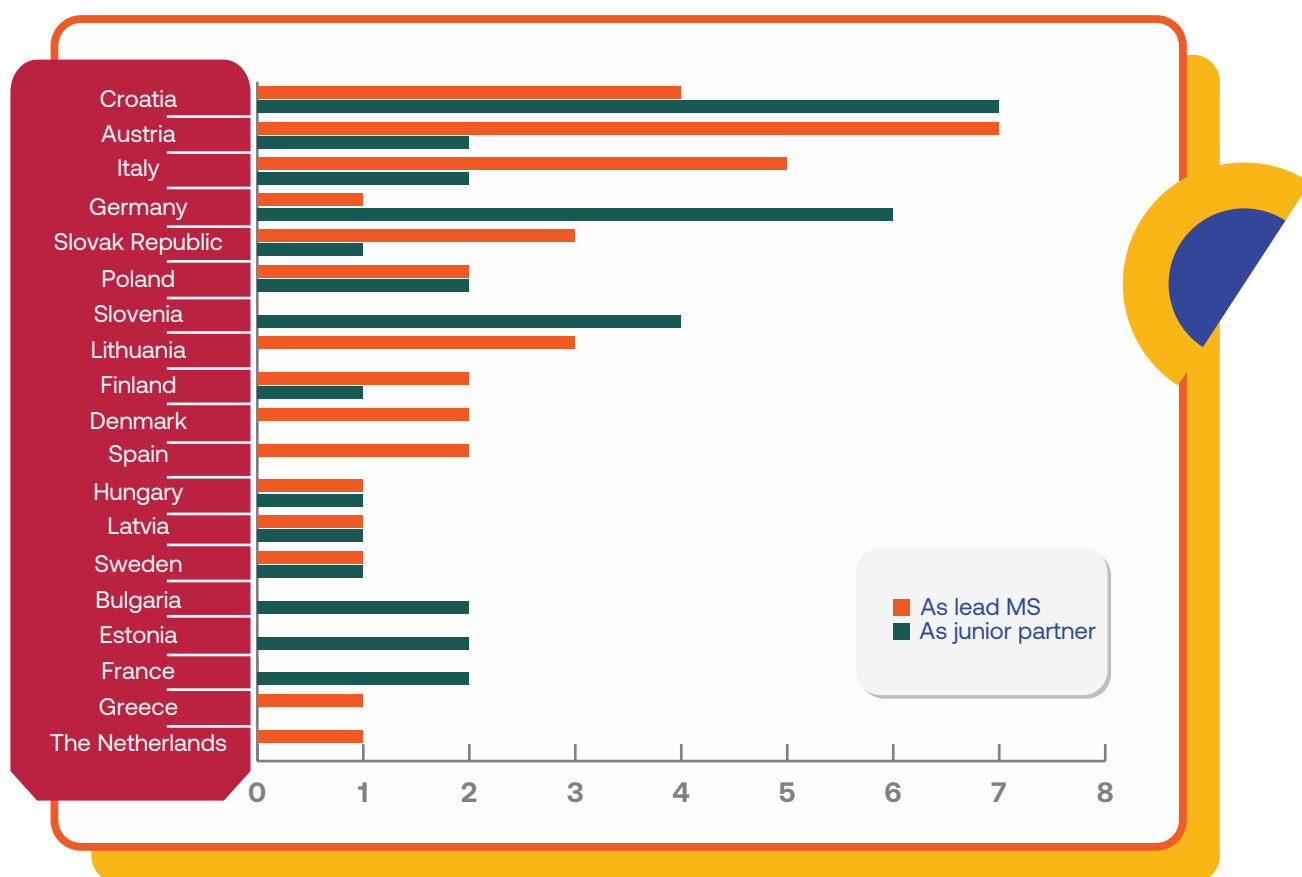
* Following the Council conclusions on Belarus (11660/20), the EU has recalibrated its assistance to the maximum extent away from supporting the central authorities. As a consequence, all Twinning projects have been suspended until conditions allow them to restart.

