

TAIEX: Multi-Beneficiary Programme

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TABLE OF CONTENTS

GLOSSARY OF ACRONYMS

PREFACE

EXECUTIVE SUMMARY

MAIN REPORT	1
1. INTRODUCTION	1
1.1 Objectives	1
1.2 Background and Context.....	1
1.3 Results of Previous Evaluation	2
1.4 Methodology.....	3
1.5 Constraints	4
2. PERFORMANCE OF TAIEX ASSISTANCE.....	5
2.1 Scope expanded to meet needs as the pre-accession process accelerated	5
2.2 Considerable volume of outputs generated, and cost-effectiveness improved, but scope for further savings	9
2.3 Planned results largely achieved.....	13
2.4 Immediate impact was largely good, and databases and Peer Reviews also made good wider impacts.....	13
2.5 Sustainability of translation/transposition good, but weaker for training activities	15
3. THEMATIC/ CROSSCUTTING FINDINGS.....	17
3.1 Performance in implementing and enforcing the <i>acquis</i> strengthened	17
3.2 The role and effect of TAIEX in building sustainable administrative capacity is limited	17
3.3 Current TAIEX structures effective	17
3.4 The MBP approach effective, but scope to be more cost-effective.....	18
3.5 Scope for greater complementarity with other instruments	18
4. CONCLUSIONS AND RECOMMENDATIONS.....	19
4.1 Conclusions.....	19
4.2 Recommendations.....	19
ANNEXES.....	23
Annex 1. Terms of Reference.....	24
Annex 2. Evaluation questions, indicators and primary sources of evidence.....	29
Annex 3. Overview of TAIEX Operations	32
Annex 4. Follow-Up of Recommendations from Previous Report	35
Annex 5. Sample Database 2002-2004	39
Annex 7. Overview of TAIEX Objectives 1995-2004.....	43
Annex 8. TAIEX Intervention Logic.....	45
Annex 9. Key TAIEX Statistics	46
Annex 10. TAIEX events 2001-2004.....	47
Annex 11. TAIEX Organisation.....	48
Annex 12. TAIEX Staffing 2000-2004	49
Annex 13. Sample TAIEX Order Form	50
Annex 14. Achievement of Immediate Objectives.....	51
Annex 15. List of Documents.....	53
Annex 16. List of Interviews.....	55

GLOSSARY OF ACRONYMS

AP	Accession Partnership
<i>acquis</i>	<i>Acquis Communautaire</i>
CC	Candidate Country
CFI	Court of First Instance
DG	Directorate General
EC	European Commission
ECJ	European Court of Justice
ENP	European Neighbourhood Programme
EU	European Union
MBP	Multi-Beneficiary Programme
M€	Millions Euros
NPAA	National Programme for the Adoption of the <i>Acquis</i>
PF	Project Fiche
RR	Regular Report(s)
RTP	Regional Training Programme
SME	Small and Medium-Size Enterprise
TA	Technical Assistance
TAIEX	Technical Assistance Information Exchange Office
ToR	Terms of Reference

PREFACE

This *ex post* Evaluation Report has been prepared by the MWH Consortium between December 2005 and July 2006,¹ and reflects the provision of Phare assistance through the TAIEX multi-beneficiary programmes between 1996 and 2004. The cut-off date of the Report is 1 May 2006. It examines the performance of TAIEX in addressing the programme objectives and intended results, provides a general assessment of the programme and draws conclusions and highlights lessons learned from nine years of TAIEX assistance.

The evaluation is based on an analysis of documents produced at the start, during and on completion of the TAIEX programmes, on interviews with EC Services, the TAIEX team, beneficiaries of TAIEX activities a sample of new member states, Bulgaria and Romania, and with representatives of the European Commission's Directorates General within whose areas of competence TAIEX has been working.

¹ The report was prepared by Elizabeth Cunningham, assisted by key expert Colm Dunne and Short-Term International Expert, James Dorgan. It was reviewed at MWH Central Office by Martin White.

EXECUTIVE SUMMARY

Scope and Objectives

The purpose of this *ex post* evaluation is to review the 1999-2001 Phare support to the Technical Assistance Information Exchange Office (TAIEX) as well as Phare allocations in the period 2002-2005. The overall objective of this evaluation is to provide accountability with respect to the use of European Commission funds, and lessons learned for decision making on improvements of pre-accession aid to remaining and future candidate countries.

Evaluation Findings

Overall, TAIEX has performed well. TAIEX was set up to provide short-term, demand driven assistance for partner countries to support the process of transposing, implementing and reinforcing EU *acquis communautaire*. In this context, its activities were relevant, a large number of outputs were delivered, and the speedy mobilisation and the handling of administrative details are greatly appreciated by many line Directorates General and beneficiary countries and organisations. Thus, TAIEX was an important instrument in supporting the accession process. The individuals that participated in TAIEX events have benefited, and the databases and coordination of Peer Reviews represent a wider impact. Study visits and expert missions have provided good ‘hands on’ experience. As TAIEX does not have a specific mandate to strengthen institutional structures, it is complemented by, and complements, several other institution building instruments.

TAIEX expanded its scope to meet needs as the pre-accession process accelerated. The objectives of TAIEX have expanded significantly since its inception, from support of internal market legislation in 1995, to all *acquis* areas, in both candidate countries and new member states. The role of TAIEX has also changed from a mechanism to coordinate the delivery of assistance from the Commission and EU-15 as part of the accession process, to a provider of demand-driven assistance. It has been able to address needs which could not be met under Phare national programmes and other financial regulations, and this has created an important niche for TAIEX. The recent inclusion of Peer Reviews in support of the Commission’s assessment of progress towards the adoption of the *acquis* is a valuable initiative.

However, the underlying philosophy of TAIEX as a demand-driven instrument made it difficult to put in place a coherent strategy over time. Areas for annual funding or centrally-programmed activities were not necessarily aligned with country or sectoral priorities. Although links between TAIEX and line DGs have improved over the years, there remains a need for a more structured/strategic dialogue.

TAIEX has generated a considerable volume of outputs. TAIEX inputs have been converted into a large number of outputs (in the period 1996-2004 4215 events were organised, involving approximately 88,700 participants). There was a sharp increase in activities and outputs as candidate countries approached membership. Management was very centralised which led to high production costs relative to outputs in some areas, especially before 2003. While the use of external contractors is essential for coordination of logistical support under the current centralised management, in the pre-2003 period this led to some overlap of work between the TAIEX unit and the contractor above and beyond that required for sound financial management, for example double-checking flight routes and hotel bookings for individual conference participants. Furthermore, the requirement that the contractor be a public service body reduced the scope for competition and price reductions. While the current centralised

management has many advantages, the overall production costs seem high, accounting for one to two-thirds of the cost of events in 2002-2005 for example. The external contractor has concluded contracts with local companies to facilitate implementation, but it is unclear whether this local support is reducing the overall delivery costs.

Planned results have largely been delivered, but arrangements for monitoring quality have only recently been introduced. The Project Fiches define immediate objectives in terms of outputs, which are not quantified due to the ‘demand-driven’ nature of the instrument. However, the outputs specified in the fiches have been achieved successfully. Central translation facilities were established and successfully supported; translation activities were coordinated and the quality of translation ensured. Advice was delivered on transposition, implementation and enforcement of legislation. Interviews with beneficiaries indicated a high level of satisfaction with the quality of TAIEX events. The ‘rapid response’ nature of TAIEX was particularly appreciated, and the TAIEX support for candidate participation in expert working groups and other Commission activities and events, which would otherwise not have been possible due to candidates’ financial constraints. However, there were some instances of poor quality speakers and inaccurate targeting of seminars and workshops. Systematic collection and evaluation of feedback commenced in 2004 and a greater focus on quality and efficiency issues was introduced in 2006.

Immediate impact was good, while databases and Peer Reviews had a wider impact on the accession process. The large number of participants and the widespread satisfaction with quality of TAIEX events indicates a high level of impact at the individual level, although impact varied depending on quality of event. However, because TAIEX is designed to deliver a high volume of small-scale events across a wide range of *acquis* chapters, substantive and wider capacity-building impacts at the level of individual organisations are not generally envisaged. Little intermediate impact was observed, also because there was no systematic dissemination of TAIEX material within beneficiary organisations. However, where a sufficient number of individuals attended an event, it is possible that more substantive intermediate impact could accrue to the organisation. TAIEX has had good wider impact in supporting the accession process through its databases, which have been extensively used during the immediate pre-accession period, and through its strong coordination role of Peer Reviews.

Candidate country capacity for translation/transposition was strengthened and the accession process supported. TAIEX support has had a good impact on managing the legal translation and transposition process, and has made an important contribution to the efficiency of the accession process. TAIEX databases have been extensively used by a wide range of public administrators preparing for implementation and enforcement of the *acquis*. Without TAIEX support, the volume of work associated with the translation would not have been recognised or provided for. In addition, contact with EU-15 experts has provided informal on-site mentoring for their counterparts. Through its organisation and coordination of Peer Reviews, TAIEX support has helped to focus the programming effort for Phare national funds.

The role and effect of the Facility in building substantive sustainable administrative capacity has to be assessed within a broader framework of policy and interventions. The principle effects of TAIEX have been at the level of individuals who have gained enhanced skills and understanding, although some immediate impacts could have accrued to organisations where subject-specific, targeted events were held. Transfer of knowledge within organisations and between beneficiary organisations and external stakeholders has been variable and depended on the extent to which the TAIEX intervention has addressed a priority area which was also

supported by internal resources for dissemination or roll-out. Because TAIEX events focus on gap filling, providing short-term advice on specialised topics and supporting beneficiary countries and organisations' requests for training and know-how transfer, development of sustainable capacity has to be assessed within a sector-based policy of the interventions of all the instruments within a national framework.

Although TAIEX activities are not strategically programmed and potential sustainability is not a determining factor in approval of requests, there has been good sustainability of translation and transposition outputs, which are available to legislators, lawyers and citizens. Local ongoing collaboration has established an in-country capacity to support legal translations. The sustainability of training activities, via the Regional Training Programme is likely to be constrained by lack of funding for roll out and future training.

Current TAIEX structures effective, but refinements needed in the light of TAIEX's expansion. The current TAIEX structures have been effective in delivering a large number of generally good quality outputs, which have helped to support the accession process. However, a number of weaknesses have been identified that should be addressed as TAIEX expands both geographically (to the Western Balkans) and scope (i.e. to support new instruments such as the advisory missions). For candidate countries, the Accession Partnerships and National Programme for the Adoption of the *Acquis* provide a good and generally up-to-date framework for ensuring relevance of activities and filtering requests for assistance. However for countries where accession is not on the agenda, this framework is less comprehensive. Therefore greater clarity of how requests are filtered to access funding will be required. In addition, more attention is needed to increasing local ownership of results and ensuring follow-up of interventions.

There is scope for greater complementarity with other instruments. Because of its centralised structure, TAIEX is implemented largely in parallel with other instruments (such as SIGMA) and importantly in parallel with the Phare national programmes. Overlaps are avoided through consultation with the relevant Commission staff and while this works well to ensure relevance of individual events and activities, there is little strategic consideration of the respective roles of Phare national programmes and TAIEX in meeting country-level needs and priorities. In many instances, it is unclear why particular activities have been supported, rather than others. In addition, candidate country national aid co-ordinators, who are the mandated interlocutors for donor funding, have received very limited information about the planning and execution of TAIEX programmes. This has implications for ownership of results and outputs and the commitment of resources for dissemination of results.

Conclusions

TAIEX has a definite role within the Commission portfolio of institution building measures. It is a short-term, service-oriented and flexible complement to other instruments. It meets needs that the Phare national programmes are not meeting, for a variety of reasons – the required intervention is too small or too short, or needs to be mobilised too quickly. TAIEX also fills gaps that the Directorates General and other organisations are unable to fill through lack of local networks, knowledge, staff, time and the ability to mobilise resources which are restricted by the rigidity of financial regulations.

Importantly, TAIEX serves as an effective 'clearing house' for matching requests for assistance (demand) with EU-15 and Commission Services' expertise (supply). As such,

TAIEX has been and continues to be an important tool in promoting practical co-operation between EU-15 and CC administrations.

TAIEX has played a valuable role in supporting the accession process through its translation and transposition work and through its support for the Peer Review process. The Peer Reviews in particular have been important foundations for the Regular Reports which, in turn, have been instrumental in guiding and targeting the Phare annual programmes.

Sustainability of TAIEX interventions would be enhanced by a more strategic approach and enhanced local ownership. TAIEX runs in parallel with the Phare national programmes, and local institutional ownership of the interventions has not been maximised. Dissemination of lessons learned and good practices between countries and interventions could be improved. The range of tools used by TAIEX (short-term technical assistance, etc.) is sufficient to ‘plug gaps’, but they are not sufficient to build sustainable capacity at institutional level. Cumulatively, these factors have reduced the sustainability of some interventions. In particular, attention needs to be paid to the sustainability of the Regional Training Programme, which is becoming an important TAIEX activity.

Good efforts are ongoing to improve cost-effectiveness, and these should be continued. As designed, TAIEX deals with a high volume of short-term, largely demand-driven interventions and as such, wider impacts and sustainability can only be limited. In this context therefore, cost-effectiveness is a core concern. This relates not only to the cost of delivering the interventions, but striking a balance with maintaining high quality, both in terms of logistics and importantly in terms of content. For training events, ‘quality’ includes appropriateness of content to participants, appropriate participants and good quality trainers and speakers. Since 2003 good efforts are ongoing to improve cost-effectiveness, and these should be continued, together with the establishment of clear benchmarks for both cost and quality of actions.

Recommendations

Recommendation 1. Recognise and focus on areas where TAIEX delivers added value. TAIEX clearly delivers added value in areas where a horizontal approach is required (tracking the transposition process through tailored databases, providing large-scale information sharing, awareness-raising, networking opportunities, etc.). However, the added value of TAIEX in providing logistical support for the organisation of study visits and expert missions, etc., is limited, and more attention should be paid to achieving this in a more cost-effective manner (see next recommendation).

Recommendation 2. Continue to increase the cost-effectiveness of TAIEX activities. TAIEX activities are labour and resource intensive and efforts are ongoing to ensure that interventions are delivered in a cost-effective manner. The TAIEX Unit should continue to increase cost effectiveness, and explore ways, for example, to ensure that cost savings of decentralised logistical support by the external contractor are passed on, and to devolve some logistics to beneficiaries (e.g. in the case of study tours or institution-specific training activities, as appropriate). Importantly, the TAIEX Unit should establish benchmarks for cost effectiveness that allow tracking of cost effectiveness and measurement of the contractor’s performance.

Recommendation 3. *The Commission should continue to develop and strengthen internal quality review arrangements for TAIEX,* to identify underlying problems affecting the consistent delivery of high quality TAIEX products and to propose solutions. This has six distinct elements:

- The identification of appropriate expertise/speakers;
- Development of an appropriate and agreed agenda;
- Participation of the relevant target group from the beneficiary country/countries;
- Good quality logistical support;
- A mechanism to identify problems (in particular the systematic administration and analysis of appropriately design feedback questionnaires);
- A mechanism to address problems identified through the quality control process.

Recommendation 4. *Ensure that the quality of the advisory visits and assessment missions continue at a high standard.* The Peer Review system is held in high regard by the beneficiary countries due to the close links between the reviews and the Commission's Regular Reports. The introduction of the advisory visits and assessment missions is a good initiative that should clarify needs and that should help to target TAIEX and other Commission support. However there is a risk that these will be seen as less important than the Peer Reviews and treated accordingly. Therefore, the quality of the exercise, including the quality of experts and the quality of the expert reports is very important.

Recommendation 5. *The internal monitoring of TAIEX should be improved.* DG ELARG Institution Building Unit should improve its internal monitoring system so that it is capable of providing information on performance to TAIEX management and other key stakeholders on an annual basis. This monitoring function should assess the adequacy of information currently provided by TAIEX as a basis for policy, strategic and operational decision-making and develop appropriate indicators.

Recommendation 6. *TAIEX should continue to strengthen a more structured dialogue with line DGs.* Relations between TAIEX and the technical Directorates General and regional and geographic units have improved considerably since 2004, but there is still scope for closer cooperation. Cooperation with technical DGs could be improved through formalised and regular meetings with relevant counterparts, a regular electronic newsletter and other forms of information exchange.

Recommendation 7. *TAIEX should revisit its communication strategy to increase dissemination of seminar, workshop, and study tour results.* TAIEX should look at ways to make more use of outputs and to increase visibility of the programme and its capabilities, particularly in the beneficiary countries. Outputs (with the exception of the Peer Reviews) should be made available on a systematic basis through the TAIEX website in appropriate, user-friendly formats, with particular attention to quality and dissemination of lessons learned and good practice.

Recommendation 8. *More attention should be paid to sustainability.* Because TAIEX events are perceived as one-off, gap-filling exercises, sustainability is not a key concern. This is reflected in poor mechanisms for transfer of knowledge after the events, particularly within the beneficiary organisations. While limited sustainability can be expected from some types of TAIEX activity (e.g. participation of one staff member in a multi-country workshop) other types of activity deeper consideration of how sustainability can be ensured. For example, where significant support has been delivered over time to a particular partner institution,

sustainability should be considered. This could take the form of a commitment by the partner institution to disseminate TAIEX materials within the organisation, or to relevant external partners. In the case of the Regional Training Programme (with its use of network of local trainers) in particular, commitment to the further roll out of training activities partially, or ideally fully, funded by national funds would ensure that the capacity built is not lost.

MAIN REPORT

1. INTRODUCTION

1.1 Objectives

1. The evaluation of the assistance from the Technical Assistance Information Exchange Office (TAIEX) is one of a series of evaluations of Phare multi-beneficiary programmes (MBPs) carried out as part of the *ex post* evaluation of the Phare programmes 1999-2001. This evaluation feeds into a consolidated report on the Phare MBPs in the 1996-2001 period which will in turn form part of a consolidated *ex post* evaluation of the Phare programmes in the period 1999-2001.
2. This evaluation report has both an *ex post* aspect (dealing with programmes from 1996-2001) and an interim aspect, whereby it addresses developments in the 2002-2004 period.
3. The overall objective of the *ex post* evaluation of TAIEX is to provide accountability with respect to the value for money of the use of European Commission (EC) funds, and to derive lessons learned for decision-making on improvements to pre-accession aid to remaining and future candidate countries (CCs) and on future aid which may be extended via TAIEX to other countries. This evaluation will focus mainly on the outputs, results and impacts of TAIEX on the adoption and implementation of the *acquis communautaire* (henceforth '*acquis*'); from the translation of the *acquis* into languages that would become official languages of the European Union (EU), through to the implementation and enforcement of the *acquis* 'on the ground' in each of the thirty five chapters of the accession agreements.

