

How to Set-up and Implement a Successful Twinning Project in EU Candidate, Potential Candidate and Neighbouring countries

Warsaw (PL), 10-11 June 2010



European Institute of Public Administration
European Centre for Public Financial Management



Introduction

Objectives

Among the many cooperation mechanisms developed by the European Union, Twinning has been one of the most extensively and successfully applied institution-building programmes over the past ten years. It has assisted the new Member States and the actual (potential) candidates to prepare for EU accession and for the full adoption of the *acquis communautaire*. Twinning projects in Beneficiary Countries have contributed to the development of efficient administrations reaching the same standards as the Member States in a multitude of *acquis*-relevant areas, such as: Agriculture and Fisheries, Environment, Structural Funds, Consensus and Social Policy, Public Finance and Internal Market, Justice and Home Affairs, Transport, Energy and Telecom, and Standardisation.

Since 2005, Twinning has been also broadly applied in the countries of the European Neighbourhood Policy (ENP). The changes achieved in Beneficiary Countries are concerning, among others, organisation structures, legislation, management skills and human resources, and are aiming directly at the implementation of a related part of the *acquis* or good EU practices. The full ownership of the beneficiary institution is a central element of every Twinning project.

This seminar will:

- present the process that a successful Twinning project must undergo, including the drafting of a Twinning proposal, selection of proposals, preparation of a Twinning contract, project implementation, monitoring, reporting and evaluation;
- Describe and analyse the roles and tasks assigned in the process to the different actors;
- Concentrate on potential risks and pitfalls that can be encountered, and provide practical and effective ways to avoid or deal with these.

The seminar is implemented by experienced Twinning practitioners and will draw real life examples referring to numerous Twinning projects carried out in the past. It will provide the most up-to-date information about specific conditions and requirements. The participants will be actively involved, solving practical problems and discussing the seminar issues. They will be encouraged to share their views and professional experience with one another.

The objectives of the seminar are threefold

1. to bring together public officials and/or twinning project managers both from the Member Countries and the Beneficiary Countries so that they can share their knowledge and practical experiences they have gained, identify essential cooperation issues and extend their network;
2. to achieve in-depth understanding of all components of the process of preparation and implementation of a Twinning project;
3. to discuss and analyse from the practical point of view the main opportunities and challenges of the Twinning project as an effective cooperation tool within the context of the EU integration process.

Target Group

The seminar is intended for public officials and current or prospect twinning project managers who have been or expect to be involved in Twinning projects, and would like to enhance their knowledge about this cooperation mechanism and improve the skills required for successful preparation and implementation of projects. It should be of interest to those who are involved in one or more of the following activities: preparing a Twinning proposal, selection procedure, drawing up a Twinning contract, project implementation, monitoring, reporting and evaluation.

The main target group of the present seminar are civil servants from Member States planning to participate in a Twinning project. Participation is also open for officials from Beneficiary Countries who want to fully understand the mechanisms of the Twinning instruments on both sides.

Description and Method

This two-day seminar will be run by Paweł P. Mlicki, Ph.D – Dutch/Polish Senior Expert who worked as a Short-Term Expert on several Twinning projects carried out in a number of Beneficiary Countries (both new Member States and Candidate Countries), and twice as a Resident Twinning Advisor and Mr Wolfgang Koeth, Senior Lecturer EIPA Maastricht, former Twinning Project Manager at the European Commission Delegation to Lithuania and former Deputy Head of the European Commission Liaison Office to Kosovo. The experts will give a thorough introduction into the concept of the Twinning project, provide the status quo regarding specific conditions and requirements set by the European Commission, and will go through all successive components of the process with a focus on potential risks and ways to address these. Each subject will be explained through a short theoretical presentation, illustrated by real life examples, which will be followed by sub-group work. The course will be highly interactive, and delegates will be encouraged to share experiences and ask practical questions as much as possible. Lessons learnt from implementation of the previous projects will be drawn for successful realisation of the new projects.

The language for the seminar will be English.



Programme

THURSDAY, 10 JUNE 2010

09.00 – 09.15 **REGISTRATION**

09.15 – 09.30 **Welcome**

Sławomir Żałobka – Director, European Institute of Public Administration – European Centre for Public Financial Management

09.30 – 09.45 **Short introduction to the seminar topic**

Paweł P. Mlicki Ph.D - Dutch/Polish Senior Expert, a former Pre-accession and Resident Twinning Advisor from the Dutch Ministry of Justice.

