



TWINNING

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Francesca Aquaro
Team Leader - Twinning Coordination Team
DG NEAR.C3 - Institution Building, TAIEX, Twinning.

Overview

- *Key features of Twinning*
- *From preparation to activity start*
- *Preparing the contract – Step by step*
- *The financials*
- *Communication and visibility*
- *Practical advice to RTAs for implementation*



Key features of Twinning

The reform and simplification introduced by the 2017 Manual and the 2018 Update:

- 1.1. Maintain and simplify procedures
- 2.2. Harmonise Twinning rules in ENI and IPA regions
- 3.3. Enhance legal certainty: Commission Decision
- 4.4. place stronger prominence on NEAR Public Administration Reform (PAR) objectives and developments



Key features of Twinning

- ▶ Aims to **enhance administrative capacity and enhance public governance** by transferring **public sector expertise** from Member States (MS) to Partner Countries (PC)
- ▶ Builds around **jointly agreed policy objectives** deriving from the joint EU – Partner country (PC) political dialogue and reform agenda
- ▶ **contributes to strengthening the country's Public Administration Reform** (PAR) agenda – as part of the 2014 'Fundamentals first approach' – rule of law, public administration reform, economic governance (for IPA countries specifically).
- ▶ **represents a joint commitment** - PC and MS commit themselves to **achieving the mandatory results** and not only to the means to achieve them → signature of a Twinning work plan drafted jointly by the MS and PC at the beginning of the implementation of the project work



Key features of Twinning

Twinning Inter-service Group giving opinion on final draft version of the fiche

EU MS proposal to focus on methodology and administrative structure (added value of its administrative model)

Contracting Authority always circulating TW fiches to EU MS NCPs

Contract always prepared by CA maximum 3 months after notification of selection

Start of Activities As soon as Initial work plan is ready and agreed by the SC – target is 6 months after circulation of fiche



Key features of Twinning

Mandated bodies are registered only by the Commission

→The Mandated Body acknowledgment is based on self-declarations regarding the compliance with the criteria for that purpose (full or ad hoc). It is only verified by the body itself and/or the National Contact Point in the EU MS (Annex C17 template for self certification)

RTA to sign availability statement and possibility to be temporary replaced by EU MS PL

EU MS component leader(s) designation -from if relevant to obligatory



Key features of Twinning

Standard Twinning	Twinning Light
<ul style="list-style-type: none">• At least 12 months, above EUR 250 000	<ul style="list-style-type: none">• Up to 8 months (exceptionally 10), max EUR 250 000
<ul style="list-style-type: none">• One or more RTA	<ul style="list-style-type: none">• No RTA
<ul style="list-style-type: none">• MS submits proposal alone or in consortium with other MS(s)	<ul style="list-style-type: none">• MS must submit their proposals individually (no consortia allowed)
<ul style="list-style-type: none">• The administrative model proposed is the key element. Detailed work plan and activities to be developed jointly upon starting of implementation	<ul style="list-style-type: none">• Detailed work plan and activities must be included in the proposal
<ul style="list-style-type: none">• No sub-contracting to the private sector allowed (exception translation/ interpretation)	<ul style="list-style-type: none">• No sub-contracting to the private sector allowed (exception translation/ interpretation)



