**Twinning Success Stories 2011**

### Water - Quality

**Algeria**  
**Strengthening Algeria’s water capacity and improving its water distribution networks**

Access to clean water is a prerequisite for the population of any country. In Algeria, good projects have been made these past years due to the creation of a national water management system. However, there is still a lot to do due to the permeability of the water network. The water sector faces many challenges: water quality, water distribution, sanitation, research laboratories on water quality, and the treatment of industrial waste effluents.

What has been achieved?
- Improving the quality management system of the Ministry of Water and the Water Authority.
- Strengthening the regulatory framework for the water sector.
- Establishing a continuous process for improving water quality, as well as a systematic technical and administrative control system.
- Improving the management and distribution of water distribution systems.
- Implementing best practices in the field of water quality and sanitation, and adopting international standards and best practices.

### Armenia - Statistics

**Forwarding Armenian Statistics through Twinning**

Context

The Armenian Bureau of Statistics will benefit from the support and implementation of five Twinning projects funded by the ENP Twinning Programme. The projects will focus on strengthening the statistical services and improving the quality of statistical data, as well as training senior statisticians and data compilers.

What has been achieved?
- Strengthening the quality management system of the Ministry of Economy.
- Improving the institutional infrastructure for the management of statistical data.
- Establishing a continuous process for improving the quality of statistical data.
- Revising the methodology and preparation of an agricultural census.
- Improving the organizational setup of the Armenian General Census Office.

### Jordan - Gendarmerie

**Strengthening the Jordanian Gendarmerie**

Context

The project aims to strengthen the Jordanian Gendarmerie by providing technical and financial support to improve its organizational and operational capacities. The project will focus on training, infrastructure development, and improvement of the managerial capacity of the Jordanian Gendarmerie.

What has been achieved?
- Improving cooperation between the Jordanian Gendarmerie and other international and regional security forces.
- Strengthening the managerial capacity of the Jordanian Gendarmerie.

### Moldova – Intellectual Property Rights

**Support to the Implementation and Enforcement of Intellectual Property Rights in the Republic of Moldova**

The overall objective of the project was to improve the protection of intellectual property rights in the Republic of Moldova. The beneficiaries of the project were the Moldovan Institute of Intellectual Property and the Ministry of Justice.

What has been achieved?
- Strengthening the capacity of the Moldovan Institute of Intellectual Property.
- Improving the enforcement of intellectual property rights.

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**Activities in 2011**

- **Armenia**: Three Twinning project files were launched in 2011, targeting the following sectors: Justice and Home Affairs, trade and industry, agriculture and telecommunications.
- **Tunisia**: Four projects are being implemented in public finance, telecommunications, agriculture and telecommunications.
- **Algeria**: Two Twinning projects are underway in 2011, in the legal sector, customs, energy, crisis management, culture and electronic administration, and in the finance sector, specifically on the subject of taxes.
- **Lebanon**: Two Twinning projects are underway in 2011, in the legal sector, customs, energy, crisis management, culture and electronic administration, and in the finance sector, specifically on the subject of taxes.
- **Morocco**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Azerbaijan**: Two Twinning projects are underway in 2011, in the legal sector, customs, energy, crisis management, culture and electronic administration, and in the finance sector, specifically on the subject of taxes.
- **Austria**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Belgium**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Bulgaria**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Czech Republic**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Croatia**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Cyprus**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Denmark**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Estonia**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Germany**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Greece**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Italy**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Netherlands**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Portugal**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Spain**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **Sweden**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
- **UK**: Two Twinning projects are underway in 2011, in the areas of public order and public safety, as well as in the area of civil aviation and finance (audits and financial management).
In 2011, SIGMA supported Azerbaijan in developing its procurement system in the field of public procurement. Azerbaijan's current Public Procurement Law is based on the 1992 USM United Nations Commission on International Trade Law (UNCITRAL) model law. In 2002 and has not been amended since in light of the evolution of the Partnership and Cooperation Agreement and the SPA Action Plan. SIGMA provided assistance to Azerbaijan’s State Procurement Agency (SPA) through a number of activities. This included capacity building for SPA, implementing an audit and risk management, e-procurement procedures and EC Directives (Classic, Utilities and Remedies). These events gave SPA staff the opportunity to meet colleagues from the Member States and candidate countries and to learn their good practices. SPA develops its understanding of the context and content of the public procurement regime of the ENPI region. Despite this figure, a clear increase can be noted compared to the number of participants in 2010 (1596 participants). This increase is partly due to the improved selection process, ensuring a broader cross-section of participants. Moreover, the number of participants from some countries to an existing initiative of TAIEX ENPI region (SIGMA) and TAIEX Twinning is rising, with a significant increase in interest from Tunisia. TAIEX ENPI region. Number of Participants per Country (2006-2011)

In 2011, TAIEX participants were directly involved in TAIEX events for the ENPI region. Despite the figure, a clear decrease was noted compared to the number of participants in 2010 (288 participants). This is explained by the current level of activity on the ENPI region. TAIEX has been extensively used. More than 100 twinning projects are currently active in the region and 2011 saw the launch of the 200th twin. In the south, the launch rate remains similar to last year, with 21 projects starting up, mostly in the Maghreb and more specifically in Tunisia. Technical and institutional reforms in our southern neighbours made Twinning more pertinent than ever.

The success of the Twinning programme in assisting the administrations of the ENPI countries is undeniable. With 513 requests for assistance in 2011, the instrument ensured second generation support since 2004. However, these requests were received from nine countries in the southern neighbourhood that were involved in the events of the Arab Spring. In reality, the Twinning action of the instrument, which is to strengthen capacity in the most one palette more valuable to national priorities, is confirmed by the highly positive evaluations received on the ground. Once the Twinning action is achieved, when SIGMA is concerned, seeing the progress accomplished by the instrument in the first three and a half years in which it has been available in the neighbourhood countries, we have signed a second agreement with the Organisation for Economic Co-operation and Development (OECD) for the period 2011-2013. This new phase will lead to continue transforming the public sector in our southern neighbours with the values and principles espoused in the new Constitution.

In Morocco, the Ministry for the Modernisation of Public Sectors asked SIGMA to conduct a peer review of human resources management in the central public administration of Morocco as a priority for the country's overall efforts to modernise its public governance system in the context of the 2006-2010 Administrative Reform. The peer review, conducted for a period of six months in 2010 during which specific missions were conducted in various ministries and institutions. The final report was submitted in June 2011 with the main findings being co-hosted during a public event organized as part of Public Administration Day in Morocco. During the event, the Ministry fully endorsed the report's recommendations, which were given added relevance by the new public governance environment introduced through the new Constitution of March 2011.

SIGMA Success Stories 2011