1.2 Background and Context

4. The European Council meeting in Copenhagen² identified alignment to the *acquis*, in particular with regard to the internal market,³ as one of the main elements of the pre-accession strategy. The CCs recognised that translation of the *acquis* and other texts into national languages was a common problem and consequently identified a need for better translation and interpretation capacity.
5. The European Commission White Paper on '*Preparation of the Associated Countries of Central and Eastern Europe for Integration into the Internal Market of the Union*'⁴ emphasised the importance of *the implementation and control structures, establishment of which must accompany the adoption of legislation in the internal market*. The White Paper provided for the establishment of a Technical Assistance Information Exchange Office (TAIEX) "*...inside the Commission in order to provide for the exchange of information and to give direct advice to associated countries.*"
6. The TAIEX Office was created on 5th July 1995 and commenced operations in January 1996. It was originally set up for a two-year period to provide complementary and focussed technical assistance in the areas of legislation covered by the White Paper. Specifically

² June 1993.

³ The Copenhagen Criteria specified that *the applicant country must have achieved stability of its institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities. It must have a functioning market economy and the capacity to cope with competition and market forces within the EU. It must have the ability to take on the obligations of membership, including adherence to the aims of political, economic and monetary union.*

⁴ COM(95)163, presented to the European Council meeting in Cannes in July 1995.

TAIEX was established to provide information and advice on the adoption and implementation of the internal market legislation. In 1996 this concept was extended to enable TAIEX to assist the CCs with translation and interpretation of the single market legislation into national languages (see Annex 3 for more information on TAIEX operations).

7. Importantly, following adoption of Agenda 2000, the remit of TAIEX was extended to cover the entire *acquis*. In 2001, TAIEX was made available to Cyprus and Malta, in 2003 to Turkey and the Western Balkans and in 2004 to Northern Cyprus and further throughout the Balkans. The accession of ten CCs to the EU in 2004,⁵ and the continuation of TAIEX activities, mean that TAIEX assistance now encompasses post-accession requirements as well as pre-accession assistance. More recently, a role for TAIEX in the European Neighbourhood Policy (ENP) is envisaged, which will make TAIEX available to countries for which EU membership is not on the immediate agenda.

8. The TAIEX Office has been funded through a series of Phare MBPs, as shown in Table 1. In the 1996-2004 period, M€ 171 was made available.

Table 1. Overview of TAIEX funding 1996-2004

Progr. Number	Programme Title	Expiry Date Contracting	Expiry Date Disbursement	Committed (M€)
ZZ-9626	TAIEX	31/12/97	30/06/00	5.4
ZZ-9734	Approximation of legislation – TAIEX	31/12/99	31/12/00	6.0
ZZ-9801	Approximation of legislation – TAIEX	31/12/99	31/12/02	32.0
ZZ-9918	Approximation of legislation – TAIEX	31/12/00	30/06/02	16.0
ZZ-0005, ZZ-0025, ZZ-0026	Approximation of legislation – TAIEX	31/12/01	30/06/03	30.0
ZZ-0124, ZZ-0104, ZZ-0123	Approximation of legislation	31/12/03	31/12/04	35.0
2002/001-091	TAIEX	31/12/03	31/12/04	28.4
2004/016-813	TAIEX	15/12/05	15/12/07	14.2
2004/006-219	TAIEX	15/12/05	15/12/07	4.0
Total				171.0

1.3 Results of Previous Evaluation

9. TAIEX was evaluated in 2000.⁶ The Evaluation Report recognised that TAIEX had developed a capacity for delivering a large number of events and was generally efficient. Contractors and recipients of events had performed well. The wider and immediate objectives of the programme - to provide information and advice on implementation of internal market measures - had been achieved. The immediate objectives concerning support to the transposition, implementation and enforcement of internal market legislation had also been achieved, as had the other immediate objectives of creating a translation infrastructure and supporting activities connected with institution building and twinning.

⁵ Eight 'Phare' countries; Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovenia and Slovak Republic; Malta and Cyprus.

⁶ Report No. ZZ/EUR/99104 issued in April 2000, OMAS Consortium.

10. The Report made a number of recommendations aimed at

- Clarifying the TAIEX strategy (whether it should be pro-active or reactive);
- Putting in place an organisational structure to support this new approach;
- Increasing coordination between the TAIEX Office and the Phare national programmes and between the TAIEX Office and its key stakeholders including the Commission's technical Directorate Generals (DGs) and DG Enlargement;
- Improving the effectiveness of activities through more attention to needs assessment;
- Decentralisation of activities to the beneficiary countries;
- Improved auditing and evaluation of TAIEX funds, including the development of appropriate impact indicators;
- Allow for provision of medium-term support by TAIEX.

11. The majority of recommendations have been implemented only partially. Organisational changes have taken place in TAIEX, largely along the sectoral lines recommended by the Report. Coordination with the Technical DGs has improved, in particular through the introduction of more systematic coordination mechanisms, although it is still not optimal (this issue is dealt with later in this Report). Other recommendations remain valid (i.e. have not been implemented), such as the desirability of decentralisation of some activities to the beneficiary countries and the need to improve indicators for measuring the effectiveness of activities. Annex 4 contains a brief commentary on the treatment of recommendations made by the previous Report.

1.4 Methodology

12. Evaluation questions were established in the Terms of Reference (ToR) for this evaluation (see Annex 1), and are divided into performance evaluation questions and thematic/cross-cutting questions. The ToR also includes the methodology for the evaluation, and indicators (see Annex 2).

13. The evaluation exercise has to meet not only accountability requirements, but also to provide findings that will be useful for operational decision-making. Accordingly (and in line with the ToR), the evaluation of earlier TAIEX interventions is brief and the main focus is on an in-depth evaluation of the more recent allocations to ensure utility for decision-makers.

14. The methodology consisted of a desk study and structured interviews. A sample of fifty events was drawn randomly from the total population of projects and all available documents from TAIEX relating to these projects were reviewed (i.e. reports, attendance lists, speaker lists and format). A review was made of TAIEX files of participant responses to TAIEX events, where these existed and/or were available.

15. To facilitate an in-depth evaluation of the 2002-2004 period, the desk study included assembly and analysis of a database of approximately 20% of the TAIEX events organised among six focus countries (Estonia, Hungary, Poland, Slovak Republic, Bulgaria and Romania). This database shows the type of event, the accession agreement chapter heading, the date of the event and the beneficiary country or countries (see Annex 5). The distribution of samples by sector, by country and by *acquis* chapter is shown in Annex 6.

16. With respect to fieldwork, an important characteristic of TAIEX is that its actions are numerous (currently running at about 1,000 events per annum), spread over all the CCs and over a very wide range of *acquis* chapter headings. This makes coverage of the entire field very difficult. It was therefore decided to focus on those chapter headings where TAIEX

activity has been most intensive. These were indicated by the 20% sample as being (in terms of relevant Directorates General):

- DG Market (Chapters 1 to 6);
- DG Agri (Chapter 7);
- DG SANCO (Chapter 7 - Animal Health);
- DG Environment (Chapter 22).

17. Insofar as possible, participants in activities related to these sectors were prioritised for interview. The fieldwork comprised interviews with TAIEX management and team leaders, relevant personnel in the DGs and personnel in the target countries who participated in events organised by TAIEX and/or who worked in Government departments that benefited from TAIEX interventions. A number of experts who participated as speakers or presenters or trainers at TAIEX events were also interviewed. The structure of these interviews followed the format of the performance evaluation questions in Annex 2.

1.5 Constraints

18. The evaluation was constrained by a number of factors. Firstly, data relating to the *ex post* period (1996-2001) was not readily available and where data was available, it was not comparable year on year. Only four annual reports were produced by the TAIEX Office in the 1996-2001 period, and the data contained in these reports is not compatible. Secondly, comparatively high turnover of staff in the CCs made it difficult to track down participants in individual TAIEX events. Thirdly and importantly, given the nature of the TAIEX activities (short-term interventions, workshops, seminars etc.) interviews were constrained by the ability of the interviewee to remember participation in a short activity and indeed to differentiate between different TAIEX activities after some time.

2. PERFORMANCE OF TAIEX ASSISTANCE

2.1 Scope expanded to meet needs as the pre-accession process accelerated

19. **Overall objectives of TAIEX have changed significantly since its inception.** From its initial focus in 1995 on providing support for the transposition, implementation and enforcement of internal market legislation, TAIEX has expanded to provide support for all *acquis* areas, in both CCs and the new member states (see Annex 7 for an overview of TAIEX objectives over the period 1996-2004).

20. **TAIEX has evolved from a coordination mechanism to a provider of demand-driven assistance.** The philosophy underlying early TAIEX included a focus on transparency not only of TAIEX activities, but of the delivery of technical assistance (TA) by both the Commission Services and the EU-15 to the CCs (see Box 1). Thus early TAIEX was seen as a mechanism to promote coordination between the various Commission and EU-15 support for the accession process. However, from 1999 onwards, it was clear that the volume of assistance and the extensive demands of the accession process made it all but impossible to ensure a central coordination of inputs. Furthermore, each country was proceeding at a different pace, necessitating different responses. Therefore the role of TAIEX changed from that of a mechanism to coordinate delivery of assistance, to a parallel provider of demand-driven assistance. The 2004 Mission Statement (see Box 1) clearly sums up the TAIEX philosophy as it stood at the end of the *ex post* evaluation period.

Box 1. Evolution of the TAIEX mandate

Mandate, 1996: To channel technical assistance on approximation of single market legislation in a focused way to the public and semi-public bodies of the Associated Countries. This advice can come from the Commission services, from the administrations and public or semi-public bodies of the member states. The advice and assistance can extend beyond the understanding of the EC legislation and the drafting of corresponding texts to the implementation and enforcement of the legislation;

To increase transparency as to how and where technical assistance is being provided by the Commission and EU-15 in each CC. Information about assistance activities can be shared so as to avoid redundancies of effort;

To set the information regarding technical assistance which has already been provided, against the objectives planned or achieved in each country, in order to allow a more focussed and rational deployment of assistance to each CC. This more focussed TA effort should help speed up the achievement of the most appropriate conditions for entry into the internal market.

Source: Report on the Activities of TAIEX for 1996

Mission Statement, 2004

- To provide institution building support in all areas of the EU *acquis* with the view to support the alignment, application, and enforcement of the *acquis* in the new member states, the candidate countries, the Western Balkans and Turkish Cypriot community in the North part of Cyprus;
- To provide centrally managed short-term technical assistance in the field of approximation, application and enforcement of EU legislation;
- To meet demand-driven requests for assistance from the beneficiary countries, the Commission Services and member states.

Source: TAIEX Activity Report 2004

21. **Lack of flexibility in Phare and other financial regulations has helped to create a niche for TAIEX.** A further impetus for the development of TAIEX into its current form is the lack of flexibility in both the Phare financial regulation and the financial regulations governing the work of the DGs own activities.⁷ A niche for TAIEX has therefore evolved in delivering short-term inputs where existing financial regulations are inflexible either with respect to the type of activity that can be funded, or the link with existing programmes, or the duration of the

⁷ Many Community Programmes managed by the DGs have extended their application to the CCs, e.g. Customs 2002, LIFE, Combating Social Exclusion etc. 10% of the Phare budget for national programmes has been allocated to support CC involvement in community programmes.

input or the geographical coverage allowed. The TAIEX niche is therefore its ability to address gaps that have emerged due to rigidities in the Phare and community programme financial regulations.

22. ***TAIEX was specifically designed to have a direct and short-term link to the *acquis* elements of accession process.*** TAIEX was designed as a ‘problem solver’, a broker and as a catalyst, using its resources, networks and accumulated expertise to solve problems identified by the beneficiary countries first and foremost, but also as defined by the Commission Services through the Peer Reviews, Regular Reports and screening exercises. TAIEX is also empowered to respond to requests for assistance from parliaments, municipalities, social partners and economic operators. However, the TAIEX focus is firmly on the *acquis* elements of the accession process. Expansion of the TAIEX mandate has included new types of activities (e.g. Peer Reviews) and extension to new geographical areas rather than an expansion into non-*acquis* areas.

23. ***TAIEX has lacked a coherent strategy over time and across sectors.*** As important as its formal objectives, is the *modus operandi* of TAIEX. As set out in the first Financing Proposal, TAIEX acts as a broker, intermediary, or ‘one-stop shop’. It was intended that TAIEX would be demand-driven, that is, capable of responding to requests for assistance from both its beneficiary groups (or ‘client groups’) be they officials of new member states, CCs, DGs, parliamentarians or economic operators. Thus the underlying philosophy of TAIEX made it difficult to put in place a coherent strategy over time. In addition, as one of the defining characteristics of TAIEX was its perceived non-directive nature, previous management was reluctant to impose a structure and strategy on the instrument. This has been an important factor in the later decision to use TAIEX as the first Commission instrument to provide assistance to Northern Cyprus.

24. ***In practice TAIEX is not a purely demand-driven instrument.*** On one hand the TAIEX unit stimulates demand through its road shows and information days and on the other hand, the TAIEX unit makes clear choices as to the priority areas for funding on an annual basis and delivers a number of activities on a ‘programmed’ basis. For example, in 2003 the TAIEX unit identified a need for multi-country introductory seminars for the newly eligible Western Balkans on topics such as organised crime, food safety and public procurement legislation. Programmed activities in 2004 included a series of 30 seminars in EU law and activities with the Joint Research Centre (JRC). More recently, a multi-annual programme for the Turkish Cypriot community has been developed.

25. ***TAIEX has expanded appropriately to include support for Peer Reviews.*** Peer Reviews were included in the TAIEX portfolio in 2003 in response to the Commission’s 2002 Strategy Paper.⁸ In this context, TAIEX provides logistical and administrative support for the delivery of Peer Reviews by the relevant DGs, which in turn inform both the compilation of the Commission’s Regular Reports and in the immediate pre-accession period provide input for the Comprehensive Monitoring Report (CMR). The Regular Reports and the CMRs are important pillars for the programming of the national funds under Phare and later under the Transition Facility. The added value of TAIEX is the high volume of Peer Reviews that can be completed within a short period – 24 in Bulgaria and 28 in Romania in 2004. However, it is worth noting that not all DGs use TAIEX for Peer Reviews, preferring to rely on their own networks of experts.

⁸ The overall objective of the Peer Review process is to ascertain whether adequate administrative infrastructure and capacity are in place in order to ensure full implementation of the *acquis*.

26. ***TAIEX provides relevant support for translation and transposition.*** The TAIEX Project Fiches (PFs) indicate that the TAIEX role extends beyond translation and transposition issues to the broader task of supporting capacity building for enforcement of the *acquis*. The current positioning of TAIEX within the institution-building unit of DG Enlargement confirms that TAIEX is seen as an institution-building instrument, albeit with a limited mandate (focussing on the transposition, implementation and enforcement of the *acquis communautaire*). For translation and transposition activities, TAIEX has been an appropriate instrument. As common understandings among translators and ‘transposers’ (administrators, lawyers) about the substantive meaning of the *acquis* is essential, a coordinated, multi-country response that allowed for cooperation and dialogue between translation and transposition practitioners was appropriate. There are perhaps other agencies in the Commission or the Council to which the task might have been assigned. (i.e. translation might have been given to the interpretation service and transposition to the Secretariat General or the individual DGs), but TAIEX was specifically tasked, manned and funded to provide services to CCs while other existing units are oriented to responding to needs of the institutions. Centralised support for the Translation Coordination Units (TCUs), as a co-ordinated multi-country activity has been essential to ensure that an effective in-country capacity to manage the translation process is in place and the various databases are appropriately designed. Expert missions to the beneficiary countries of practitioners from the EU-15 with in-depth, practical and specific experience of the subject area are appropriate for supporting the transposition process, in particular for providing hands-on input and for on-site mentoring. Study tours can be useful to see how the transposition process is managed in different EU-15 countries. However for both the expert missions and study tours, success depends *inter alia* on the design of the intervention, and with regard to the expert missions, the quality of the expert provided.

27. A key challenge for users of TAIEX is to ensure that benefits to individuals are translated into wider institutional learning. Institutional capacity building requires a broad awareness of the institutional framework and the location of the intervention clearly within the institution’s development plan. Given the number of countries involved and the scope of the *acquis*, at best TAIEX workshops and seminars can only be expected to provide limited, sporadic or one-off interventions at the level of individual organisations. The short-term, tightly focussed and highly specialised nature of TAIEX interventions (particularly workshops and seminars lasting 2-3 days), coupled with a focus on information sharing, rather than skill-transfer means that impacts are limited to gap filling, rather than systematic and strategic capacity-building. While TAIEX meets urgent needs in individual organisations in terms of information provision, the overall structure of the TAIEX instrument cannot bring substantive capacity building at individual organisation level. For example, a 2-day multi-country ‘Workshop on Medical Devices: Best practices, Market Surveillance and Vigilance’ is useful for enhancing understanding of best practices in the area, but unless it is part of a more concerted enforcement plan, its effects will remain at the level of individual knowledge enhancement. Therefore a key challenge for users of TAIEX is to ensure that benefits to individuals are translated into wider institutional learning and development. Feedback from interviews shows a range of experience with dissemination, from publication of materials on internal web-sites, to follow-up workshops with relevant colleagues and stakeholders.

28. ***Careful screening ensures relevance, but strategic links could be improved.*** Requests for assistance are screened centrally by the TAIEX Team Leaders and Head of Unit at a weekly meeting. Criteria for funding an event/study tour etc. include: compliance with an *acquis*-related priority, feedback from relevant stakeholders, the technical quality of the request, and no duplication or overlap with Phare. Applications that fulfil the criteria are then dealt with on

the basis of ‘first come first served’. Where clarifications are needed as to the relevance of the assistance required, consultations take place with line DGs, EC Delegations, and Country Teams in DG Enlargement. The majority of activities surveyed were relevant, in term of priorities identified in the Regular Reports. However, for many of the activities (workshops and seminars) at both country and sector level, it is unclear to what extent they are in line with country or sectoral level priorities. This has downstream implications for the level of resources that are made available for follow-up or dissemination activities.