Key features of Twinning

Member States

- NCP, PL, RTA, RTA assistant, short term experts

Beneficiary country

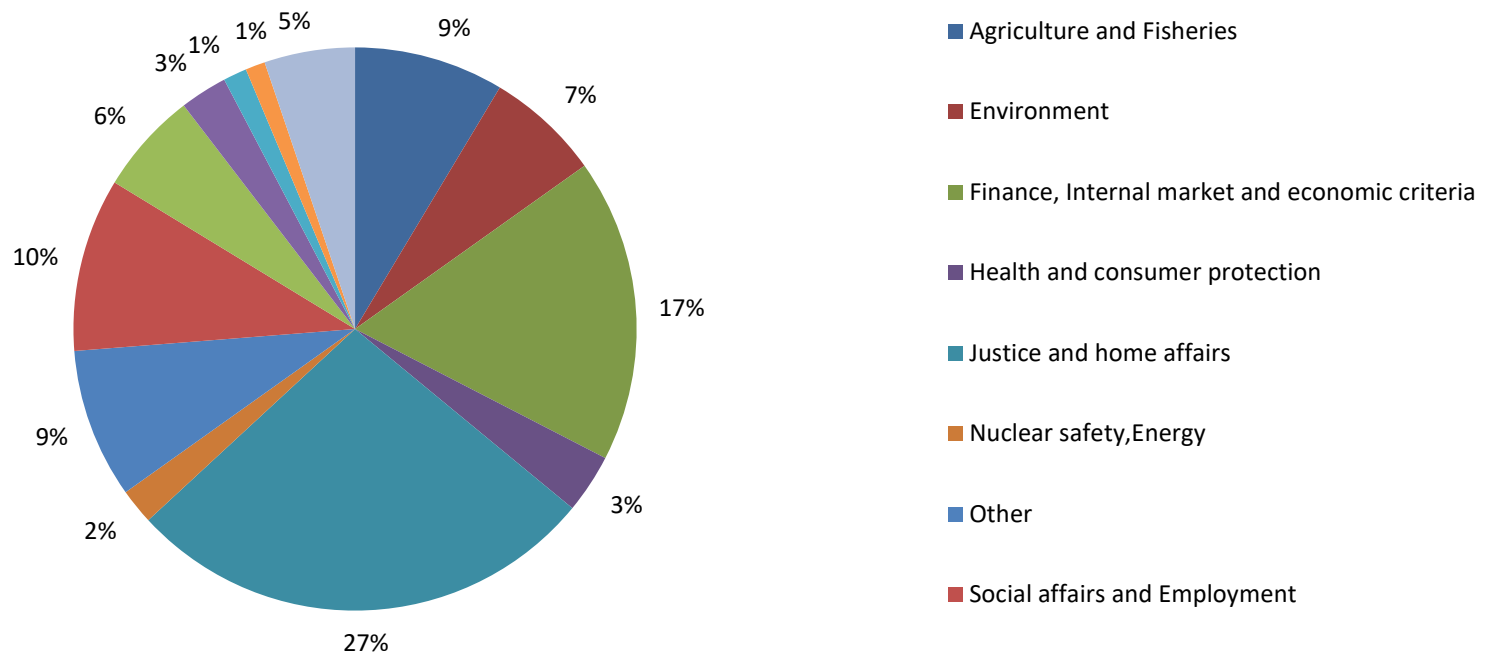
NCP (CFCA/PAO) PL, RTA counterpart

European Commission

