

The European Union's TACIS programme for Armenia



TAIEX in Armenia

HANDBOOK *on Rules and Procedures of TAIEX Instrument*



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for Twinning and TAIEX operations" Project
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**"Support To Armenian PAO for
Twinning and Taiex Operations"
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ACRONYMS AND ABBREVIATIONS

- AP - Action Plan
- BA - Beneficiary Administration
- BC - Beneficiary country
- DG - Directorate General
- EC - European Commission
- ECD - European Commission Delegation
- ENP - European Neighborhood Policy
- ENPI - European Neighborhood and Partnership Instrument
- EU - European Union
- IBU - Institution Building Unit
- MS - Member State
- NAP - National Action Plan
- NCP - National Contact Point
- PAO - Program Administration Office (in Armenia – Programme Administration Agency – PAA)
- PCA - Partnership and Cooperation Agreement
- RoA - Republic of Armenia
- TA - Technical Assistance
- TACIS - Technical Assistance for Commonwealth of Independent States
- TAIEX - Technical Assistance and Information Exchange Instrument
- SATTO - “Support to Armenian PAO in Twinning and TAIEX Operations” EU funded Project

1. INTRODUCTION

The Handbook is aimed to provide information on TAIEX Instrument objectives, operational framework as well as mechanisms and procedures for its application and implementation. The Handbook is intended to be useful for the PAO staff, nominated Focal Points and more generally for all Stakeholders involved in TAIEX procedures.

The present Handbook, based on the official EC TAIEX Guidelines, is customized to Armenia experience and realities.

2. TAIEX BACKGROUND

TAIEX, is the Technical Assistance and Information Exchange Instrument of the European Commission governed by the Institution Building Unit (IBU) of the EC Directorate-General Enlargement. Initially TAIEX was aimed to support the new EU Member States, EU candidate and potential candidate countries with short-term technical assistance in line with agreed priorities and directed to approximation, application and enforcement of EU legislation. Since 2007 TAIEX Instrument became applicable also for ENP countries and Russia to support the implementation of priority development programs, defined by PCA, Action Plans, Association Agreements and objectives identified in the ongoing structured dialog.

The main tasks of TAIEX' are the following:

- To provide short term technical assistance and advice on the transposition of EU legislation into the national legislation of beneficiary countries and on the subsequent administration, implementation and enforcement of such legislation.
- To provide technical training and peer assistance to partners and stakeholders of the beneficiary countries.
- To be an information broker by gathering and making available information.
- To provide database tools for facilitating and monitoring the approximation progress as well as to identify further technical assistance needs.

The beneficiaries of TAIEX assistance include those sectors, mainly public but sometimes also private, that play a role in the transposition, implementation and enforcement of legislation in the Beneficiary Countries, that corresponds to relevant EU legislation. The TAIEX main target groups are:

- Civil servants working in public administrations; at national and sub-national level and in associations of local authorities;
- The Judiciary and Law Enforcement authorities;
- Members of Parliaments and civil servants working in Parliaments and Legislative Councils;
- Professional and commercial associations representing social partners, as well as representatives of trade unions and employers' associations;
- Interpreters, revisers and translators of legislative texts.

3. TAIEX OPERATIONAL FRAMEWORK IN ARMENIA

TAIEX services are concentrated in priority sectors mentioned in the EU-Armenia Partnership, PCA and ENP - Armenia Action Plan. The financing of TAIEX activities is undertaken under the European Neighborhood and Partnership Instrument (ENPI), which replaced the former technical assistance (TACIS) program in 2007.

The stakeholders involved in TAIEX operations in Armenia can be divided into 2 groups:

- Armenian Public Bodies and Institutions, i.e. TAIEX instrument Beneficiaries, and
- EU Institutions EU funded Contractor Organizations, i.e. Technical Assistance Providers.

Key stakeholders in the TAIEX project cycle on the Armenia Beneficiary side are:

- Beneficiary Administration (BA) of Armenian Institutions (ministries, state agencies, etc.) with the key role of the BA nominated Focal Points
- Program Administration Agency (PAO) under the Ministry of Economy of Armenia

On the EU side of EU the TAIEX stakeholders are as follows:

- Institutions Building Unit of the European Commission ,
- European Commission Delegation in RoA, (EC Delegation)
- The external logistical service provider (currently GTZ),
- TAIEX experts from EU member states.

The EC IBU is responsible for the substantial content of TAIEX and sets the legal, financial and procedural framework for all TAIEX events. The role of IBU is to assess and channel the assistance requests as well as to act as a liaison between TAIEX Beneficiaries in RoA and EU Member States to deliver relevant EU expertise.

The following structures of IBU are in charge for assessment of TAIEX applications and organizing of TAIEX events for ENP countries including Armenia:

- Internal Market (INT MARKET),
- Agriculture (AGRI),
- Freedom, Security and Justice (JHA),
- Environment, Energy and Transport (INFRA)

The PAO, which is the coordinating unit of TAIEX activity in RoA, is in charge for communications between the IBU and BA. The PAO also ensures that the TAIEX activities are in line with ENP-Armenia Action Plan as well as with the Armenia Policy Objectives.