29. *Links between TAIEX and line DGs have improved, but the need for more strategic dialogue remains.* Interviews confirm that relations with the line DGs have improved gradually in the 2002-2004 period and TAIEX has been active in promoting more structured dialogue with counterparts in both line DG and regional and geographic units. The TAIEX ability to mobilise assistance quickly and to handle administrative arrangements is greatly appreciated by the line DGs. In some key areas, such as agriculture and food safety and justice and home affairs (JHA), up to 250 requests for assistance are processed annually by the relevant TAIEX teams. In the absence of the TAIEX unit this task would fall to the DGs who are currently not equipped to process such a high volume of requests and indeed administer the resulting interventions. However, relations with DGs depend to a large extent on personal relations between the TAIEX team and the DG. In some areas such as environment, agriculture and JHA, relations function well, with good coordination, while other areas have been less successful.

30. *The network of National Contact Points has functioned adequately.* In-country coordination of TAIEX information dissemination has performed well, and there is a good awareness of the instrument and the eligibility criteria across the interviewed beneficiaries. However in some cases, the National Contact Points (NCPs) themselves are by-passed by the beneficiaries as they make direct contact the TAIEX Unit in Brussels and/or their counterpart institutions in the EU-15.

31. The National Aid Co-ordination Units are not systematically involved in TAIEX coordination. While identification of needs at sectoral level is carried out appropriately by the relevant institutions, there is no evidence (in the sample countries at least) of prioritising between sectors, or identification of priority needs at country level. While this is consistent

with the philosophy of TAIEX as a demand-driven instrument, a valuable opportunity to use TAIEX strategically to support country-level accession priorities is missed.

Box 2. TAIEX in Operation in Bulgaria

The TAIEX NCP for Bulgaria is located at the Council of Ministers. Initial support started in 1998 with the screening of legislation for alignment with the *acquis*. This task was completed in 2003. In later years, the TAIEX support has focused on transfer of good practice for administrative capacity building to implement legislation. Visits to and from EU counterparts have been particularly useful. In 2004, requests for TAIEX were centralised by the Council of Ministers.

The Bulgarian TAIEX co-ordination unit issues letters to ministries (Ministers) calling for applications for TAIEX interventions. These letters are passed down the chain to Deputy Ministers/Directors who are often the chairpersons of Sectoral Working Groups. The letter emphasises to need to avoid overlaps with existing Phare assistance.

The TAIEX Unit comes on mission to Sofia for general events and this helps to spread the knowledge of TAIEX throughout the administration. The TAIEX Unit in Brussels also forwards lists of participants at TAIEX events to avoid duplicate applications for assistance. Peer Reviews often generate further TAIEX work.

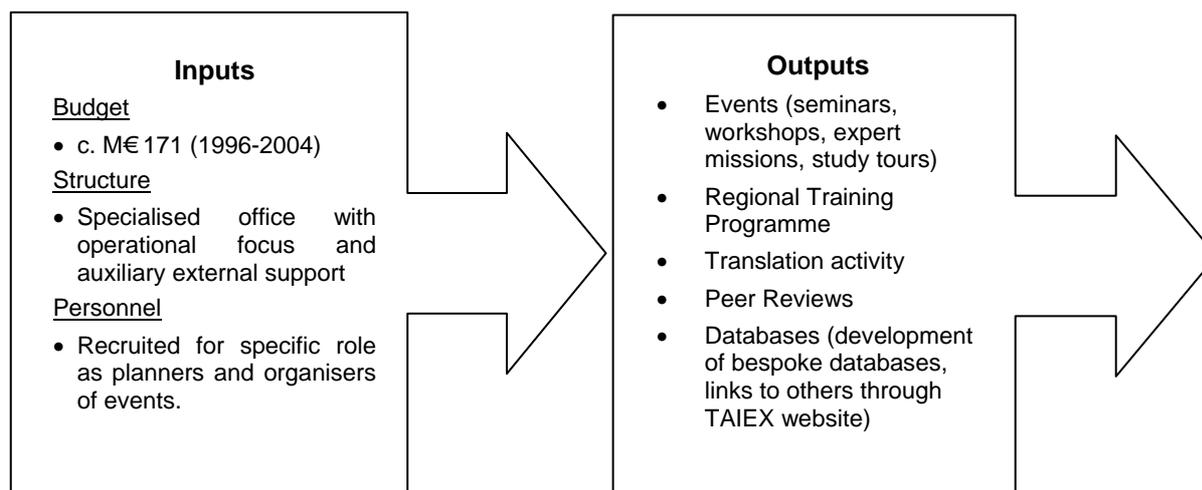
In 2004, 273 requests for TAIEX assistance were submitted to Brussels, and 199 were implemented. In 2005, 262 requests were submitted and 211 implemented. The main reasons for rejection of requests included: expanding the scope in order to launch a multi-country event; avoidance of study visits and the availability of a suitable alternative elsewhere (e.g. support from Europol for JHA activities).

The main advantages of TAIEX include a quick response time and knowledge transfer from EU-15 experts in sectors such as agriculture and forestry.

2.2 Considerable volume of outputs generated, and cost-effectiveness improved, but scope for further savings

32. *The unique selling point of TAIEX is its ability and willingness to take on 'logistically demanding actions'.* This could be considered as one of the central features of TAIEX that distinguishes it from other Phare interventions, and the organisation and funding of TAIEX reflects this. Analysing the TAIEX intervention logic we can see inputs and outputs as shown in Figure 1 below (for a full reconstructed intervention logic please see Annex 8).

Figure 1.- TAIEX Inputs and Outputs



33. *Accountability of TAIEX in the 1996-2001 period has been poor.* Quantifying TAIEX outputs and in some cases inputs in the evaluation period is complicated firstly by unavailability of data and secondly where data is available it is not comparable year on year due to a lack of consistency in the definition of categories and beneficiaries. Between 1996 and 2000 only three annual reports have been prepared, covering the periods 1996, 1997 and 1998-2000 respectively. The reports provide a basic overview of TAIEX activities in the period but only gross figures on outputs are given and there is no strategic analysis of the TAIEX activities, or identification of impacts.

34. *TAIEX inputs have generated a considerable volume of outputs.* TAIEX inputs to date include a budget of M€ 171 used to support both the actual costs of delivery of outputs (e.g. room hire, translation, per diems, flights etc.) and the organisational costs for supporting the outputs (i.e. staffing both internal and external). A more detailed discussion on cost-effectiveness is given below and section 2.3 deals with quality of outputs.

35. Key outputs in the period 1996-2000 TAIEX include 975 in-country events involving 35,370 participants and 4,546 speakers (see Annex 9). Taking into account the 412 experts mobilised and 2940 participants in study tours in the period, a total of 43,246 participants were involved in TAIEX events in the 1996-2000 period. Data on events organised in 2001 is incomplete, but it appears that 494 events were held involving approximately 9,000 participants. Due to improved reporting for 2002 onwards, more accurate data is available (see Tables 2 and 3). This shows a year-on-year rise in the overall number of events in the pre-accession period. Of note is the considerable rise in the number of Freedom Security & Justice events (21 in 2002 to 120 in 2006) and in expert and study visits (82 to 117). The Regional

Training Programme⁹ (RTP) also grew up to 2005. With accession completed for eight of the ten Phare countries in 2004, there was a decrease in the number of Peer Reviews.

Table 2. TAIEX events by sector/type of activity (new member states and CCs)

	Number of events			
	2003	2004	2005	2006
Transport, Environment and Energy	42	64	87	74
Internal Market	60	87	132	95
Freedom Security & Justice	21	60	114	120
Translation of the Acquis	10	0	2	0
Peer Reviews/Assessment Missions/Advisory Visits	161	58	51	52
Regional Training Programme	145	188	188	147
Agriculture & Food Safety	46	109	109	65
Individual Mobilisation: Expert and Study Visits	82	87	140	117
Total	567	653	823	670

Table 3. Participants by sample beneficiary country

	Number of participants				
	2002	2003	2004	2005	2006
Bulgaria	923	2309	2728	5684	4917
Estonia	970	1239	1548	1195	1960
Hungary	892	2686	2505	2581	1259
Poland	3945	2387	3462	3180	3072
Romania	2170	2399	2376	6824	5512
Slovakia	1087	1262	1524	1865	2193
Total	9987	12282	14143	21329	18913

36. ***There was a sharp increase in TAIEX activities as the CCs approached membership.***

The data shows that there was a sharp increase in the number of events (and the level of participation) as the CCs approached membership in 2004 (see Table 4). To understand this trend in more detail, the evaluators analysed a 20% random sample (see Annex 10). From this analysis we can see that agriculture was the leading chapter with about one third of the total. This area divides into the responsibility of DG Agriculture and DG SANCO (animal health). Next in importance is internal market, which covers the first six chapters of the *acquis*. Environment is in third place and transport fourth.

⁹ The main objective of the RTP is to provide training on the implementation and enforcement of different key areas of the *acquis communautaire*, in which the regional and local authorities have a particularly important role to play. This is achieved through the use of a training-the-trainers concept, as public officials are trained to become RTP experts. They in turn are then responsible for co-organising assistance with the support of TAIEX on EU legislation and its implementation and enforcement in their region.

Table 4. Acceleration of TAIEX activities in pre-accession period

	Percentage of activities in period 2002-04		
	2002	2003	2004
Bulgaria	14.1	22.5	62.0
Estonia	21.5	26.2	52.3
Hungary	19.5	26.0	50.6
Poland	21.5	28.0	47.3
Romania	14.9	25.3	57.3
Slovakia	23.5	27.9	45.6

37. ***Current organisational structure broadly meets TAIEX needs.*** At the cut-off date of this evaluation, the Institution Building Team at DG Enlargement (TAIEX) comprised 46 staff organised by activity type (Individual Mobilisation, RTP, and Peer Reviews), sector (agriculture and food safety, justice and home affairs, and internal market) and geographically (cooperation with Western Balkans, co-operation with Northern Cyprus). Country Contact Points are distributed through the sectoral and activity-based teams (see Annexes 10 and 11). This represents a considerable improvement on the situation pertaining at the time of the last evaluation.¹⁰

38. ***Use of external contractors is essential for coordination of logistical support under the current centralised management.*** The functions of TAIEX are divided between the TAIEX unit in DG Enlargement and an external contractor. The latter is responsible for arranging travel, accommodation and other services for the events once TAIEX has approved the activity. The contractor is responsible for making all the payments. There seems no alternative to the use of external contracting, given the volume of work involved in centralised coordination of logistical support. However, there are constraints. A contractor must be a public body or private body with public purpose to be eligible for devolved financial responsibilities. This limits the number of possible contractors and has an adverse impact on reducing prices through competition.

39. ***Some overlap between work of external contractor and work of TAIEX Unit staff.*** When a request is made for an event, TAIEX creates an Order Form (see Annex 13) containing basic information on the proposed event (the names of speakers, presenters, participants as well as hotels, travel requirements etc.). This form is accessible to the external contractor and when the final decisions have been made, the external contractor begins to reserve flights, hotels and other facilities. The interface between the two units works well, but there is an inevitable degree of overlap with the results that TAIEX personnel are involved in some of the administrative work.

40. ***Delivery is excessively centralised.*** It should be emphasised that almost all of the preparatory work for an event is completed in Brussels by the external contractor. Use of local contractors is minimal. It is argued that this is efficient and that almost all details are more efficiently procured in Brussels and transported to the beneficiary country than can be done on the spot by local contractors or suppliers. Centralised organisation is certainly appropriate to many kinds of TAIEX activities, e.g. peer reviews, maintenance of databases and organisation of speakers and locations for multi-country events (which comprise a significant proportion of

¹⁰ The present set up is an important simplification on what was there before, because the distribution of activity type (individual mobilisations, RTP, etc.) in each sectoral team would be excessive.

TAIEX events).¹¹ Central control also allows for consistent quality, which may be difficult to guarantee if tasks are decentralised to the beneficiary or organising country. However, centralisation of the administration, including booking flights, hotels, printing and dispatching conference documentation, place names and other details seems excessive and probably accounts for what appears to be high production costs relative to outputs (see 42 below).

41. *'Rapid response' nature of TAIEX can have adverse impacts on the quality of events.*

In addition to the 'normal' logistical problems expected with such a high volume of small-scale transactions (15,000 payment transactions in 2004 alone), the 'rapid response' nature of TAIEX interventions can have adverse impact on quality (see 45 and 50), in particular the choice of experts may be driven by availability rather than appropriateness. While the main message from the interviewing process regarding the quality of events was positive, a significant number of interviewees noted inconsistent logistical quality of events. Problems ranged from speakers failing to turn up, confusion about hotels, late arrival of flight tickets, and last minute changes to agenda.

42. *Centralised logistical support of TAIEX activities was costly, but efforts have been made to improve cost-effectiveness, and these should be continued.*

In the period 2002-2005, the total cost of events (fees, travel, accommodation, etc.) was around M€ 15. The combined cost of the TAIEX Office and the external contractor was approximately M€ 10 million, with almost 100 persons employed in the two organisations. Thus, based on these figures, for the period 2002-2005 it cost € 2 to spend € 3. From 2003 however, ongoing efforts have been made to improve cost-effectiveness, and more recent data¹² (albeit within a different timeframe) indicates that production costs are reducing. Using 2003 as a 'base year', in the period 2003-2006 figures provided by DG ELARG Institution Building Unit indicate a ratio of approximately €1 spent on 'production'¹³ activities for every €3 spent on operational expenses. Although the production costs appear high, the estimated average cost per participant-day was relatively competitive with commercial organisers of training events. During 2003-2006, the average cost per participant-day was estimated by DG ELARG Institution Building Unit as €451 (2003), €483 (2004), €345 (2005) and €328 (2006), including Commission overheads. Over the same period, the number of events organised was 1,008 (2003), 1105 (2004), 1322 (2005) and 1106 (2006).

43. *Options for decentralisation must ensure that quality is maintained and savings are passed on.*

Provision of centralised (Brussels-based) logistical support (purchase of airline tickets and booking of hotel rooms) appears to be a cumbersome and costly approach. Advances in the use of internet booking and the rise of low-cost airlines would seem to reduce the need for centralised support for logistical arrangements, and suggests an argument for at least partial decentralisation. However the centralised approach does have certain benefits, for example, centralised buying allows the external contractor to negotiate attractive prices for airline tickets and hotel rates. The prepaid nature of arrangements also ensures that local participants are not prevented from taking part in TAIEX events through lack of access to finance. Centralised delivery also ensures that events (at least from an organisational point of view) are of good quality. However, considering the number of people employed by the external contractor, there are substantial overheads to be covered. To facilitate implementation of in-country events, the external contractor has concluded contracts with local companies and

¹¹ For example, in 2004 in the priority area of agriculture and food safety, multi-country events accounted for 89 of 201 events (44%).

¹² Dated 9 March 2007.

¹³ 'Production' activities are broadly defined as activities involved in producing the TAIEX product, and include inputs in both substantive content and the organisation of events, i.e. agreeing agendas, locating and contracting speakers etc.

this would indicate that there are savings to be made. However, it is unclear whether these are reducing the overall delivery costs. In addition, any decentralisation must ensure that quality of events is maintained and this needs to be built into the overall quality control function, and the additional costs of monitoring local activities would need to be taken into account.

2.3 Planned results largely achieved

44. ***Planned outputs have been delivered.*** Immediate objectives are defined by the PFs in terms of outputs, and in this sense they have largely been delivered: central translation facilities were established and supported successfully; translation activities were coordinated, and quality of translation was ensured.¹⁴ Later, advice was delivered on transposition, implementation and enforcement of legislation and information and know-how has been provided through seminars, training and documentation. However, as noted earlier, TAIEX operates in a demand-driven manner and is thus reluctant to be prescriptive in relation to the scope or quantity of outputs to be delivered.

45. ***Information on the quality of outputs, scale of immediate impacts and use of resources has only recently been collected and analysed in a systematic manner.*** TAIEX activities have involved over 70,000 individuals in the period under evaluation. However, systematic collection and collation of feedback from participants on TAIEX events commenced only in late 2004. Before this, only a limited number of TAIEX teams invited comments on TAIEX events on a regular basis, and then not according to a defined format. While these responses were useful to the Teams and Team Leaders concerned, they were insufficient to support more general conclusions about TAIEX. As of 2006, the TAIEX Office also started to put in place arrangements to track costs and hence efficiency of TAIEX activities.¹⁵

46. ***Beneficiaries interviewed report a high level of appreciation of TAIEX activities.*** Interviews with beneficiaries and with DGs indicate a high level of satisfaction with the quality of the TAIEX events. Speakers were felt to be largely appropriate and the information provided considered relevant. Many interviewees noted the value of TAIEX's ability to support missions from EU-15 experts and practitioners to the CCs to provide 'hands-on' support for the specific areas. The 'rapid response' nature of TAIEX was particularly appreciated, and the TAIEX support for CC participation in expert working groups and other Commission activities and events, which would otherwise not have been possible due to CC financial constraints. However, there were cases of poor quality speakers/experts, and inaccurate targeting of seminars and workshops (i.e. subject matter not precisely targeted to audience), which reduced the quality of the outputs) (see 41 above).

2.4 Immediate impact was largely good, and databases and Peer Reviews also made good wider impacts.

47. ***Impact assessment is constrained by nature of TAIEX activities.*** TAIEX is designed to deliver a large volume of small and short-term activities (over 10,000 in the evaluation period), across a wide range of *acquis* chapters. TAIEX also acts as a catalyst and facilitator. Therefore, substantive and wider capacity-building impacts at the level of individual organisations are not generally envisaged.

¹⁴ More information is given in Annex 13.

¹⁵ In its comments on the draft report, the Institution Building Unit, D4, report that since 2006 a quality control function has been introduced through systematic *ex post* evaluation of logistics and performance of speakers/experts at TAIEX events. The external Service Provider and D4 assess feedback from a representative sample of speakers and participants from each event. Once a month, an overall assessment of evaluation results is made at the level of team leaders which results, where necessary, in operational improvements.

