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**REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT AND
THE COUNCIL**

**Annual Monitoring Report on the implementation of the 2020 Structural Reform
Support Programme**

{COM(2023) 352 final}

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1. INTRODUCTION

2020 was marked by the global outbreak of the COVID-19 pandemic. The lockdown measures taken by EU Member States, although necessary for limiting the spread of the virus, inevitably had grave economic and social impacts. In this context, the Structural Reform Support Programme became even more relevant to help Member States make fundamental reform efforts to boost their economies and create the foundations of a sound recovery. The operational and logistic restrictions imposed in the Member States, as well as the reduced in-person meetings with the national authorities implied that the foreseen timeline to implement most projects had to be extended.

Together with investments, reforms should aim to have a high-level impact, by addressing macroeconomic imbalances, low employment levels or GDP growth rates. At the same time, it contribute to people's daily lives, for instance by improving social security services, ensuring sustainable pension systems and stimulating the inclusion of disadvantaged groups in the labour market. They can also support the transition towards green technologies to fight climate change. In practice, they really do serve an economy that works for people – from improving the efficiency of public administrations and tax systems, to ensuring optimal access to finance.

As stated by Commissioner for Cohesion and Reforms, Elisa Ferreira:¹ *“Well-designed reforms keep our economies competitive and improve the quality of our public services. The Structural Reform Support Programme efficiently helps all EU Member States carry out these reforms. Member States appreciate it because of its flexibility, simple implementation and the absence of co-financing requirements. The Commission stands ready to continue supporting them in the future.”*

Building on the success of the SRSP and the need for Member States to implement reforms and investments quickly and effectively, the European Commission tabled in December 2020 the legislative proposal for the Technical Support Instrument², as successor programme to the SRSP, which was adopted in on 10 February 2021. While remaining demand driven, the TSI has a reinforced mandate and policy-driven approach, as well as an increased budgetary framework spanning over the period of the new multiannual financial framework (MFF) for 2021-2027.

The Structural Reform Support Programme (SRSP), established in May 2017 with a budget of EUR 222.8 million, covered the 2017- 2020 period³. Its objective was to strengthen the Member States’ capacity to prepare and implement growth-enhancing reforms, including by providing assistance for the efficient and effective use of EU funds. The final decisions on the design, structure and implementation of the reforms were always in the hands of the Member States. Support from the SRSP was available to all EU Member States upon request⁴, required no co-financing and involved a very little administrative burden for Member States. In 2020, the SRSP also helped Members States to design and prepare their national Recovery and Resilience Plans. Since 2020 the SRSP was managed by the Commission’s newly created DG REFORM.

¹ https://ec.europa.eu/info/news/eus-structural-reform-support-programme-achieving-its-objectives-2020-sep-30_en

² Regulation (EU) 2021/240 of the European Parliament and of the Council of 10 February 2021 establishing a Technical Support Instrument

³ Under Regulation (EU) 2017/825 of the European Parliament and of the Council, OJ L 129, 19.5.2017, p. 1–16, as amended by Regulation (EU) 2018/1671, OJ L 284, 12.11.2018, p. 3–5 (the SRSP Regulation).

⁴ Article 7 of the SRSP Regulation.

The Commission monitors how support measures financed by the programme are implemented and provides the European Parliament and the Council with an annual monitoring report⁵ for each year of implementation. This report provides an overview of the measures supported under the SRSP 2020. It describes the process of selecting and implementing projects and gives an account of the results achieved by the programme.

Article 16 of the SRSP Regulation Monitoring and evaluation

[...]

2. The Commission shall provide the European Parliament and the Council with an annual monitoring report on the implementation of the Programme. That report shall include information on:

- a) requests for support submitted by Member States, referred to in Article 7(1);
- b) analyses of the application of the criteria, referred to in Article 7(2), used to analyse the requests for support submitted by Member States;
- c) cooperation and support plans, referred to in Article 7(2);
- d) participation of reform partners, referred to in Article 9;
- e) special measures adopted, referred to in Article 13(6); and
- f) implementation of support measures⁶.

2. BACKGROUND INFORMATION

2.1. Budget of the programme

The budget for the implementation of the Programme over the 2017-2020 period was EUR 222.8 million (following the amendment to the original SRSP Regulation)⁷. **The budget available for the SRSP 2020 was EUR 84.9 million⁸.**

In addition, in 2020, **Greece made a additional contribution of EUR 5 million** to the SRSP to finance additional support actions for Greece, in line with Article 11 of the SRSP Regulation and Articles 25 and 59 of Regulation (EU) No 1303/2013 (the Common Provisions Regulation), which enables the programme to be financed through additional voluntary contributions from Member States, using resources provided for technical assistance at the initiative of the Member States under the European Structural and Investment Funds (ESI Funds).