** This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

*** The designation of Palestine shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

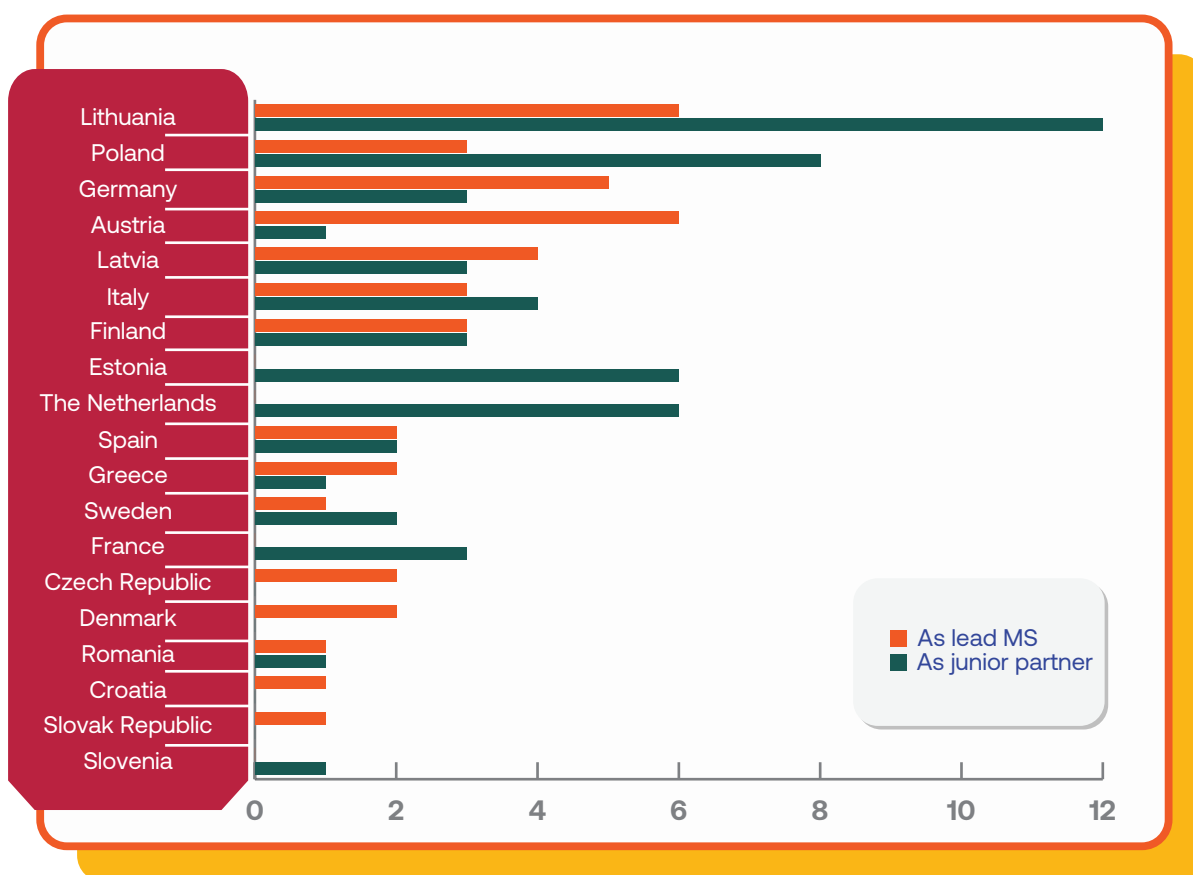
Albania	6
Algeria	9
Armenia	5
Azerbaijan	7
Belarus*	5
Bosnia and Herzegovina	7
Egypt	2
Georgia	14
Israel	3
Jordan	5
Kosovo**	3
Kyrgyzstan	1
Lebanon	1
Moldova	6
Montenegro	1
Morocco	6
North Macedonia	9
Palestine***	2
Serbia	7
Tunisia	5
Turkey	3
Ukraine	5
Zambia	2