48. ***Measuring/assessing impact is not integrated in the TAIEX work cycle.*** The PFs for TAIEX are not based on logical framework analysis. While this may be consistent with the internal logic of TAIEX as a ‘demand driven’ instrument, it makes monitoring and evaluation difficult if not impossible. TAIEX reporting focuses primarily on the activities delivered by TAIEX and only in limited cases (Peer Reviews, transposition activities) is there a focus on immediate or wider impacts of the TAIEX support. Furthermore, current reporting does not differentiate between the TAIEX role as an instrument facilitating the work of other DGs or CCs, and its role in initiating and delivering substantive inputs, e.g. through the RTP or its work with translation and transposition.

49. From a thorough analysis of TAIEX, the Evaluators have reconstructed an intervention logic (see Annex 8). From this logic, the impacts can be discussed in four types: a) immediate impacts on individuals; b) intermediate impacts on institutions; c) intermediate impacts on the Phare programming process; d) wider impacts on the accession process.

50. ***Immediate impacts on individuals varied depending on quality of event.*** The potential for TAIEX to contribute to skill building at individual level is considerable. The large number of participants and the widespread satisfaction with quality of TAIEX events indicates a high level of impact at the individual level. However, there were cases of logistical problems (see 41), poor quality of speakers and experts, and inaccurate targeting of seminars and workshops (i.e. subject matter not precisely targeted to audience, see 45), which reduced the immediate impact at this level.

51. ***Mixed experience with dissemination of knowledge within beneficiary organisations.*** Interviews indicate that there is a mixed experience with dissemination of knowledge gained through participation in TAIEX events. In some cases there are systems in place for the transfer of experience, including circulation of mission reports, or information meetings within the organisation. However this is not a common feature of all beneficiaries organisations interviewed. Systematic dissemination of TAIEX materials was also not addressed by the beneficiaries interviewed. This limited the intermediate impact.

52. ***TAIEX has had good wider impact in supporting the accession process through the databases and Peer Reviews.*** The most evident wider impacts of TAIEX are found in two areas: support for the translation and transposition process and through the coordination of Peer Reviews. The translation and transposition databases have not only been useful tools in monitoring the rate of transposition of legislation,¹⁶ helping to manage the translation and transposition process and avoiding bottlenecks in the period immediately preceding accession. The databases have also served to enhance the transparency of the accession process and to provide access to EU legislation in national languages to a wide audience. The databases have been extensively used in the immediate pre-accession period. For example, the CCVista database received 1,000 hits in the period leading up to and immediately after accession.¹⁷

53. TAIEX has provided added value to the Peer Review process through its strong coordination role. The Peer Reviews are widely recognised as having had significant impacts on the programming of the Phare national envelopes, through identification of areas where Phare support should be targeted, thus improving effectiveness. They also provide essential

¹⁶ See Annex 3 for an overview of the TAIEX databases.

¹⁷ CCVista is an electronic database containing all EU legislation (over 100,000 pages) translated into the national languages of the EU.

input into the Commission's Regular Reports, which in turn are central to the Phare programming process. Given that the TAIEX role in Peer Reviews is limited to providing logistical support, it is difficult at first glance to see the added value of the TAIEX intervention, but its added value in the process lies in its ability to organise and coordinate a large number of short-term interventions (up to 28 Peer Reviews in Romania alone in 2004).

54. The 2004 TAIEX work programme sees the extension of the Peer Review concept to include assessment missions¹⁸ and advisory visits¹⁹ to all TAIEX beneficiary countries where formal monitoring is not the aim but where the purpose is to provide a gap analysis or assist in strategy development. This is an important change in the role and focus of this kind of activity. Impact will be contingent on these missions and visits having the same status as the Peer Reviews, particularly in terms of political commitment and quality of the outputs.

2.5 Sustainability of translation/transposition good, but weaker for training activities

55. TAIEX activities are not strategically programmed and potential sustainability is not a determining factor in approval of requests for assistance. In some cases, the very nature of the intervention is such that long-term sustainability is not envisaged. For example, the Law Approximation Database (LAD), which gives an updated overview of the legislation adopted by each CC, is not sustainable in the post-accession environment, but it is an important tool in monitoring transposition in the pre-accession context. Like impact, sustainability of TAIEX results is also constrained by the limited size and duration of individual interventions, and staff turnover in the new member states and CCs.

56. *Good sustainability of translation and transposition outputs.* There are some areas where TAIEX results have been sustained: particularly in the area of translation and transposition of legislation. A considerable amount of work has been done to develop a body of legislation translated into the new official languages of the EU. This is now available to legislators, legal practitioners and other interested parties. While the future of the TCUs in the post-accession environment is somewhat in doubt (translation of EU legislation is the responsibility of the Commission Services), on-going support for the TCUs, together with specialist workshops and training for legal practitioners ('jurist linguists') have helped to put in place an in-country capacity to support legal translation.

57. Design of the TAIEX databases has focussed on ensuring compatibility with existing databases (e.g. CCVista is completely compatible with the systems used by the Commission's Translation Service, Legal Service and Official Publications) and the Pre-Notification Database²⁰ has been merged with the Notification Database, which deals with notifications from the member states. Of concern is the future sustainability of the JurisVista database currently hosted by TAIEX. This has been useful in ensuring wide access to the judgments of the European Court of Justice (ECJ) and the Court of First Instance (CFI). The AVIS (animal diseases), VETLEX (veterinary legislation) and PHYTOLEX (phytosanitary legislation) have good prospects for sustainability as they have been developed as commercial products under licence agreements (free access is provided for a limited number of relevant officials in the

¹⁸ Assessment missions can be conducted where formal monitoring is not the aim but where the purpose is to identify needs, provide a gap analysis or elaborate a strategy in a given sector. Such an approach is foreseen as a mechanism for assistance to the Turkish Cypriot community.

¹⁹ Advisory visits are a new third type of peer-based assessments within this category. These visits would be organised at the request of the beneficiary country to assist them to identify gaps in their administrative or legislative preparations.

²⁰ Launched in 2003, the Pre-Notification Database helped acceding countries to meet their obligations ahead of accession with regard to the formal notification of national legislation transposing EU directives. At the end of April 2004 this database had fully served its purpose and the content was transferred to the Notification Database of the Secretariat General, the service responsible for receiving notification of new legislation from member states.

competent ministries). Given the geographical expansion of TAIEX into new countries which are not on an accession path, it is unclear what the future role of the TAIEX databases will be.

58. ***Sustainability of training activities, in particular via the RTP, is constrained due to lack of national funding for roll out and future training.*** Results of individual training and information sharing activities have had mixed levels of sustainability. Generally, results have not been sustained in the medium to long-term due to the intentionally short duration and limited size of events. The RTP was developed in order to ensure that regional and local authorities developed the necessary understanding, and capacity to enforce the *acquis*. Integration with existing structures ensures that there is organisational support for the trainers' activities. Within the context of the ongoing TAIEX work, the RTP trainers provide good points of contact and resources in key *acquis* areas outside the capital cities. However, once TAIEX has ended (particularly in the new member states and post-Transition Facility) it is unclear whether, or indeed how, this capacity will continue to be sustained.

3. THEMATIC/ CROSSCUTTING FINDINGS

3.1 Performance in implementing and enforcing the *acquis* strengthened

59. ***TAIEX support had a good impact on managing the legal translation and transposition process.*** Translation of the *acquis* into the future official languages of the EU is an important task and one of the few accession tasks that is common in size and scope to all CCs. TAIEX focus on supporting translation activities has made an important contribution to the efficiency of accession process, in particular in avoiding last minute bottlenecks. It is also one area where there are clear benefits from a multi-country approach, particularly given the need to ensure consistent interpretation of legal terminology across all the official EU languages. TAIEX databases have been extensively used by a wide range of public administrators preparing for implementation and enforcement of the *acquis*. They have also been used by the Commission Services in the preparation of the Regular Reports, which provided feedback to the CCs on their perceived progress in implementation and enforcement of the *acquis*. The TAIEX expert missions have provided good, hands-on support for legal transposition.

60. Without TAIEX support, the volume of work involved in translation would not have been recognised or provided for, with the risk of bottlenecks in the immediate pre-accession period. Legal transposition would have been completed as planned, but the assistance of EU-15 experts provided not only support for the transposition of particular pieces of legislation, but provided on-site mentoring for their counterparts.

61. ***TAIEX support has helped to focus the programming of Phare national funds.*** TAIEX activities, particularly through the organisation and coordination of the Peer Reviews have supported the programming of the Phare national funds, enabling important targeting of Phare annual allocations to areas of particular need. The Peer Reviews are highly rated by the majority of users and are held in high regard due to their direct link with the preparation of the Regular Reports. While TAIEX has little substantive input into the Peer Reviews, its added value in the process lies in its ability to organise and coordinate a large number of short-term interventions.²¹

3.2 The role and effect of TAIEX in building sustainable administrative capacity is limited

62. TAIEX has had a limited effect in building sustainable administrative capacity for implementing and enforcing the *acquis*. TAIEX provides short-term, largely demand-driven events to address gaps in preparation for transposition and enforcement of the *acquis*. As such, TAIEX resists imposing a heavy programming structure on its relations with the beneficiary countries. This has resulted in delivery of a wide range of short-term interventions, which meet gaps and needs in relation to the *acquis*, as defined by the Commission Services in Peer Reviews and Regular Reports, and by the CCs themselves. The short-term nature of the input limits its capacity to deliver lasting results.

3.3 Current TAIEX structures effective

63. The current TAIEX structures have been effective in delivering a large number of generally good quality outputs, which have helped to support the accession process. However,

²¹ Consideration should be given to introducing some flexibility in the time allocated to the Peer Reviews. For example, some *acquis* areas involve activities outside of the capital cities and sufficient time should be allocated for this.

a number of weaknesses have been identified that should be addressed as TAIEX expands both geographically (to the Western Balkans) and scope (i.e. to support new instruments such as the advisory missions). For CCs, the Accession Partnerships (APs) and National Programme for the Adoption of the *Acquis* (NPAs) provide a good and generally up-to-date framework for ensuring relevance of activities. However for countries where accession is not on the immediate agenda, this framework is less comprehensive. Therefore greater clarity of how actions are prioritised to access funding will be required. In addition, more attention is needed to increasing local ownership of the process and ensuring sustainability of interventions.

3.4 The MBP approach effective, but scope to be more cost-effective

64. The multi-beneficiary approach has greatly supported TAIEX's ability to act as a broker between a wide range of demands (from beneficiary countries and Commission Services) and available expertise. By tracking requests and the findings of the Regular Reports, TAIEX is in a position to identify horizontal issues that can be addressed through horizontal activities. By centralising requests for assistance, TAIEX has developed an organisational structure that is capable of responding quickly. TAIEX has also accumulated a wide range of networks and contacts in both the EU-15 and the beneficiary countries that can be put at the disposal of both the Commission Services and its various client groups.

65. On the other hand, the cost-effectiveness of the centralised management and logistical support for a wide range of small-scale interventions over a wide geography was initially not satisfactory but it has improved during the latter years. The production costs of the programme were high in the pre-2003 period, and there was some overlap particularly of the work of the external contractor by the TAIEX staff, for example double-checking flight routes and hotel bookings for individual conference participants etc. However, cost effectiveness has improved in the post-2003 period. Consideration of whether to decentralise or devolve responsibility for logistics (in the case of workshops, study tours, participation in multi-country events etc.) should not only be driven by the desire to bring down production costs (although this continues to be important), but also by the advantages of increased ownership by the beneficiary countries. Greater decentralisation of responsibility for logistics in an appropriate manner would ensure greater ownership of the activity/events on the part of the beneficiaries as well as create a more equal relationship between the parties.

3.5 Scope for greater complementarity with other instruments

66. At present, requests for TAIEX activities are screened carefully to avoid duplication with Phare national programmes. Links with twinning and 'Twinning Light' were effective, possibly given their institutional proximity. In the sample surveyed and through the interviewing, it appeared that there were few areas of duplication/overlap with the Phare national programmes or with the activities of SIGMA. However, the question of whether priority areas were addressed with the appropriate mix of instruments was raised. There appears to be little strategic discussion about the respective roles of Phare national programmes and TAIEX in meeting country-level needs and priorities, or between the TAIEX and SIGMA activities. Most surprising is the very limited involvement of the CC National Aid Co-ordination Units (NACs), which are the mandated repository of information on donor funding (both EU and bilateral). Although it must be noted that limited involvement of the NACs is a common feature of MBPs.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

67. ***TAIEX has a definite role within the Commission portfolio of institution building measures.*** It is a short-term, service-oriented and flexible complement to other instruments. It meets needs that the Phare national programmes are not meeting for a variety of reasons – the required intervention is too small or too short or needs to be mobilised too quickly. TAIEX also fills gaps that the DGs and other organisations are unable to fill through lack of local networks, knowledge, staff, time and ability to mobilise resources restricted by rigidity in financial regulations.

68. Importantly TAIEX serves as an effective ‘clearing house’ for matching requests for assistance (demand) with EU-15 and Commission Services’ expertise (supply). As such, TAIEX has been and continues to be an important tool in promoting practical cooperation between EU-15 and CC administrations.

69. ***TAIEX has played a valuable role in supporting the accession process*** through its translation and transposition work and through its support for the Peer Review process. The Peer Reviews in particular have been important foundations for the Regular Reports which, in turn, have been instrumental in guiding and targeting the Phare annual programmes.

70. ***Sustainability of TAIEX interventions would be enhanced by a more strategic approach and enhanced local ownership.*** TAIEX runs in parallel with, and complementary to the Phare national programmes, and local institutional ownership of interventions and results has not been maximised. Dissemination of lessons learned and good practices between member states and candidate countries has been effective, but lessons learned between candidate countries could be improved. The range of tools used by TAIEX (short term TA etc.) are sufficient to ‘plug gaps’, but they are not sufficient to build sustainable capacity at institutional level. Cumulatively these factors have had a negative impact on sustainability of some interventions. In particular, attention needs to be paid to the sustainability of the RTP, which is becoming an important TAIEX activity.

71. ***Good efforts are ongoing to improve cost-effectiveness and these should be continued.*** As designed, TAIEX deals with a high volume of short-term, largely demand-driven interventions and as such, wider impacts and sustainability can only be limited. In this context therefore, cost-effectiveness is a core concern. This relates not only to the cost of delivering the interventions, but striking a balance between maintaining high quality, both in term of logistics and importantly in terms of content. In the context of training events ‘quality’ includes appropriateness of content to participants, appropriate participants and good quality trainers and speakers. Since 2003 good efforts are ongoing to improve cost-effectiveness and these should be continued, and involve the establishment of clear benchmarks for both cost and quality of actions.

4.2 Recommendations

72. These eight recommendations are designed to improve the operations of TAIEX from a strategic, cost-effectiveness and accountability point of view. The recommendations are intended to enhance TAIEX’s ability to function in a flexible and responsive manner, as TAIEX expands its geographical scope and works within the new IPA framework. Where the

recommendation imposes an additional administrative burden on TAIEX, it is envisaged that the ‘pay off’ will be improved overall performance of the facility.

73. Recommendation 1. Recognise and focus on areas where TAIEX delivers added value.

TAIEX clearly delivers added value in areas where a horizontal approach is required (tracking the transposition process through tailored databases, providing large-scale information sharing, awareness-raising, networking opportunities, etc.). However, the added value of TAIEX in providing logistical support for the organisation of study visits and expert missions, etc., is limited, and more attention should be paid to achieving this in a more cost-effective manner (see next recommendation).

74. Recommendation 2. Continue to increase the cost-effectiveness of TAIEX activities.

TAIEX activities are labour and resource intensive and efforts are ongoing to ensure that interventions are delivered in a cost-effective manner. The TAIEX Unit should continue to increase cost effectiveness, and explore ways, for example, to ensure that cost savings of decentralised logistical support by the external contractor are passed on, and to devolve some logistics to beneficiaries (e.g. in the case of study tours or institution-specific training activities, as appropriate). Importantly, the TAIEX Unit should establish benchmarks for cost effectiveness that allow tracking of cost effectiveness and measurement of the contractor’s performance.

75. Recommendation 3. The Commission should continue to develop and strengthen internal quality review arrangements for TAIEX, to identify underlying problems affecting the consistent delivery of high quality TAIEX products and to propose solutions. This has six distinct elements:

- The identification of appropriate expertise/speakers;
- Development of an appropriate and agreed agenda;
- Participation of the relevant target group from the beneficiary country/countries;
- Good quality logistical support;
- A mechanism to identify problems (in particular the systematic administration and analysis of appropriately design feedback questionnaires);
- A mechanism to address problems identified through the quality control process.

76. Recommendation 4. Ensure that the quality of the advisory visits and assessment missions continue at a high standard.

The Peer Review system is held in high regard by the beneficiary countries due to the close links between the reviews and the Commission’s Regular Reports. The introduction of the advisory visits and assessment missions is a good initiative that should clarify needs and that should help to target TAIEX and other Commission support. However there is a risk that these will be seen as less important than the Peer Reviews and treated accordingly. Therefore, the quality of the exercise, including the quality of experts and the quality of the expert reports is very important.

77. Recommendation 5. The internal monitoring of TAIEX should be improved.

DG ELARG Institution Building Unit should improve its internal monitoring system so that it is capable of providing information on performance to TAIEX management and other key stakeholders on an annual basis. This monitoring function should assess the adequacy of information currently provided by TAIEX as a basis for policy, strategic and operational decision-making and develop appropriate indicators.

78. **Recommendation 6. TAIEX should continue to strengthen a more structured dialogue with line DGs.** Relations between TAIEX and the technical Directorates General and regional and geographic units have improved considerably since 2004, but there is still scope for closer cooperation. Cooperation with technical DGs could be improved through formalised and regular meetings with relevant counterparts, a regular electronic newsletter and other forms of information exchange.

79. **Recommendation 7. TAIEX should revisit its communication strategy to increase dissemination of seminar, workshop, and study tour results.** TAIEX should look at ways to make more use of outputs and to increase visibility of the programme and its capabilities, particularly in the beneficiary countries. Outputs (with the exception of the Peer Reviews) should be made available on a systematic basis through the TAIEX website in appropriate user-friendly formats, with particular attention to quality and dissemination of lessons learned and good practice.