Wolfgang Koeth - Senior Lecturer EIPA Maastricht, former Twinning Project Manager and Team Leader at the European Commission Delegation to Lithuania and at the European Commission Liaison Office in Kosovo.

09.45 – 10.45 **Twinning in the Framework of Enlargement and Neighbourhood Policy**

- The “Twinning philosophy”, main stakeholders, basic mechanisms, explanation of acronyms.
 - The place of twinning in the national political agenda.
 - Twinning and the *acquis communautaire*
 - Differences between Twinning in Enlargement and in the Neighbourhood zones.
 - Short overview over IPA/ENPI Project Cycle Management (PCM)
- Paolo Gozzi - European Commission, DG ELARG (requested)*

10.45 – 11.00 Coffee break

11.00 – 12.00 **After the circulation: the member state's checklist before submitting a Twinning proposal**

- What happens after the circulation of a Twinning fiche to the Member States?
 - The role of the National Contact Point (NCP)
 - Who can submit an offer? The concept of “Mandated Bodies”
 - Going alone or with a consortium?
 - The geographic and linguistic factor
 - Your potential beneficiary
 - Yes, we can? The Twinning checklist
- Gregor Schlosser - National Contact Point, German Ministry of Economy and Technologie*

12.00 – 13.00 **Preparation of the Twinning Proposal**

- Between the lines of the Twinning Fiche
- Choosing your consortium partners
- Getting the RTA right: required professional and personal qualities, competencies and other characteristics. What counts more: formal experience or right personality?
- To lobby or not to lobby? The role of your embassy
- Written proposal and “Beauty Contest”: optimizing your chances
- The selection procedure: Who chooses? The EU Delegation or the beneficiary?

N.N. - Ex Project Leader in Member State, with comments from Paweł P. Mlicki and Wolfgang Koeth

13.00 – 14.00 Lunch

14.00 – 14.30 **Practical Exercise: Checklist for Member States**

- The participants will be divided into small groups. Participants will have to prepare an argumentaire for their Minister (or Director of Mandated Body) recommending to prepare (or not) a bid for a Twinning project in the Republic of Malunia (Potential Candidate) or Borduria (Neighbourhood Country)
- Facilitators: Wolfgang Koeth and Paweł P. Mlicki*

14.30 – 16.00

Practical Exercise: Drafting a bid for a Twinning proposal

Participants will draft a Twinning proposal based on a circulated Twinning fiche and have to choose the right candidate for an RTA

Facilitators: Wolfgang Koeth and Paweł P. Mlicki

16.00 – 17.00:

Practical Exercise: Evaluating bids for a Twinning proposal:

The working groups will make a first compliance check of the submitted proposals

Facilitators: Paweł P. Mlicki and Wolfgang Koeth

17.00 – 18.00 Reception for the participants

FRIDAY, 11 JUNE 2010

09.00 – 11.00 **The “Beauty Contest”**

Member States will present their proposals to the Selection panel (Beneficiaries and EU Delegation)

Facilitators: Paweł P. Mlicki and Wolfgang Koeth

11.00 – 11.15 Coffee break

11.45 – 13.00

Preparation for the project implementation

- Key roles division and assignment of responsibilities
- Securing high-level political support for and commitment to the Twinning project
- Creating project ownership

Day-to-day project management

- Work organisation of the Twinning project bodies
- Communication among Twinning project partners
- Utilisation of Twinning instruments
- Conflict pre-emptive measures and conflict resolution

Sustaining the momentum of change achieved, after the Twinning project

Facilitators: Paweł P. Mlicki and Wolfgang Koeth

13.00 – 13.45

Project financial management

- The importance of a sound Twinning finance management throughout the duration of the project (EU subsidies and the national co-financing)
- The importance of proper documentation of every financial step taken
- How to realise savings and when to utilise these?
- Role division between the BC and MS administrations in the Twinning finance management

Süreyya Erkan – Twinning Coordinator, Central Finance and Contracts Unit in Turkey (requested)

13.45 – 14.00 **Conclusions and evaluation of the seminar**

14.00 Lunch

End of the seminar

General information

Programme

The seminar will commence on Thursday 10 June at 09.15 and finish on Friday 11 June at 14.00.

Seminar venue

The seminar will take place at Zielna Conference Centre, 37 Zielna Street, Warsaw, on 10-11 June 2010

Working language

The seminar will be conducted in English.