- TW Coordination Team (NEAR C3), EUD

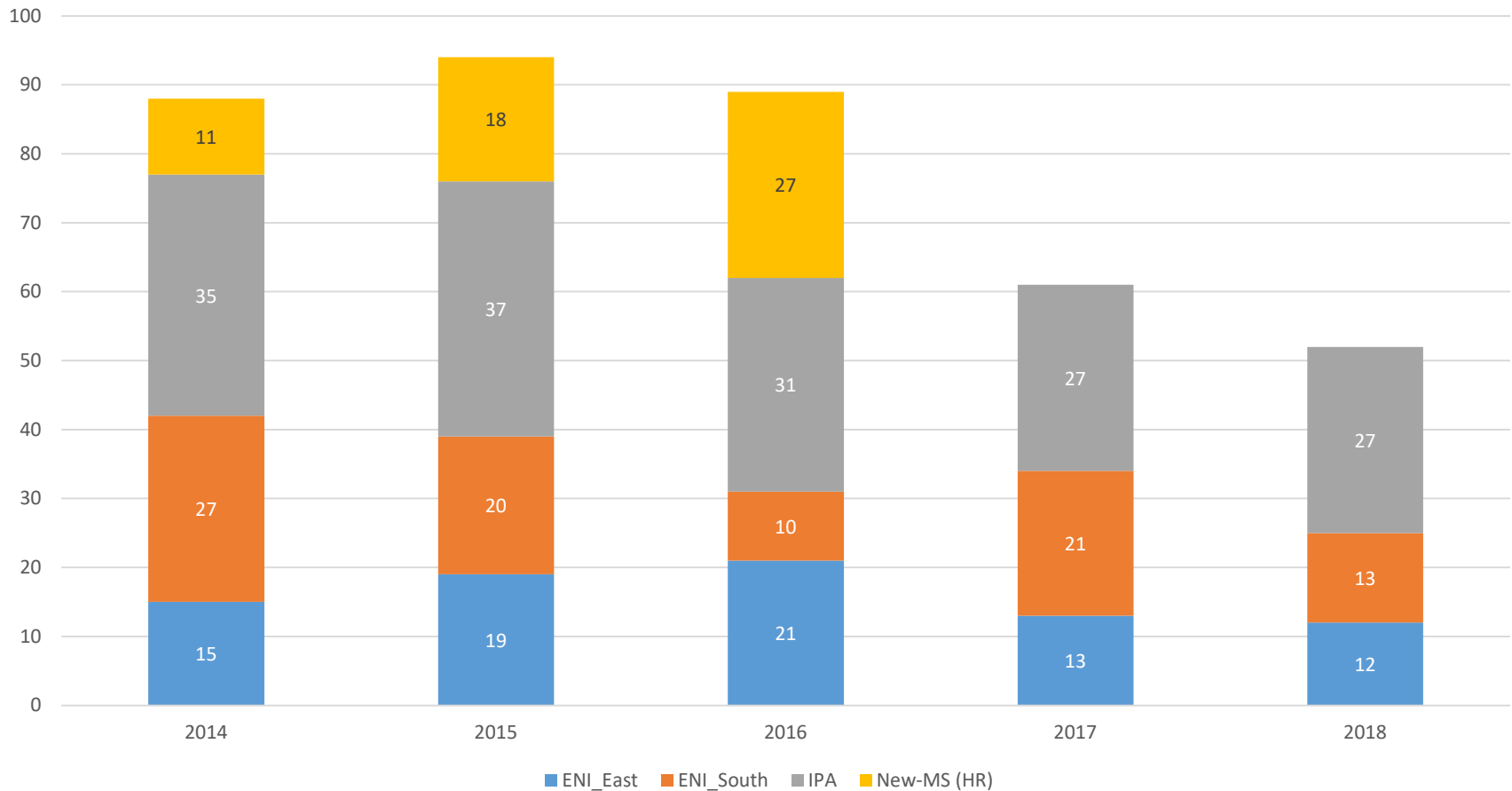
Key features of Twinning

Sectors covered by Twinning projects 2014-2018

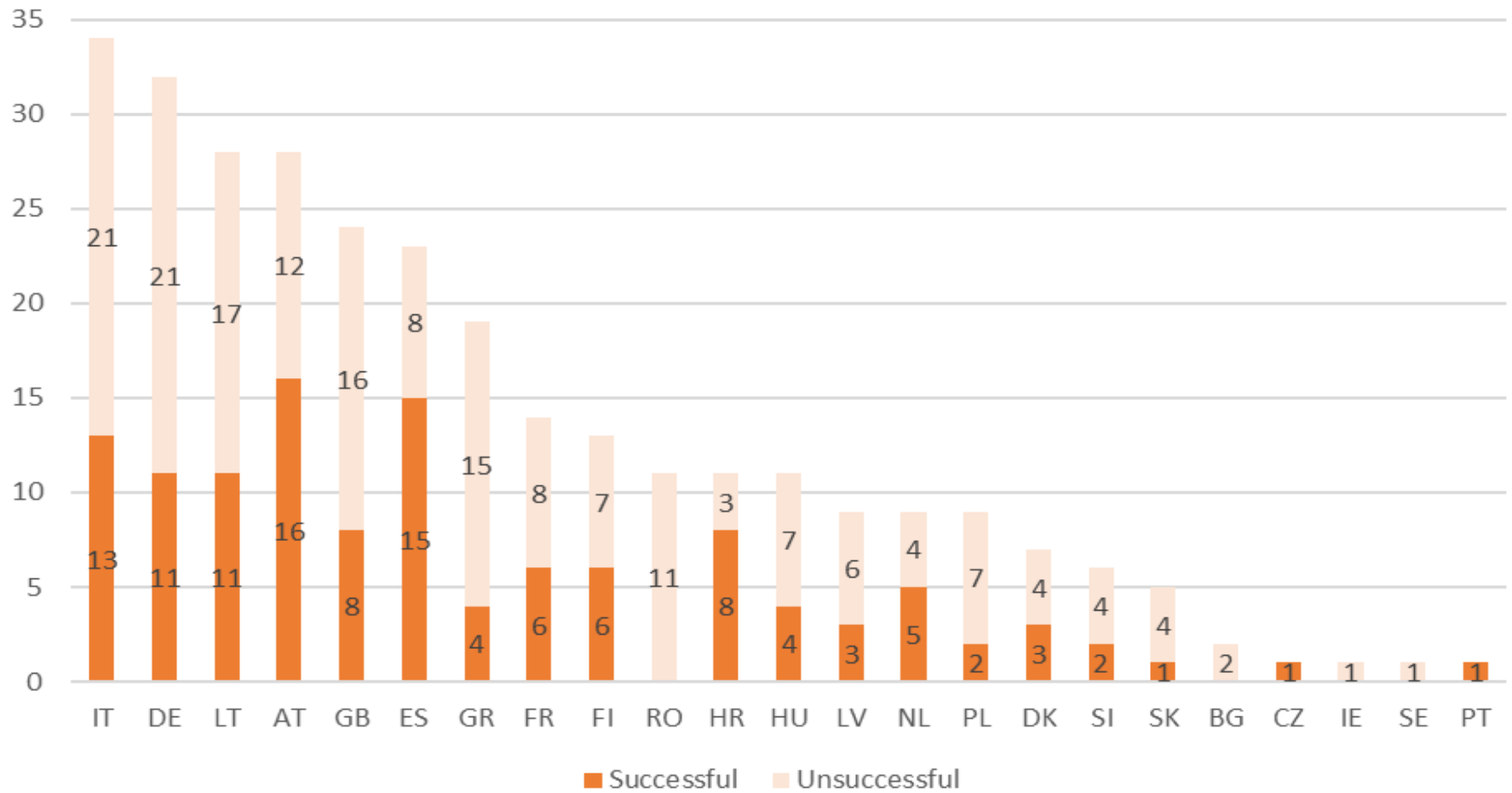


Key features of Twinning