Operations undertaken by PAO under TAIEX instrument include four components:

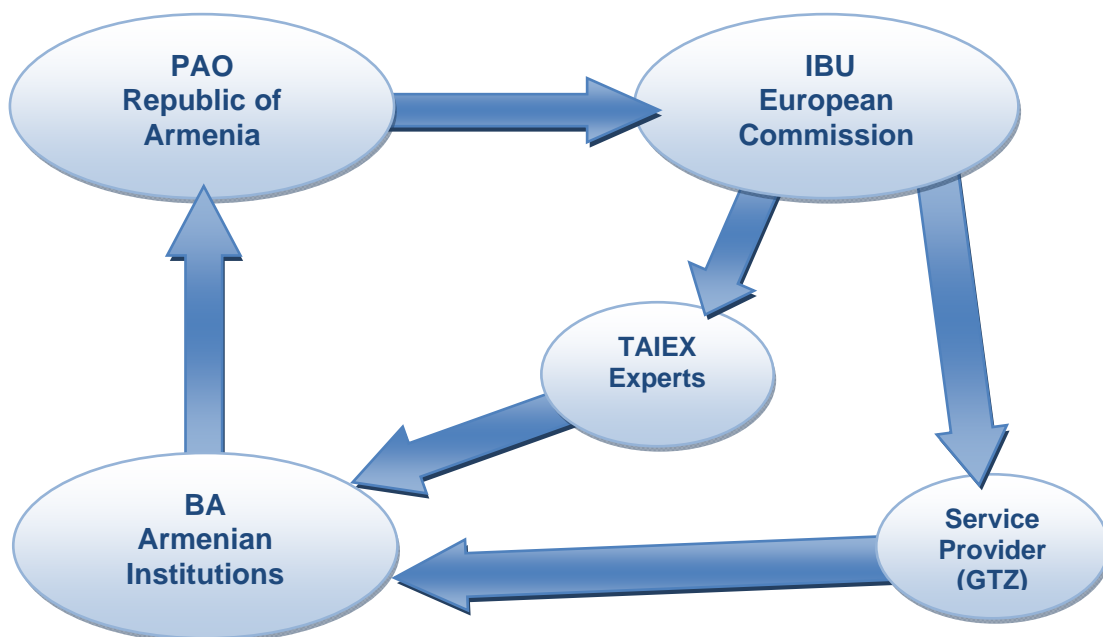
- Awareness raising and training,
- Processing of the requests,
- Implementation of TAIEX events,

- TAIEX events evaluation,
- TAIEX events reporting.

The designated BA FPs are responsible for the initial evaluation of submitted TAIEX requests as well as for coordinating collaboration of PAO and/or IBU and relevant BA.

The external logistical service provider executes its mandate from the IBU and ensures the TAIEX event take place in accordance with instructions. The service provider is responsible for all logistic arrangements: the arrangement, booking and paying of the logistics (conference venue, hotel, flights, catering, interpretation, technical equipment). The contractor directly contacts the contact person in BA (or in some cases to FP) to work together in order to find the best solutions for the logistical arrangements of the TAIEX event.

The flip chart of TAIEX operations in Armenia is given below.



4. AWARENESS RAISING AND TRAINING

The awareness raising and training activity aims at establishing and maintaining a good level of understanding of TAIEX procedures by representatives of BAs, so as to enable them to use TAIEX effectively and efficiently. Thus PAO should ensure delivery to FPs all basic information on TAIEX tools and procedures due to permanent on-the-job assistance and consultancy and conducting several trainings with FPs on TAIEX instrument as well.

It is also recommended to conduct series of awareness raising seminars for representatives of public institutions of RoA, which are considered as potential beneficiaries of TAIEX instrument. To increase practical experience of relevant Beneficiaries staff in application of TAIEX instrument tools the PAO should provide professional support to the Beneficiaries to prepare at least one TAIEX application (request) such as regular information workshops, coordination meetings, PAO newsletter delivery, ad hoc events, usage of web-site materials.

As TAIEX is meant to be a “demand-driven” instrument, these initial activities are not supposed to be permanent. Therefore it is assumed that the awareness raising and training function are to be maintained at the level of one seminar per year. The seminar is considered as information and experience exchange platform between PAO, actual and potential beneficiaries of TAIEX.

5. TYPES OF TAIEX EVENTS

TAIEX assistance (services) may be delivered to single, multiple or all Beneficiary Countries, depending on the identified needs. These services can be single, stand alone actions responding to the identified needs, as well as the assistance activities may be consecutive, where the assistance is required over a long time period and is not available through other TA instruments.

5.1. EXPERT MISSION TO BENEFICIARY COUNTRY

The main objectives of the TAIEX Expert Mission are:

- To provide guidance on legislative framework and on the functioning of administrative process in the fields identified by BA,
- To advice on legislative acts and on their implementation,
- To explain the EU legislation and to present the examples of good practices of its application.

Terms and Requirements of the event:

Duration	Cannot be more than 5 working days
Number of TAIEX Experts involved	Can not be more than 2 TAIEX Experts
Financial coverage	Travel and accommodation, daily subsistence allowance, financial compensation of the expert, interpretation if necessary.

BA is responsible for selection of participants (beneficiaries) of the Expert Mission. Identification of experts by the BA is not required. However if BA either knows the EU Member State Expert, whose expertise is preferable, or there are preferences regarding Member State Authority/Institution or Member State in general – those points it should be mentioned in the application. It should be highlighted that the choice of experts cannot always be guaranteed.

5.2. SEMINAR-WORKSHOP IN BENEFICIARY COUNTRY

The objective of the TAIEX Workshop is to present and explain EU legislation and legislation related issues to a relevant auditorium convened by the Beneficiary Country (BC).

Therefore TAIEX Workshop is best used for:

- Obtaining basic information on EU MS legislative and/or institutional framework of the selected general field

- Raising of awareness of the legislative and institutional frameworks of several elected EU MS in more narrow, specific fields to identify legislative framework appropriate to implement in Armenia.

Terms and Requirements of the event:

Duration	Cannot be more than 5 working days
Number of TAIEX Experts involved	Cannot be more than 2 TAIEX Experts
Financial coverage	<p>TAIEX finances and books (via the Service Provider) the following items:</p> <ul style="list-style-type: none"> ➤ The conference venue and technical equipment (if the beneficiary cannot make a suitable meeting room available in its premises), ➤ Travel and hotel costs, daily subsistence allowance and financial compensation for the speakers (experts), ➤ Accommodation costs for the participants living more than 100 km. away from the venue and travel cost for participants from further than 400 km, ➤ Interpretation and relevant interpretation equipment, ➤ Coffee and lunch breaks (TAIEX does not finance dinner or reception).