80. **Recommendation 8. More attention should be paid to sustainability.** Because TAIEX events are perceived as one-off, gap-filling exercises, sustainability is not a key concern. This is reflected in poor mechanisms for transfer of knowledge after the events, particularly within the beneficiary organisations. While limited sustainability can be expected from some types of TAIEX activity (e.g. participation of one staff member in a multi-country workshop) other types of activity merit deeper consideration of how sustainability can be ensured. For example, where significant support has been delivered over time to a particular partner institution, sustainability should be considered. This could take the form of a commitment by the partner institution to disseminate TAIEX materials within the organisation, or to relevant external partners. In the case of the Regional Training Programme (with its use of network of local trainers) in particular, commitment of partner countries to the further roll out of training activities partially, or ideally fully, funded by national funds would ensure that the capacity built is not lost.

ANNEXES

Annex 1. Terms of Reference

OBJECTIVES

The purpose of this evaluation is to assess the contribution of the TAIEX Multi-Beneficiary Programme (MBP) to improvements in the performance of the candidate countries (CC) in transposing, implementing and enforcing legislation in the pre-accession context; to enhancing transparency and information flow, and to building institutional capacity.

The TAIEX evaluation is one of a series of MBP evaluations that will provide a contribution to a consolidated evaluation of a sample of Phare multi-beneficiary programmes. In turn, this will form part of a consolidated *ex post* evaluation of the Phare programme. The evaluation of the TAIEX comprises both closed and more recent on-going programmes.

BACKGROUND AND CONTEXT

The objective of the TAIEX is to deliver expertise and exchange information on the transposition, implementation and enforcement of EU legislation in CCs through:

- Advice on transposition, implementation and enforcement of legislation and of best practice
- Provision of information and know how
- Logging of progress of alignment of the CCs
- Advice on co-ordination of translation and interpretation activities

During the period 1996 – 2001 TAIEX assistance was provided by eleven programmes with a total value of 125 M€ and a further allocation of 39 M€ was made for the period 2002– 2004²². The evaluation will cover programmes in the 1996–2001 and in the 2002-2004 periods.

Since 1996 the TAIEX mandate has been reinforced and extended in the framework of the pre-accession strategy, dealing with technical assistance in the field of approximation of legislation for the entire acquis. For this purpose the activities include seminars, training workshops, expert and study visits, provision of tools and information products as well as co-ordination and monitoring with member states and Commission Services.

The key issues for TAIEX are derived from two external reports, an OMAS interim evaluation report²³ and a report by Technopolis²⁴. The key findings of these reports included:

- The wider and immediate objectives of the programmes had been achieved, although it was difficult to measure impact of activities due to the lack of adequate indicators of achievement;
- Whilst there was an efficient implementation mechanism delivering a large number of activities, the efficiency of the TAIEX structures was questioned;
- Sustainability of the activities was difficult to assess, given the essentially short-term nature of most interventions and the on-going accession process;

²² The programmes to be covered are: 1996-2001; ZZ-9626, ZZ-9734, ZZ-9801, ZZ-9918, ZZ-0005, ZZ-0025, ZZ-0026, ZZ-0104, ZZ01-0122, ZZ-0123, ZZ-0124 and 2002 – 2004; CRIS 2002-001-091 and CRIS 2004 -016-813.

²³ Report ZZ/EUR/99104 issued in April 2000.

²⁴ *Study, feasibility and cost effectiveness assessment of the externalisation of the implementation of TAIEX*, dated February 2005.

- Whilst recommendations on the future structure of TAIEX ruled out an internal solution, it concluded that there is no one immediately obvious solution to the externalisation aspects of TAIEX.

EVALUATION QUESTIONS

The evaluation will focus on the extent to which the inputs/activities of TAIEX have produced outputs. It will also assess the extent to which TAIEX outputs have produced intended results.

The evaluation questions and related judgmental criteria for this exercise will be divided into:

- Performance evaluation questions
- Thematic/cross-cutting questions

Performance evaluation questions

Needs assessment and design

The evaluation will start with an assessment of the relevance and design of the activities. In particular, attention will be paid to the extent that TAIEX objectives/strategy addressed identified needs (including whether topics were appropriately selected) and the involvement of the stakeholders in the design (ownership).

The extent to which inputs/activities have produced outputs

TAIEX programmes have a wide range of activities and related outputs such as:

- Documentation and advice on legislation relating to the entire acquis²⁵
- Workshops and seminars
- Study visits to Commission and Member states
- Experts mobilised to advise candidate countries
- Databases on deployment and results of technical assistance
- Co-ordination of translation activities and translation of EU legislation into languages of the CCs.

The evaluation will assess the cost effectiveness of these activities. The evaluation will also review whether the expertise used in the delivery of assistance was appropriate and the rate of satisfaction with the assistance within beneficiary countries and line DGs.

The extent to which outputs have produced intended results

The intended results are:

- CCs were able to transpose and apply EU legislation
- Administrative staff in CCs were able to learn from expertise and knowledge provided by member states to solving problems at the national level
- Administrative staff in CCs gained experience in implementing the EU legislation
- Informing of stakeholders and civil society on the implementation of EU legislation

²⁵ TAIEX's mandate was extended to the entire acquis by Agenda 2000 (COM(97) 2000) of 16 July 2000.

The extent to which the results/impacts contributed to achieving wider objectives

The overall objectives of TAIEX are to contribute to transposing, implementing and enforcing legislation in the CCs in the pre-accession context; to enhance transparency and facilitate the flow of information between the associated countries and assistance providers; and to contribute to institution building in the light of the pre-accession strategy.

The evaluation will examine the extent to which beneficiaries were assisted in not only their understanding of and drafting of legislation but also in its implementation and enforcement.

Long-term viability of institutional reforms following the withdrawal of TAIEX support

The evaluation will examine the long-term viability of institutional reforms in the context of the transposition, implementation and enforcement of legislation necessary to implement the acquis.

Thematic/cross-cutting questions*The extent to which TAIEX support strengthened the performance CCs in implementing and enforcing legislation in CCs*

The purpose of this question is to assess whether Phare support through TAIEX in practice addressed the *ex post* needs for the transposition, implementation and enforcement of EU legislation. Thus the evaluation would seek to assess whether the original objectives (*ex ante* needs) of the programme were appropriately set. This assessment would augment the analysis based on the five performance evaluation criteria.

The extent to which TAIEX support strengthened the administrative capacity of CCs in order to meet EU legislative requirements

CCs in order to progress in implementation of the acquis must do so through enhanced administrative structures, and, administrative structures that are needed for the preparation and realisation of the process of approximation of legislation and the increasing numbers of laws becoming the subject of the process of approximation.

The extent to which present TAIEX structures have been effective and the structural implications of future needs

The in-house/externalisation aspect of TAIEX in the light of future demand for TAIEX services, addressing the differing needs of the new member states, the CCs, the Western Balkans and European Neighbourhood Policy countries should be further examined in this evaluation.

Effectiveness and efficiency of the MBPs as a delivery mechanism for TAIEX

Clearly there are inherent strengths and weaknesses with centralised MBPs. In accordance with the MBP selection criteria of the Phare 2000-2006 guidance, positive factors include a requirement for compliance with a common set of *acquis*, the economies of scale in the design and implementation, access to key Commission and member state staff, and effective

dissemination. The negative factors may include lack of ownership of centralised programmes as well as the risks associated with a “one size fits all” approach.

Particular attention should be paid to the relevance and support provided by the TAIEX Office activities in relation to the National Phare Programming in the relevant sectors. This could include a ‘sponsor trail’ which clearly identifies how the request for TAIEX assistance arose and how it has been compared with any current activity under National or Horizontal Programmes.

Complementarity of TAIEX to related instruments

The evaluation will assess the extent to which TAIEX has effectively complemented the instruments of Twinning Light, Twinning, SIGMA and private sector technical assistance.

METHODOLOGY

This evaluation exercise has to meet not only accountability requirements, but also meet the requirements of being useful for operational decision making. Accordingly, the evaluation of earlier TAIEX allocations will be fairly brief and instead, the focus will be on an in-depth evaluation of more recent allocations to ensure utility for decision makers.

Following an initial collection of available documents, the evaluation will start with a desk review. This will be followed by further data gathering using the most appropriate tools (interviews or focus groups (including Line DGs, National Contact Points, Missions/Permanent Representations and the External Service Provider) in Brussels and/or the beneficiary countries, or questionnaires). The evaluation will use a sampling approach based on a) type of intervention, and b). geography. The types of interventions include joint actions/multi-country actions; single, one-off actions; capacity building; and activities in key sectors²⁶ including agriculture and food, justice and home affairs, and regional authorities (especially environment).

The geographical focus will be on four new member states and the two remaining candidates among the beneficiary countries (Bulgaria and Romania) based on appropriate of consideration of typology. The sample of countries will be proposed for discussion during the kick-off process.

To support the evaluation questions a set of judgement criteria and evaluation indicators will be developed. These may be both quantitative and/or qualitative. A preliminary set of indicators will be discussed at a kick-off meeting with the aim of ensuring that requests for information relating to the indicators are understood in context.

Representatives of stakeholders will be invited to the kick-off meeting. Stakeholders will also be invited to join a virtual steering group after the kick-off meeting.

REPORTING AND TARGET AUDIENCES

The main users of the evaluation will be DG ELARG Directorate responsible for TAIEX, EC Delegations/Representations, and the National Aid Co-ordinators of beneficiary countries. In addition, country teams for the Western Balkans and Turkey will be important users of the evaluation results.

²⁶ See Activity Report 2001, TAIEX Office, DG ELARG.

ACTIVITIES, RESOURCES AND TIMETABLE

The TAIEX Programme evaluation will be conducted in a number of stages as follows:

Step	Activity	2005					
		June	July	Aug	Sept	Oct	Nov
1	Preparation	■	■				
2	Info gathering and processing			■	■		
3	Drafting of report for E4				■	■	
4	Comments from E4 and D5					■	
5	Drafting of final TAIEX MBP report and submission to Consolidated MBP Report					■	■

The evaluation will be carried out by a team consisting of the deputy project director, a key expert, other senior and junior experts, and short-term technical specialists (SSTS), both international and local. Since the TAIEX exercise is an in-depth evaluation, the total resource envelope available for this exercise amounts to 90 man-days.

Annex 2. Evaluation questions, indicators and primary sources of evidence

Evaluation Criteria	Desk Review	Sample analysis	Stats Analysis	Interview Brussels NMS/CC	
1. Needs assessment and design					
1.1. Was there a coherent TAIEX strategy for the whole period?	●		●	●	
1.2. Were stakeholders in line DGs and beneficiary countries involved in the development of strategy and planning				●	●
1.3. In what way were lessons learned incorporated into the design process				●	●
1.4. Are objectives, outputs, activities and timelines well designed and were they followed	●			●	●
1.5. Are TAIEX activities integrated into Enlargement DG's assistance planning and monitoring process	●			●	
1.6. How does TAIEX, or TAIEX teams liaise with line DGs				●	
1.7. Is TAIEX active or reactive. If active does it have a coherent strategy. If reactive are reactions appropriate having regard to larger objectives (preparation for accession, etc)				●	
1.8. What are the procedures for assessing demands for assistance/for proposing assistance	●			●	●
1.9. Was there a new design for TAIEX in light of recommendation about reactive/active roles of TAIEX				●	
2. Extent to which inputs/activities have produced outputs					
2.1. Inputs: data on expenditures, experts, seminar/days, etc				●	
2.2. What are the outputs?	●	●	●	●	●
2.3. What were the tools/activities/resources used to produce the outputs?	●	●	●	●	●
2.4. Was the use of the tools provided appropriate and cost effective?	●			●	●
2.5. Were activities on time and within budget		●		●	●
2.6. Was the standard of activities satisfactory, as expected		●		●	●
2.7. How does TAIEX check for quality				●	●
2.8. Role of SCR: is this clearly defined				●	
2.9. Structure of TAIEX: Is mix of vertical and horizontal efficient? Consequences of horizontal responsibilities.				●	
2.10. Management of logistics: outsourced or in house	●			B1, B2	
2.11. Admin costs as percent of total. Staffing levels			●	B1,B2	
2.12. What are procedures for assessing demands for assistance/for proposing assistance				●	●
2.13. How is funding distributed amongst the different TAIEX teams			●	●	
2.14. In demand led activities, is availability of resources sufficient			●	●	
2.15. Indicators of take up for proactive activities			●	●	
2.16. Role of contact points: scope to expand their functions and staffing at expense of Brussels?				●	●
2.17. Databases: how effective for higher level management decision making (as opposed to running a tab on costs)?				●	
2.18. Is there a gap between short term TAIEX supports and long term twinning supports.				●	●
2.19. Is there a case for assigning TAIEX budget to CCs and allowing CCs prime role in 'calling down' inputs as they do in MBP Stats.				B1, B2	●

Evaluation Criteria	Desk Review	Sample analysis	Stats Analysis	Interview Brussels NMS/CC	
3. Extent to which outputs have produced intended results					
3.1. Were the CCs able to transpose and apply EU legislation			•		•
3.2. Did the administrative staff in CCs learn from expertise and knowledge provided by member states to solving problems at the national level	•				•
3.3. Have member states' agencies provided their participants with supportive environments					•
3.4. Were any evaluation audits carried out as required in FAs				•	
3.5. What indicators of achievement are there? If none, why not given recommendations in evaluation reports.			•	•	
3.6. What is done to get feed back from participants				•	
3.7. What use is made of the feed back				•	
4. Extent to which results/impacts contributed to achieving wider objectives					
4.1. What are the intended impacts from TAIEX interventions?					
4.2. Are the intended impacts focused on acquis issues and accession strategies?	•			•	
4.3. How were the intended impacts affected by the widening of the remit of TAIEX interventions?	•			•	
4.4. Are the intended impacts compatible with the choice of intervention activity?		•			
4.5. What is the proportion of TAIEX spending/outputs to comparable Phare institution building interventions			•		
4.6. What are the main TAIEX success stories and failures (less successful impacts than expected)?	•			•	•
4.7. What are the main contributing factors to the impact of TAIEX?	•			•	•
4.8. To what extent did the TAIEX MBP contribute to transparency, information flow and institution building in the context of the pre-accession strategy?		•	•	•	•
5. Long term viability of institutional reforms following the withdrawal of Phare support					
5.1. Is there planned sustainability for TAIEX interventions?				•	
5.2. Is there evidence of sustainability in implementing EU legislation supported by TAIEX?	•			•	•
5.3. Have the targeted and actual beneficiaries of TAIEX interventions contributed to sustainability?		•		•	
5.4. What was the sustainability of TAIEX interventions in countries which made significant use of the instrument?				•	•
6. The extent to which TAIEX support strengthened the performance of CCs in implementing and enforcing legislation in CCs					
6.1. Based on the evidence obtained for the performance criteria, were <i>ex post</i> needs for the transposition, implementation and enforcement of EU legislation adequately reflected in the TAIEX MBP strategies and plans?	•				
7. The extent to which TAIEX support strengthened the administrative capacity of CCs in order to meet EU legislative requirements					
7.1. What contribution has TAIEX made to the enhancement of administrative structures in general?	•			B1, B2	L1, L2
7.2. What contribution has TAIEX made to the development of administrative structures for the process of the approximation of legislation and for the continued maintenance of legislation?	•			B!, B2	L1, L2

Evaluation Criteria	Desk Review	Sample analysis	Stats Analysis	Interview Brussels NMS/CC	
8. The extent to which present TAIEX structures have been effective and the structural implications of future needs					
8.1. How appropriate are current TAIEX structures for meeting future demands, bearing in mind the new financial mechanisms?	●			B2	L1, L2
9. Effectiveness and efficiency of the MBPs as a delivery mechanism for TAIEX					
9.1. How effective was the in-house/externalised approach to delivery of outputs?	●			B1,B2	L1
9.2. To what extent were good practices in TAIEX outputs delivery shared across the CCs		●		B2	L2
10. Complementarity of TAIEX to related instruments					
10.1. What is the extent of communication and co-ordination between TAIEX and related instruments?				B1	

Legend:

Key Organisation	
B1	DGE TAIEX
B2	GTZ
L1	TAIEX Co-ordination Office in country
L2	Selected sample Beneficiary

Annex 3. Overview of TAIEX Operations

Background

TAIEX was constituted as an organisation intended to respond to requests from candidate countries for assistance in transposing and implementing the *acquis communautaire*. The assistance was envisaged to be very short term and to be made available quickly. The assistance takes the form of seminars, workshops, study visits by candidate country personnel to the member states, and visits to the candidate countries by experts from the member states.

However, as a small and new organisation, TAIEX was faced on its establishment with the need to establish good communications with the candidate countries and also the Directorates General of the Commission, both to promote awareness of its own services, and to respond to requests for assistance. After a decade, TAIEX is clearly a better known institution/programme and has less need to promote awareness of its services. However, the need for channels to receive requests is unchanged.

This two-way communication is promoted by TAIEX through:

- TAIEX contact points for each candidate country located in the candidate countries' delegations at Brussels;
- Contact points in the Phare coordination units in the candidate countries;
- Visits by TAIEX personnel to the candidate countries, often in tandem with participation at an event in that country;
- Formal and informal meetings with the relevant personnel of Environment, Agriculture, SANCO, Justice and Home Affairs and other DGs of particular significance in the process of adopting the *acquis*.
- The TAIEX website.

Structure of TAIEX

TAIEX has a mixed event type/policy area structure. Examples of teams responsible for events are those dealing with Peer Reviews, RTPs and Individual Mobilisations (study tours and expert missions). On the other hand there are policy teams dealing with Agriculture, Environment, Justice and Home Affairs. (See organisational structure in Annex 10)

Processing of Applications

Applications for TAIEX assistance originate from a variety of sources, primarily the candidate countries themselves where they may be coordinated by a central unit or they may come directly from individual ministries. Requests may also come from EU Missions, TAIEX Contact Points or the Directorates General. The relevant team screens the application for compliance, relevance and need. Applications which are not related to the *acquis*, or which are *prima facie* removed from the needs of the candidate country or which overlap or duplicate with other activities planned or implemented in the recent past are discarded. Decisions at this stage are taken at a weekly meeting of the TAIEX Team Leaders and qualified requests are entered on an Authorisation Form. The form is then circulated to the relevant Directorate General for comment. Unless there is an objection, the TAIEX starts to make the necessary arrangements. These are recorded on a 'Job Card' which is also accessible to the TAIEX contractor (see below).

