






For more information

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Strengthening institutions through
peer-to-peer administrative cooperation



What is Twinning?

Twinning is an EU assistance delivery tool supporting institutional capacity building, medium to long-term reform processes including Public Administration Reform strategies, and peer-to-peer cooperation between public administrations in EU Member States and partner countries. The tool facilitates the exchange of public sector expertise with the aim of achieving specific, mandatory results.

Who are the beneficiaries of Twinning?

Twinning is available to candidates and potential candidates for EU membership and to countries in the European Neighbourhood. Since January 2020, countries covered by European development policy are also eligible for Twinning.

► Candidates and potential candidates for EU membership

Twinning supports beneficiaries covered by EU enlargement policy both in the alignment of national legislation to the EU body of laws (the Union *acquis*), and in its implementation, thus advancing EU policy priorities and preparing public administrations in partner countries for EU membership.

► Countries in the European Neighbourhood

In the EU Neighbourhood, the tool promotes EU policies and supports the approximation of national practices and standards to those of EU Member States, most commonly in the context of Cooperation, Association or Partnership Agreements with the EU.

► Countries and territories covered by EU development policy

Finally, in countries and territories covered by EU development policy, Twinning supports EU policy objectives and supports the implementation of national development strategies in line with EU standards, contributing to the achievement of the United Nations' Agenda 2030 and the Sustainable Development Goals (SDGs).

How does Twinning work?

- 1 A partner country and the Commission decide that Twinning is the most suitable tool to support reform within the public administration.
- 2 The partner country administration prepares a Twinning fiche with support from the EU Delegation.
- 3 The contracting authority circulates the Twinning fiche to all EU Member States through a call for proposals.
- 4 Interested EU Member States submit their project proposals, and a selection committee assesses them.
- 5 The contracting authority awards the project to a single Member State or to a consortium of Member States.
- 6 The EU Member State project leader seconded one of their public officials, the Resident Twinning Adviser (RTA), to the partner country.
Together with their counterparts in the partner administration, the Resident Twinning Adviser commits to achieving the mandatory results defined by the Twinning project. To underpin their commitment, the Twinning partners sign a Twinning work plan drafted jointly by the EU Member State(s) and the partner administration at the beginning of the implementation of the project.
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The duration of a Twinning project

The average duration of a Twinning project ranges from 12 to 36 months, and the Resident Twinning Adviser is seconded to the partner administration for the entire duration of the project. "Twinning Light" is designed to offer assistance over a period of up to eight months without the secondment of a Resident Twinning Adviser.

Evaluation and impact of a Twinning project

Twinning projects aim to achieve concrete, operational results through peer-to-peer exchanges and cooperation. The projects are reviewed 6-12 months after the end of their implementation to ensure that the results have indeed been achieved.