When a request for assistance has been accepted by the IBU the BA is responsible for selecting and inviting the participants. The selected participants' names and positions have to be sent to IBU by using the so-called "Registration tool"¹. List of participants must be sent to IBU not later than three weeks before the seminar starts. BA is also responsible for drafting the event agenda and for inviting of local speakers.

During the workshop a representative of the BA (local coordinator) should be present, to assure the registration of all participants on each seminar day, as well as to be available for questions.

It is desirable that BA can make available paper copies of the presentations, and distribute those during the seminar/workshop.

In addition, it is highly appreciated, if the BA arranges an airport transfer service for TAIEX speakers.

Please note that the external service provider will send a box containing copies of the agenda's, name plates, badges, attendance lists, posters (to be hung up in the meeting room) and a TAIEX pen for each participant to the conference venue. If there is no Local Venue Support foreseen for the event (usually events with less than 40 participants), local coordinator is responsible for the

¹ This programme must be downloaded from the TAIEX website: <http://taieX.ec.europa.eu/registration/>

attendance list, the distribution of the above-mentioned items and the placing of posters for information and visibility.

5.3. STUDY VISIT TO EU MEMBER STATE

The overall objective of the TAIEX Study Visit is to provide officials from BC with the expertise on practical issues related to implementation and/or enforcement of the EU legislation.

Therefore TAIEX Study is best used for

- Getting experience on organizational structure of relevant MS institution, to learn internal rules, procedures used, to get knowledge on administration/management system (vertical and horizontal processes of management of MS institution/unit).
- Raising awareness on practices of collaboration MS Institution with other stakeholders to implement and enforce legislation requirements, which includes: practices and procedures used to establish and effectively maintain communications with other public institutions, business units, NGOs, practices to implement PPP and other types of external communications/relations of MSs.

Terms and Requirements of the event:

Duration	Cannot be more than 5 working days
Number of Study visit participants	Cannot be more than 3 participants
Financial coverage	TAIEX finances and books (via the Service Provider) the following items: Travel and accommodation of participants, their daily subsistence allowance, interpretation if required.

BA is responsible for selection of the Study Visit participants. Identification of hosting institution is not required. If BA has any preferences regarding Hosting Institution or the MS in general it should be mentioned in the application. Please note that those requirements cannot always be guaranteed.

5.4. ASSESSMENT MISSION

The overall objective of Assessment Mission is peer evaluation of country's progress in converging with Community Acquis as well as in recognized international best practices and standards, when appropriate.

TAIEX assessment mission tool is ideally suited to provide feedback to BAs on progress with regard to approximation to the Community Acquis, by means of analytical peer reports and recommendations elaborated by MS Experts in selected field of competence. Such missions may

provide a key contribution to the monitoring and evaluation measures undertaken to implement ENP Armenia Action Plan, ENP Armenia Indicative Programme 2009-2011 and other Partnership Documents.

TAIEX assessment mission may also take form of “advisory visits” requested by BA to identify legislative, institutional and administrative gaps in areas which are identified as a priority for approximation with *acquis*. The gap analysis between Armenian national legislation and Community *Acquis* could also provide a basis for initiating of Twinning Projects or for programming of other EU founded assistance projects.

The Assessment Mission should normally last from three to five days, depending on the specifics of the addressed issues. Where possible the MS Expert team should be accompanied by a Commission Official from the appropriate line DG in the status of an observer. A representative of the ECD should also attend where relevant.

At the last day of Experts Mission the team of MS experts should organize a de-briefing session at ECD to enable them to reach initial conclusions and also to share their preliminary findings with task manager or responsible person in ECD.

Within 2 weeks after MS Experts visit to BA they should produce a first draft of Assessment Mission report, which then is to be sent to ELARG D4 as well as to the line DG for first quality check. After revision by Commission Services the report is to be submitted to BA and ECD.


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6. PROCESSING OF THE REQUEST

The way in which a request for TAIEX **Workshop, Study Visit and Expert Mission** is to be processed depends on the origin of the request. Usually two cases of requests can be distinguished:

- A. The request originates from a Beneficiary in RoA;
- B. The initiative to conduct a TAIEX event comes from the EC or from a Member State;

In the first case (the request is originated from a Beneficiary,) the following steps have to be followed:

1. The beneficiary sends the appropriate request form (one of four?  possibilities- see annexes 2-45?) to the PAO, to the Focal Point, which has to give an initial assessment of the request.
2. The PAO checks whether the request is in line with the priorities of ENP-Armenia Action Plan and State Strategy in this field as well as for its overall consistency with the characteristics of TAIEX Instrument.
3. If the request is deemed suitable, the PAO forwards it to EC Brussels for approval with copy to the EC Delegation. If the request is not in line with ENP Armenia Action Plan, the PAO rejects it. If the request is in line with ENP Armenia Action Plan, but there is lack of required data and/or the request form is not filled in a correct way, the PAO may request BA to provide additional information, and therefore may also send it back to BA for appropriate corrections and resubmission. In case of rejection, the PAO informs the BA, providing with the explanations.
4. If the request meets the above mentioned criteria, it is submitted to the EC Brussels to the units in charge for TAIEX implementation for Neighborhood countries: the Institution Building Unit of DG Enlargement (ELARG/D4), and Unit A6 of the EuropeAid Cooperation Office (AIDCO/A6) in charge of Twinning, TAIEX and Sigma coordination.
5. Then the request is analyzed within 1 to 2 weeks by:
 - ✓ TAIEX Unit- for feasibility and coherence with the Community Acquis;
 - ✓ AIDCO/A6- for coherence with National Indicative/Action Programs.
6. TAIEX Unit initiates consultations with other concerned line Directorate Generals (External Relations and competent line DGs). These consultations last a maximum of 5 working days. At the same time AIDCO/A6 seeks opinion with the PAO and EC Delegation.
7. TAIEX Unit takes final decision and informs the PAO and submitting person. In case of refusal the explanation should be given. If the decision is positive TAIEX Unit inserts a specific event into the TAIEX database and attributes a specific TAIEX code to the event.
8. The TAIEX event then enters into an operational phase. A Team Leader of ELARG/D4 is responsible for arranging of the event in close collaboration with AIDCO/A6: invitations,

