

# TAIEX & Twinning Impact

Annual Activity  
Report **2024**

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Dear friends of TAIEX and Twinning,

Some 20 years ago, when my country, Slovenia, was advancing towards EU membership, I was part of a large communications campaign “Slovenia: At Home in Europe.” It was an effort to explain to every citizen – students, workers, entrepreneurs, and farmers alike – how EU membership would improve their daily lives and win their trust and support for this transformative journey.

Today, just like 20 years ago, we are again advancing towards enlarging our Union. And once again we need to explain its benefits to both citizens in candidate countries and in EU Member States.

When I do that, I often point to TAIEX and Twinning projects as powerful examples of how our work with partners is strengthening institutions and driving societal transformations.

When I recently discussed the challenges of developing and retaining human capital in Ukraine, I referred to a TAIEX project that brought Croatian experts to Ukraine’s Ministry of Veterans Affairs to share Croatia’s experience in helping war veterans reintegrate into civilian life, including through support for veteran entrepreneurship. And when I spoke about the fight against corruption, I turned to an EU Twinning project in Bosnia and Herzegovina, which is deploying police and anti-corruption experts from Italy, Lithuania, Austria, and Germany to train the country’s authorities.

TAIEX and Twinning are the essence of Team Europe in action. In 2024, all 27 EU Member States have contributed experts helping public administrations to align with EU standards, strengthen governance, and advance essential reforms. These experts contributed to over 900 TAIEX activities and 81 Twinning projects. The screening meetings with Ukraine and Moldova alone involved more than 1700 officials.

The acceleration of the Enlargement process we are seeing today would not have been possible without the dedication of the many experts who make up this extraordinary institution-building community.

Thank you for everything you have done to strengthen the foundations of Europe’s freedom, security and prosperity, and for everything you will be doing to build the societal and institutional structures that will allow us to complete the unification of our continent.

Marta Kos  
Commissioner for Enlargement



# PART 1

## The Institution Building Instruments

### TAIEX & TWINNING: ACCELERATORS OF EU ENLARGEMENT

2024 marked a pivotal year for the EU's enlargement agenda, with **renewed momentum** driving the accession aspirations of the **Western Balkans, Ukraine, and Moldova**. Against a backdrop of geopolitical challenges, the EU reaffirmed its commitment to enlargement as a **geo-strategic investment in peace, security, stability, and prosperity**.

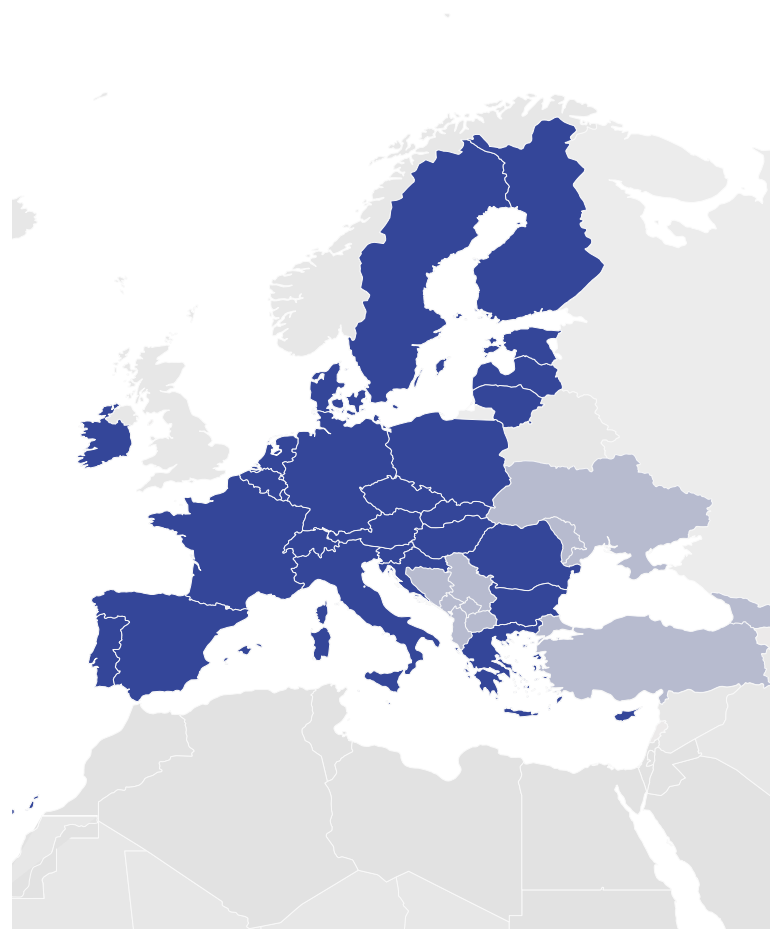
The 2024 Council Conclusions highlighted a **merit-based approach** to enlargement, emphasising fair and rigorous conditionality and the principle of own merits and reversibility. Candidate countries were encouraged to **accelerate reform efforts**, particularly in the areas of the **rule of law, judicial independence, and anti-corruption measures**, with a view to building a stronger European community rooted in shared values and democratic governance.

At the core of the accelerated enlargement process were **TAIEX and Twinning**, that have proven to be powerful drivers of transformation. In 2024, these strategic tools were instrumental in advancing accession, helping candidate countries modernise governance, align, implement and enforce legislation, and strengthen democratic institutions. Through fast mobilisation of peer-to-peer exchanges and long-term institutional partnerships, TAIEX and Twinning were strategically guiding countries through the complex process of EU integration.

The Growth Plan for the Western Balkans and the implementation of Reform Agendas have added further momentum to this process — providing a clear roadmap for socio-economic convergence and deeper integration with the EU. TAIEX and Twinning played a central role in

translating these reform priorities into action, helping Western Balkan partners deliver tangible progress in areas such as public administration reform, financial services, digital connectivity, and competitiveness, while unlocking the benefits of closer integration with the EU Single Market.