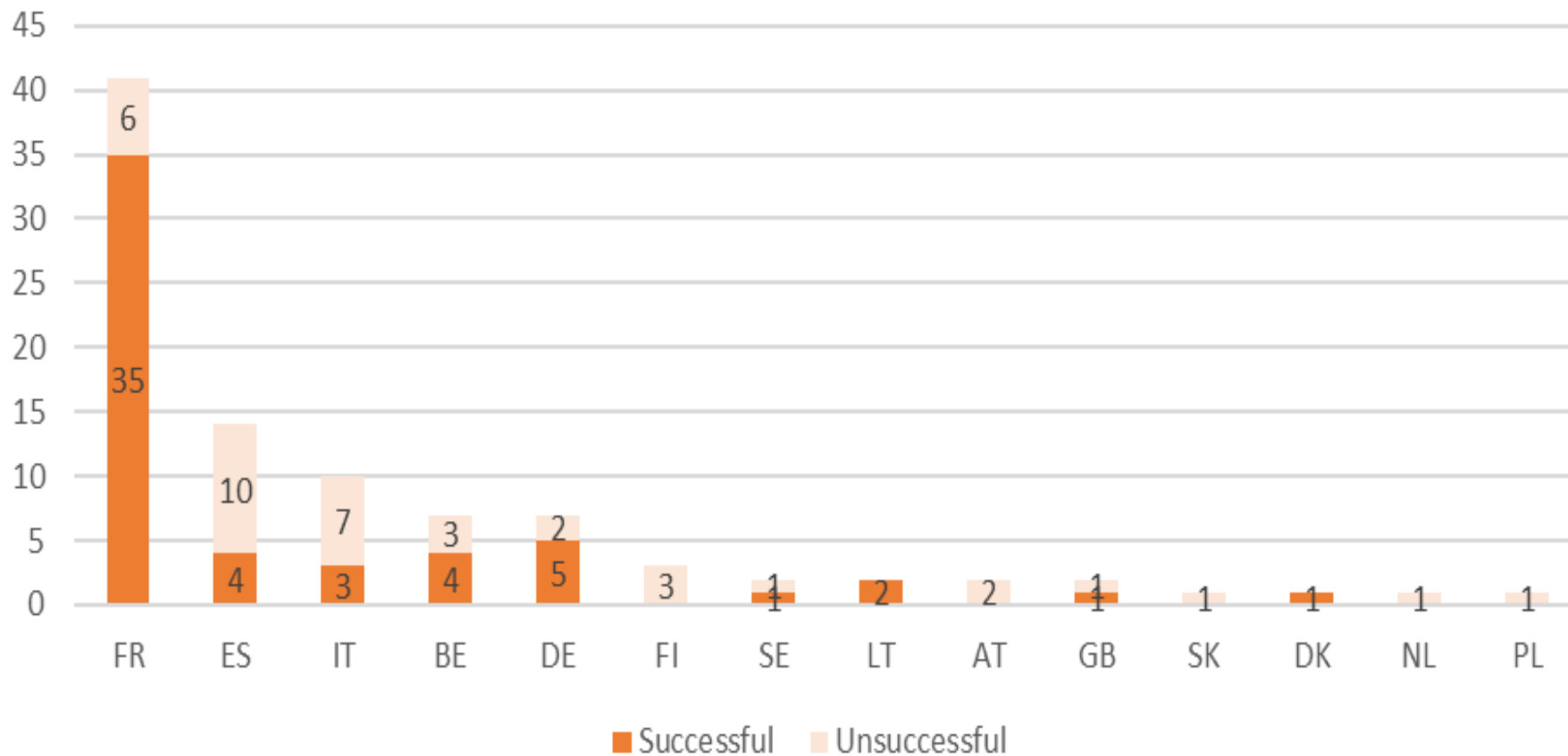
Number of projects circulated 2014-2018



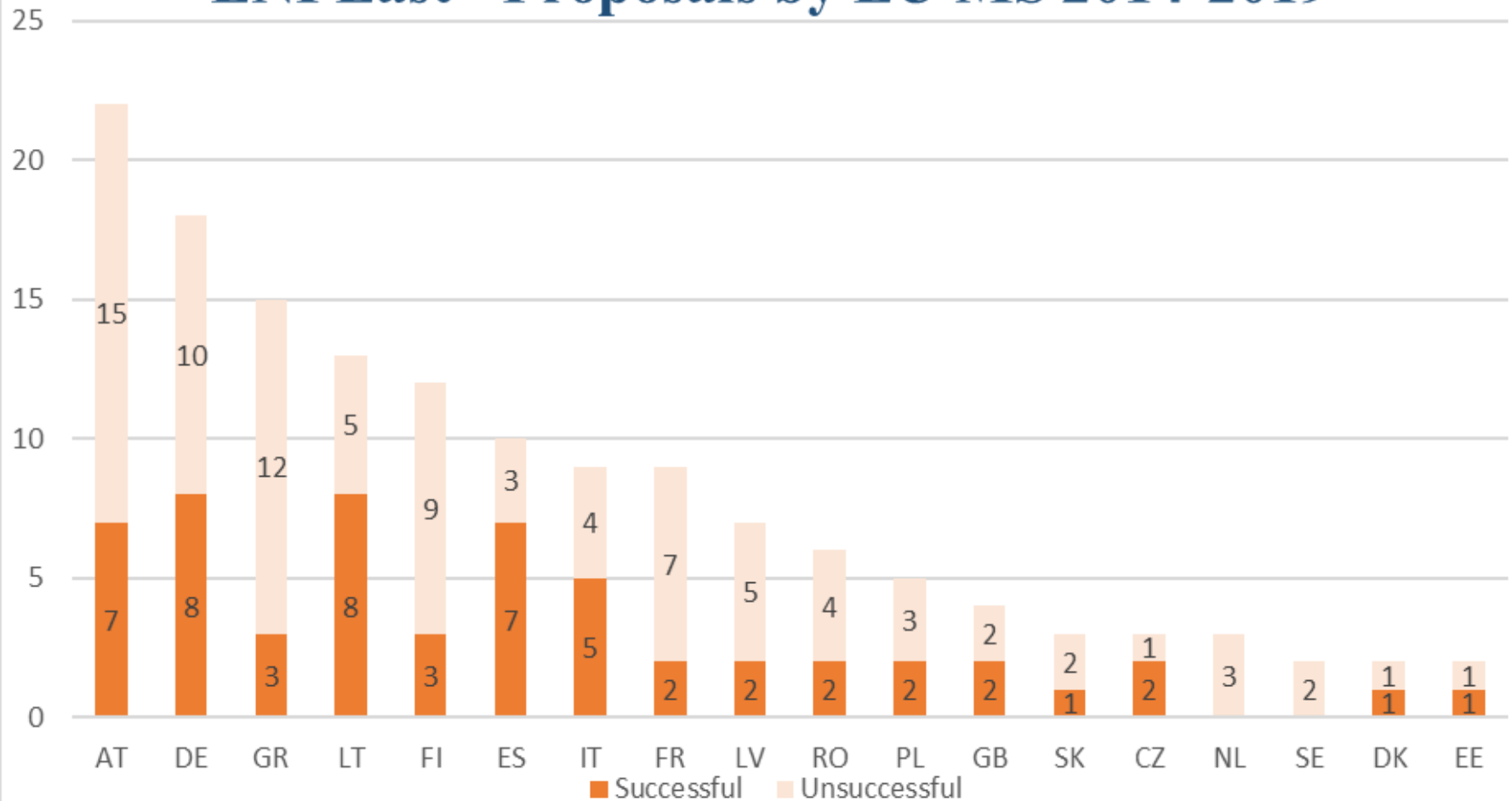
IPA - Proposals by EU MS 2014-2019



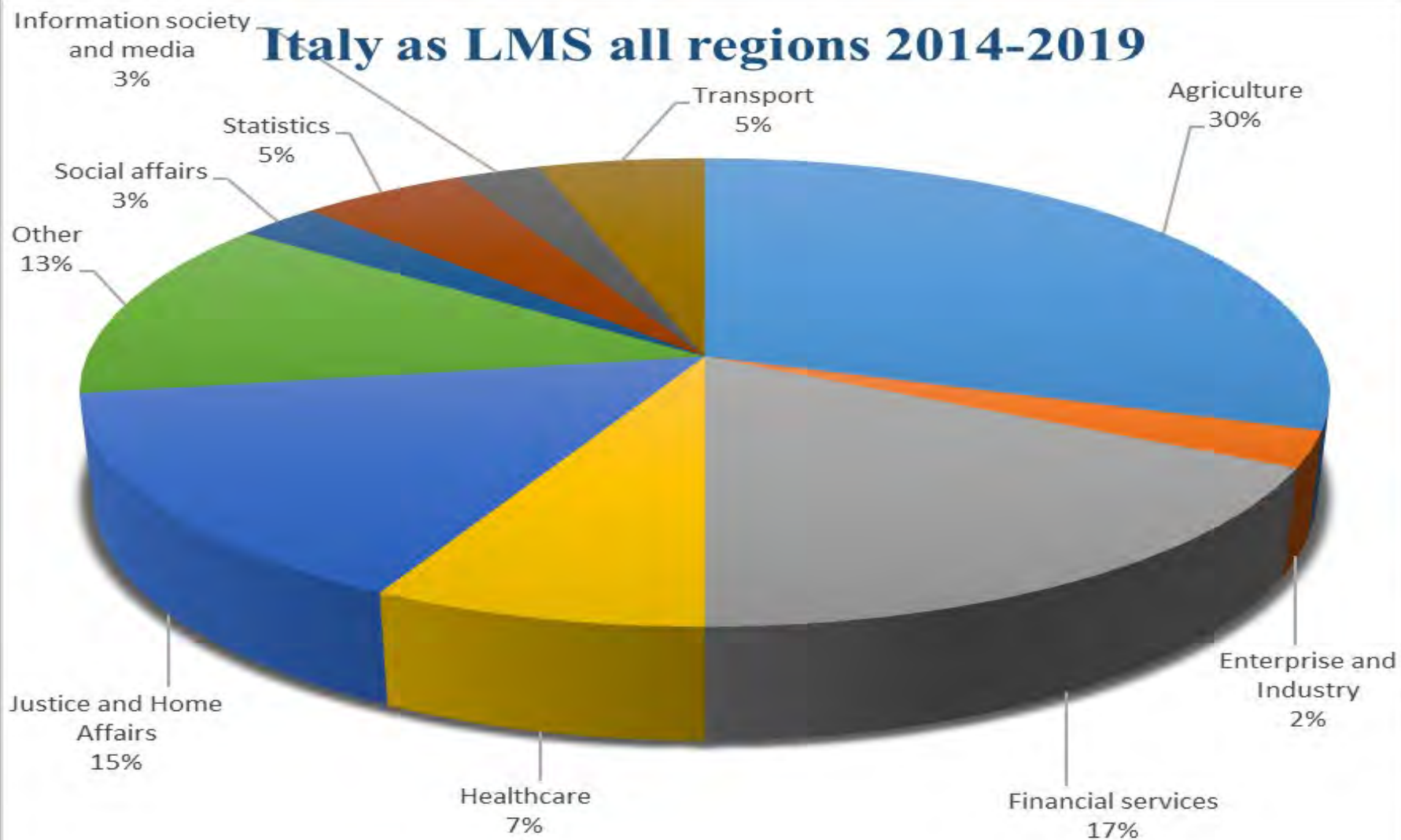
ENI South - Proposals by EU MS 2014-2019