draft agenda including location and venue, identification of experts, contacts with beneficiary, while contractor of the commission (Service Provider- currently GTZ) is responsible for all logistical arrangements of the event. When all implementation details are determined, the Service Provider receives from ELARG/D4 a formal mandate for its execution (approximately 2 weeks before event). The Service Provider collaborates directly with the person mentioned as contact person in the request submitted. The contact person and the Service Provider work together in order to find the best solutions for the logistical arrangements of the TAIEX event.

In the second case (initiative to conduct a TAIEX event comes from the EC or Member State) often relates to the organization of multi-country workshop. The procedure includes the following steps:

1. ELARG/D4 sends to the EC Delegation the request for nomination from RoA of participant(s) to seminars organized by the European Commission.
2. EC Delegation forwards the request to the PAO and in some cases suggests the person to participate in the seminar.
3. The PAO forwards the request for nomination with the indication of the Delegation, if applicable, to the BAs.
4. The BAs nominates the participants and informs the PAO.
5. The PAO provides the Delegation or ELARG/D4 with the names, positions and contact details of the nominees.

TAIEX Assessment Missions can be launched at the request of relevant BA submitted through PAO in agreement with relevant services of the Commission (AIDCO A6, ELARG D4, RELEX D2, line DGs and Delegations). To submit Assessment Mission request, the Application form of TAIEX Expert mission may be used.

To Process of TAIEX **Assessment Mission** the following steps have to be followed:

1. [Submission of the request](#)

The request can be submitted by BA (through PAO), relevant Commission Services or line DG's. In all cases AIDCO A6/ELARG D4/RELEX D2 Delegations and PAO have to agree with Assessment Mission proposal and be involved in the preparatory stages.

2. [Preparation meeting](#)

The ELARG D4 can call (if necessary) preparation meetings with relevant services of Commission to clarify the precise scope, objective and benefit of individual proposals to conclude final list.

Box 1.: Reasons for the rejection include but are not limited to the following:

- ✓ Call for a TAIEX event to join non-TAIEX events:
 - EC does not provide assistance to participation in events in which it has no involvement and which are organized by other bodies/institutions (including MS and BA),
 - If registration fees are required, which is contrary to TAIEX instrument concept
- ✓ Overlapping with TWINNING Project (in either matter or timing):
 - EC does not support a TAIEX event if the same topic is being covered by a TWINNING Project.
- ✓ Too weak a relation with EU legislation
- ✓ Private TA:
 - TAIEX cannot be used for achieving some private commitments (on the basis of personal interests), by requesting the financing of transportation and accommodation in order to join an event abroad which obviously has no link with TAIEX-sponsored event.
- ✓ Redundancy of TAIEX requests (same issues, different types)

TAIEX does not support requests which cover the same issues to be realized under a number of different types of TAIEX events

3. [Selection of Experts](#)

Experts to be involved in Assessment Mission could be suggested by the relevant DG, with the assistance of the ELARG D4 if requested

4. [Defining scope of Assessment Mission and drafting questionnaire or checklist](#)

The Commission services in co-operation with other stakeholders elaborate the questionnaire or checklist which to be sent to selected experts to comment on. Agreed questionnaires will be sent to the relevant BAs for completion. It is desirable to complete questionnaires by the briefing meeting (next step) so they can be examined by Commission and MS Experts in advance to ask BA for further clarifications if needed.

In addition, an outline mission Programme should be agreed by the Commission and MS Experts, indicating proposed list of meetings. PAO and ECD are responsible for coordination of the list with relevant stakeholders. PAO is also responsible to complete draft Programme in advance of the briefing meeting.

5. [Briefing Meeting](#)

ELARG D4 can co-organize a Briefing Meeting with relevant AIDCO/RELEX line DG staff and MS Experts to agree details of the mission, including the benchmarks to be used (based on questionnaires), and to discuss certain procedural issues (composition of team, duration of mission, time schedule, etc). The meeting should also be used to explore, together with BC representatives, specific issues that would need to be covered, the information that may need to be provided in advance of the mission, as well as the local organizational arrangements that would be necessary.

6. [Finalization of the program and provision of additional information](#)

A draft program of Assessment Mission is sent to PAO and ECD. After receiving comments from PAO and ECD the elaboration of Assessment Mission program should be finalized by the ELARG D4 in coordination with MS Experts.

7. TAIEX EVENTS EVALUATION AND REPORTING

To monitor the relevance and efficiency of the events implemented and improve the quality of service provided, the Beneficiary institutions have to provide an evaluation of TAIEX event and to send it both to PAO and EC over their respective Focal Point. Evaluation Templates to be sent to EC are disseminated by DG Enlargement, while Report Templates, to be filled by relevant Focal Points and sent to PAO, are given in Annex 2. Such evaluation reports can also be used by participants to demonstrate the effectiveness of TAIEX event to their administration.

Each year PAO elaborates its report on TAIEX with comments and evaluation of the soundness and relevance of these events, and recommendations on further actions to be taken by the respective beneficiary (for instance, following Twinning projects, legislation changes, organizational adaptations, etc.).