Fee

The participation fee is € 690 and includes a set of training material, two lunches, reception and refreshments. Accommodation and travel costs are at the expense of the participants or their administration. Please note that pre-payment of the fee is a requirement. You are kindly asked to cover the bank charges associated with the money transfer. Please note that cheques will not be accepted as a method of payment. For cancellations received after the date indicated on the registration form, we will have to charge an administration fee of €150 unless a replacement participant is found.

Hotel reservations

The European Institute of Public Administration, EIPA Warsaw, will be happy to make reservations for you (at a special EIPA rate) at the Novotel Warszawa Centrum**** (<http://www.novotel.com>), 94/98 Marszałkowska Street, Warsaw, at a cost of PLN 350 (around € 85, depending on the daily exchange rate; incl. breakfast, VAT and free internet connection). Please note that if you register after 26 May 2010, hotel reservations cannot be guaranteed. The following hotels are within 5-15min. walking distance from the seminar venue:

Hotel Metropol *** <http://www.hotelmopol.com.pl/>
Hotel Polonia Palace **** <http://www.poloniapalace.com/?pid=196>
Hotel Marriott ***** <http://www.marriott.com/hotels/travel/wawplwarsaw-marriott-hotel/>

Reservations for these hotels should be made by participants themselves.

Meals

Lunches and reception will be served in a restaurant at Zielna Conference Centre. Should you require a special menu (e.g. vegetarian), please inform the Programme Organiser so that it can be arranged.

Registration

Kindly complete the registration form and return it before 26 May 2010 to Ms Karolina Sobieraj, Programme Organiser, European Institute of Public Administration, EIPA Warsaw, ul. Zielna 37, 00-108 Warsaw, Poland, tel.: +48 22 570 84 13, fax: +48 22 570 84 07,

e-mail: k.sobieraj@eipa.eu
warsaw_secretariat@eipa.eu.

You can also submit the online registration form, which can be found on EIPA's website:

<http://seminars.eipa.eu/en/homeseminars/list/&pg=2>

Your name and address will be part of EIPA's database for our mailing purpose only. If you do not want to be included in our mailing database, please tick the box in the registration form.

Confirmation

Confirmation of registration will be forwarded to participants on receipt of the completed registration form. Please do not make any travel arrangements until you have received the confirmation.

Cancellation policy

EIPA reserves the right to cancel the seminar up to two weeks before the starting date. EIPA accepts no responsibility for any costs incurred (travel, hotel, etc.). For EIPA's cancellation policy, please visit our website www.eipa.eu (legal notice).



Registration Form

How to Set-up and Implement a Successful Twinning Project in EU Candidate,
Potential Candidate and Neighbouring countries
Warsaw (PL), 10-11 June 2010

Surname: Title: M/F
First name: Current position:
Organisation: Department:
Work address:
Postal code & town: Country:
NIP (for Polish participants only):
Tel. no: Fax no:
E-mail address:

Closing date: 26 May 2010 - Proj. no.: 1081402. This seminar will be held in English

Payment

The participation fee includes participation in the seminar training material, two lunches, reception, and beverages:

€ 690

Discount (Please check first the conditions at www.eipa.eu (FAQ – special discounts))

discount ☐

Method of payment

☐ Bank transfer

The participants or their administration will receive an invoice for the payment of the registration fee.
Invoice address (if different from the abovementioned address):
.....

E-mail:.....

☐ **Credit card**

☐ American Express Card ☐ Eurocard/Mastercard ☐ Visa Card

Card no.: Expiry date: /

Name Card holder: (in case this differs from above)

Address Card holder: (in case this differs from above)

Postal code: Country: (in case this differs from above)

Card Validation Code: (the last three digits on the BACK of your card)

Note: Pre-payment is a condition for participation.

HOTEL RESERVATION

☐ Please reserve hotel accommodation for me
at the Novotel Warszawa Centrum****

Date of arrival:

Date of departure:

No. of nights:

☐ No hotel reservation required.

MEALS

Lunch Day 1: ☐ will attend ☐ will not attend

Lunch Day 2: ☐ will attend ☐ will not attend

Reception: ☐ will attend ☐ will not attend

Vegetarian: ☐ yes

Fish allowed: ☐ yes ☐ no

Please return the completed registration form before 26 May 2010 to:

Ms Karolina Sobieraj, European Institute of Public Administration

EIPA Antenna Warsaw, ul. Zielna 37, 00-108 Warsaw, Poland,

Tel.: +48 22 570 84 13, Fax: +48 22 570 84 07, **E-mail: k.sobieraj@eipa.eu**



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Please tick ☐ if you do not want to be included in our mailing database.