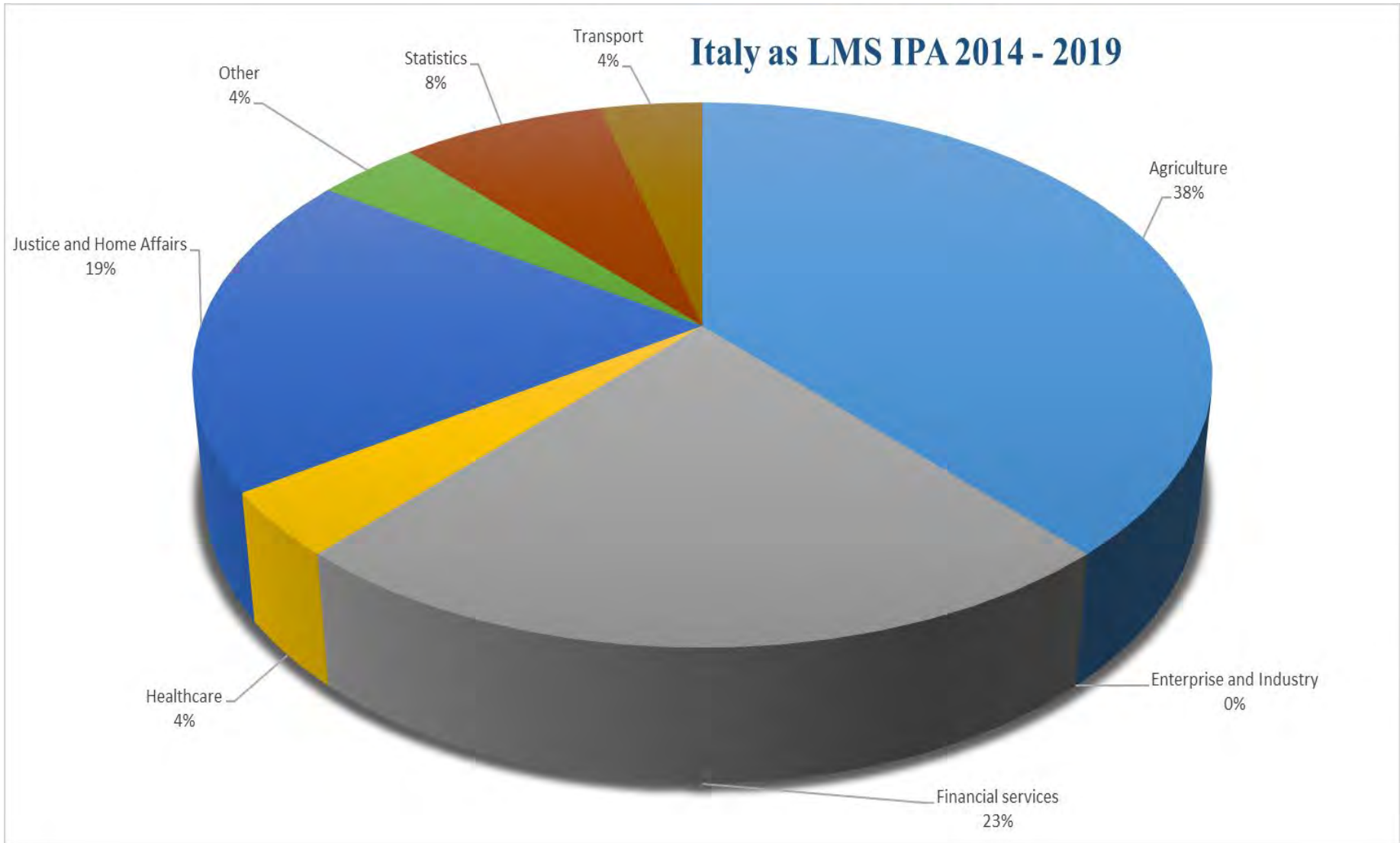


ENI East - Proposals by EU MS 2014-2019

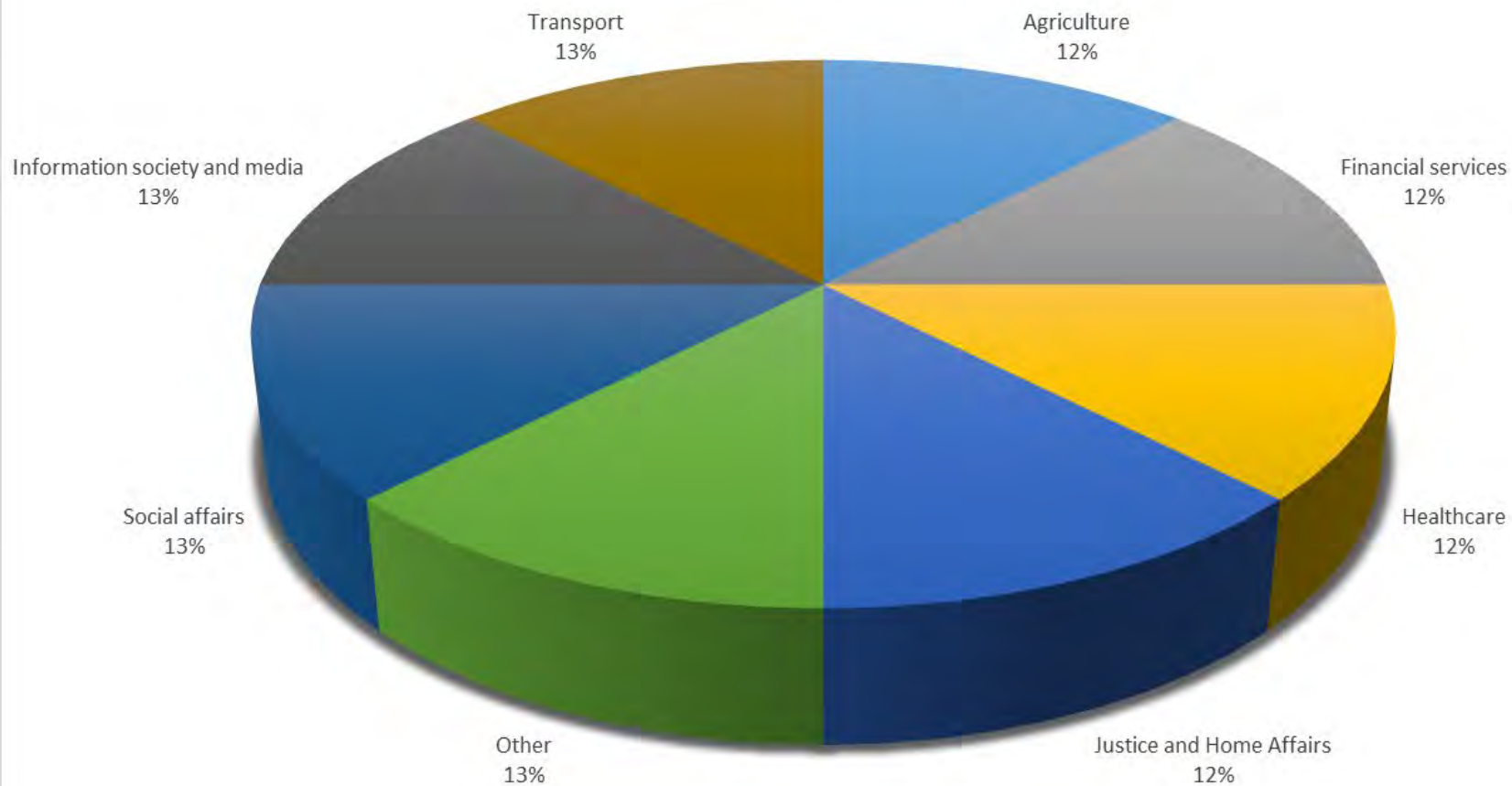


Italy as LMS all regions 2014-2019

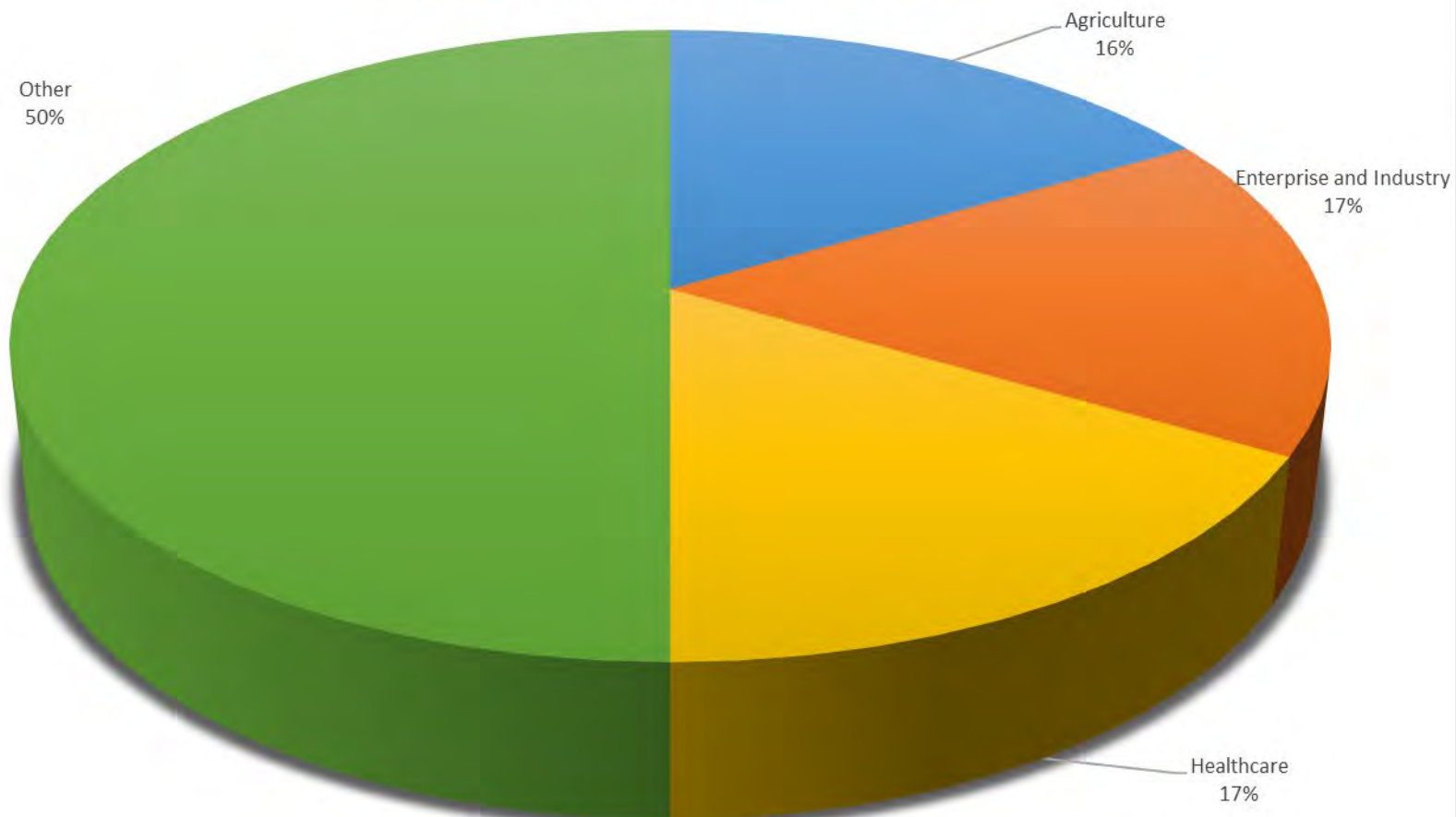




Italy as LMS ENI South 2014-2019



Italy as LMS ENI East 2014-2019





From preparation to activity start

Activity	Actors
Preparation of the TW fiche	PC Beneficiary Administration – BA (support of EUD, CFCE/PAO)
Direct management : PC BA → EUD for review Indirect Management: PC BA → CA → EUD for review	
Twinning Inter-Service Group (for quality check)	NEAR Coordination Team – Line DGs, CoTEs, Geo desks, EEAS
a) Full approval: fiche can be circulated b) Approval with Comments: improvements adaptations could be introduced before circulation; c) Conditional approval: approved, but specific amendments must be introduced d) Rejection: resubmission of a modified fiche	

From preparation to activity start

Activity	Actors	Timeline
Opinion on the fiche	DG NEAR Unit C3 to EUD/CA	3 weeks
Publication of the fiche	EUD - EuropeAid website	Asap after possible revisions
Circulation of the Twinning fiche	Contracting Authority simultaneously to MS NCPs	Same day of Publication ¹⁹

From preparation to activity start

Activity	Actors	Timeline
Proposals	Member States	8 weeks
Selection meeting	Contracting Authority and PC (consensus)	2 weeks
Notification of results	Contracting Authority	2 weeks
Preparation and finalisation of the contract file	Contracting Authority	In max 12 weeks

From preparation to activity start

Activity	Actors	Timeline
Contract is signed and the RTA is seconded and starting the implementation of the project	CA and MS	Max 12 weeks – after the notification of result
Drafting of initial work plan	RTA/MS PL(s)/Component Leaders/ Partner country PL	4/6 weeks
First steering committee meeting	RTA/MS PL(s)/Partner country PL, RTA and Component Leaders	2 weeks
Start of activities	RTA	4/6 weeks



Preparing the contract – Step by step

Annex A : *Twinning grant contract – Special Conditions*

Annex A1: *Twinning fiche and proposal submitted by the EU MS – initial and rolling work plans will be included later*

Annex A2, Annex A4, Annex A5 and Annex A6: *Standard*

Annex A3: *Very draft budget on level of headings only is possible - when rolling work-plan is agreed after first SCM the detailed budget will be included.*

Annex A7: *Standard - regulating financial aspects*

Annex A8: *If applicable – if consortium agreement to include*

Annex A9: *Required CVs, declaration by RTA*



Preparing the contract – step by step

Commission Decision 1122 of 21.02.2017

- *Secures compliance of Twinning with FR Art 124 and defines the very existence of the Twinning manual*
- *Methodology of Commission Decision now Annex B of Twinning Manual*
- *As consequence:*
 - **Unit costs defined at contracting stage (less supporting document requirements at expenditure verification stage) and definition of what the flat rates compensates**
 - **One rate for all EU MS for experts (one fixed flat daily allowance at 350€) and compensation for RTA simplified)**

Idea behind the decision

- *EU under Twinning compensates EU MS (we do not "buy" TA) since Twinning is peer-to-peer and*
- *NB: Manual further limits use of non-public administration experts and if used there is no compensation to EU MS for Twinning project support costs (TPSC).*