Member State participation in ongoing Twinning projects in the Western Balkans and Turkey



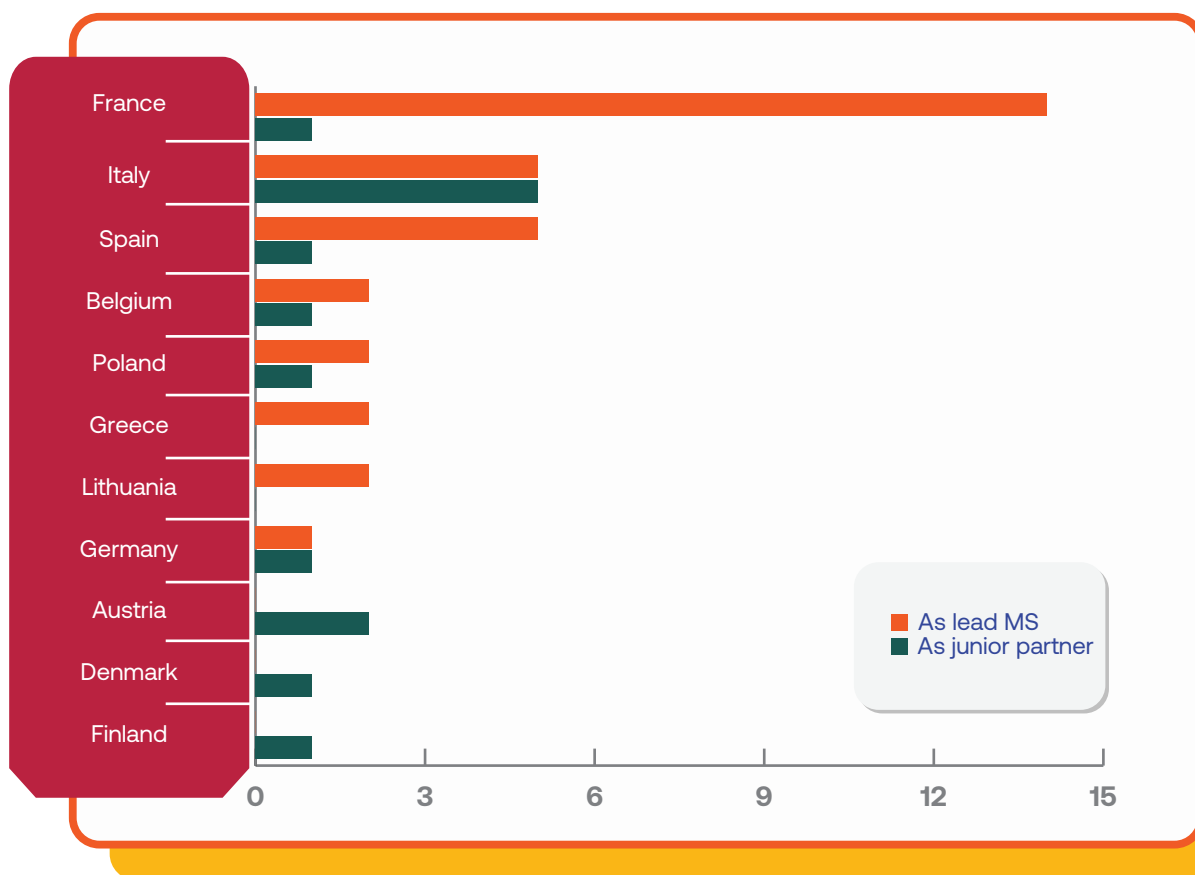
19 Member States contributed to 36 Twinning activities in the region as either lead or junior partners. **Croatia, Austria, Italy and Germany** participated in most projects, followed by **Slovakia, Poland and Slovenia**.

