

*Study Tour on*  
"Experience of transport sector reform implementation in Turkey,  
according the EU Acquis – Twinning arrangements - Lessons  
learned and potential for adaptation in MEDA countries"

***A two-day event***

**Date:** 16-17 January 2007

**Place:** Istanbul (Turkey)

**Background and Context:**

***Euro-Mediterranean Partnership and new developments - ENP***

EU has recently adopted the European Neighbourhood Policy (ENP) as a more effective instrument to promote its relations with its new European and traditional Mediterranean neighbours towards strengthening stability, security and well-being for all concerned. ENP is designed to prevent the emergence of new dividing lines between the enlarged EU and its neighbours, offering them the chance to participate in various EU activities through greater political, security, economic and cultural co-operation.

Euro-Mediterranean Partnership has therefore moved to a next phase which now focuses on Action Plans covering a number of key areas for specific action: political dialogue and reform; trade and measures preparing partners for gradually obtaining a stake in the EU's Internal Market; justice and home affairs; energy, transport, information society, environment and research and innovation; and social policy and people-to-people contacts.

As far as the Mediterranean countries are concerned, the ENP is expected to contribute to the achievement of the objectives of the Strategic Partnership for the Mediterranean and the Middle East. The implementation of the Strategic Partnership for the Mediterranean countries should now draw on the implementation of the ENP through the Barcelona process and the Association Agreements with each partner country.

### ***MEDA countries and Transport Reform***

According to the diagnosis on the current conditions of the MEDA regional transport system, there are several core problems which severely constrain the development of this system and hinder its proper evolution, whether at the MEDA-MEDA or the EU-MEDA level (see Blue Paper).

Subsequently, transport reform constitutes a key issue of the European Neighbourhood Policy (ENP) framework, accommodated in the bilateral transport action plans which target on improving the economic, social, safety, security and environmental aspects of transport, and aim at approximating the regulatory and legislative frameworks with those of EU. Such plans have already been developed for Morocco, Tunisia, Jordan, Israel and the Palestinian Authority.

EU technical assistance for legislative approximation, regulatory convergence and institution building will be supported through mechanisms which during the past proved successful in transition countries that are now EU Member States. One of these mechanisms is Twinning with EU Member States administrations, which has proved to be a very effective mechanism to this end.

### ***Twinning***

Twinning was launched in May 1998 as the principal instrument for institution building. Its aim was to help the candidate countries to develop modern and efficient administrations, with the same structures, human resources and management skills needed to implement the Acquis as already exist in the Member States.

It involves the secondment of EU experts to the candidate countries to accompany an ongoing process. Each Twinning project is led by an official from the candidate country who, together with an official from a Member State administration, is responsible for the thrust of its design and implementation. At least one Pre-Accession Adviser, an individual seconded from a Member State administration or other mandated Member State body to work full time in the corresponding ministry in the candidate country for a minimum of 12 months, ensures the daily progress of the project. A carefully designed work programme of ad-hoc advisory or training missions by Member State staff complements the permanent presence.

A total of 683 Twinning projects, primarily in the fields of agriculture, environment, public finance, justice and home affairs and preparation for the management of Structural Funds, have been funded by the EU between 1998-2002. These represent principal priority sectors that have been identified in the Accession Partnerships. But also other important sectors of EU legislation have been addressed through Twinning for example, social policy, the fight against drugs, transport, telecommunications regulation and so forth.

In this way, Twinning provides the framework for administrations and semi-public organisations in the candidate countries to receive advice and support from their counterparts in Member States in developing and implementing projects involving the transposition, enforcement and implementation of a specific part of the Acquis.

The main feature of Twinning projects is that they set out to deliver specific and guaranteed results. They are not designed to foster general co-operation, but to achieve specific targets agreed between the parties in advance for the implementation of priority areas of the Acquis, as set out in the Accession Partnerships.

Initially, Twinning was limited to the countries of Central and Eastern Europe. However in 2001 Cyprus and Malta began participating in the programme. In early 2003 the first Twinning project in Turkey got underway and more projects are already well advanced.