The early involvement of TAIEX and Twinning in the overall **screening** process with Ukraine and Moldova was instrumental in effectively defining, anticipating, and implementing the peer-to-peer needs of partner countries, bringing together over 1,700 public officials and experts. This enabled candidate countries to navigate the *acquis* with clarity, confidence and pace.





## Ukraine

In 2024, **TAIEX and Twinning played a pivotal role in accelerating Ukraine's progress toward EU membership**, supporting institutional reforms, regulatory alignment, and sectoral modernisation.

A core area of focus has been **governance and the rule of law**. TAIEX delivered expert training for prosecutors, organised asset tracing missions, and supported sanctions enforcement and open-source intelligence — critical steps in strengthening anti-corruption systems and increasing transparency. A TAIEX Workshop on National Sanctions Legislation further improved Ukraine's capacity to implement sanctions, with experts from EU Member States offering guidance on asset tracing, export controls, and tackling oligarch-linked structures. These efforts reinforced Ukraine's alignment with EU foreign policy instruments and enhanced its ability to respond to national and regional security challenges.

TAIEX contributed to **investment-friendly reforms and enhanced oversight of the financial sector**. A TAIEX Expert Mission on Bank Recovery and Resolution supported the National Bank of Ukraine in aligning with the EU's Bank Recovery and Resolution Directive (BRRD), enhancing financial resilience and crisis response capacity.

Further support included **digital transformation** efforts — strengthening public service digitalisation, cybersecurity, and deployment of secure 5G networks to ensure Ukraine's digital infrastructure is EU-ready.

TAIEX supported strategic **energy efficiency** reforms, updated building codes, and collaborated with the Ministry of Energy to improve grid performance and sustainability — contributing to Ukraine's green transition and energy resilience.

**Consumer protection reforms** were also advanced. A TAIEX Workshop helped align Ukraine's legislation with EU standards, boosting institutional capacity to tackle unfair practices, resolve disputes, and protect everyday consumers — ensuring a more transparent and fair market environment.

Amid ongoing war and disruption, a TAIEX Workshop helped secure the **delivery of life-saving medicines** by improving standards for medicinal product distribution, storage, and transport.

A TAIEX Study Visit significantly strengthened **Ukraine's postal services** at a time when reliable communication is vital. Hosted by France's La Poste Groupe and supported by experts from Germany, Spain, and Ireland, the visit demonstrated strong European solidarity and boosted the resilience and efficiency of Ukraine's postal system — helping keep people connected.

**Media and information resilience remained a strategic focus**. TAIEX provided specialised training to help Ukraine counter foreign information manipulation and disinformation — strengthening institutional capacity to protect democratic processes, promote media integrity, and safeguard public trust in times of crisis.

**Three Twinning projects launched in 2024 gave a further boost to Ukraine's EU integration efforts**. The first advances reforms in audiovisual media regulation, supporting democratic governance and aligning the sector with EU values. The second strengthens the supervision of non-bank financial institutions, enhancing financial stability and investor confidence. The third reinforces the maritime safety authority's capacity to implement EU *acquis* — improving transport safety and cross-border trade.



## Moldova

In 2024, **TAIEX and Twinning played a key role in accelerating Moldova's integration into the European Union** by driving governance reforms, economic integration, national security, judicial transformation, and sectoral alignment with EU standards.

**Governance and rule of law** were prioritised through TAIEX's focus on anti-corruption, public procurement reforms, and de-oligarchisation. Workshops were organised to strengthen law enforcement's analytical capacities and combat corruption, promoting transparency and accountability. TAIEX conducted a functional review of the justice system, focusing on organised crime and corruption. Study visits on mediation and penitentiary standards contributed to modernising Moldova's judicial system, aligning it with EU justice standards and supporting progress in Chapter 23 (Judiciary and Fundamental Rights). Twinning also launched a project to strengthen the Moldovan Parliament's role in the EU accession process, enhancing legislative oversight and democratic governance.

**Economic governance and market regulation** saw strong momentum. TAIEX conducted a Peer Review on the Competition Council and organised events addressing indirect control, decisive influence, and collective dominance, including in oligopoly markets such as the energy sector. A Twinning supported Moldova's Competition Council, building its capacity to enforce the competition and state aid policy in line with the EU best practices. These initiatives enhanced Moldova's competition policy framework and supported alignment with Chapter 8 (Competition Policy).

**Economic integration** was accelerated through TAIEX support on ACAA (Agreements on Conformity Assessment and Acceptance of Industrial Products), aligning Moldova's trade regulations with EU standards and facilitating future participation in the EU Single Market. Public procurement reforms were also promoted to increase transparency and cost-effectiveness.

**National security and resilience** were boosted by a TAIEX Workshop on Information Analysis and Risk Assessment, which strengthened the capacity of the General Inspectorate of Carabineers and Moldovan Police Forces to respond to hybrid threats. A multi-country workshop on disinformation brought together Moldova, Georgia, and Ukraine, fostering regional cooperation in tackling foreign information manipulation.

**Digital and cyber resilience** gained importance in light of election-related threats. A TAIEX Workshop on strengthening cybersecurity in the context of elections supported Moldova's institutions in defending against malicious cyber activities and election interference, drawing on best practices from Romania and Finland.

**Sectoral alignment** advanced across several areas. A TAIEX-supported Study Visit helped Moldova adopt a National Aviation Safety Plan in June 2024, ensuring compliance with EU aviation standards and improving **air transport safety and connectivity**. Statistical capacity was enhanced through a series of expert missions and regional workshops covering topics such as livestock and animal production data, household budgets, and global value chains, supporting EU-compatible policymaking and monitoring.