Event planning is centralised in Brussels. TAIEX makes most of the decisions about the exact topic, the selection of speakers and presenters, the countries which should be invited to participate and the general location. This is often done in consultation with the Directorates General. Most of the logistical and other details are implemented by a contractor. At present the contractor is GTZ, the German Government aid agency. GTZ books flights for speakers, accommodation, venues, ancillary services (like translation) and display and documentation. Although local agents are employed for back up, almost all of this work, including such details as place names, is executed in Brussels.

In principle the details and the budget are completed not less than weeks before the event. Assuming the arrangements seem in appropriate and the budget is reasonable, TAIEX ‘signs off’ and GTZ finalises contracts with suppliers. GTZ also takes care of all payments.

Forms of TAIEX Intervention: ‘TAIEX Events’

TAIEX interventions fall into a number of fairly distinct categories. There has been some evolution in these over the years and some changes in terminology. At the present moment the main forms of intervention are as follows:

Seminars	Large-scale events in which experts from the member states or the Commission provide information on aspects of the acquis. The topic usually covers a broad field and is addressed at a fairly high level of generality. Seminars may be aimed at a multi country audience and often feature important figures from member states’ administration or the Commission.
Workshops	Small-scale events focused on relatively specific areas of the acquis and organised on an interactive basis.
Study Tours	Missions by groups of experts from ministries or state agencies of candidate countries to member states to consult with their opposite numbers and observe application of the acquis.
Expert Missions	Missions by two or more experts from the member states to review state of implementation of the acquis in one, sometimes more than one, candidate country.
Peer Reviews	Peer Reviews were started in 2001. They are intended to determine capacity of candidate countries to implement the acquis. They are normally initiated by the Commission which also determines the terms of reference. The expert or experts conducting the review are drawn from the member states. Peer Reviews terminate with the presentation of a report on the subject matter. Peer Reviews are influential in determining the content of the annual Country Monitoring Reports. In recent years TAIEX has developed two variations on the Peer Review model: Assessment Visits and Advisory Visits
Regional Training Programme	The RTP is aimed at providing training for trainers to train officials of regional and local authorities to train their colleagues about the implementation of the acquis. RTPs are mainly in the area of the environment and food safety.
Translation	TAIEX has been instrumental in promoting the establishment of Translating Coordinating Units in the candidate countries. On an on going basis TAIEX provides support in the forms of standard TAIEX events like workshops and study tours for lawyer linguists from the candidate countries.

Databases

From the outset TAIEX has developed a number of databases to provide candidate countries with information on the acquis and access to expert resources.

Progress Database	This database contains information on legislation in progress or adopted on the transposition of the acquis. It has an index to the acquis and for each legislative item there is a cross reference to the state of the transposition of each item in each candidate country. Included is information on legislation in progress as well as adopted. Access to this is confined to the candidate country concerned and the Commission.
Law Approximation Database	This is a subset of the Progress Database and is confined to information relating to acts which have been adopted. This information is freely available to the public.
CCVista	The candidate countries are responsible for the translation of the acquis up to entry into the EU. Translations of the acquis by the candidate countries are entered on this data base as they are progressed from draft to final form.
Expert Database	Experts from the member states interested in participating in TAIEX events are encouraged to register their details on this data base.
Expert Stock Exchange	On this data base TAIEX advertises requests for assistance from the candidate countries. Experts registered on the expert data base may offer their services for events for which they consider they have appropriate skills and experience.
Pre Notification Database	Introduced in the run up to May 2004, this helps candidate countries to meet their requirement to notify the Commission of the transposition of EU directives into national law.
JurisVista Database	This database hosts translations into the languages of the candidate countries of the judgements of the European Court.
Links	The TAIEX website provides links to proprietary databases for a selected number of experts in candidate countries.

Annex 4. Follow-Up of Recommendations from Previous Report

No.	Recommendation	Comment
1. General Recommendations		
1.1	<p>Although the TAIEX Office is now subsumed in the Enlargement DG, its role should be clarified as either a reactive or pro-active instrument, or a combination of the two. Whichever approach is adopted, the TAIEX Office and all its activities should be integrated into the Enlargement DG's assistance planning and monitoring process.</p> <p>The current limited involvement of SCR in the TAIEX process should be recognised as such and withdrawn. If, however, it is decided to retain the involvement of SCR, its requirement for a budgeted forecast of activities should be accepted by the TAIEX Office and the necessary procedures put in place.</p>	Valid.
1.2	The Member States should consider the full implications of their involvement in the Programme and ensure that the hierarchies provide the experts participating in technical assistance missions with a supportive environment	Valid
2. Management Recommendations		
<i>Structure of the TAIEX Office</i>		
2.1	<p>With the transfer of the TAIEX Office into the DG Enlargement, the opportunity should be taken to review the structure and functions of the Office so as to provide a more efficient and rational organisation (see 4.3.1 et seq.) which better supports the objectives of Accession. The Assessors propose that the TAIEX Office activities could be re-organised into six main sectors as follows:</p> <ul style="list-style-type: none"> • Agriculture and Environment (Agriculture, Fisheries, Environment) • Regional Development (Regional Development, FEDER) • Social affairs, education and health, and languages (Social protection, training, consumer protection, languages) • Institutions (Parliament, Justice and Home Affairs, etc.) • Infrastructure (Transport, Energy, Research, Statistics, etc.) • Economy (Taxation, Competition, Enterprise, Economic and Financial affairs) 	<p style="text-align: center;">Implemented.</p> <p>There has been a restructuring into a hybrid horizontal/sectoral structure which comprises: (1) agriculture, (2) environment (3) JHA (4) infrastructure (5) Internal market. There are still some horizontals: (1) peers (2) individual mobilisation (3) Translation (4) RTP (which is mainly concerned with environment and agriculture). . In practice, a total sectoral division (e.g. 'individual mobilisations', RTP, distributed throughout sectoral teams), would be excessive. But the present set up is an important simplification on what was there before.</p>
2.2	Six teams would address these six sectors. Each team would be responsible for needs assessment, preparation, co-ordination, follow-up and monitoring of activities in their specific sector. These six teams would be assisted by a back-office pool and a logistics pool in charge of ticketing and hotel booking, conference room rental etc. The latter could be outsourced to a travel agency. The accounting team should be maintained as existing. Subject to the results of the recommended review, the development and maintenance of the database could be attributed to an additional team or outsourced.	<p style="text-align: center;">Implemented.</p> <p>This is generally the situation now. There does seem to have been a tendency for the TAIEX team to double check the logistics work done by the contractor. The Technopolis Report refers to this overlap.</p>

<i>Staffing</i>		
2.3	<p>TAIEX Office staff numbers (now over 70 people) and qualifications should be reviewed according to the present and expected workload. The following estimate is based on the Assessors knowledge of the workload and the reorganisation recommended above (see 4.3.4). This does not take into account the status of the staff (i.e. contractor staff, END or Commission Official) but the tasks which are necessary to make the Office function:</p> <p>Management: Director and Assistant [Commission Services] 6 Teams: 4 staff for each Team (24 staff) Back Office pool: max 7 staff Logistics pool: 5 staff (or outsourcing) Accounting pool: 4 staff.</p>	<p>Partially implemented.</p> <p>Staffing including consultants is in fact about 90 people. There are about 31 persons at the level of the 6 proposed teams instead of the 24 suggested here. But some of the 31 have responsibilities in relation to N. Cyprus, W. Balkans. Logistics seems to be a bit underestimated (I am assuming this is on the basis that there is no GTZ).</p>
<i>Activities of the TAIEX Office</i>		
2.4	In view of their decreasing relevance, the multi-country workshops (see 3.3.5.15) should be reduced and finally be replaced by specialised workshops requested upon specific subjects (i.e. external workshops).	Valid.
2.5	The six core Teams of TAIEX should have an important role in the co-ordination and monitoring of their activities. Much greater care should be taken over the needs assessment of actions to be supported so that the activities delivered can have greater focus, relevance and impact, and so that experts mobilised can be better briefed to carry out their tasks (see 4.3.4).	<p>Partially Implemented</p> <p>Decisions are made at a once weekly meeting at which the Team Heads and the Head of Unit are present and a list of candidate projects is before them. However in an era of budget constraints, the degree of formality in this should be increased. Also there is now some input from the DGs. Requests are turned down on grounds of relevance, 'prematureness', overlapping and so on. TAIEX personnel often attend events and are often in country and are in a good position to be aware of the grosser forms of redundancy.</p>
2.6	Particular attention should be paid to the relevance and support provided by TAIEX Office activities in relation to the National Phare Programming in the relevant sectors. This could include a 'sponsor trail' which clearly identifies how the request for TAIEX assistance arose, how it has been compared with any current activity under National or Horizontal Programmes, and any comments which may arise from Delegation, DG Enlargement, or SCR Task Managers. [It is not intended that this process should constrain the delivery of assistance, but it is intended to assure that the parties involved with programming and delivery of assistance are aware of needs identified to TAIEX.] (see 4.5.3)	<p>Partially Implemented.</p> <p>The origin of the request is documented and the DG's are consulted. However, imposing a heavier structure may reduce the ability of TAIEX to respond quickly.</p>
<i>Decentralisation</i>		
2.7	It could be appropriate to carry out some of the above functions locally, particularly those concerned with needs assessment, monitoring and follow up. The TAIEX Office should consider providing staff support to the Contact Points. This would also facilitate the introduction of a more pro-active attitude of the recipient countries towards TAIEX Services (see 4.3.7) and could make the assistance truly 'demand driven.'	<p>Valid.</p> <p>This kind of devolution did not take place. As noted TAIEX staff do visit the countries so have some degree of local knowledge.</p>

<i>TAIEX Databases</i>		
2.8	An evaluation should be carried out in order to determine whether the progress database is an adequate tool for accession progress monitoring and, if necessary, how better it could respond to the Enlargement DG's real needs.	Not implemented. Not valid. The progress database seems to refer to CCVISTA. If so it cannot possibly be used for the purpose mooted above - 'accession progress monitoring'. However, it seems to work quite well as a rough measure of progress in transposing the <i>acquis</i> .
2.9	Databases other than on Veterinary and Phytosanitary issues could be acquired under License to support other key areas of the <i>acquis</i> , such as Environment, Employment, Transport, etc.	Valid.
<i>Expansion of the role of the TAIEX Office</i>		
2.10	If a decision is taken to expand its co-ordination and monitoring activities in line with the above recommendations, the TAIEX Office could become a more effective tool for real tri-partite co-operation between the Commission Services, the EU Member States and the Candidate Countries (see 4.5.1, 4.5.3).	Partially implemented. Remains Valid. Mandate of TAIEX has expanded, and relations with other parts of the Commission Service (line DGs) has improved, but coordination with MS and beneficiary countries could be improved.
2.11	To support this co-operation, the Teams should organise regular co-ordination meetings/briefings with their counterparts (technical DG and EU Member States) and the Legal Service and the Enlargement DG should systematically be informed and invited to these meetings.	Partially implemented. Remains Valid. This is valid recommendation. It has been implemented to some degree at least at the highest level and with varying degrees of formality as DG and infra DG level. However, much depends on informal and personal relations.
<i>Audit and Evaluation</i>		
2.12	The implementation and impact of the Phare Programmes providing funds to TAIEX Office should be evaluated and audited as required by the FA. The evaluation should look at the sustainable impact of the activities in delivering the Programme objectives and in particular at the creation and maintenance of central translation and co-ordination functions in each CC. The audit should look at the development and evolution of the TA contracts and the size of the TA provision to TAIEX Office (see 5.1).	Partially implemented. The 'Technopolis Report' was a partial response to this recommendation. However, the report focuses on issues of effectiveness rather than sustainability/impact.

3. Design Recommendations		
3.1	A working group comprising all concerned parties (e.g. Enlargement DG, Technical DGs, selected EU and CEEC Contact Points) should be set up to prepare a new design for the TAIEX support taking account of the changes in the programme environment and the decision regarding the basic approach referred to in 6.1.1.	<p>Not implemented. Remains valid.</p> <p>The Technopolis report was the only review activity but it didn't quite address this point. But it is a good idea for the future. This ex post/interim evaluation report and its recommendations should provide the basis for future discussions.</p>
3.2	In order to fill the gap between long term twinning activities and short term inputs from individual experts as presently offered by TAIEX, consideration should be given to use TAIEX services to fill the need for medium-term assistance.	<p>Partially implemented.</p> <p>The introduction of Twinning Light partially fills this gap.</p>

Annex 5. Sample Database 2002-2004

Title of Event	Type of Event	Location of Event	Reference No	TAIEX Team	Beneficiary Country	Chapter	DG	Date
Free Movement of Goods	SVisit	UK	2477	Ind/Stud	BG	01.00		02/10/28
Air Transport	WShop	Latvia	9247	Int Mkt	BG	09.50		04/12/08
Workshop on VAT Transitional Arrangements	WShop	Bulgaria	8591	Port	BG	10.00	Taxation	04/02/16
Peer Review on Tissues and Cells	Peer	Bulgaria	10256	Peer	BG	13.00		04/07/05
Seminar on Implementation of Minimum Criteria for Environmental Inspections	WShop	Bulgaria	3215	RTP	BG	22.00	Env	01/11/08
Workshop on Criteria for Risk Assessment on Biodiversity	WShop	Bulgaria	9130	CG	BG	22.00	Env	04/04/26
Workshop in Air Quality Assessment	Wshop	Bulgaria	9515	RTP	BG	22.00 B	Env	04/05/20
Workshop on New Acquis in Area of Asylum and Migration	WShop	Brussels	10383	JHA	BG	24.01	JHA	04/07/22
Seminar on final evaluation of the TRAPEX rapid alert system	Seminar	Hungary	9056	Agr	BG	07.00		04/04/16
Intellectual property law	Seminar	Estonia	10787	Infra	EE	05.20		04/09/14
Workshop on traceability in the food chain	WShop	Germany	8279	Int Mkt	EE	07.00	Agri	03/11/11
Regional training programme work placement	Placement	Brussels	5529	RTP	EE	23.00		03/05/16
Peer Review on Justice and Home Affairs,	Peer	Estonia	4982	Peer	EE	24.00	JHA	02/09/01
Workshop on Customs	WShop	Estonia	10430	Int Mkt	EE	25.00		04/09/08
Information meeting for Peer Reviews - Data Protection	Peer	Brussels	4620	Peer	HU	01.00		02/03/25
Seminar on Insolvency Law - reform of the capital adequacy directive	Seminar	Hungary	5736	Int Mkt	HU	04.00		02/09/26
Simulation exercise for contingency plans	Simulation	Hungary	10285	Agr	HU	07.00	Agri	04/09/06
Advisory visit on national reference laboratories	Peer	Hungary	6064	Peer	HU	07.00	Sanco	02/11/11

Title of Event	Type of Event	Location of Event	Reference No	TAIEX Team	Beneficiary Country	Chapter	DG	Date
Training course on the Rapid Alert System for Food and Feed	Training Course	Brussels	9202	Agr	HU	07.00	Agri	04/04/02
Plant Variety Protection	Peer	Brussels	6089	Peer	HU	07.00	Sanco	03/02/03
Expert on fisheries-control of fish sizes (Reg. 2406/1996)	Expert	HU	4081	Ind/Exp	HU	08.20		01/12/05
Workshop on development trends in regional railway management and rolling stock	WShop	Germany	8327	Port	HU	09.00	Transport	04/02/25
Workshop on Consumer Protection	WShop	Hungary	9351	RTP	HU	23.00	.	04/06/28
Workshop on public procurement	WShop	Poland	7312	RTP	PL	01.00		03/05/28
Seminar on "Environmental risk assessment for groundwater and surface water	Seminar	Hungary	10608	Agr	PL	07.00	Agri	04/01/29
Consultation on draft veterinary legislation	Consultation	Brussels	9296	Agr	PL	07.52a		04/03/22
Information meeting for Peer Reviews – Communicable diseases	Peer	Brussels	4621	Peer	PL	13.10	Sanco	02/03/25
Peer Review on general product safety - information meeting	Peer	Brussels	4623	Peer	PL	23.00		02/03/26
Question and Answer Session on Justice and Home Affairs for Poland	Q&A	Brussels	5735	Parl	PL	24.00	JHA	03/09/11
Final Round Table on the Pre Notification Database	Round Table	Brussels	9640	Trans	PL	All		04/04/21
General, financial and institutional matters	Seminar	Brussels	4048	CG	RO	01.00		01/12/12
Workshop on Medical Devices: Best practices, Market Surveillance and Vigilance	WShop	Estonia	9283	Int Mkt	RO	01.90		04/04/22
Briefing meeting for Peer Review on Public Procurement	Peer	Romania	10044	Peer	RO	02.00	Market	04/06/27
Study visit on free movement of persons, migration and asylum	Study Visit	Austria	7529	Ind/Stud	RO	02.00	JHA	03/10/15
Workshop on consumer protection	WShop	Romania	8827	Port	RO	05.20	.	04/02/09

Title of Event	Type of Event	Location of Event	Reference No	TAIEX Team	Beneficiary Country	Chapter	DG	Date
from misrepresentation of goods								
Study visit on organic farming	SVisit	Brussels	6122	Ind/Stud	RO	07.00		04/05/10
Seminar on tasks and duties of National Reference Laboratories	Seminar	Brussels	8325	Agr	RO	07.00	Agri	04/03/16
Workshop on excise regulations	WShop	RO	5465	CG	RO	10.00		02/11/11
Rights of the Child and Adoption	Expert Panel	RO	6478	Ind/Exp	RO	13.00		03/01/21
Workshop on Environment	WShop	Romania	9461	RTP	RO	22.00 C	Env	04/06/14
Regional Training Programme Work Placement	Study Visit	NL, Bel	5525	RTP	RO	22.00	Env	03/09/15
Question & Answer Session on Justice and Home Affairs for Romania	Q&A	Brussels	5880	Parl	RO	24.00	JHA	02/11/11
Seminar on Combating Terrorism following the European Council of 25.03.2004	Seminar	Brussels	9812	JHA	RO	24.07	JLS	04/05/24
Seminar on international customs co-operation	Seminar	Romania	6887	Port	RO	25.00		03/07/21
Colloquium on "The responsibilities of local and regional authorities in the framework of enlargement"	Collq.	Brussels	9488	Parl	RO	All		04/03/12
Peer Review follow-up - Expert on the implementation of veterinary legislation	Peer (follow up)	Slovakia	6422	Ind/Exp	SK	07.00		02/11/12
Workshop on European Emergency response after a maritime transport chemical spill	WShop	Slovakia	10151	Int Mkt	SK	22.00 F	Env	04/06/22
Workshop on the remediation of the radioactive tailings pond at Sillamäe	WShop	Estonia	8774	CG	SK	22.00	Env	04/02/20
Briefing meeting for Justice and Home Affairs	Peer	Brussels	6133	Peer	SK	24.00	JHA	02/10/31
Workshop on Institutions of the EU	WShop	Brussels	11053	RTP	SK	All		04/10/11