Preparing the contract – Step by Step

Mandated Bodies (MBs) - Bodies and semi-public entities, which under the laws of a Member State are not considered to be directly part of the public administration, can request to be accepted as a mandated body if they fulfil the **following criteria**:

- - Are entrusted with the delivery of public service(s) by law or government act, also laid down as main purpose in their mandate/statute ;
- - Are under permanent structural supervision of a public authority exercising a predominant role with regards to the management/decision making and the operation of the body/entity;
- - Are subject to the financial control by a public authority or by an entity appointed by a public authority;
- - Are subject to audit by a public authority or by an entity appointed by a public authority.



Preparing the contract – Step by step

The following different types of MBs can be registered

- Full mandate – list published in DG NEAR website
- Ad hoc mandate – list NOT published in DG NEAR website
- General Management Bodies
- **Request to be registered** by the Twinning Coordination Team as a MB must submit to the MS NCP as a self-declaration - **Annex C17**
- **MS NCPs on the basis of** the institutional arrangements set up in the individual Member States, review or certify the eligibility of the mandated body, and subsequently forward the request for registration to the Twinning Coordination Team.
- Public Administrations and Constitutional Bodies don't need to register at all



Preparing the contract – Step by Step

The **rolling work plan** is the key document for all partners defining what, when, who, where for six-months rolling periods. ***Invest sufficient resources in developing it.***

- A **Steering Committee** meeting every 3 months is composed of high-level representatives from the Partner Country and the EU MS(s) – (PLs) – steers the project and approve all work-plans. ***Do dedicate time to prepare for these, each SC carefully monitors use of funds.***

- For all Steering Committees all **relevant stakeholders** in the sector/sub-sector in which the project works, should be invited as observers for the Committee.



Preparing the contract – Step by Step

- The Partner Country should **check** at Twinning Fiche stage and make sure before the RTA arrival that adequate office space, meeting rooms etc are available.
- Partner country **RTA Counterpart should be fully available** and make sure that the RTA is assisted until RTA Assistants recruited
- All partners should **engage fully** in work-plan preparations as soon as the RTA has arrived – remember to ensure all related departments are on *board: public reforms are rarely limited to only one entity (ex - customs -> revenue - taxes - police etc)*
- Dedicate also sufficient time for **communication/visibility**



Preparing the contract – step by step

- **Final reports** always deliver a set of **recommendations** for the Partner Country to take after end of project. The Partner Country administration should carefully plan (also ask resources to implement) such follow up activities
- **Twinning Review Mission** is normally undertaken 6-12 months after project end
- Twinning project **can also be evaluated** as part of larger Evaluations conducted by the European Commission. Eligibility of costs under Twinning contracts can also be randomly checked by auditors.