Based on the evaluation results the TAIEX Unit publishes an annual report on the implementation of the events and a joint meeting (TAIEX + Twinning) is launched each year in Brussels to review the achievements of these Institution Building Assistance tools and to discuss their possible improvements.

ANNEX 1. GUIDELINES HOW TO FILL TAIEX APPLICATION FORMS

Guideline

How to fill-in application form

I. Workshop/Seminar

TAIEX, or the Technical Assistance and Information Exchange is an instrument of the Directorate-General Enlargement of the European Commission. TAIEX helps countries with regard to the approximation, application and enforcement of EU legislation

The overall objective of the TAIEX Workshop is to present and explain EU legislation and legislation related issues to a relevant auditorium convened by the Beneficiary Country (BC). TAIEX Workshop is best used for:

- obtaining basic information on EU member countries' legislative and/or institutional framework of the selected general field
- raising awareness of the legislative and institutional frameworks of several EU member countries in more narrow, specific fields to identify legislative framework appropriate to implement in Armenia.

A TAIEX workshop is a useful tool for knowledge transfer on EU/EU member States legislative, normative and institutional frameworks to Beneficiary Administration (BA). The considered event provides opportunity to the BA to receive basic information to identify priorities for legislative and/or institutional reforms as well as to select the appropriate legislative or institutional "model" to be adopted or harmonized in Armenia.

It is recommended to show your preferences (if there is any) of countries, which experience in concerned filed seems to be useful.

Respectively, TAIEX Workshop could have a good impact to initiate and specify possible Twinning project.

Please, read the Application Form notes and lines carefully

Filling the Application for TAIEX Workshop

Form line	Recommendations for filling-in and samples
Beneficiary Country	Republic of Armenia
Beneficiary Ministry/Service	The official full name of the Beneficiary Institution, as well as the official name of the relevant supervising authority should be clearly indicated <u>Example:</u> <i>National institute of Standards of the Ministry of Economy.</i>
Date of submission	The TAIEX application should be submitted via the relevant Institution Focal Points to Project Administration Agency of the Ministry of Economy (PAO) If the application is deemed sufficiently justified both in wording and in its contents the PAO will send it to the TAIEX Unit in Brussels. <u>It is strongly recommended to request a pre-submission meeting with PAO for an initial assessment of the application.</u>
Workshop content	
Proposed title of the workshop	Title of the workshop should reflect the <u>key topic</u> of the requested event without detailed specifications. <u>Example:</u> <i>EU accreditation legislation procedures and practices.</i>
Proposed date (indicative)	Proposed workshop date should be realistic. Note that preparation time of 10 -12 weeks are required from the PAO receipt of the application until the workshop start date
Expected number of participants	The expected number of participants is supposed to be in a range of 20-50.
Target audience	Indicate which Ministries, State Agencies, Regulatory Authorities, Professional Associations, NGOs, Business entities and other organizations are to be involved in the event. Note that the event should be addressed to all organizations potentially interested in obtaining the proposed information. Participation of NGOs and Business entities is encouraged.
Main topic/Content	The workshop agenda topics should be specified as much as possible to facilitate the selection of speakers. It is recommended to divide topics in accordance to the proposed number of the workshop days: one topic – one day. Note that the workshop duration cannot be more than three days. <u>Example:</u> <u>General topic of the day</u> Legislative, normative and institutional framework of the National Accreditation Bodies of the EU member states. Relevant EU directives, National Legislation <u>Specific topics of the day</u> -The existing EU standards/norms for accreditation bodies, their correspondence with relevant ISO/IEC Standards -The existing practices and procedures for accreditation of Conformity Assessment Bodies <u>General topic of the day</u> Cooperation tools with EA, ILAC, IAF and other relevant organizations.

Form line	Recommendations for filling-in and samples
	<p>Specific topics of the day</p> <ul style="list-style-type: none"> -General and specific requirements for EA, ILAC, IAF members, procedures to apply for membership -The main benefits gained from the membership in EA, ILAC, IAF and similar organizations including mutual recognition of accreditation <p>General topic of the day</p> <p>EU system of conformity assessment</p> <p>Specific topics of the day</p> <ul style="list-style-type: none"> -EU and legislation including relevant EU Directives -Certification procedures (schemes, modules) -Normative requirements for Conformity Assessment Bodies. <p>Comment: Please mention the name and position of expert/s you would like involve in the Workshop (if applicable).</p>
<p>Current situation and additional comments:</p>	<ul style="list-style-type: none"> - Describe the legislative and institutional framework of the relevant sector - Specify if any legislative reforms that have been/are initiated, and whether any activities have been or are planned to be undertaken within the framework of the reforming process. - Specify what technical assistance has already been provided in the past as well as future possible cooperation with donors, including EU relevant activities <p>Indicate main challenges, problems and obstacles for the upcoming reforming process to be addressed at the workshop</p>
<p>Logistical Aspects-Workshop Details</p>	
<p>Contact person for administrative questions and practical matters related to this event</p>	<p>Name, position and contact information of the person who will be acting as co-coordinator of the Workshop from the Beneficiary Administration should be filled-in.</p> <p>Note that this person shall be responsible for further negotiations with TAIEX Unit, so fluency in English is strongly desirable.</p>
<p>“Yes-No” questions</p>	<p>The answers are very instrumental because they help TAIEX Unit in organization and in budgeting of the requested workshop. Note that the Applicant’s contribution (accommodation for participants, translation/interpretation services, conference facilities, etc.) is welcomed and can facilitate a positive response of the workshop request.</p>

Guideline

How to fill-in TAIEX application form

II. Expert Mission

The main objectives of the Expert Mission are the following:

- To explain the EU legislation and to present examples of the best practices of its application,
- To advise on legislative acts and on their implementation,
- To provide guidance to improve/reform legislative and the institutional framework and/or administrative processes in the fields identified by the Beneficiary Administration (BA).