Member State participation in ongoing Twinning projects in Neighbourhood East



In 2021, Neighbourhood East overtook the Western Balkans and Turkey as the region with most ongoing Twinning projects. **Lithuania** was clearly in the lead as it was involved in 18 projects in the Eastern Partnership, followed by **Poland** and **Germany**. 19 Member States contributed to 42 projects.

Member State participation in ongoing Twinning projects in Neighbourhood South



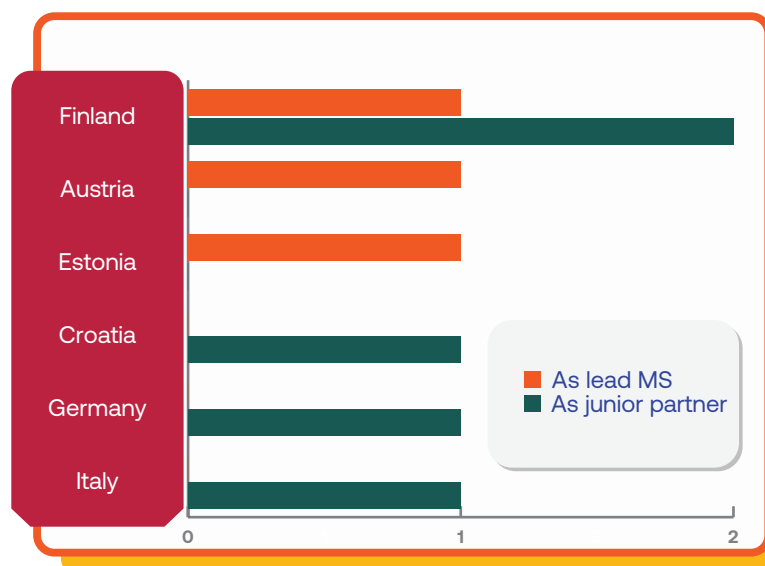
France concentrates most of its twinning activities in the South, with participation in 15 projects, followed by **Italy** and **Spain**. In total, 11 Member States contributed to 33 projects in this part of the world.

Member State participation in ongoing Twinning INTPA projects

Finland is at the forefront of Twinning activities beyond the neighbourhood and enlargement regions – it was a partner on all three projects launched in 2021.

Extending the use of Twinning beyond the enlargement and neighbourhood regions continued in 2021. Three projects started with implementation – two in **Zambia**, on anti-corruption and audit, and one in **Kyrgyzstan**, on the digitalisation agenda.

Twinning INTPA pipeline of projects is in constant development and more countries in the world will join the Twinning community from 2022.



TWINNING reach in 2021

Click [here](#) to access an interactive map

Montenegro



Twinning

1

Ongoing Twinning project

Twinning project example

The project supported compliance with EU standards concerning the registration, marketing and use of medicines and medical devices.

Title: Support to Institute for Medicines and Medical Devices of Montenegro

Beneficiary: Institute for Medicines and Medical Devices (CInMED), Montenegro

EU partner: Croatia

Priority area: an economy that works for people

Serbia



Twinning

7

Ongoing Twinning projects

Twinning project example

Austrian and Slovenian experts supported peers from the Serbian Ministry of Interior in updating national legislation tackling trafficking in human beings as well as in strengthening institutional capacities. This cooperation resulted in an Early Warning System and the definition of information exchange procedures between the police and other state authorities.

Title: Support to strengthening the fight against trafficking in human beings

Beneficiary: Ministry of Interior, Serbia

EU partners: Austria, Slovenia

Priority area: promoting our European way of life

Morocco



Twinning

6

Ongoing Twinning projects

Twinning project example

This project supports the approximation of the legal and institutional environmental framework of Morocco with the EU. It contributed to the development of more than 25 pieces of draft legal or regulatory texts and strengthened the capacities of the Moroccan officials, while raising awareness on a number of topics such as waste management, coastline protection, environmental policing and taxation.