**Cross-border health integration and public health protection** were strengthened through multiple actions. With expert support from the Romanian Transplant Agency, Moldova adopted EU-aligned legislation on the traceability and safety of organ, tissue, and cell transplants. These reforms ensure better protection for patients, more transparent transplant procedures, and improved access to life-saving treatments.

**Social inclusion and green transition** were also advanced. A TAIEX Study Visit on Empowering Women in Circular Entrepreneurship exposed Moldovan officials to best practices from France, supporting inclusive growth and sustainable business development. This initiative reinforced Moldova's commitment



to a greener, more equitable economy. Complementing these efforts, the improvement of the waste management system was supported by a Twinning project that addressed, *inter alia*, Extended Producer Responsibility.

**Consumer rights protection** progressed through a Peer Review of Moldova's consumer protection system, supporting alignment with EU standards and improving safeguards for people and communities in the marketplace.



## Montenegro

Montenegro has demonstrated a strong ambition to join the European Union by 2028, positioning itself as a frontrunner among Western Balkan countries in the accession process.

In 2024, Montenegro achieved notable milestones in its EU integration journey. TAIEX support was instrumental in helping the country meet interim benchmarks for **Chapters 23 and 24**, which focus on judiciary and fundamental rights, as well as justice, freedom, and security. Expert legal reviews led to significant reforms in **anti-corruption laws, anti-discrimination policies, and victim support for trafficking cases** — directly aligning Montenegro's legal system with EU standards and strengthening the rule of law.

Progress on **Chapter 7 (Intellectual Property Law)** was also advanced with the support of TAIEX experts from Croatia and Austria, who assessed legislative alignment, enforcement mechanisms, and institutional capacity for protecting intellectual property rights. This not only improved compliance with EU standards but also strengthened Montenegro's innovation ecosystem and investment climate.

Under **Chapter 5 (Public Procurement)**, a TAIEX Expert Mission on Public-Private Partnerships (PPP) in the healthcare sector helped identify legal gaps and streamline the PPP framework. This directly contributed to fulfilling Closing Benchmark 1, enabling greater investment in public infrastructure and better healthcare services for citizens.

**Financial governance** and the **effective management of EU** funds were a major focus of TAIEX and Twinning efforts. Twinning support strengthened the Audit Authority for IPARD III and facilitated the closure of IPARD II, ensuring transparent and efficient use of EU rural development funds. Complementing this, TAIEX delivered expert training on IT audit processes, and organised a Regional Workshop for Audit Authorities, involving experts from Belgium, Croatia, and Czechia. This collective support helped build institutional capacity for managing EU structural and investment funds, preparing Montenegro for future responsibilities as an EU member.

Montenegro's path toward financial integration with the EU was further accelerated through a TAIEX Expert Mission on the **Single Euro Payments Area (SEPA)**. With guidance from Croatian experts, the Central Bank of Montenegro enhanced its capacity to implement SEPA schemes — making payments faster, cheaper, and safer for people and businesses, while improving the country's connectivity with the EU financial system.



## Albania

TAIEX and Twinning accelerated Albania's accession by enhancing **security** frameworks and modernising **digital** regulations. TAIEX conducted a **Peer Review on Counter-Terrorism**, advancing security benchmarks, while a Twinning project helped the **Security Academy** achieve accreditation,

ensuring well-trained police forces.

In **digital transformation**, TAIEX aligned Albania's regulations with EU standards through a workshop on the Digital Services Act, advancing digital economy reforms. **Public procurement** efficiency improved with TAIEX's training on centralised public procurement, enhancing cost-effectiveness and transparency.

A Twinning Light project advanced Albania's energy alignment by supporting the **Energy Efficiency Agency** in adopting EU energy laws. This strategic move fast-tracked Albania's compliance with EU Green Deal goals, strengthening its path to EU membership.

Through the TAIEX Workshop on **Foreign Information Manipulation and Interference (FIMI)**, Albania took important steps to strengthen democratic resilience. With support from seven EU Member States, experts shared best practices on countering disinformation, electoral interference, hybrid threats, and cybersecurity. The insights directly contribute to Albania's national FIMI strategy – helping protect citizens, safeguard elections, and ensure access to accurate, trustworthy information.

TAIEX also supported Albania's alignment with EU environmental and health standards through a workshop on indoor air quality. The activity strengthened institutional capacity to assess and manage indoor pollution risks, contributing to better public health, advancing EU Green Deal objectives, and supporting Albania's progress under **Chapter 27 (Environment)** and **Chapter 28 (Consumer and Health Protection)** of the accession process.



## North Macedonia

TAIEX was key in fast-tracking North Macedonia's **green transition** by implementing the EU Emissions Trading System and carbon pricing, aligning with EU climate policies. Twinning advanced waste management, environmental governance, and climate policies, accelerating North Macedonia's green transition and ensuring compliance with EU environmental standards.

Economic governance improved through TAIEX events on **capital market development**, enhancing regulatory standards and financial cooperation. Public spending efficiency was enhanced through a Twinning project on budget planning, aligning fiscal management with EU transparency standards, directly impacting Chapter 32.

**Food safety and health protection** were also supported through technical expertise provided to the Food and Veterinary Agency on harmonising national GMO food legislation. The TAIEX expert mission helped align monitoring, traceability, labelling, and risk assessment procedures with the EU *acquis* – ensuring stronger food safety standards and better consumer protection.



## Bosnia and Herzegovina

A key milestone was the **TAIEX Workshop on the National Programme of the Approximation of the Acquis (NPAA)**, which brought together experts from Slovenia and Estonia to share best practices on designing and implementing the NPAA for Bosnia and Herzegovina. As a strategic planning tool for aligning national legislation with the EU *acquis*, the NPAA will guide the adoption, enforcement, and monitoring of EU-aligned reforms – reinforcing Bosnia and Herzegovina's integration path.