An Expert Mission can be initiated if there is a need to provide expertise on Armenian legislation in comparison with relevant EU legislation to a limited number of Beneficiaries (mainly decision makers).

The advantage of the Expert Mission is that the Expert will provide the BA with a report, reflecting the key findings of the Mission, as well as with basic evaluation of reforms/improvements, required to harmonize the considered field with relevant EU legislation together with mechanisms of implementation of reforms. The Expert mission is a useful tool to receive general recommendations on activities and/or measures for reforming of fields mentioned in ENP-Armenia Action Plan.

TAIEX Expert mission may be used to develop a Twinning Project concept in the relevant field.

Please, read the Application Form notes and lines carefully

Filling the Application for TAIEX Expert Mission

Form line	Recommendations for filling-in and samples
Project Title	<p>Project Title should reflect the specific area/field of expertise and type of expert's support (legislation, institutional framework, administrative processes, etc.).</p> <p>It is recommended to present Project Title in a concise manner without specific details provided.</p> <p><i><u>Example: Expert Mission on Dual-goods Legislation</u></i></p>
Beneficiary Country	Republic of Armenia
Beneficiary Ministry/Service	<p>The official name of the Beneficiary Institution, as well as the official name of the relevant supervising authority should be clearly indicated</p> <p><i><u>Example: National institute of Standards of the Ministry of Economy.</u></i></p>
Date of submission	<p>The TAIEX application should be submitted via the relevant Institution to Project Administration Agency of the Ministry of Economy (PAO). If the application is deemed sufficiently justified both in wording and in its contents the PAO will send it to the TAIEX Unit in Brussels.</p> <p><u>It is strongly recommended to request a submission meeting with PAO for an initial assessment of the application.</u></p>
Objective of the Expert Mission	<p>The Objective of the Expert Mission should be presented in briefly expressing the type of information, experience and/or recommendations you are requesting from the Experts. The field to be covered by Expert Mission should be specified in as much detail as possible.</p> <p><i>Example: The objective of the expert mission is to transfer EU best practice, to study, analyze and make recommendations on harmonization of relevant Armenian legislation with EU acquis in the field of drafting and indication of implementation framework of technical regulations.</i></p>
Person submitting the application	Name, position and contact information of the person who has prepared the application should be filled-in.
Authorization from your administration:	<p>Please specify name, position and contact details of the representative of the BA management, who has authorized the Expert Mission proposal. Authorization from Minister or Vice Minister (if applicant is a Ministry) and from the Head of other Public Agencies/Institutions is required.</p> <p>It is recommended to fill some supporting comments from the person who provides the authorization. A supporting comment should stress the relevance of the Expert Mission for the process of reforms conducted/to be conducted in the BA.</p>
2. Expert Mission Content	
Target audience:	<p>Please indicate which Ministries and/or other Public Institutions which will benefit from the Expert Mission.</p> <p>Please note that indicating a small number of Expert Mission Beneficiaries may be considered as a negative factor since it will limit the area of dissemination of expertise. From the other hand indicating of too many Beneficiaries will be considered as non realistic, because of time limitation of Expert Mission.</p>

Form line	Recommendations for filling-in and samples
Main topic content:	The tasks of Expert Mission should be clearly specified to facilitate the process of the Expert's selection as well as to insure that the evaluation the Expert's Mission results are more effective. Always request a final report of the Expert Mission with conclusions and recommendations.
Current situation and additional comments:	<ul style="list-style-type: none"> - Describe the legislative and institutional framework of the relevant sector - Specify if any legislative reforms that have been/are initiated, and whether any activities have been or are planned to be undertaken within the framework of the reforming process. - Specify what technical assistance has already been provided in the past as well as future possible cooperation with donors, including EU relevant activities - Indicate main challenges, problems and obstacles for the upcoming reforming process to be addressed by Expert Mission.
3. Logistical Aspects	
Preferred country	If there is comprehensive justification of the country preferred for an Expert Mission, indication of such country would be an asset.
Hosting State Authority/Institution	If a country preferred for Expert Mission is given, indicating the State Authority, which expertise you prefer, would be an advantage in the submitted proposal.
Do you know the Member State Expert from whom you wish to receive expertise?	Please see the above recommendations
When would you like to receive the expert?	Please note that an Expert Mission arrangement takes normally up to 4 months after submission of an application to the PAO.
Language knowledge	Please note that TAIEX does not assure translation during an Expert Mission; therefore basic skills of English for Expert Mission Beneficiaries would be an advantage. Knowledge of Russian language can be considered as an advantage if you intend to receive experts from Baltic, Eastern Europe or Balkan Countries.

Guideline
How to fill-in TAIEX application form
III. Study Visit

TAIEX, or the Technical Assistance and Information Exchange is an instrument of the Directorate-General Enlargement of the European Commission. TAIEX helps countries with regard to the approximation, application and enforcement of EU legislation

The overall objective of a Study Visit to EU Member States (MS) administrations is to provide officials from Beneficiary Country (BC) with the expertise on practical issues related with implementation, enforcement of the EU legislation.

TAIEX Study is best used for:

- Receiving experience on the organizational structure of relevant MS institutions, to learn internal rules, procedures used, to receive knowledge on administration/management systems (vertical and horizontal processes of management of MS institution/unit).
- Raising awareness on practices of collaboration of MS Institutions with other stakeholders to implement and enforce legislation requirements, which includes: practices and procedures used to establish and effectively maintain communications with other public institutions, business units, NGOs, practices to implement Public Private Partnership and other types of external communications/relations of MSs.

The Study Visit is justified if and when the Beneficiary Administration (BA) has already initiated legislative reforms in the fields mentioned in EU-Armenia ENP Action Plan, based on already implemented appraisal of the sector situation. In other words a Study Visit may be successful only, when practical experience of mechanism enforcement is needed.