Title: Support for the implementation of the National Charter for the Environment and Sustainable Development

Beneficiary: Ministry of Energy Transition and Sustainable Development, Morocco

EU partners: Austria and France

Priority area: a European Green Deal

 EU Member States

 NEAR partners

 INTPA partner countries*

* To learn more about the Directorate-General for International Partnerships (DG INTPA), please visit:
<https://international-partnerships.ec.europa.eu/>

Moldova



Twinning

6 Ongoing Twinning projects

Twinning project example

Agriculture provides jobs for approx. 21% of the working population in Moldova. This Twinning project has led to the development of strategic documents for the modernisation of the sector with respect to quality policies and marketing standards, the preparation of methodologies for safe and transparent payment processes, and supported the alignment of national legislation with EU acquis.

Title: Further support to agriculture, rural development and food safety

Beneficiaries: Ministry of Agriculture and Food Industry, Agency for Intervention and Payment in Agriculture, National Food Safety Agency, Moldova

EU partners: Austria, Czech Republic, Poland

Priority area: a European Green Deal

Armenia



Twinning

5 Ongoing Twinning projects

Twinning project example

In Armenia, our objective is to ensure a significant reduction of various disaster risks to human lives, country's economy and communities. The project conducted a first-ever rescue service employee survey to study motivating and demotivating factors of the rescue service personnel in Armenia, as well as to estimate their working conditions satisfaction level. With the help of EU experts, draft Law on Disaster Risk Management and Civil Protection, now covering disaster risk management, has been finalised.

Title: Enhancing Civil Protection in Armenia

Beneficiary: Ministry of Emergency Situations, Armenia

EU partners: Lithuania and Sweden

Priority area: promoting our European way of life

Kyrgyzstan



Twinning

1 Ongoing Twinning project

Twinning project example

Estonian, Finnish and Italian institutions support Kyrgyzstan in developing e-governance to simplify administrative procedures and promote transparency and accountability.

Title: Support to Digitalisation Agenda in Kyrgyzstan

Beneficiary: The State Committee of Information Technologies and Communications

EU partners: Estonia, Finland and Italy

Zambia



Twinning

2 Ongoing Twinning projects

Twinning project example

Austrian, Croatian and Finnish officials support Zambia in enhancing its state audit capacity in line with the international laws and standards.

Title: Peer-to-Peer institutional support to the Office of the Auditor General in Zambia

Beneficiary: Office of Auditor General, Zambia

EU partners: Austria, Croatia and Finland

Priority area: promoting our European way of life

Palestinian Authority



Twinning

2 Ongoing Twinning projects

Twinning project example

The project improved the Palestinian Authority's fiscal capacity by enhancing customs revenue collection and border management. The results achieved are essential for meeting the fiscal obligations of the Palestinian Authority, and for future growth and economic development.

Title: Strengthening the Capacity of the Palestinian Authority to Improve Customs Revenue Collection and Borders Crossings Control

Beneficiaries: Ministry of Finance and the General Administration of Borders and Crossing, Palestine