Annex 6. Breakdown of TAIEX Sample

Table 1. Distribution of sample by TAIEX ‘sector’

Type of TAIEX Activity	Samples
Individual Mobilisation: Expert Mission	3
Individual Mobilisation: Study Tour	3
Infrastructure	1
Internal Market	6
Justice Home Affairs	2
Parliament	3
Peer Review	9
Ports	4
Regional Training Programme	8
Transport	1
Agriculture	6
Central Government	4
Total	50

Table 2. Distribution of sample by country

Country	Samples
Bulgaria	9
Estonia	5
Hungary	9
Poland	7
Romania	15
Slovakia	5
Total	50

Table 4. Distribution of sample by *acquis* chapter

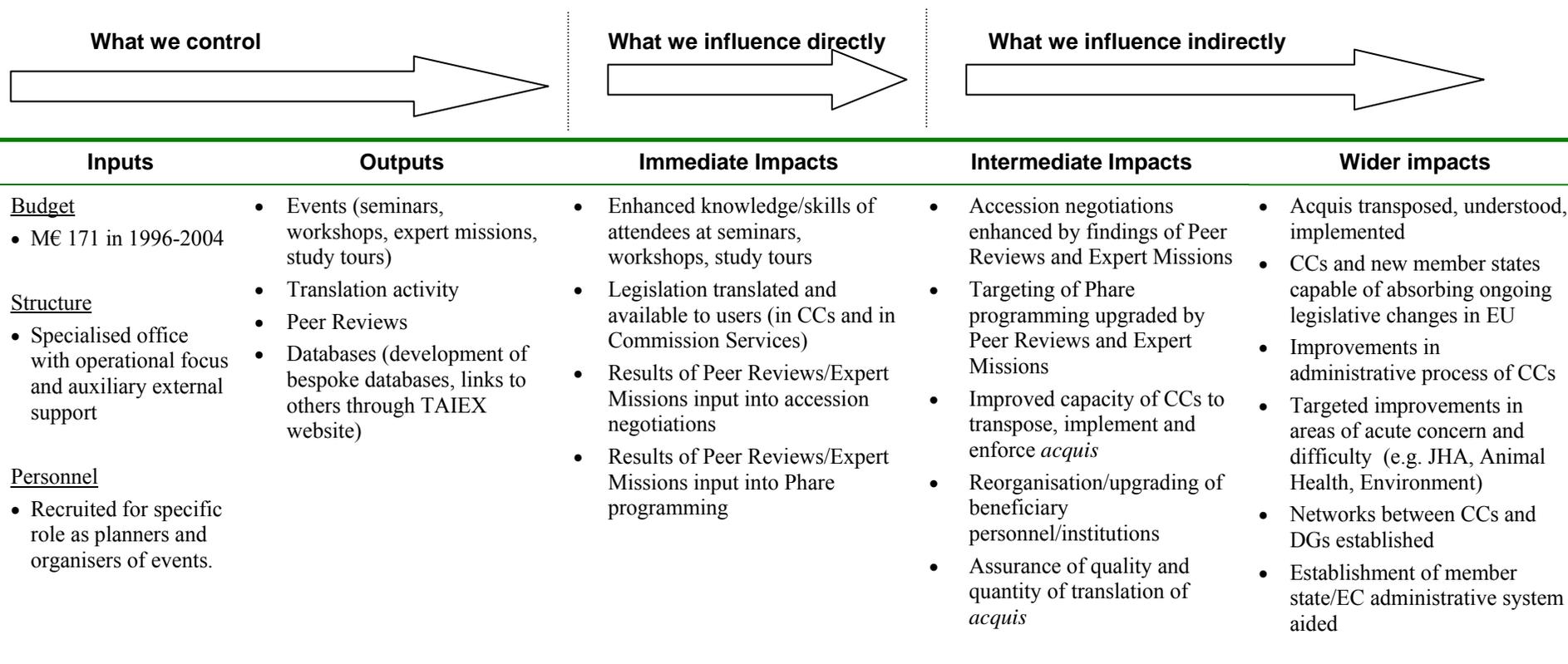
Chapter Heading	Samples
Free Movement of Goods	5
Free Movement of Persons	2
Free Movement of Capital	1
Company Law	2
Agriculture	11
Fisheries	1
Transport Policy	2
Taxation	2
Social Policy	3
Environment	7
Consumer and health protection	3
Justice and Home Affairs	6
Customs Union	2
Others	3
Total	50

Annex 7. Overview of TAIEX Objectives 1995-2004

Prog. No.	Prog. Title	Overall Objective	Immediate Objective(s)
ZZ-9626	Commission Decision of 1996 Establishing a Programme to Extend the Capacity of TAIEX in Support of Translation and Interpretation Requirements	Support the setting up and maintaining of centralised translation and interpretation capacity in the Acceding Countries.	<ul style="list-style-type: none"> • Provide the Acceding Country governments with a central translation facility, • Coordinate translation activities funded by Phare, • Ensure quality of translation, • Devise programmes and • Assess need for interpretation in the ACs.
ZZ-9734	Commission Decision of 1997 Extending the Operations of TAIEX	Object is to continue the provision of advice to Associated Countries on transposition, implementation and enforcement of the acquis, the provision of documentation, information and know-how and assist in coordinating and developing expertise	<ul style="list-style-type: none"> • Advice on transposition, implementation and enforcement of legislation (through twinning, long term secondments) • Provision of information and know how (through seminars, training and documentation_ • Logging of progress of associated countries (through databases) • Advice on coordination of translation and interpretation activities
ZZ-9801	Commission Decision of 1998 Establishing a Horizontal Programme on Approximation of Legislation in 1998	To permit TAIEX to continue its services and expand them to meet the needs arising from the transposition, implementation and enforcement of legislation in the Associated Countries in the pre accession context as well as to facilitate transparency and the flow of information to and from the providers of assistance and these countries.	<ul style="list-style-type: none"> • Advice on transposition, implementation and enforcement of legislation (through twinning, long term secondments) • Provision of information and know how (through seminars, training and documentation • Logging of progress of associated countries (through databases)
ZZ-9918	Commission Decision of 1999 Establishing an Approximation of Legislation Programme (TAIEX) in 1999	To permit TAIEX to continue its services and expand them to meet the needs arising from the transposition, implementation and enforcement of legislation in the Associated Countries of Central Europe, Cyprus and Malta in the pre accession context as well as to facilitate the flow of information to and from the Commission and these countries.	<ul style="list-style-type: none"> • Advice on transposition, implementation and enforcement of legislation (mainly through study tours, expert missions, workshops) • Provision of information and know how • Logging of progress of Candidate Countries (through databases) • Advice on coordination of translation and interpretation activities
ZZ-0005 ZZ-0025 ZZ-0026	Commission Decision of 2000 Extending the Operation of TAIEX for 2001		
ZZ-0104 ZZ-0123 ZZ-0124	Commission Decision of 2001 Extending the Operation of TAIEX for 2002	To permit TAIEX to continue its services and expand them to meet the needs arising from the transposition, implementation and enforcement of legislation in the Candidate Countries in the pre accession context as well	

Prog. No.	Prog. Title	Overall Objective	Immediate Objective(s)
2002/001-091	Commission Decision of 2002 Extending the Operation of TAIEX for 2003	as to facilitate the flow of information to and from the Commission and these countries.	
2004/016-813	Commission Decision of 2004 Adopting the Financing Decision for the TAIEX Programme for Strengthening Institutional Capacity to be Funded by the Transition Facility	To permit TAIEX to continue its services and expand them to meet the needs arising from the implementation and enforcement of the acquis in the new member states as well as to facilitate the flow of information on progress and issues in this respect.	<ul style="list-style-type: none"> • Advice on transposition, implementation and enforcement of legislation (mainly through study tours, expert missions, workshops) • Databases and information products (through databases)
2004/006-219	Commission Decision of 2004 Establishing a pre-accession multi-beneficiary programme assistance provided by the Technical Assistance Information Exchange Office (TAIEX) for Bulgaria, Romania and Turkey	The assistance under the programme will cover the delivery of information and expertise to facilitate the implementation and enforcement of the acquis in Bulgaria, Romania and Turkey as well as to facilitate the flow of information on progress and issues in this respect.	

Annex 8. TAIEX Intervention Logic



Annex 9. Key TAIEX Statistics

TAIEX outputs 1996-2000.

Activity²⁷	Total Events	Total Participants	Total Speakers
Service			
Multi-country events/External Working Groups	341	14864	2153
Databases/internet	24	489	79
Parliaments and legislative Councils (BICOPARL)	91	1122	384
Translation	62	643	163
Interpretation	36	162	48
Sub-national level (i.e. not central govt. level)	57	2678	323
Agriculture	134	5644	405
Judiciary/JHA	87	5589	391
Private sector	87	3712	376
Institution building	38	233	164
Finance	18	234	60
Total	975	35,370	4546
		<i>Total Participants</i>	
Individual Mobilisations			
Expert pool	412		
Study visits	2940		
Total participants, all categories	43,246		

TAIEX events by Team in 2001

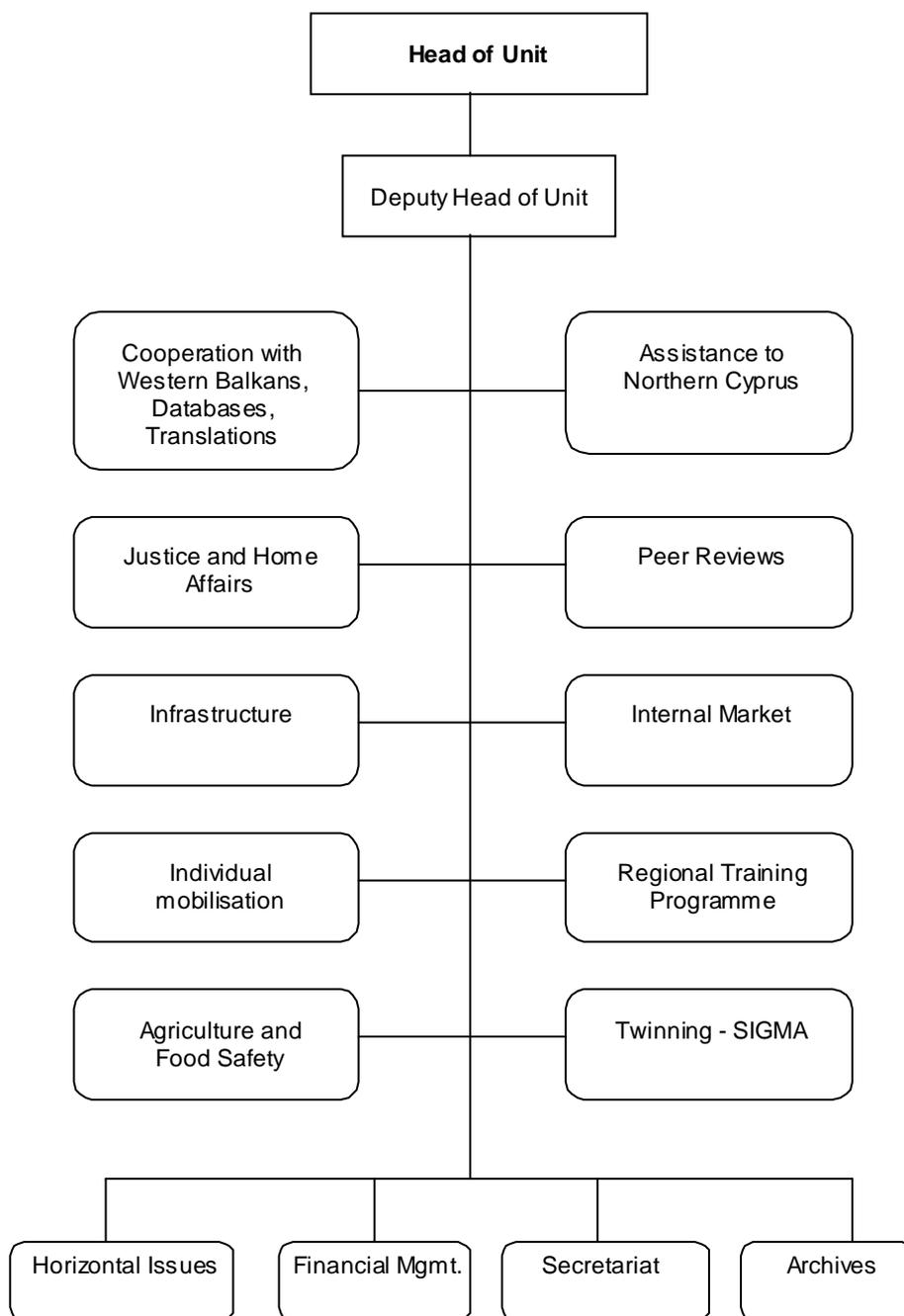
	Events
Study Visits	140
Central Government	90
Expert Mobilisation	80
Agriculture	70
Private Sector	43
Justice	30
Regional	26
Informatics	10
Ports	5

TAIEX events by country

²⁷ Source: Progress Report 1998-2000, using categories as defined in the Report.

Annex 10. TAIEX events 2001-2004

TAIEX EVENTS 2001-2004 (20% SAMPLE)									
Chapter		Total	Total Percent	Bulgaria	Estonia	Hungary	Poland	Romania	Slovakia
1	Free Movement of Goods	45	9.2	6	5	8	11	9	6
2	Free Movement of Persons	9	1.8	2		2	2	3	
3	Freedom to Provide Services	4	0.8	1		0		1	2
4	Free movement of Capital	6	1.2	1	1	2	1	1	
5	Company Law	3	0.6		1	1	1		
6	Competition Policy	13	2.7		2	2	4	2	3
7	Agriculture	150	30.6	23	24	28	23	28	24
8	Fisheries	4	0.8	1	1		2		
9	Transport	30	6.1	6	2	4	10	4	4
10	Taxation	5	1.0	1	2			1	1
11	EMU								
12	Statistics								
13	Social Policy	18	3.7	5	1	1	5	4	2
14	Energy	2	0.4						2
15	Industrial Policy	4	0.8	1				2	1
16	SME								
17	Science								
18	Education	5	1.0	1			1	2	1
19	Telecoms	1	0.2	0			1		
20	Culture	1	0.2						1
21	Regional Policy	5	1.0	0			5		
22	Environment	43	8.8	8	6	9	10	5	5
23	Consumer	22	4.5	3	6	4	1	4	4
24	JHA	33	6.7	5	3	7	6	6	6
25	Customs Union	4	0.8	0				4	
26	External Relations	2	0.4	1				1	
27	CFSP								
28	Financial Control								
29	Foreign Policy	1	0.2	0				1	
	All Acquis	80	16.3	10	14	12	18	12	14
	Grand Total	490	100.0	75	68	80	101	90	76

Annex 11. TAIEX Organisation

Annex 12. TAIEX Staffing 2000-2004

Year	External Staff				Vacant Posts External	Officials	Total	Budget external staff
	<i>Aux</i>	<i>Int</i>	<i>DNE</i>	<i>AT</i>				
Beginning 2000	16	0	2	4	0	5	27	not available
End 2000	16	0	2	4	0	5	27	
Beginning 2001	14	1	2	3	2	5	27	1.299.000 €
End 2001	16	1	2	3	1	5	28	
Beginning 2002	16	1	2	3	1	5	28	1.745.000 €
End 2002	23	0	2	3	1	5	34	
Beginning 2003	23	0	2	2	0	5	32	2.400.000 €
End 2003	25	0	1	2	0	5	33	
Beginning 2004	28	0	0	2	0	5	35	2.400.000 €
End 2004	31	3	0	1	0	5	40	
Key	<i>Aux</i>	<i>Auxiliary</i>						
	<i>Int</i>	<i>Interim</i>						
	<i>DNE</i>	<i>Detached National Expert</i>						
	<i>AT</i>	<i>Temporary Agent</i>						

Annex 13. Sample TAIEX Order Form

EUROPEAN COMMISSION

Directorate-General Enlargement
 Directorate D Coordination of Financial Instruments
 Institution Building Unit

Order Form **JHA - 10383** (GTZ)

Task: **Creation date:** 22-06-2004 16:48 **Last** 12-07-2004 15:56

Name: Workshop on new acquis in the area of Asylum and Migration

Subject: 24.01 Asylum (Complete), 24.04 Migration (Complete), 24.10 Judicial Cooperation in civil matters (Complete)

Start date: 22-07-2004 09:00 **End date:** 23-07-2004 17:00

Place: Brussels **Country:** Belgium

Beneficiary:

Part of Series: yes **Multi-country:** Yes

	EU	CC	MS	TAIEX	PP	Other
Speakers:	2	1	0	1	0	0
Participants:	69	1	16	52	0	-
Travel:	66					
Accommodation:				68		
Nights:						168

Expenses in €

Participants CC, MS, EU, Other	10920.00
Speakers/Experts	0.00
TAIEX attendees	0.00
Travel	34369.61
Accommodation	14195.00
Catering	278.16
Interpretation	0.00
Conferences	0.00
Other	1608.00
Other Savings	0.00
Contingency	0.00
Total	61370.77

Duplicate

Comment	Authorisation : Team Leader	Date	Signature
Authorisation : Head of Unit		Date	Signature

The prices for travel tickets (flight and train) are inclusive commission. With the expense report only net prices (without the standard commission) will be invoiced to the EC.

An addendum will follow to add the last speakers and participants.