General Note:

Study visit application should be presented in a way which explains very accurately the logic behind the application, because in order to qualify for a study visit there must have been some earlier steps (bilateral contacts, EU-financed event in Armenia, etc...) that explain the study visit as just??? ???another step ahead to gain more specific complementary information as to the issues addressed and problems encountered in Armenia.

Please, read the Application Form notes and lines carefully

Filling the Application for TAIEX Study Visit

Form line	Recommendations for filling-in and samples
Project Title:	<p>Project Title should reflect the specific purpose of proposed study visit:</p> <p>It is recommended to present Project Title in a concise manner without specific details provided.</p> <p><u>Example:</u> <i>Study Visit on Raising Awareness on Pension Reform Public Outreach and Information Campaign Implementation.</i></p>
Beneficiary Country:	Republic of Armenia
Beneficiary Ministry/Service	<p>The official full name of the Beneficiary Institution, as well as the official name of the relevant supervising authority official should be clearly indicated</p> <p><u>Example:</u> <i>National institute of Standards of the Ministry of Economy.</i></p>
Date of submission	<p>The TAIEX application should be submitted via the relevant Institution Focal Points to Project Administration Agency of the Ministry of Economy (PAO) If the application is deemed sufficiently justified both in wording and in its contents the PAO will send it to the TAIEX Unit in Brussels.</p> <p><u>It is strongly recommended to request a pre-submission meeting with PAO for an initial assessment of the application.</u></p>
Objective of the Study Visit:	<p>The Objective of Study Visit should be presented briefly expressing the type of experience, practices you intend to learn during the Study Tour. Study Tour Objective should stress the idea that practical experience is needed in aspects of implementation of EU legislation.</p> <p><u>Example:</u> <i>Main objective of the study visit is to learn the experience of the hosting country in implementation of funded pension system, concentrating on raising awareness (PR) program as well as on procedures of provision of consultations to the "target" audience.</i></p>
Person submitting the application:	Name, position and contact information of the person who has prepared the application should be filled-in.
Authorization from your administration:	<p>Please specify name, position and contact details of the representative of the BA management, who authorized the Study Tour proposal. Authorization from Minister or Vice Minister (if applicant is a Ministry) and from the Head of other Public Agencies/Institutions is required.</p> <p><i>It is recommended to fill some supporting comments from the person who provides the authorization. A supporting comment should stress the relevance of the Study Visit for the process of reforms conducted/to be conducted in the BA.</i></p>
Study Visit Content	
<i>Please note that it's not recommended to indicate "legislation" box as task of the concerned Study Visit the host institution.</i>	
Target audience:	Please specify Institutions of which staff will participate in the Study Visit

Form line	Recommendations for filling-in and samples
Main Topic/Content:	Main issues to be discussed/learned during Study Visits to Hosting Institutions should be presented clearly to avoid misunderstandings. Please specify the areas of interest to focus on during Study Visits (see Study Visit purposes). Avoid mentioning issues which can be learned using the other TAIEX instruments, such as relevant legislation. Also avoid issues available in public sources (Internet). If you have drafted a program for the study visit, please attach it to the application.
Current situation and additional comments:	Please describe the legislative and institutional framework of the sector concerned. Please specify which legislative reforms are conducted/to be conducted to harmonize the legislation in the concerned field with the relevant EU legislation. Please mention which implemented or ongoing Projects in the concerned field with support of Donor/Aid Organizations, specifying EU funded activities. Description of current situation should stress that gaps in the concerned field are mainly related with the issues of practical implementation of relevant EU legislation. Additional justification on selection of Hosting country as well as relevance of Study Visit should be presented.
Logistical Aspects	
Preferred country	If there is comprehensive justification of the country preferred for Study Visit, indication of such country would be an asset (without justification it may be considered as “personal” reasons to visit the mentioned country without practical benefit.
Hosting State Authority/Institution	If a country to be visited is given, indicating the Hosting State Authority would be an advantage in the submitted proposal. However, it is recommended to negotiate with representatives of the proposed Hosting Authority to get an initial endorsement of Study Visit before the submission of TAIEX application to PAO.
Do you know the person from whom you wish to receive expertise?	Please see the above recommendations
<i>What is the preferable date for Study Visit</i>	
Dates	Please note that a Study Visit arrangement takes normally up to 6 months after submission of the application to PAO.
Duration:	Please note that the duration of the Study Visits can not extend beyond 5 working days.
Language Knowledge:	Please note that fluency in English for at least one of Study Visit participants is an advantage. Knowledge of Russian language can be considered as an advantage if the Hosting Country will be in Baltic, Eastern Europe or Balkan Countries. Knowledge of native language of Hosting Country should be also mentioned.
Transport and accommodation preferences:	Please indicate the means of transport you would prefer to use. Please indicate whether you want TAIEX to book a hotel.
List of participants:	Name, position and contact information of the person who will be acting as co-coordinator of Study Tour should be filled. Please note this person shall be responsible for further negotiations with the TAIEX unit, therefore fluency in English is strongly desirable. Please note that the role of Study Visit coordinator may be taken by someone of the proposed participants. Names, positions and contact details of other Study Visit participants should be also given. Please note that no more than three participants can be nominated for a Study Visit.

ANNEX 2. TAIEX EVENTS EVALUATION REPORTS

TEMPLATES

TAIEX WORKSHOP EVALUATION FORM

Please complete this form and send the hard or electronic copies to Armenian PAO within one week after completion of the event. **Please note that all Event documents (including the Agenda and Event Minutes) should be also sent to PAO.**

1. General Information

The Event took place: [Redacted]

Title of the workshop (topic): [Redacted]

Date: [Redacted]

Target Audience:

(Please specify state bodies and institutions which representatives have participated to the event)

Number of Participants: [Redacted]

List of Participants *(the attendance lists for all days of the event should be attached to the form)*

2. Quality of Event Content:

		Excellent	Good	Fair	Poor	Very poor
1	How do you estimate the overall quality of presentations?					
2	Did topics addressed by Experts/Speakers correspond to the agenda of the Event?					
3	How do you estimate clarity and accuracy of explanations of Speakers? <i>(Please make your assessment for all speakers indicating their names and surnames)</i>	High		Medium	Low	
		YES		NO		
4	Did questions of workshop participants received comprehensible answers?					