The financials – Summary

- One flat daily allowance set at 350€ for all expert categories
- Twinning Project Support Costs and setting the flat rate at 136%
- Indirect cost fixed at 6%
- Reserve funds fixed at 2.5%
- Methodology for flat rates established
- Methodology and timing for CA fixing unit costs described
- When fixed evidence of "event" triggering the compensation, not of amount



The financials – the rules

see Annex A7 of Twinning Manual

Reflects the Commission Decision:

- *One flat daily allowance set at 350€ for all expert categories*
- *Defines what in the contract should be covered by unit costs and flat rates and the timing and method for fixing these – if they cannot be defined – the costs continues to be "actually incurred cost" items with full documentation (procedure/process)*
- *Setting flat rate for Twinning Project Support Costs (TPSC) at 136% and defines the cost related items covered and setting Indirect cost fixed at 6% and defines the cost related items covered*

As a consequence:

- *Certain units costs and all flat rates fixed at contracting stage: Impact - when fixed only evidence that an "event" triggering the compensation took place, no control of actually incurred costs for these amounts*

The financials - budget historical data

- and advice on defining amounts in the contract (which is now signed BEFORE the rolling work plan & related budget is finalised)

There are 3 budget headings:

*Budget Heading 1: RTA and RTA related costs *guestimate 10-25% / DC*

*Budget Heading 2: Horizontal Cost items *guestimate 10-15% / DC*

*Budget Heading 3: Mandatory results *guestimate 60-80% / DC*

** These percentages are a result of having exposed a representative sample of old Twinning contracts to the compensation levels and rules in the New Manual. These could be used to set the amounts at the contract stage since the rolling work plan and the related budget is not yet finalised). DC=Direct Costs.*

Budget line for Indirect costs fixed at 6% of Σ headings 1-3 (DC)

Budget line for Reserves/Contingency fixed at 2,5% of Σ headings 1-3 (DC)

The financials – the contract budget

Defining the amounts under the budget headings

- Unit costs and flat rates
 - All unit costs defined in the Commission Decision must be defined and flat rates in the Decision (136%, 6%) and Manual (reserves 2.5%) introduced
- RTA and RTA related costs:
 - Can be fixed with high level of precision (usually 10-25% of DC)
- Horizontal costs:
 - to some extent are not unit costs but will be actually incurred costs for Communication/Visibility plan (usually: 10-15% of DC)
- Mandatory results:
 - details of activity costs only known when first rolling work-plan is established and the related budget is ready (usually: 60-80% of DC)



The financials – the contract budget

Defining the amounts under the budget headings

Unit Costs

- (a) the monthly remuneration and non-wage labour costs of the RTA;
- (b) the monthly payment for the services provided by the RTA assistant(s);
- (c) the daily compensation, that is to say the flat daily allowance;
- (d) the monthly travel allowance for the RTA who does not move to the partner country with household effects or family, or both, as alternative to the item referred to in point (e);
- (e) the yearly travel allowance for the RTA and each accompanying member of the family who moves with him or her to the partner country, as alternative to the item referred to in point (d);
- (f) the travel allowance for short-term experts going on mission to the partner country;
- (g) the daily subsistence allowance for the RTA aimed at covering all extra costs related to daily life in the partner country including, among other things, lodging and insurances;
- (h) the daily subsistence allowance for short-term experts while on mission in the partner country, aimed at covering, among other things, lodging, local transport, meals and sundry expenditures;
- (i) the daily subsistence allowance for officials or other agents of the recipient administration while on study visits to a Member State, aimed at covering, among other things, lodging, local transport, meals and sundry expenditures



The financials - RTA salary compensation

Calculation of wage and non-wage compensation RTA described in detail in COM DEC / Annex B -> EU MS to submit details to CA – basis for calculation defined:

Commission Decision text

Wages

- "While submitting their analytical accounting statements, Member States shall pay particular attention to specifying all elements taken into consideration.
- In the case of wages, reference shall be made to the basic salary and to statutory benefits. The basic salary shall be determined in accordance with the pay grade held: functions performed by the civil servant are therefore irrelevant and solely the pay grade established on the basis of the official remuneration schemes for the public service at national or local level is considered.
- The other statutory costs shall include all additional payments in form of statutory benefits linked to specific functions, responsibilities and conditions, as well as specific salary components that are not paid on a monthly basis, such as holiday allowances and additional month(s) payment at the end of the year. Since the diversity of national legislative conditions for remunerating personnel does not allow compiling an exhaustive list of eligible cost components,



The financials - RTA salary compensation

- Member States shall be guided by the principle that costs which are in line with their usual policy on remuneration and in compliance with the national legislation can be included. Non-statutory, non-mandatory and discretionary premiums or bonuses shall not be included

Non-wage

Similarly, the institution dispatching the RTA shall receive a reimbursement equalling the non-wage labour costs incurred for the RTA, including compulsory social security contributions such as those related to health, pension, unemployment), based on an analytical accounting statement of the last closed accounting year. The non-wage labour costs should take full account of statutory rights according to the civil service legislation of the given Member State in particular rights of civil servants working abroad, family allowances and insurances" (And further: In the case of non-wage labour costs, reference shall be made to the employer's social contributions such as insurance contributions, payments for healthcare, labour disability, unemployment and other statutory allowances")



The financials - RTA travel

Travel: -> EU MS must inform the CA about private living arrangements of RTA and Contracting Authority to establish the travel allowance

- If the RTA moves to the partner country **without** household effects or family, or both, travel costs can be compensated as a **monthly travel allowance** to cover return fares with one registered luggage. The amount of this monthly allowance shall be established based on the economically most favourable quote among those provided by three travel agencies **before the signature of the Twinning contract**. The quotes shall be endorsed by the authority signing the Twinning contract
- If the RTA moves to the partner country **with** household effects or family, or both, travel costs can be compensated as a **yearly travel allowance** to cover return fares with one registered luggage for the RTA and each accompanying member of his or her family. The amount of this yearly allowance **shall be established with the same method used for the monthly allowance**.



The financials - RTA subsistence allowance

Per diem: -> EU MS to inform CA of Per diem level for RTA

- While it can be expected that the RTA's salary covers expenses that continue to be borne in the place of origin, the Member State can pay the RTA a daily subsistence allowance to meet the extra costs of living in the partner country, such as lodging, extra security and additional health insurance.
- The daily subsistence allowance for the RTA is capped at maximum 75% of the per diem rate for the partner country published by the Directorate-General for International Cooperation and Development (DG DEVCO) and applicable at the signature of the Twinning contract.
- Considering that the subsistence allowance for the RTA covers costs that need to be met also during temporary absences such as holidays and business trips, Member States can pay it for the whole duration of the assignment of the RTA in the partner country.

The financials - other RTA related costs

-> *EU MS to inform CA of other cost items i.e.:*

- Schooling costs
 - capped at same level as used for EU officials and to be based on invoice = actually incurred costs
- Removal costs*
 - based on 3 offers = actually incurred costs
- Training EU HQ
 - EU MS and PC Administration to flag need for costs for Brussels based RTA training



The financials – RTA assistant

-> RTAs to select their own assistant(s). As consequence the maximum amounts for these will be introduced in contract budget by the CA based on known competitive ceilings

"A RTA is normally supported by one, and exceptionally more, full time administrative or language assistant(s), or by an assistant who performs both the role of administrative and language assistant, whose monthly payment(s) **shall be budgeted as monthly unit costs**, based on the value of the contract(s) signed divided by months of contract duration, following a public procurement procedure and **established on a case-by-case basis taking into consideration conditions prevailing in the partner country and indications provided by the local EU Delegation**"



The financials – Horizontal cost items

-> EU MS and CA to agree to a fixed maximum amount for Communication and Visibility (max 3% of Twinning Budget) to be included in the contract budget until the Communication and Visibility Plan has been agreed and co-signed by the EUD

Small-scale Communication and Visibility programme including

- Opening/closure
- Thematic/milestone events
- Minimum: Use of Social Media, Link to EUD webpage

Large-scale Communication and Visibility programme might include

- Development of expensive AV material (films, animations etc)
- Internet/ TV intensive Advertising campaigns
- Full integration into SBS communication plan



The financials – STE Flat Daily

- Member States shall be compensated with a flat daily allowance for the absence from duty of officials or assimilated agents who act as short-term Twinning experts, which means experts being dispatched for less than 29 consecutive calendar days in the partner country.
- The flat daily allowance to be paid to Member States to compensate the absence from duty of officials or assimilated agents acting as short-term Twinning experts is 350€/day.