Judicial accountability was further strengthened through **TAIEX training on digital transparency and improved case management systems**, supporting a more efficient and transparent judiciary.



In the digital sector, TAIEX contributed to preparing Bosnia and Herzegovina for the **Gigabit Infrastructure Act**, helping advance connectivity and alignment with EU digital standards.

Public administration and digital services were modernised through **Twinning projects**, supporting Chapter 10 (Information Society). Additionally, three Twinning projects on **food safety, veterinary, and phytosanitary standards** boosted alignment with Chapter 12 (Food Safety, Veterinary and Phytosanitary Policy), enhancing public health protection and consumer safety.



## Serbia

TAIEX expert missions helped align Serbia's **competition policy** with EU standards and strengthened **capital market** regulation. TAIEX support in energy and environment improved compliance with EU rules by aligning building codes with **energy efficiency** standards and developing **emission reduction** mechanisms. TAIEX also trained officials to use a digital case-tracking platform to improve the **fight against organised crime and corruption**.

Twinning partnerships advanced institutional reform in **agriculture** and **health**, with projects improving poultry quality control, fisheries legislation, and agricultural market organisation — directly supporting EU Common Agricultural Policy alignment. New Twinning projects launched in 2024 focused on **tax administration reform, EURES readiness**, and boosting Serbia's creative industries, helping to modernise public services and deliver tangible benefits to people.



## Kosovo\*

TAIEX played a decisive role in strengthening **judicial accountability** in Kosovo, with Peer Review Missions on disciplinary actions against judges and prosecutors, directly impacting Chapter 23 (Judiciary and Fundamental Rights).

TAIEX also advanced **media freedom** by aligning Kosovo's policies with EU standards, enhancing protections for freedom of expression. **Anti-corruption** measures were strengthened through training on e-platforms to track corruption and organised crime cases.

**Digital modernisation** was accelerated by a TAIEX Expert Mission on transposing the European Electronic Communications Code, updating Kosovo's digital regulations to EU standards. A **Twinning** project on the **EU Services Directive** enhanced institutional capacities and created a more supportive environment for private sector growth, advancing Kosovo's integration into the EU Single Market.

*\*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.*

## SUPPORTING EUROPEAN COMMISSION PRIORITIES

In 2024, TAIEX and Twinning continued to **drive forward the European Commission's strategic priorities** — from the Green Deal to digital transformation, economic resilience, global influence, and promoting the European way of life. These flagship instruments delivered **targeted expertise, peer learning, and structural reforms** that made EU values and standards tangible around the world.



### European Green Deal

TAIEX and Twinning focused on energy efficiency, waste management, the circular economy, and the implementation of key EU policies such as the **Carbon Border Adjustment Mechanism (CBAM)** and the **Infrastructure for Spatial Information in the European Community (INSPIRE Directive)**.

One standout example was the TAIEX workshop on Plastic Value Chains in Beirut, which gave a strong boost to Lebanon's green industrial transition, responding to the country's urgent economic and environmental challenges. By promoting sustainable production, circular economy practices, and alignment with EU standards, the workshop supported the development of cleaner industries, higher-quality products, and the creation of new green jobs.



*TAIEX Workshop on Plastic Value Chains:  
Enhancing Quality, Competitiveness and Sustainability in Recycling in Lebanon*

Another strong example was a **TAIEX workshop in Jordan on Biodiversity Utilisation for Sustainable Agriculture**, bringing together over 100 participants with experts from Austria, Romania, and Italy. The event promoted best practices in sustainable farming, biotechnological innovation, and circular entrepreneurship — advancing the **EU Farm to Fork** and **Biodiversity strategies** and extending Green Deal impact beyond EU borders.



## A Europe Fit for the Digital Age

TAIEX and Twinning helped partner countries embrace digital transformation — modernising **e-governance**, improving **data protection**, and boosting **cybersecurity**.

A key highlight was a high-impact **TAIEX Multi-Country Workshop on the EU Digital Services Act (DSA)**, strengthening digital governance in ten enlargement and neighbourhood countries. The workshop equipped national regulators with the tools to align with the EU's digital *acquis* — a critical step toward accession. From platform accountability to user protection and systemic risk management, the event accelerated institutional preparedness for the digital age, while delivering real benefits for people: safer online spaces, stronger digital rights, and more resilient democracies.



## An Economy that Works for People

TAIEX and Twinning supported economic reform, **SME development**, and **financial governance**, helping countries align with the EU Single Market and create inclusive, competitive economies.

In the **Western Balkans**, a TAIEX **multi-country workshop on Youth Guarantee outreach and career guidance** brought together experts from Finland, Belgium, Slovakia, and Estonia to share strategies for supporting young people not in education, employment or training (NEET). The initiative helped strengthen youth employment policies and foster **inclusive labour markets**.

In **Algeria**, a Twinning partnership between France and Portugal significantly strengthened Algeria's state audit institution, enhancing its capacity to conduct independent external oversight of public accounts, including those of State-Owned Enterprises. By supporting the implementation of modern audit practices and boosting institutional readiness, the project directly contributed to greater budget transparency, improved public financial management, and increased accountability.



## A Stronger Europe in the World

TAIEX and Twinning advanced the EU's global partnerships by strengthening **public administration**, judicial cooperation, and the **rule of law** in partner countries.

In **Namibia**, a TAIEX workshop supported the development of a national framework for **corruption risk management** in public bodies. Experts from Germany, Lithuania, Slovenia, and Romania worked with the **Anti-Corruption Commission of Namibia**, reinforcing transparency, accountability, and institutional integrity — a strong example of EU values in global action.