2.2. Objectives and scope of the programme

The **general objective** of the SRSP was to contribute to institutional, administrative and growth-sustaining structural reforms in the Member States⁹. This was achieved by providing support to national authorities with the aim of reforming and strengthening institutions, governance, public administration, and economic and social sectors in response to economic and social challenges.

⁵ Article 16 of the SRSP Regulation

⁶ Point (f) of Article 16 was added by Regulation (EU) 2018/1671, amending Regulation (EU) 2017/825 (see below).

⁷ Regulation (EU) 2017/825, as amended by Regulation (EU) 2018/1671.

⁸ Article 2 of the Commission Implementing Decision of 26.2.2020 on the financing of the Structural Reform Support Programme and the adoption of the work programme for 2020 and repealing Commission Implementing Decision C(2019)8197, [C(2020) 1026 final].

⁹ Article 4 of the SRSP Regulation.

The overarching goal was to enhance cohesion, competitiveness, productivity, sustainable growth, job creation, investment and social inclusion, and to contributing to real convergence in the EU, which may also prepare for participation in the euro area, in particular in the context of economic governance processes, including through assistance for the efficient, effective and transparent use of the EU funds.

The **specific objectives** of the programme¹⁰ were to:

- a) support the initiatives of Member States' national authorities to design their reforms according to their priorities;
- b) enhance the national authorities' capacity to formulate, develop and implement reform policies and strategies and pursue an integrated approach;
- c) support the efforts of national authorities to define and implement appropriate processes and methodologies; and
- d) assist the national authorities in enhancing the efficiency and effectiveness of human resources management.

In addition, with a view to pursuing the general and specific objectives, the Programme could finance actions and activities also in support of reforms that may help Members States in their preparation to join the euro area.

The support therefore covered all stages of reform, from inception to implementation and evaluation of results.

Support could be provided for reforms which fall under the following main broad **policy areas**¹¹:

- a) revenue administration and public financial management;
- b) governance and public administration;
- c) growth and business environment (including energy and climate action);
- d) labour market, education, health and social issues; and
- e) financial sector and access to finance.

2.3. European added value

The Commission should ensure that actions and activities selected for funding are likely to produce results that show a clear European added value¹².

European added value was ensured in particular by:

- a) the development and implementation of solutions that address local, regional or national challenges that have an impact on cross-border or EU-wide challenges, and which may also contribute to social, economic and territorial cohesion;
- b) their complementarity and synergy with other EU programmes and policies at regional, national, EU and international level, as appropriate;
- c) their contribution to the consistent and coherent implementation of EU law and policies, as well as the promotion of European values, including solidarity;
- d) their contribution to the sharing of good practices, also with a view to increasing the visibility of the reform programmes, and to building a EU-wide platform and network of expertise; and
- e) the promotion of mutual trust between beneficiary Member States and the Commission and of cooperation among Member States.

¹⁰ Article 5(1) of the SRSP Regulation.

¹¹ For the full list, please refer to Article 5(2) of the SRSP Regulation.

¹² Article 3 of the SRSP Regulation.

2.4. Implementation of the programme and forms of support

The support provided under the SRSP was tailored to the country's needs. Experts accompanied national authorities throughout different stages of the reform process (scoping, prioritising, designing, road mapping, implementing, evaluating). The project were selected for support on the basis of criteria linked to the nature of the reform, the urgency of action, the resources available and the obligations deriving from the EU Financial Regulation.

In concrete terms, the technical support have taken the form of¹³:

- **long-term or short-term presence of experts**, and cooperation on the ground with the national authorities throughout the reform process or at certain stages;
- **actions to help address specific needs** – diagnostic analyses, recommendations on how to address the situation, a strategy, draft of a new law/act or modification of an existing one; proposals for (new) working and organisational procedures; and/or
- **wider actions that increase administrative capacity** – seminars, training, working visits, development of methodologies, collection of data, establishment of benchmarks, etc.

2.5. Data collection

All data on the implementation of the SRSP is stored by the European Commission in an internal IT tool managed by DG REFORM. The tool facilitates monitoring and reporting on the implementation of SRSP projects. It has provided data for this report.

3. SELECTION OF SUPPORT MEASURES FUNDED BY SRSP 2020 BUDGET

3.1. Introduction

2020 was the fourth and final year of activities under the SRSP¹⁴ with a budget for support measures of EUR 84.9 million, available to all EU Member States. On 26 February 2020, the Commission adopted the annual work programme for the SRSP 2020¹⁵, setting out priorities for the year, objectives, expected results and outlined actions to be implemented. The annual work programme for 2020 was sent to the European Parliament and the Council on 30 April 2020¹⁶.