### ***EU-Turkey relationship and Transport Reform***

At the Helsinki European Council of December 1999 Turkey was officially recognised as a candidate state on an equal footing with other candidate states. This marked the beginning of a pre-accession strategy for Turkey designed to stimulate and support its reform process through financial assistance and other forms of cooperation. Turkey also drew up a National Plan for the Adoption of the Acquis, which outlined the government's own strategy for the harmonisation of its legislation with that of the EU.

Turkey is today the beneficiary of a dedicated pre-accession financial assistance instrument to help it meet the criteria for EU membership. This was adopted by the European Council in December 2001. Prior to this, Turkey was a beneficiary of the MEDA programme, which is the principal financial instrument for the implementation of the Euro-Mediterranean Partnership.

Along this process, transport reform was and still is a key constituent of the pre-accession preparation of Turkey, attracting significant technical / financial assistance particularly in the form of Twinning. Therefore, Turkey has already developed significant know how regarding planning, organisation and implementation of Twinning in the Transport Sector.

***Within this particular context, the current Study Tour aims to capitalise on the Turkish experience, and provide to participating MEDA officials the factual information and practical experience of Turkey (a MEDA country), necessary for the successful implementation of Twinning as an effective tool of transport reform. Presentations and discussions will examine and compare practices and experiences in order to clarify the whole variety of conditions and***

***prerequisites necessary to support transport reform along EU Acquis in different modes of transport (road, rail, maritime).***

**Objectives:**

The Study Tour should provide MEDA transport sector officials the experience of Turkish transport reform towards EU-Acquis adoption and match this with MEDA countries ongoing restructuring needs. This is to be achieved by analysing the relationship / environment between EU and Turkey, strategy / policy issues, organisational set up and technical assistance mechanisms applied, focusing mainly on long term Twinning arrangements with EU Member States' administrations.

In more detail, the Study Tour will:

- briefly review the development of EU-Turkey relationship throughout recent years and the EU assistance on a policy, organisational, implementation / financial level
- present and analyse the basic elements of the ENP and ENPI
- focus on the Turkish transport sector reform and how this was planned, organised and implemented regarding legislative approximation, regulatory convergence and institutional building along EU- Acquis. Best practices and lessons learned will be explored
- analyse EU technical assistance regarding transport sector reform in Turkey and evaluate the contribution of Twinning towards an effective transport reform
- analyse and critically compare the effectiveness of Twinning projects in specific transport applications in Turkey, focusing on lessons learned and potential for adaptation to the environment of other MEDA countries
- consider the case of a Twinning example in another MEDA country and evaluate its experience in terms of difficulties and lessons learned
- exchange and critically compare reform needs of MEDA countries in the transport sector, focusing on their potential to benefit and absorb effectively EU technical assistance in the form of Twinning
- prepare a critical group of executives per country in order to promote transport reform along EU-Acquis in a coherent and consistent manner

**Contents:**

The Study Tour will provide a balanced mix of theoretical knowledge and factual information to participants on EU policy requirements, organisational options, transport reform policies, technical assistance mechanisms and Twinning application cases in Turkey (mainly) and other MEDA countries. It will steer them through a series of presentations and discussions to develop a clear understanding of the issues involved, the solutions adopted, the experience gained and the future actions contemplated by governments. This will enable the participants to systematise and evaluate contemporary experience on how to plan, organise and implement technical assistance mechanisms, and particularly Twinnings in the transport sector.

Training methods will include:

- Presentations of selected guest-speakers from the Turkish public administration and the EC
- Discussions in situ, moderated exchange of experience
- Debriefing and conclusions
- Distribution of suitable documentation

The attached programme shows the involved institutions and guest speakers and the themes to be presented and discussed during this training event.

#### Participant Profiles:

In order for the Study Tour to achieve its envisaged objectives, it is important that the participants are of the right calibre and adequate profile. In this regard, the participants should possess appropriate skills that enable them to grasp the strategic, institutional, policy and financial dimensions of a transport reform along EU Acquis. The participants should also have proper position and hierarchy that enable them to effectively promote and facilitate the dissemination, implementation and harmonisation of these various dimensions at the national level. Accordingly it is recommended that the participants include:

- The National Coordinator of the EuroMed Transport Project – Main Contract
- A second senior official of the Ministry of Transport, preferably with experience on EU issues (e.g. from an EU coordination unit)