

NCP SURVEY

Survey conducted by the German NCP from May to August 2025
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GENERAL INFORMATION

EU Twinning has become a well-established instrument to support the EU **accession process** and promote institutional cooperation in the public sector worldwide over the last 25 years. Germany has implemented over 800 Twinning projects in numerous **partner countries**. An important part of the successful implementation of Twinning projects is the **cooperation between EU member states**, since working in EU consortia has become the norm. Therefore, the German National Contact Point for EU Twinning and TAIEX (NCP) appreciates the **network** and the **exchange** that has been established between the NCPs of the EU member states (MS). To reach a better understanding of what distinguishes and differentiates the individual NCPs, the German NCP discussed topics such as structure, tasks and the role of implementation agencies with their MS NCP colleagues.

METHODS

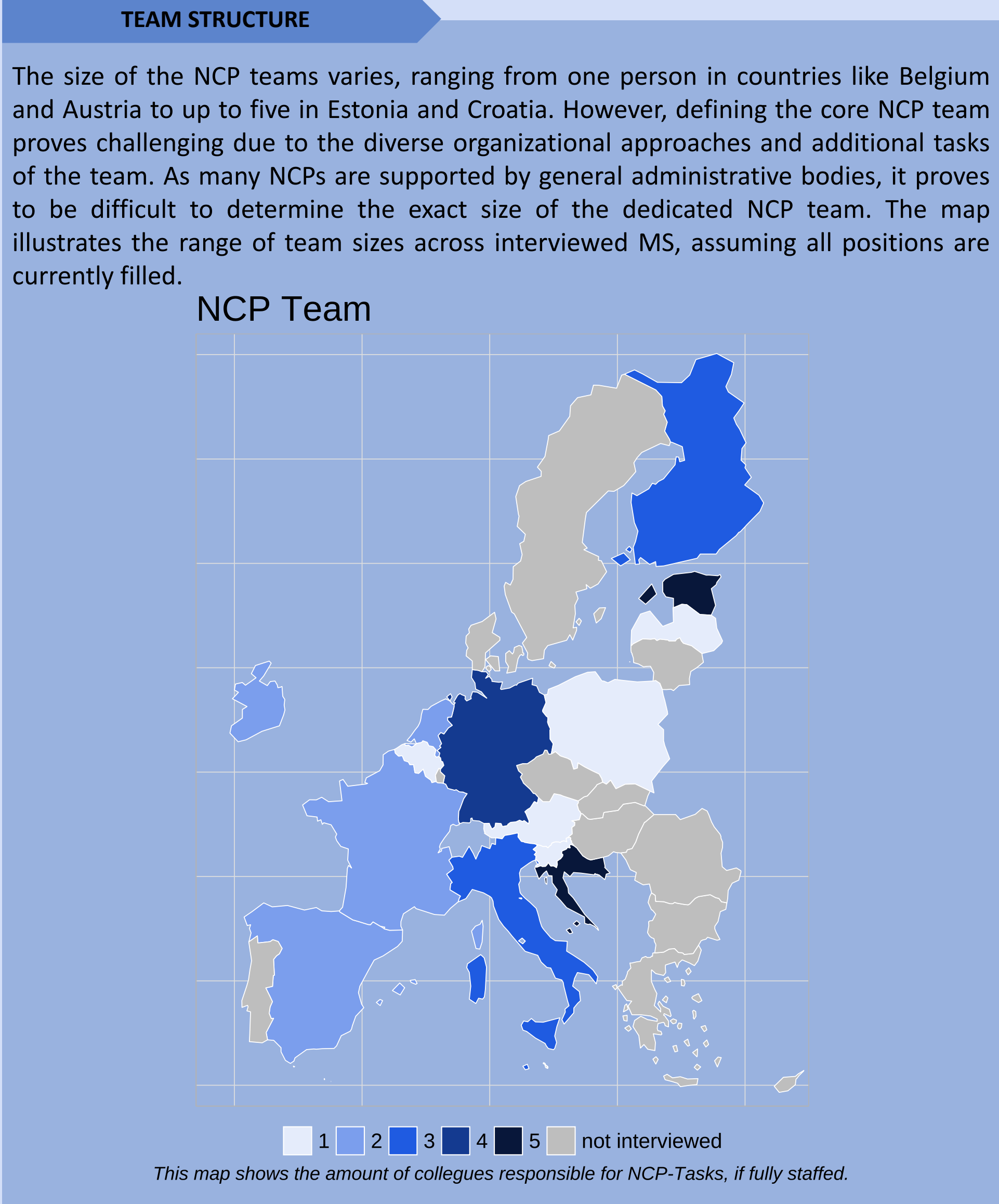
The survey at hand was conducted from **May to August 2025**. As part of the research, NCPs from numerous EU countries were either interviewed in person or completed a structured questionnaire. The survey aims to **compare how different NCPs are organized and how they operate** to successfully support the implementation of Twinning projects. By analyzing **structural and procedural differences**, the survey seeks to identify best practices, foster mutual learning across NCP networks and support better collaboration among NCPs. This short overview presents a preliminary analysis of the survey. So far, 16 out of 26 NCPs have been interviewed, meaning the results should be seen as an initial, broad assessment without claim to completeness and do not claim to be complete or fully representative. The structure of the German NCP is included in the results.