The financials – STE Travel and fee

- Each time a Member State official or assimilated agent is dispatched to the Beneficiary country to act as a short-term expert, travel costs should be compensated on the basis of a travel allowance established based either on the economically most favorable quote among those provided by three travel agencies gathered by the MS administration, or on the quote provided by the entity of the MS administration selected by competitive procedure in charge of travel arrangements. The travel allowance shall be endorsed by the authority signing the Twinning contract **(Annex A7 - point 3.3)**
- Fees can be paid for travel days when work is performed in the Beneficiary country - full or half working days only will be taken into account. However, fees are never paid when travel takes place during weekend. This must be considered when calculating the costs for short term inputs and budgeting the appropriate working days **(Annex A7 - point 3.3)**

-> Recommendation: The CA to establish unit costs and agree this with the EU MS for all "possibly used" travel routes, and add as Annex to Annex A3

The financials – PC staff DSA

- *Officials or agents of a recipient administration can receive a subsistence allowance when on mission to a Member State. The maximum amount of this allowance corresponds to the per diem rate for the Member State concerned published by DG DEVCO and applicable at the signature of the Twinning contract.*



The financials – TPSC (ex-TMC)

Twinning Project Support Costs

Compensation on the basis of a **flat rate of 136%** of all flat daily allowances **paid for activities delivered in the partner country by short-term experts.**

Commission Decision defining what cost items are covered by this:

- a) costs related to time spent by officials or assimilated agents in the Member State in order to prepare and follow-up their missions in the partner country;
- b) costs related to time spent by the Member State(s) project leader(s) in order to coordinate project implementation from his/her home administration without being seconded from his/her post;
- c) costs related to time spent and costs incurred for the delivery of activities during study visits of partner country's officials or agents to a Member State;
- d) costs related to time devoted to the logistical arrangements necessary for the organisation of activities in the partner country.



The financials – Indirect costs

Compensation on the basis of a flat rate of 6% of Budget Headings 1-3

Limited to 6% since some costs already compensated under TPSC the Commission Decision defining what cost items are covered by this:

- time devoted to support the drafting of interim and final reports;
- other costs such as training provided to officials, office space and equipment, human resources management, general management and administrative costs of the Member State grantee linked, among other things, to accounting or book-keeping or invoicing

The financials – Reserves

- Under the Twinning Manual there are no longer any unit cost revisions – units costs are fixed at contracting stage.
- The 2,5% reserve can only be used for actions/activities to be justified and agreed between the parties and EUD (when the project end is approaching the end) for sustaining the results* of the project. No further definition/limitation is given.



The Financials - other remarks to remember

- After each SC an updated rolling work plan and the related cost items is signed by the EU MS and PC PLs and addressed to the CA and **these updates replaces the existing rolling work-plan and budget**
- It is for the PLs to closely monitor that the 25% rule on changes between budget headings is complied with **and timely request an addendum** if needed
- It is the **responsibility of the PLs to timely** notify if urgent, unforeseen modifications of work plan/STE changes are necessary (side letters)
- Since Twinning is under the grant chapter of FR the **budget can never be increased**

The financials - other remarks to remember

- The Financial section of the quarterly SC reports: record the consumed amounts vs budget
- CA's should not add extra controls (monthly reports, additional documentary proofs related to cost items) or in other ways increase red tape, but rather increase their monitoring efforts by project visits & active participation in the SCs
- CA's cannot refuse to use the methodology used for establishing unit costs/flat rates



Communication and visibility

- EU visibility is a contractual obligation and starts on day 1
- Twinning is EU Funds, not bilateral ones
- Refer to the Communication and Visibility Manual for European Union External Actions
- Possible additional visibility guidelines provided by the respective EU Delegation



Communication and visibility

- Fixed maximum amount for Communication and Visibility (max. 3% of Twinning Budget) to be included in the contract budget until the Communication and Visibility Plan has been agreed and co-signed by the EUD
- Stronger coordination with overall communication and visibility activities needed – not only to ensure EU-flag appearance but also content and timing of visibility actions
- Communication and Visibility plan to be prepared at the same time as the initial work plan (might also require involvement of EUD Press and information Officer), also under indirect management.
- Communication/visibility programme to be defined taking into account also EU – Beneficiary political prioritisation



Practical advice to RTAs for implementation

1. Get well acquainted with the overall PAR agenda and the administrative environment of the institution and the staff you are working with.

Concretely:

- Familiarise yourself with the **Principles of Public Administration Reform** and the PAR policy framework (available on OECD/SIGMA website)
- Familiarise yourself with the **SIGMA assessment reports** (is existing are available on OECD/SIGMA website) to get an overall and detail view of the functioning of PA and the administrative environment you are working in
- **Read the country's PAR strategy** and implementation reports if available.



Practical advice to RTAs for implementation

- Get well acquainted with the **procedural law/policy-making requirements** in the country
- **Liaise with PAR experts** (SIGMA and ongoing projects) to understand the main challenges in the administrative environment
- **Liaise with the EU Delegation PAR Task Manager and the Partner Country responsible** to be informed of ongoing horizontal PAR projects. Ask for any studies and/or expert assessments that they could share and consider useful for your work. Set up regular meetings.



Practical advice to RTAs for implementation

2. Ensure that any legal texts, organisational structures, procedures and job profiles the Twinning project advocates are **in line with the administrative culture** of the country, the **commitments made** in the Stabilisation and Association Agreements or Association Agreements, and the Principles of Public Administration.

Concretely:

- **Avoid promoting specific administrative procedures** in a specific sector, try to **ensure consistency** between general and special administrative procedures
- **Avoid supporting creation of agencies** unless clear accountability and reporting lines to parent institutions are ensured - Do not promote **salary top-up schemes** for specific groups of civil servants
- Be realistic about absorption capacity of the PC - **Make a feasible / result oriented work plan** matching expectations and reality (avoid purely activity oriented workplan)



Practical advice to RTAs for implementation

- Build a **real partnership with the PC** (cooperation and trust)
- **Focus on the results**, if necessary be flexible and available to change the work plan and mobilisation schedule of STEs (side letter) but be firm regarding the achievement of the mandatory results
- Establish a **monitoring system to keep track of implementation** and detect as early as possible challenges to be addressed at Project Steering Committee level
- Ensure high **quality of the STEs and of the outputs**: documents, training, workshops – ideally STEs reports drafted straight at the end of the mission and discussed before leaving the country



Practical advice to RTAs for implementation

3. Help the institutions to ensure an inclusive and evidence-based policy- and law-making process

Concretely:

- When supporting the beneficiaries with law/policy drafting, support them also with preparation of **problem analysis**, of **policy options**, of regulatory **impact assessments**, **estimation of costs of implementation**, identification of **indicators** to assess the achievement of objectives
- Support beneficiaries with conducting **inter-ministerial consultations**
- Support beneficiaries with conducting **public consultations** at the right time of the process, allowing sufficient time for comments
- Help to ensure that **reports of stakeholder consultations** are prepared and joint to draft policy and legislative proposals
- Advise and support preparation on reports on implementation of policies



For Twinning - always use

https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning_en

Since there might be smaller corrections introduced

<https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/twinning-manual-revision-2017-final-updated-09-08.pdf>



THANK YOU