Job Card, 30/01/2006 Order Form 10383 Page 1 of 1

Annex 14. Achievement of Immediate Objectives

Prog. No.	Prog. Title	Immediate Objective(s)	Comment
ZZ-9626	Commission Decision of 1996 Establishing a Programme to Extend the Capacity of TAIEX in Support of Translation and Interpretation Requirements	Provide the Acceding Country governments with a central translation facility, Coordinate translation activities funded by Phare, Ensure quality of translation, Devise programmes and Assess need for interpretation in the ACs.	Central translation facility achieved Coordination of translation activities achieved Involvement of Legal Service ensures quality of translations Needs assessed, partly met, ongoing task
ZZ-9734	Commission Decision of 1997 Extending the Operations of TAIEX	Advice on transposition, implementation and enforcement of legislation (through twinning, long term secondments) Provision of information and know how (through seminars, training and documentation Logging of progress of associated countries (through databases) Advice on coordination of translation and interpretation activities	Advice provided on transposition, implementation and enforcement of legislation Provision of information and know how achieved Logging of progress of associated countries achieved Advice on coordination of translation and interpretation activities achieved
ZZ-9801	Commission Decision of 1998 Establishing a Horizontal Programme on Approximation of Legislation in 1998	Advice on transposition, implementation and enforcement of legislation (through twinning, long term secondments) Provision of information and know how (through seminars, training and documentation Logging of progress of associated countries (through databases)	Advice provided on transposition, implementation and enforcement of legislation Provision of information and know how achieved Logging of progress of associated countries achieved

ZZ-9918	Commission Decision of 1999 Establishing an Approximation of Legislation Programme (TAIEX) in 1999	Advice on transposition, implementation and enforcement of legislation (mainly through study tours, expert missions, workshops)	Advice provided on transposition, implementation and enforcement of legislation Provision of information and know how achieved Logging of progress of associated countries achieved Advice provided on coordination of translation and interpretation activities
ZZ-0005 ZZ-0025 ZZ-0026	Commission Decision of 2000 Extending the Operation of TAIEX for 2001	Provision of information and know how Logging of progress of Candidate Countries (through databases)	
ZZ-0104 ZZ-0123 ZZ-0124	Commission Decision of 2001 Extending the Operation of TAIEX for 2002	Advice on coordination of translation and interpretation activities	
2002/001-091	Commission Decision of 2002 Extending the Operation of TAIEX for 2003		
2004/016-813	Commission Decision of 2004 Adopting the Financing Decision for the TAIEX Programme for Strengthening Institutional Capacity to be Funded by the Transition Facility	Advice on transposition, implementation and enforcement of legislation (mainly through study tours, expert missions, workshops) Databases and information products (through databases)	Advice provided on transposition, implementation and enforcement of legislation Databases and information products achieved
2004/006-219	Commission Decision of 2004 Establishing a pre-accession multi-beneficiary programme assistance provided by the Technical Assistance Information Exchange Office (TAIEX) for Bulgaria, Romania and Turkey		

Annex 15. List of Documents

Information Source	Title	Date
TAIEX	2005 Activity Report	2006
TAIEX	2004 Activity Report	2005
TAIEX	2003 Activity Report	2004
TAIEX	2001 Activity Report	2002
TAIEX	Progress Report 1998-2000	2001
TAIEX	Statistical Overview of TAIEX Activities 5/96 – 09/99	2000
TAIEX	Report on the Activities of the TAIEX Office For The Year 1996	1997
TAIEX	TAIEX Progress Report, September 1997	1997
European Commission	Commission Decision of 2004 Adopting the Financing Decision for the TAIEX Programme for Strengthening Institutional Capacity to be Funded by the Transition Facility	
European Commission	Commission Decision of 2004 Establishing a pre-accession multi-beneficiary programme assistance provided by the Technical Assistance Information Exchange Office (TAIEX) for Bulgaria, Romania and Turkey.	
European Commission	Commission Decision of 2002 Extending the Operation of TAIEX for 2003	
European Commission	Commission Decision of 2001 Extending the Operation of TAIEX for 2002	
European Commission	Commission Decision of 2000 Extending the Operation of TAIEX for 2001	
European Commission	Commission Decision of 1999 Establishing an Approximation of Legislation Programme (TAIEX) in 1999	
European Commission	Commission Decision of 1998 Establishing a Horizontal Programme on Approximation of Legislation in 1999	
European Commission	Financing Proposal to Extend the Operation of TAIEX	November 1997
European Commission	Commission Decision of 1996 Establishing a Programme to Extend the Capacity of TAIEX in Support of Translation and Interpretation Requirements	
Technopolis	Study, Feasibility and Cost Effectiveness Assessment of the Externalisation of the Implementation of TAIEX	February 2005
OMAS Consortium	Assessment Reports of the TAIEX Instrument ZZ9519, ZZ9626, ZZ0734 and ZZ9801	April 2000
European Commission	Continuing Enlargement Strategy Paper and Report of the European Commission on the progress towards accession by Bulgaria, Romania and Turkey	November 2003
TAIEX	Peer Review: Evaluation Mission on General Product Safety in the Slovak Republic (4623)	June 2002
TAIEX	Peer Review: Evaluation Mission on Communicable	June 2002

	Diseases in Poland (4621)	
TAIEX	Peer Review: Evaluation Mission on Tissues and Cells Issues in Bulgaria (10256)	July 2004
TAIEX	Peer Review 2004: Evaluation Mission on Public Procurement Issues. Romania (10256)	July 2004
TAIEX	Advisory visit with TAIEX Support to Hungary concerning the notification of varieties (SANCO) (6089)	February 2003
TAIEX	Advisory Visit on National Reference Laboratories in Hungary (6064)	November 2002
TAIEX	First Monitoring Mission after Provisional Closure of Accession Negotiations Under Chapter 24 in Relation to Justice and Home Affairs. Estonia (4982)	July 2002

Annex 16. List of Interviews

Name / Institution / Address	Phone	Email	Dates
Rudi van der Stappen DG Agriculture and Rural Development Rue de la Loi 130 1049 Brussels	32 2 254509	Rudi.van.der.stappen@cec.eu.int	26/04/06
Andrew Murphy Principal Administrator Enlargement and Neighbouring Countries DG Environment Avenue de Beaulieu, 9 1160 Brussels	32 2 29 54792	Andrew.murphy@cec.eu.int	16/02/06
Anne Burrill Enlargement and Neighbouring Countries DG Environment Avenue de Beaulieu, 9 1160 Brussels	32 2 29 54388	Anne.burrill@cec.eu.int	27/04/06
Henriette Faegemann Desk Officer Enlargement and Neighbouring Countries DG Environment Avenue de Beaulieu, 9 1160 Brussels	32 2 29 60435	Henriette.faegemann@cec.eu.int	27/04/06
Vassiliki Pelleni Consumer Affairs DG Health and Consumer Affairs 101 Rue Frisssart B 1040 Brussels			16/02/06
Paola Bertoussi Consumer Affairs DG Health and Consumer Affairs 101 Rue Frisssart B 1040 Brussels	32 2 29 59913		16/02/06
Walter de Backer Principal Administrator DG Health and Consumer Affairs 101 Rue Frisssart B 1040 Brussels	32 2 29 50473	Water.de-backer@cec.eu.int	17/02/06
Alain Deckers Enlargement Coordinator DG Internal Market and Services Avenue de Cortenberg 100 BE 1000 Brussels	32 2 29 92348	Alain.deckers@cec.eu.int	16/02/06
Dora Majoros Enlargement Desk Officer DG Internal Market and Services Avenue de Cortenberg 100 BE 1000 Brussels	32 2 29 803048	Dora.majoros@cec.eu.int	16/02/06
Helena Alvin External Relations and Enlargement DG Justice and Home Affairs Rue du Luxembourg 46 BE 1000 Brussels	32 2 29 85243	Helena.alvin@cec.eu.int	17/02/06

Name / Institution / Address	Phone	Email	Dates
*Bevis Clarke Smith Head of Unit Legal Services President of the Commission Rue de la Loi 175 B-1040 Brussels	32 2 29 52828	Bevis.clarke@cec.eu.int	
Elena Svancarova Lawyer Linguistic Group General Secretariat Council of the EU Rue de la Loi 175 1049 Brussels Belgium	32 2 2815124	Elena.svancarova@cec.eu.int	26/04/06
Jose Pires Tavares Lawyer Linguistic Group General Secretariat Council of the EU Rue de la Loi 175 1049 Brussels Belgium			26/04/06
Ilja Merit-Ene Estonian/Hungarian Language Units Translation and Document Production General Secretariat Council of the EU 910 Chaussee de Wavre Brussels	32 2 281 3968	Merit.ila@consilium.eu.int	26/04/06
Morten Jung-Olsen Head of Unit TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 91999		2/02/06
Mechtild May Deputy Head of Unit TAIEX 200 Rue de la Loi 1040 Brussels	32 2 28 63824		2/02/06
Jean Jacques Amity TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 91935		16/02/06
Paolo M. Gozzi Principal Administrator TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 50755	Paolo.gozzi@cec.eu.int	1/02/06

Name / Institution / Address	Phone	Email	Dates
Miriam Toplanska TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 94734	Miriam.toplanska@cec.eu.int	2/02/06
Christine Kirschbaum Administrative Principal TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 50803	Christine.kirschbamu@cec.eu.int	1/02/06
Tim Alchin TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 99738	Timothy.alchin@cec.eu.int	1/02/06
Sean O' Sullivan Project Manager (Infrastructure) TAIEX Rue de la Loi 170 1040 Brussels	32 2 29 93038	Sean.o'sullivan@cec.eu.int	26/04/06
Padhraig O'Rooney Former Team Leader Infrastructure Irish Revenue Commissioners Galway Ireland	353 91 536300		1/03/06
Olivier Coupleux TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 58791	Olivier.coupleuxc@cec.eu.int	01/02/06
Miriam Ryan TAIEX Rue de la Loi 170 1040 Brussels	32 2 91882	Miriam.ryan@cec.eu.int	02/02/06
Panos Gredis TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 92081	Panos.gredis@cec.eu.int	02/02/06
Katherine Sears TAIEX 200 Rue de la Loi 1040 Brussels	32 2 29 66943	Katherine.sears@cec.eu.int	6/12/05
Jurgen Dierlmaier Director GTZ International Services Rue de la Charite B-1210 Brussels	32 2 7337959	Juergen.derlmaier@gtz.de	17/02/06
Ewa Synowiec Director Directorate H DG Trade Rue de la Loi 170 1040 Brussels	32 2 29 92209	Ewa.synowiec@cec.eu.int	27/04./06

Interviews in country

Institution	Interviewee	Date
Bulgaria		
Council of Ministers, European Integration Department	Mr. Tzvjatko Velikov Chief Expert, (TAIEX coordinator)	15/03/2006
Council of Ministers, European Integration Department	Mr. Borislav Dimitrov, Acting Head of Department (TAIEX coordinator)	15/03/2006
Ministry of Environment and Waters, National Nature Protection Service, Biodiversity Department	Ms Maria Karadimova Head of Department, CG – 9130	20/03/2006
Ministry of Environment and Waters, National Nature Protection Service, Biodiversity Department	Ma Kalina Stoyanova Senior Expert, CG – 9130	20/03/2006
Ministry of Interior, International Cooperation Directorate, :Legal European Integration Department	Ms Dora Sgurovska, Legal Adviser JHA - 10383	21/03/2006
Council of Ministers, Coordination on EU Affairs and International Financial Institutions Directorate, Coordination on EU Affairs Department	Mr. Krastio Preslavsky, Junior Expert, PEER – 10256	21/03/2006
Ministry of Environment and Waters, Coordination of the Regional Inspectorates on Environment and Waters Department	Ms Svetla Krapcheva, Head of Department REG - 3215	22/03/2006
Ministry of Finance, Tax Policy Directorate, Fiscal Integration Department	Ms Venetka Todorova Expert, Acting Head of Department PORT - 8591	22/03/2006
Ministry of Finance, Tax Policy Directorate, Fiscal Integration Department	Ms Sabina Yovcheva Expert PORT - 8591	22/03/2006
State Agency for Refugees, International Cooperation and European Integration Directorate	Mr. Boris Cheshirkov, Director, JHA - 10383	23/03/2006
Ministry of Environment and Waters, Environment and Waters Regional Inspectorate, Air Protection, Dangerous Chemical Substances and Risk Management Department, Sofia	Mr. Metodi Yordanov, Senior Expert RTP – 9515	24/03/2006
Ministry of Environment and Waters, Environment and Waters Regional Inspectorate, Dangerous Chemical Substances and Risk Management Department, Sofia	Mr. Ivaylo Stanev Junior Expert (RTP expert)	24/03/2006
Ministry of Regional Development and Public Works, European Integration and Coordination of International Programmes Directorate	Ms Zlatka Ormanova, Director (TAIEX coordinator at the MoRDPW)	24/03/2006
Ministry of Regional Development and Public Works, Strategic Planning of the Regional Policy Directorate	Mr. Marius Mladenov Chief Expert (TAIEX Law Approximation Database at the MoRDPW)	24/03/2006
National Customs Agency, Customs Regimes and Procedures Directorate	Mr. Borislav Borissov, Director IND/STUD 2477	27/03/2006
Ministry of Agriculture and Forestry, Integration Policy Directorate	Ms Evgeniya Valeva Head of Department (TAIEX coordinator at the MoAF)	28/03/2006*

Ministry of Environment and Waters, European Integration Directorate	Ms Katya Trichkova Expert (Taiex coordination for the MoEW)	29/03/2006*
Ministry of Environment and Waters, Environment and Waters Regional Inspectorate, Preventive Actions Department, Varna	Mr. Todor Kolev Head of Department (RTP expert)	30/03/2006
Hungary		
National Institute for Agricultural Quality Control	Mr. László Lazar Expert	04/05/2006
Office for the Foreign Relations of the Hungarian Parliament	Mr. Krisztián Kovacs Counsellor	10/05/2006
Ecotoxicological Laboratory	Mr. Attila Csato Head of Department	12/05/2006
Ecotoxicological Laboratory	Mr. Csaba Szentes Expert	12/05/2006
Poland		
Agency for Restructuring and Modernisation of Agriculture	Ms Anna Andrychowicz, Deputy Head of Analyses and Development Department	19/04/2006
Ministry of Agriculture and Rural Development	Mr Jerzy Dowgiallo, Head of Unit, Food Safety and Vet Department	11/04/2006*
Ministry of Agriculture, Rural Development Department	Ms Katarzyna Laskowska	10/04/2006
Ministry of Agriculture, Rural Development Department	Mr Remigiusz Mordas, Legal Adviser	10/04/2006
Ministry of Environment	Anonymous participant (1)	24/04/2006*
Ministry of Environment	Anonymous participant (2)	24/04/2006
NAC (UKIE)	Ms Justyna Jablonowska, Interpreter	1/04/2006**
NAC (UKIE)	Ms Magdalena Kilis-Sokolowska, TAIEX coordinator since 2005	20/04/2006**
NAC (UKIE)	Mr Artur Lorkowski, Deputy Head of Integration Policy Department	13/04/2006* ,**
Institute of Environmental Protection, Warsaw	Ms Danuta Maciaszek & Ms Grazyna Porebska	12/04/2006* ,**
Romania		
Ministry of Environment and Water Management Department for International Relations and EU integration	Ms. Luminita Chioaru TAIEX activity co-ordinator	21/03/2006
Ministry of Environment and Water Management Department for management of Water Resources	Ms. Carmen Toader Superior counsellor	21/03/2006
Ministry of Environment and Water Management	Ms. Iuliana-Maria Chidu EU integration Counsellor	21/03/2006
Ministry of Justice Department for EU integration and programmes	Ms Florentina Negrutiu TAIEX activity co-ordinator	23/03/2006
Ministry of Justice Department for International Law, Judicial Co-operation and External Legal Affairs	Mr Florin Razvan Radu Director	22/03/2006
Ministry of Justice Department for EU integration and programmes	Ms Diana Popescu Legal Advisor	22/03/2006
Ministry of Agriculture, Forests and Rural Development Department for Fruits and Vegetables	Ms Cornelia Ionescu Superior counsellor	23/03/2006
Ministry for European Integration Department for legal approximation	Ms Veronica Ardelean National TAIEX co-ordinator	31/03/2006
The EC Delegation	Ms Roxana Morea TAIEX responsible	23/03/06

Slovak Republic		
Ministry of Agriculture SR	Mr. Erik Belusky EU Relations Dept.	15/03/2006
Ministry of Agriculture SR	Mr. Jan Husarik EU Relations Dept	15/03/2006
Ministry of Justice SR	Ms. Dagmar Fillova Penal Dept.	16/03/2006
Slovak Office of Standards, Metrology and Testing	Ms. Kvetoslava Steinlova Director Dept. for European Affairs	17/03/2006
State Veterinary and Phytosanitary Administration	Ms. Gabriela Virgalova	17/03/2006
Ministry of Economy SR	Mr. Ivan Baranovsky Legislation Section	21/03/2006
Ministry of Interior	Mr. Marcel Burkert*	21/03/2006
Migration Office	Ms. Blanka Timurhan EU Issues Dept.	21/03/2006
Office of the Government SR	Ms. Kornelia Cajkova TAIEX Central Contact Point	22/03/2006
Office of the Government SR	Ms. Draga Inovecka Director of OLAF	22/03/2006
Office of the Government SR	Ms. Tatiana Bartosova OLAF	22/03/2006
Ministry of Agriculture SR	Ms. Michalela Pisova Food Safety Dept.	22/03/2006
Ministry of Environment SR	Ms. Katarina Butkovska TAIEX Contact Point	23/03/2006
Ministry of Environment S	Ms. Marta Fratricova IPPC Dept.	23/03/2006
Ministry of Environment SR	Ms. Olga Trekova Waste Dept.	23/03/2006
Ministry of Environment SR	Mr. Michal Mrva TAIEX Expert	23/03/2006
Ministry of Labour, Social Affairs and Family	Ms. Lubica Gajdosova EU Relations Dept.	24/03/2006
Ministry of Labour, Social Affairs and Family	Ms. Zora Barokova EU Relations Dept.	24/03/2006
Ministry of Labour, Social Affairs and Family	Mr. Tomas Sefranko Director of EU Relations Dept.	24/03/2006