POLICY AREAS

Twinning activities cover a **broad range of thematic sectors**. While none of the NCP teams maintains a strict sectoral focus, they tend to be more active in certain policy areas. The most frequently mentioned sectors are shown in the word cloud, with statistics, rule of law, agriculture, food safety and metrology standing out. However, the sectors in which NCPs are most active, are ultimately determined less by political direction and more by the interest and engagement of institutions within their respective countries, as well as by the calls for proposals issued by the European Commission.

REGIONAL FOCUS

There is **no clear pattern** with regard to the regional focus of NCPs. The priority in many countries are **(potential and) candidate countries or countries with accession perspective**. Overall, major NCPs such as those in France, Germany, the Netherlands, and Spain tend to adopt a holistic approach, while smaller countries often concentrate on more **specific regions**. Notably, African countries are not a special regional focus for any of the NCP teams. Still, some countries aim at Twinning in French-speaking African countries since it is an advantage for native speakers.



ADDITIONAL TASKS

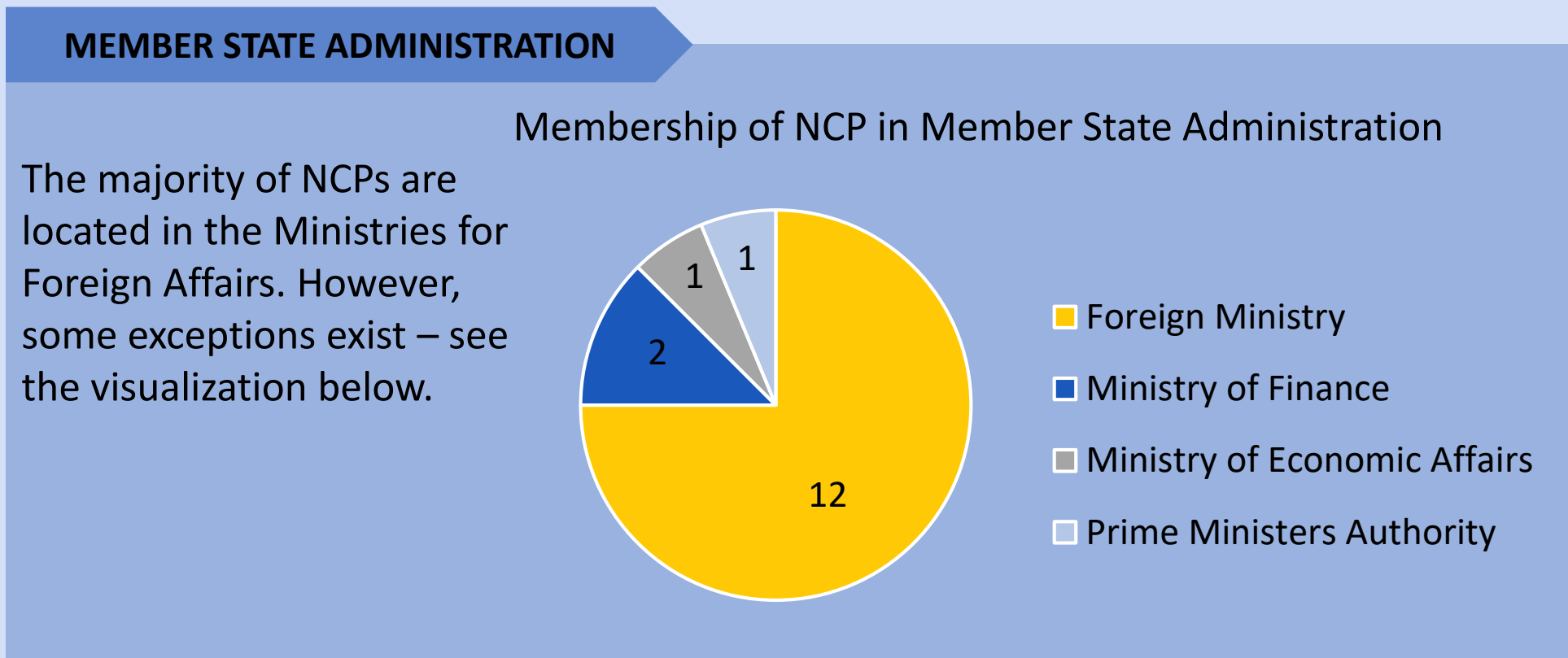
All of the NCPs take care of their **responsibilities as outlined in Art. 4.1.2. of the Twinning Manual**. Still, the majority of NCP teams also cover **additional tasks** to increase the knowledge of the Twinning instrument in member state administrations and increase their countries' engagement. These measures include:

Public Relations / Communication Managing publications and digital communication channels, e.g., the French NCP is running a LinkedIn account.	Networking & Events Organizing briefings, conferences, and network meetings, e.g., the Lithuanian NCP organizes biannual Twinning seminars.	Knowledge Management Ensuring internal knowledge is captured, shared, and accessible, e.g., the German NCP has compiled information regarding service and remuneration law to answer frequently asked questions by potential experts.
Project & Financial Management Coordinating timelines, budgets, and project deliverables.	Evaluation Monitoring outcomes, assessing impact, and ensuring quality, e.g., the Spanish NCP collects data on Spanish Twinning participation and performance in Twinning projects.	Statistics Collecting and analyzing relevant data to inform decision-making.

GENERAL MANAGEMENT BODIES

Many NCPs have **general management bodies** supporting them with their tasks and – in some cases – they are the main responsible body for Twinning projects or even act as NCPs. This support varies from member state to member state. Below, an overview of where the NCP is located and whether general management bodies exist, can be found. In many countries, the national development agencies support the responsible ministry during different stages of the project cycle.

EU MS	NCP	General Management Bodies
Belgium	Directorate External Relations of the EU FPS Foreign Affairs	Enabel (not really involved in Twinning, because of responsibility for 14 African countries)
Croatia	Ministry of Foreign and European Affairs	SAFU (Central Finance and Contracting Agency)
Estonia	Ministry of Foreign Affairs	ESTDEV (Estonian Centre for International Development)
Finland	Ministry for Foreign Affairs	HAUS (Finnish Institute for Public Management)
France	Prime Ministers Authority	Dedicated sector-specific public operators: Examples include: Expertise France (all topics), CIVIPOL (interior/security), France Vétérinaire International (agriculture/veterinary), France Éducation International (education sector)
Germany	Federal Ministry for Economic Affairs and Energy	GIZ (Gesellschaft für internationale Zusammenarbeit GmbH)
Lithuania	Ministry of Foreign Affairs	CPVA (Centrine projektu valdymo agentura)
Netherlands	Ministry of Foreign Affairs	Netherlands Enterprise Agency
Spain	Ministry for Foreign Affairs	FIAP (Fundación para la Internacionalización de las Administraciones Públicas)



Best Practice from Spain & Poland

Both NCPs reported efforts to increase the involvement of their regional and provincial administrations in Twinning projects.

Latvia's NCP...

... has already been the NCP before its accession to the EU – therefore: valuable insights from both perspectives as recipient and beneficiary!