*TAIEX INTPA Workshop on Supporting the National Anti-corruption Framework in Namibia*



## Promoting the European Way of Life

TAIEX and Twinning contributed to **public health**, **social protection**, and **consumer rights**, helping partner countries deliver better services and foster social inclusion.

In **Serbia**, a Twinning project enhanced the health sector's capacity to monitor and respond to **communicable diseases**, improving surveillance systems and public health preparedness in line with EU standards — reinforcing the European way of life through tangible institutional resilience.





## Supporting the Global Gateway

The Global Gateway is the European Union's strategy to build **sustainable and trusted connections** with partner countries in key sectors such as health, digital, climate and energy, transport, and education. It combines infrastructure investment with support for regulatory and institutional reforms that ensure impact and sustainability. In 2024, EU introduced the Global Gateway 360-degree approach, which enables the delivery of Global Gateway and its flagship projects as a values- and principles-driven offer accompanied by investments in the enabling environment.

From enhancing digital connectivity in Tanzania to driving sustainable energy policies in Nigeria, **TAIEX and Twinning INTPA** are at the forefront of global transformation, fully aligned with the **Global Gateway strategy** and its 360-degree approach. In 2024, these initiatives played a key role in boosting cybersecurity resilience in Bangladesh, strengthening transport infrastructure in Colombia, and forging critical raw material partnerships between the EU and South Africa – reinforcing global supply chain security. The green transition remained a priority, with technical assistance on water resource management in Vietnam and climate adaptation strategies in Nigeria. Meanwhile, governance reforms gained momentum with anti-corruption capacity-building in Namibia and fiscal discipline programmes in Lesotho, ensuring economic stability and institutional resilience. These strategic efforts reflect the essence of the 360-degree approach — **combining investment with regulatory reform, institutional strengthening, and people-centred development** — and embody the **Team Europe approach**, fostering sustainable, secure, and inclusive growth for partner countries worldwide.

In **Rwanda**, a Twinning project supported the national authority for medicines and health products in the context of the **Global Gateway-backed BioNTech mRNA vaccine plant**. Experts from seven EU Member States helped strengthen regulatory capacity to internationally recognised standards, enabling local vaccine production and improving regional health resilience.

In **Paraguay**, a TAIEX workshop on **technical and vocational education and training in sustainable forest management** supported the **Global Gateway**

**Paracel investment**, a major cellulose production project. Experts from Germany, Spain, Portugal and Finland shared good practices on green skills, labour market policies and education system reform to prepare for the socio-economic impact of the investment in the Department of Concepción.



*TAIEX INTPA Workshop on Technical and Vocational Education and Training (TVET) in Sustainable Forest Management in Paraguay*

In 2024, TAIEX delivered high-impact support to global digital transformation through a study visit under the **EU-LAC Digital Alliance on Artificial Intelligence**, co-led by Brazil, Chile, and Uruguay. Hosted in Slovenia and Spain, the initiative strengthened institutional capacities in **AI governance, data protection, and innovation ecosystems**. It empowered public officials from Latin America and the Caribbean with practical knowledge on AI regulation, entrepreneurship, and high-performance computing, helping partner countries shape forward-looking digital strategies and foster responsible AI development.



*TAIEX INTPA Study visit Regional EU-LAC activities on AI*

These examples demonstrate how TAIEX and Twinning contribute to Global Gateway by addressing specific institutional and regulatory needs linked to investment projects — helping

ensure that infrastructure delivers long-term benefits for people, communities and partner countries.

## TAIEX IN THE EU

In cooperation with the European Commission's Directorate-General for Environment, **TAIEX-EIR (Environmental Implementation Review)** fosters peer-to-peer learning among EU Member States to enhance the implementation of EU environmental policies. For example, Latvia's Smart City Road Map benefited from an expert mission on nature-based solutions and climate action initiatives, while Italy hosted a workshop on best practices for green budgeting at the regional level.

In cooperation with the European Commission's Directorate-General for Structural Reform Support, **TAIEX TSI (Technical Support Instrument)** strengthens institutions in EU Member States by supporting their reform agendas and the implementation of Recovery and Resilience Plans. In 2024, TAIEX TSI supported Lithuania in enhancing cybersecurity resilience, contributed to sustainable spatial planning in Spain, and facilitated strategic and operational planning in Estonia.

The use of Environmental, Social and corporate Governance (ESG) data and information was raised with experts on sustainable finance from ten Member States' administrations (Bulgaria, Croatia, Cyprus, Finland, Greece, Ireland, Italy, Latvia, Romania and Slovenia), together with experts from three other Member States' financial authorities (France, Portugal, and Germany). Good practices were shared on the integration of ESG data into the supervision of financial activities, reinforcing sustainable finance frameworks across the EU.

Additional support was provided to Croatia in establishing an effective and sustainable Helicopter Emergency Medical Services (HEMS) system. By facilitating peer learning with Denmark, TAIEX TSI contributed to improving access to emergency healthcare, particularly in remote and underserved areas.



In Romania, the Ministry of Education benefited from a series of study visits to Italy and Portugal focused on early childhood education, reducing early school leaving, and quality assurance. The exchanges enhanced institutional capacity and supported the implementation of key education reforms.

Since 2006, **TAIEX TCc** has been mobilised to help the Turkish Cypriot community align with the EU *acquis* in preparation for reunification.

In 2024, TAIEX TCc continued its support by enhancing food safety standards, strengthening phytosanitary measures for Green Line trade, and facilitating anti-money laundering reforms. These efforts contribute to economic integration, regulatory alignment, and capacity building in key sectors.

In October 2024, over 100 senior officials from 24 EU countries gathered in **Faro, Portugal**, to discuss how to make **EU funding more effective, transparent, and people-focused**. Organised by **TAIEX-REGIO**, the workshop helped national and regional authorities exchange ideas on investing better in communities, improving fund management, and shaping future reforms of **EU Cohesion Policy** — the policy that reduces inequalities and supports local development across Europe.