3. Technical Support of the Event:

		YES	NO
1	Were any technical means used during the presentation (Power Point, etc.)?		
2	Were the participants provided with agenda, name plates, badges?		
3	Has visibility of the Event been assured (posters have been hung up, TAIEX attributes have been distributed)?		
4	Was the quality of the translation sufficient?		

4. Please indicate how your Institution may use lessons learned during the event.

(Elaboration of a Concept/Strategy Paper/ Action Plan, legislation/sub-legislation drafting, requesting next TAIEX event, preparation of Twinning request, etc.)

5. Please indicate what kind of additional support or consultancy you may need from PAO

6. Other remarks

TAIEX EXPERT MISSION EVALUATION FORM

Please complete this form and send that hard or electronic copies to Armenian PAO within two weeks after completion of the event.

1. General Information:

Please note that brief minutes of meetings/discussions in each of Beneficiary Institutions should be elaborated and attached to this form. The proposed format of minutes is given in the Appendix

Title of the Event: Expert Mission on

Objectives of the Expert Mission:

Date:

Experts:

Please indicate data on Experts engaged in the event:

	Name and Surname	Current Position	Field of Expertise
1			
2			
3			

Target Audience:

Please indicate representatives of Beneficiary Institutions who were involved in the event

	Name and Surname	State Body/Institution	Position	Contacts
1				
2				
3				
4				
5				
6				
7				
8				
....				

2. Relevance of the Event:

		High	Medium	Low
1	Relevance: Did expertise provided by Experts correspond with stated objectives? (Please indicate			

	level of correspondence)				
2	Competence: How do you estimate level of competence of Experts in the fields mentioned in Expert Mission objectives? (Please make your assessment for all Experts indicating their names and surnames).				
	Expert 1				
	Expert 2				
	Expert 3				
		Excellent	Good	Fair	Poor
					Very poor
3	Efficiency. How do Beneficiaries estimate the efficiency of the Expert Mission				
		YES	NO		
4	Have you been provided with the report on outputs/key findings of Expert Mission?				
5	Does the submitted report addresses objectives of Expert Mission as well as key topics discussed with Beneficiaries?				

3. Please indicate how your Institution may use outputs/findings of the event.

(Elaboration of a Concept/Strategy Paper/ Action Plan, legislation/sub-legislation drafting, requesting next TAIEX event, preparation of Twinning request, etc.)

4. Please indicate what kind of additional support or consultancy you may need from PAO

5. Other remarks

Appendix: Proposed format of Expert Mission Meetings Minutes

Minutes of Meeting in (Please indicate Beneficiary Institution);

Date:

Participants: (Please indicate both Experts and representatives of Beneficiary Institution);

Issues discussed/Topics on which expertise have been provided:

Key Findings/Conclusions of the meeting:

TAIEX STUDY VISIT EVALUATION FORM

Please complete this form and send it hard or electronic copies to Armenian PAO within one week after completion of the event.

1. General Information:

Please fill the following data:

Title of the Event: Study Visit on

Objectives of the Study Visit:

Date:

Hosting Country:

Hosting Institutions:

Please indicate Institutions in Hosting Country visited during the Event:

	Name of the Hosting Institution	Name, position and contacts of the persons of the hosting institutions you have met
1		
2		
3		
4		
...		

Participants:

Please indicate participants of Study Visit using the following template

	Name and Surname	State Body/Institution	Position	Contacts
1				
2				
3				

2. Information on Visits took place:

Please briefly describe Visits to each of Hosting Institutions visited. The proposed format is given in the Appendix

3. Relevance of the Event:

		High	Medium	Low
1	Relevance: Did information provided by Hosting			

	Institutions correspond with stated objectives? (Please indicate level of correspondence)				
2	Collaboration Readiness: How do you estimate hosting Institutions readiness to transfer their expertise, to share their experience, procedures and practices applied in the Hosting Institution? <i>Please make your assessment for all Hosting Institutions you have visited.</i>				
...					
		Excellent	Good	Fair	Poor
					Very poor
3	Efficiency: How do you estimate the efficiency of the Study Visit?				
		YES		NO	
4	Have you got complete answers/explanations on all issues you have been interested in? ²				

4. Logistical aspects:

	High	Medium	Low
How do you estimate the logistics of Study Visit (tickets, accommodation, visits time-schedule etc)?			

5. Please indicate how your Institution may use outputs/findings of the event

(for example, identification of principles for reforming management system, improving administrative structures, improving procedures and practices applied in Beneficiary Institution, etc.).



² In case of “No” answer please indicate your remarks in Remarks section

6. Please indicate what kind of additional support or consultancy you may need from PAO

7. Other Remarks

Appendix. Proposed format of Study Visit minutes

Name of the Hosting Institution:

Date of Visit:

Name, Position and Contacts of Representative of Hosting Institution responsible for organizational issues:

Purpose of the Visit:

Issues Discussed/Expertise received:

Key Outputs/Results of the visit:

ANNEX 3. USEFUL INFORMATION

Program Administration Agency (PAO) of the Ministry of Economy of the Republic of Armenia

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Yerevan, Armenia

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web site: www.pao-armenia.am

The web site of TAIEX unit of the European Commission

www.taix.ec.europa.eu

The web site of EU legislation

www.europa.eu/legislation_summaries/index_en.htm



The European Union is made up of 27 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and people beyond its borders.