EU partner: Lithuania

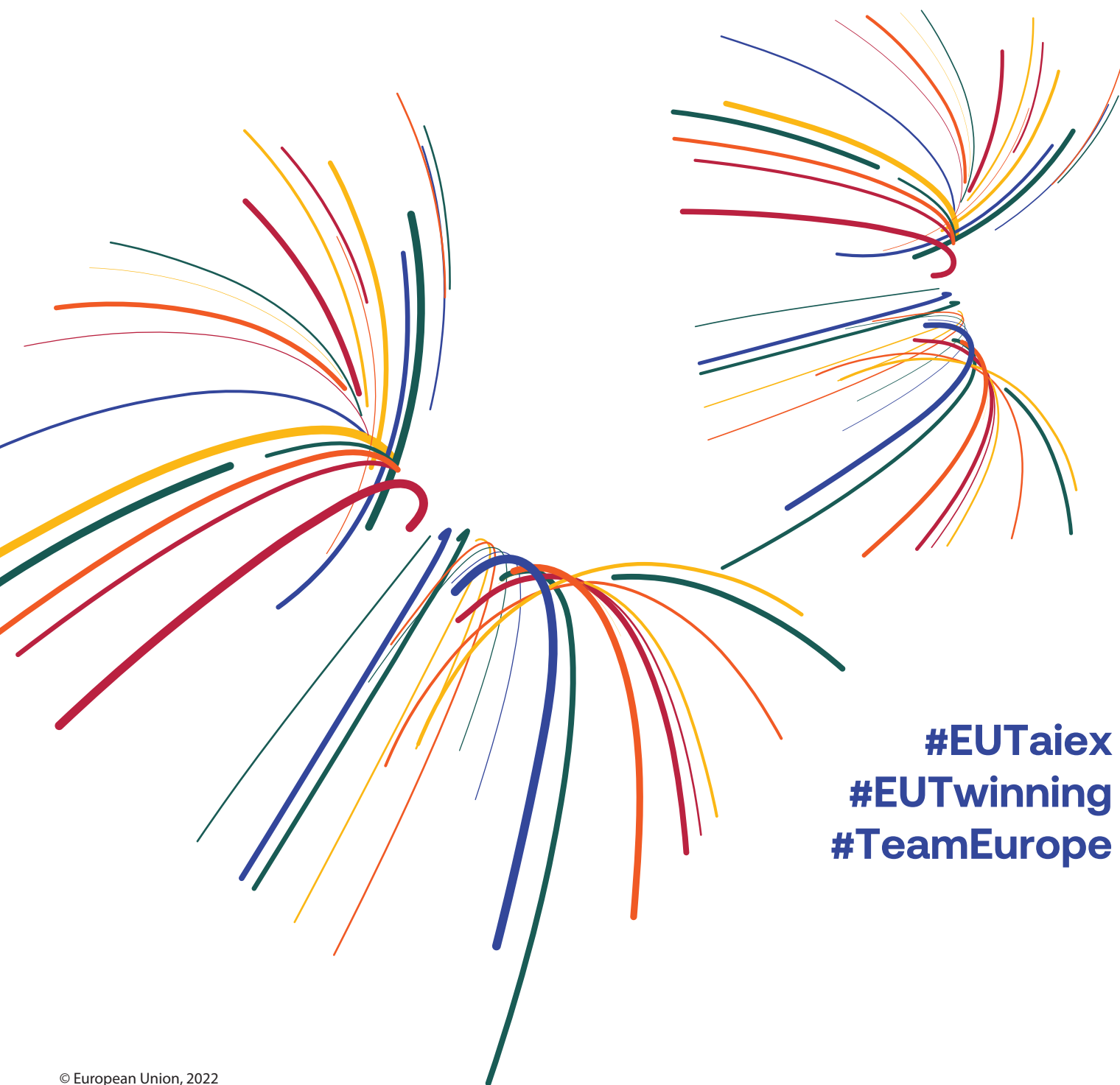
Priority area: an economy that works for people

Part 4

The future of TAIEX & Twinning

Combining online, in-person and hybrid meetings made TAIEX and Twinning assistance even more flexible and accessible, but also more resilient to future disruptions. With public administrations everywhere looking for solutions to persistent health, security and environmental challenges, TAIEX and Twinning are uniquely suited to respond to this demand in Europe as well as globally.

As we look towards the future knowing that public sector expertise will continue to grow in importance, **TAIEX and Twinning teams would like to hear from you** about how to improve the instruments. We remain open to your feedback at NEAR-INSTITUTION-BUILDING@ec.europa.eu



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#EUTwinning
#TeamEurope

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