## PRACTICAL TIPS: GET INVOLVED WITH TAIEX & TWINNING

### TAIEX vs. Twinning: Which one is right for you?

Both TAIEX and Twinning are EU-funded, results-driven instruments that mobilise public sector expertise from EU Member States to support reforms and capacity building worldwide.

TAIEX	Twining
Short-term, flexible technical assistance	Medium to long-term peer to peer cooperation between public administrations
Workshops, expert missions, study visits, desk reviews tailored to immediate needs	Policy and institutional reform projects with full-time resident advisors
Available to public administrations worldwide, including EU Member States	Available to public administrations in EU Enlargement and Eastern Neighbourhood (ENEST), in the Middle East, North Africa (MENA) and International Partnerships (INTPA) regions
Organised by the European Commission headquarters	Jointly implemented by EU Member States and partner countries
Focuses on fast-track knowledge transfer and best practices	Focuses on deeper, sustained capacity-building

Together, TAIEX and Twinning empower institutions, strengthen governance, and advance EU policy objectives across the globe.

### 🚀 Apply for TAIEX Assistance

Are you a public servant seeking tailored EU expertise to strengthen your institution? TAIEX provides targeted technical assistance to national administrations and public bodies, offering **fast, flexible** solutions to key reform challenges.

#### Who can apply?

- ☒ National administrations and public bodies
- ☒ EU institutions & services

#### Who is not eligible?

- ✗ Private citizens, civil society organisations, and private companies

#### How to apply?

We **accept applications on a rolling basis**. Submit your request via:

<https://webgate.ec.europa.eu/TMSWebRestrict/resources/js/app/#/application-form/home>

Need help? Check our **application guide** or contact **ENEST-TAIEX@ec.europa.eu**



## 🕒 Find inspiration: Explore past TAIEX events

Looking for **proven ideas** to **accelerate your project**? Many TAIEX events have already tackled similar challenges. Use our **search tool** to explore **previous workshops, expert missions, and study visits** that align with your needs.

Search past TAIEX events & materials:

<https://webgate.ec.europa.eu/TMSWebRestrict/resources/js/app/#/library/list>

## 🎓 Become a TAIEX Expert

Are you a **public official in an EU Member State** with expertise to share? Join our **network of TAIEX experts** and:

- ☒ Speak at workshops
- ☒ Join expert missions to provide hands-on guidance
- ☒ Host study visits to share best practices

Register now: <https://webgate.ec.europa.eu/TMSWebRestrict/resources/js/app/#/expert-database/home>

For more details, consult our **FAQ section**.

## 🤝 Twinning: step by step building stronger institutions together

**Twinning** is a powerful EU cooperation tool that fosters **long-term partnerships** between public administrations in EU Member States and those in partner countries. It strengthens institutions, supports reforms, and accelerates alignment with EU policies and standards.

### 👍 Who can benefit?

**Twinning** is available to countries and territories under the remit of the Directorates General for Enlargement and Eastern Neighbourhood (ENEST), for the Middle East, North Africa (MENA), and for International Partnerships (INTPA).

## 🕒 Twinning in action: How does it work?

### 1. Identifying the needs & launching the call

- ☒ A **partner country** and the **European Commission** determine that **Twinning** is the most suitable instrument for supporting a **specific reform** in the public administration.
- ☒ A **Twinning Fiche** is prepared, outlining the objectives, and a **call for proposals** is launched to **all EU Member States**.

## 2. Selecting the right partners

- ☑ A **selection committee**, which includes **representatives from the partner country**, reviews proposals.
- ☑ The project is awarded to **either a single EU Member State or a consortium** of multiple Member States.

## 3. Implementation: the power of peer-to-peer collaboration

- ☑ Two Project Leaders (one from the EU, one from the partner country) steer the initiative.
- ☑ A Resident Twinning Adviser (RTA) is seconded full-time to the partner institution for the entire project duration (up to three years).
- ☑ **EU experts** provide hands-on guidance, knowledge transfer, and technical support to ensure the project delivers real impact.

## 4. Evaluation & sustainability

- ☑ **6 to 12 months** after completion, the project is **evaluated** to assess progress and ensure **sustainable results**.
- ☑ The **institutional reforms and capacity-building efforts** continue beyond the project's end, reinforcing **lasting change**.

## Preparing a successful Twinning project

For a Twinning project to succeed, ensure the following:

- ☑ **Clear Objectives & Measurable Results** – Define precise goals and tangible outcomes that can be tracked.
- ☑ **Alignment with EU-Partnership Priorities** – Ensure that the reform is part of the joint EU-partner country agenda.
- ☑ **Strong Political & Institutional Buy-in** – Reforms must have government backing and commitment from the beneficiary institution's leadership.
- ☑ **Public Sector Expertise is Key** – Twinning relies on peer-to-peer support, leveraging public administration knowledge rather than private consultancy.
- ☑ **Capacity to Deliver** – The beneficiary institution must be adequately staffed to implement and sustain reforms.

# PART 2

## Spotlight on TAIEX

TAIEX is a peer-to-peer institution building instrument mobilising public sector experts from EU Member States to strengthen administrations and support reform agendas around the world. TAIEX delivers policy-driven and tailor-made assistance at short notice through workshops, expert missions, study visits, and work from home. TAIEX is a key instrument to accelerate the accession negotiations.

### HOW DOES TAIEX SUPPORT ACCESSION COUNTRIES?

#### ✓ Facilitating accession negotiations

- ➔ Prepares governments for **screening and negotiations**, addressing legal, technical, and institutional gaps.
- ➔ Supports compliance with **opening, interim, and closing benchmarks** in accession negotiations.
- ➔ Assists in implementing recommendations from **EU Enlargement Reports** to advance reforms.

#### ✓ Aligning laws with the EU Acquis

- ➔ Provides expert guidance on **drafting, implementing, and enforcing EU-compliant laws**.
- ➔ Identifies **gaps in national legislation** and supports alignment with EU policies.
- ➔ Facilitates legal harmonisation in **justice, economy, trade, digital transformation, and the environment**.

#### ✓ Strengthening public institutions

- ➔ Enhances the capacity of **government institutions** to implement and monitor reforms effectively.
- ➔ Provides strategic support for **public administration reform**, increasing transparency, resilience and efficiency.
- ➔ Reinforces **anti-corruption frameworks and judicial reforms** to uphold the rule of law.
- ➔ Builds **long-term administrative capacity** to sustain reforms beyond the accession process.
- ➔ Helps establish **independent regulatory bodies and oversight mechanisms** to ensure compliance with EU standards.

#### ✓ Advancing Growth Plans and Reform Agendas

- ➔ Supports the implementation of **Growth Plans** to boost socio-economic convergence with the EU.
- ➔ Helps design and execute **Reform Agendas**, ensuring progress in priority sectors.
- ➔ Strengthens policies to meet **EU economic, governance, and institutional requirements**.

## ☑ Supporting gradual integration

- ➔ Assists in aligning **economic policies, trade laws, and competition rules** with the EU Single Market.
- ➔ Helps establish a **predictable regulatory environment**, fostering investment and economic growth.
- ➔ Strengthens **financial governance and risk management** for long-term fiscal stability.

## ☑ Promoting regional stability and cooperation

- ➔ Encourages **cross-border collaboration** among candidate countries.
- ➔ Enhances cooperation in critical areas such as **migration, security, energy, and infrastructure development**.

## ☑ Countering disinformation and engaging the public

- ➔ Assists national institutions in **developing clear, fact-based communication strategies** on EU accession.
- ➔ Helps counter **disinformation and misinformation**, reinforcing public trust in the enlargement process.

## TAIEX IN 2024: KEY FIGURES

901 events delivered



### TAIEX AREAS OF INTERVENTION

- 29% Rule of Law, Migration & Security
- 18% Farm to Fork – Sustainable Agriculture & Food Systems
- 25% Stronger Society & Inclusive Economy
- 28% Green & Digital Transitions, Connectivity



### TAIEX ACROSS REGIONS

- 58% in Enlargement and Neighbourhood countries
- 42% in the EU and the Rest of the World

# PART 3

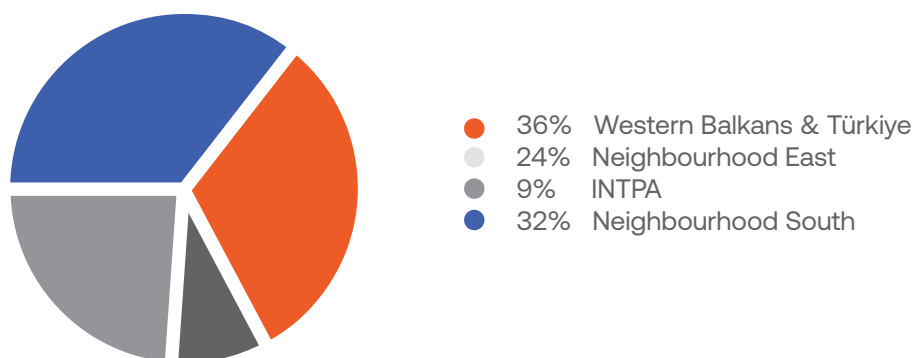
## Spotlight on Twinning

### TWINNING IN 2024

In 2024, the Twinning instrument continued to serve as a cornerstone of EU institutional support, fostering long-term partnerships between EU Member States and beneficiary countries. Through tailored, high-impact projects, Twinning helped modernise public administration, regulatory frameworks, and governance structures, ensuring alignment with EU standards.

With 81 Twinning project ongoing and 34 new projects launched, Twinning reinforced the EU's enlargement agenda and global outreach, expanding into new priority sectors and strengthening collaboration between EU institutions and public administrations worldwide.

### Twinning across Regions



### Twinning's strategic focus and impact

In 2024, **Twinning delivered high-impact institutional partnerships**, supporting key reform priorities and helping partner countries move closer to the European Union. Aligned with the **Western Balkans Growth Plan, country-specific Reform Agendas**, and the broader context of **accession negotiations**, Twinning translated political momentum into tangible progress.

Projects focused on sectors central to EU alignment, including **public administration, justice and home affairs, agriculture and food safety, public health, digital transition, financial governance**, and **labour mobility**. Twinning helped build the **administrative and regulatory capacity** needed to meet EU standards, strengthen institutional performance, and improve public service delivery.

Notably, Twinning played a key role in supporting the implementation of the **Western Balkans Reform Agendas**, enabling partner countries to unlock the benefits of the Growth Plan — from increased access to the EU Single Market to **investment opportunities and socio-economic convergence**. It also contributed to the EU's approach of **gradual integration**, helping partners reap concrete benefits of closer alignment even before full membership.

Each Twinning partnership contributed directly to measurable reforms — **strengthening the rule of**

**law, improving public sector transparency, enhancing economic governance**, and delivering real benefits for people: **more efficient tax systems, stronger healthcare services, and better-functioning institutions** that serve people more effectively.

At the same time, Twinning has gained strategic importance for both the European Union and its partners, reinforcing institutional resilience, democratic governance, and regional stability. Through peer-to-peer cooperation between Member States and partner administrations, Twinning has supported reforms rooted in shared values — helping partner countries strengthen their institutions and advance their EU path.

As the pace of enlargement accelerates, Twinning remains a key tool for building sustainable institutional reform, fostering equal partnerships, and bringing candidate countries closer to EU membership.





# PART 4

## What do they say about TAIEX and Twinning?



*TAIEX and Twinning continue to be vital tools of EU external action, delivering tangible impact across our neighbourhood and beyond. They play a central role in driving reforms, supporting legal alignment with the EU acquis, and strengthening institutions. As we accelerate enlargement and deepen global partnerships through the Global Gateway, these instruments bring agility, credibility, and strategic value to our efforts. From governance and digital transformation to tackling disinformation and unlocking investment potential, TAIEX and Twinning embody the power of peer cooperation. They reflect the strength of our European community and our commitment to shared progress and resilience.*



**Gert Jan Koopman**

Director-General for Enlargement and Eastern Neighbourhood  
European Commission



*TAIEX and Twinning are among the most tangible expressions of the European Union's solidarity with its partners – showcasing the best of what Europe stands for. In 2024, these instruments supported reforms that build trust in governance, unlock opportunities for people and businesses, strengthen climate resilience, and create conditions for sustainable investment and social progress. From judicial reforms in Ukraine to digital transformation in the Western Balkans, from strengthening public administration in the Eastern Neighbourhood to advancing green initiatives in the Southern Neighbourhood – they go far beyond technical support, fostering trust, shared expertise, and a true community of values. They help partners move closer to European standards, delivering real impact for people across the globe.*



**Adrienn Kiraly**

Director for Neighbourhood East and Türkiye  
Directorate-General for Enlargement and Eastern Neighbourhood  
European Commission



*TAIEX and Twinning are strategic to deliver on our political ambition for a stronger and enlarged Union. They are enablers of integration, resilience, and reform – rooted in EU values and driven by partnership. In 2024, they once again demonstrated their strategic importance, not only for advancing enlargement, but also for anchoring lasting reforms and building mutual trust across institutions. From legal alignment in the Western Balkans, Ukraine, and Moldova to regulatory support across the Eastern and Southern Neighbourhoods and beyond, the impact of these instruments on the ground continues to grow. By harnessing the expertise of EU Member States, TAIEX and Twinning are strengthening public governance and regulatory quality and certainty – key factors for supporting economic opportunity and sustainable development.*



**Mathieu Bousquet**

Director for Enlargement Coordination, Strategy & Investments  
Directorate-General for Enlargement and Eastern Neighbourhood  
European Commission



*Twinning has played a pivotal role in supporting Moldova's progress towards EU integration. The National Bank of Moldova, as the beneficiary of two Twinning projects, was able to enhance its regulatory and supervisory capacity in line with EU best practices, thus strengthening its ability to oversee financial stability. One of the most remarkable results of this support is Moldova's successful fulfillment of SEPA accession criteria, culminating in its formal acceptance into SEPA on 6 March 2025. This shows how effective Twinning is in building robust institutions and achieving concrete, targeted results with tangible benefits for the citizens of Moldova.*



### **Anca Dragu**

Governor of the National Bank of Moldova



*The Study Visit on innovative postal service solutions, facilitated by TAIEX and with the crucial support of the European Commission, proved to be an invaluable experience for the Ukrainian postal regulator, NCEC. This initiative provided profound insights into the critical aspects of modern postal service regulation, offering direct access to practical knowledge from leading experts of the EU MS in the postal industry, which will significantly contribute to our regulatory practices. Particularly impactful was the opportunity to engage in meaningful exchanges with international colleagues, fostering a collaborative environment that has been instrumental in shaping a strategic vision for the evolution of our national legislation. The outcomes of this study visit, made possible by the European Commission's commitment and TAIEX's efficient implementation, will be taken into consideration while performing the tasks of NCEC.*



### **Vladyslava Kovtun**

Head of International Cooperation and International Projects Division, European Integration and Strategy Department

National Commission for the State Regulation of Electronic Communications, Radio Frequency Spectrum and the Provision of Postal Services, Ukraine



*Combination of Montenegrin reform efforts and the strategic assistance provided by TAIEX and TWINNING contributes directly to EU accession process by helping to align laws, regulations, and administrative structures with the EU. The programs strengthen Montenegro's institutional frameworks, making them more transparent, efficient, and capable of handling EU policies and funding. By working together, we are building a future that aligns with European norms and ensures growth and security.*



### **Marko Dragaš**

Head of Department for Regional & Infrastructure Projects, Directorate for

Coordination of EU Financial Support (Ministry of European Affairs of Montenegro)



Twinning support has been of great importance for Montenegro in 2024, enhancing its governance and alignment with European Union standards. Through technical assistance, knowledge transfer, and capacity building, Montenegro has made significant strides in reforming public administration, strengthening the rule of law, public finances and improving the functioning of the Montenegrin AFCOS system with the aim of effectively protecting the EU's financial interest. This support has been vital in driving Montenegro's EU integration process, ensuring greater stability and progress towards democratic and institutional development.



**Dragana Marković**

National Contact Point for Twinning for Montenegro (Ministry of European Affairs of Montenegro)



As the Resident Twinning Adviser for the project “Strengthening Budget Planning, Execution, and Internal Control Functions” in North Macedonia, I had the privilege of working closely with dedicated counterparts to support key public financial management (PFM) reforms. Through close cooperation and peer-to-peer exchange, the project delivered tangible improvements in budget planning and execution processes, as well as in internal control mechanisms. The trust and engagement built throughout the project created a strong foundation for lasting impact and helped align national practices with EU standards. Being part of this Twinning project has been an incredibly rewarding professional experience, and I am proud to have contributed to strengthening public sector governance in North Macedonia.



**Rodney Betorina**

Former Resident Twinning Adviser from the Netherlands of the Twinning Project “Strengthening Budget Planning, Execution, and Internal Control Functions” in North Macedonia

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