In 2020, requests for technical support were gathered through different calls:

- a) The general SRSP 2020 call for requests.
- b) A specific call for interest to participate in the insurance training provided by EIOPA, the European supervisor charged with the protection of insurance consumers and supervisory consistency across Europe.
- c) A dedicated call for supporting the EU Member States prepare their Territorial Just Transition Plans.

¹³ The full list of actions eligible for funding is included in Article 6 of the SRSP Regulation.

¹⁴ Regulation (EU) 2017/825 of the European Parliament and the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 entered into force on 20 May 2017

¹⁵ Commission Implementing Decision of 26.2.2020 on the financing of the Structural Reform Support Programme and the adoption of the work programme for 2020 and repealing Commission Implementing Decision C(2019)8197, [C(2020) 1026 final].

¹⁶ Article 13(5) of the SRSP Regulation.

Furthermore, Croatia and Slovakia both submitted a request for support under the special measure's mechanism to support the preparation and implementation of their national Recovery and Resilience Plans (RRPs).

Finally, on 1 July 2020, the Commission adopted the dedicated annual work programme for the actions funded by EUR 5 million additional voluntary contribution from Greece in 2020 under article 11 of the SRSP Regulation¹⁷, setting out priorities for the year, objectives, expected results and outlined actions to be implemented.

3.2. Requests for support submitted by the Member States

With regards to the SRSP general call and to the specific call for insurance training, Member States were invited to submit their requests for support by 31 October 2019¹⁸, while for the dedicated call for the preparation of the Territorial Just Transition Plans, the deadline for submission of request was set as 1 April 2020.

Following a similar procedure applicable to all calls, Member States were invited to provide information on the following elements:

- a) problem/need to be addressed by the requested support measures;
- b) the breadth of the problems identified (impact on other areas in the economy);
- c) and depth of the problems identified (severity);
- d) the urgency of the request for support;
- e) relevant socio-economic indicators to be taken into consideration when analysing the request, the indicative duration and estimated cost;
- f) expected results/use of the results of the support measures requested;
- g) information on the administrative capacity of the Member State to implement the results of the support measures and potential providers.

In their requests for support, Member States also identified the relevant circumstances¹⁹ under which they were submitting the requests:

- a) the implementation of reforms undertaken by Member States at their own initiative, in particular to achieve sustainable economic growth and job creation;
- b) the implementation of economic adjustment programmes (for Member States that receive EU financial assistance); and
- c) the implementation of growth-sustaining reforms in the context of economic governance processes, in particular of European Semester country-specific recommendations, or of actions related to the implementation of EU law.

The requests for support from interested Member States were submitted centrally by designated coordinating authorities²⁰, i.e. authorities responsible for submitting requests on behalf of a Member State. The requests for support could come from the national authorities of the Member States, i.e. authorities at central, regional or local level, or independent authorities.

¹⁷ Commission Implementing Decision of 1.7.2020 on the financing of the request of the Hellenic Republic pursuant to Article 11 of Regulation (EU) 2017/825 of the European Parliament and the Council as amended by Regulation (EU) 2018/1671 and on the adoption of the related 2020 work programme for operational technical support managed by the Commission, C(2020) 4290 final.

¹⁸ Article 7(1) of the SRSP Regulation.

¹⁹ Article 7(3) of the SRSP Regulation.

²⁰ The role of the coordinating authorities is defined in section 18.2 of the cooperation and support plans signed with all Member States benefiting from the programme.

Once the requests for support were selected for funding, the Commission then concluded a cooperation and support plan with the coordinating authority of each beneficiary Member State (see section 3.5).

Coordinating authorities

To ensure proper coordination and efficient communication with the Commission, Member States designate a coordinating authority to act as the interlocutor of the DG REFORM for the overall implementation of the country's cooperation and support plan. The coordinating authorities are responsible at national level for coordinating and prioritising the requests for support submitted by the Member State, and for coordinating the effective implementation of the measures envisaged and the achievement of the objectives set out in their cooperation and support plan. The coordinating authority is also encouraged to initiate corrective actions if needed.

For the 2020 selection round, a total of **660 requests for support were submitted by the 27 EU Member States**, which demonstrated a growing interest for the programme since its adoption in 2017. The detailed number of requests submitted for funding under the SRSP 2017–2020 rounds, per Member States can be found in Annexe 1.

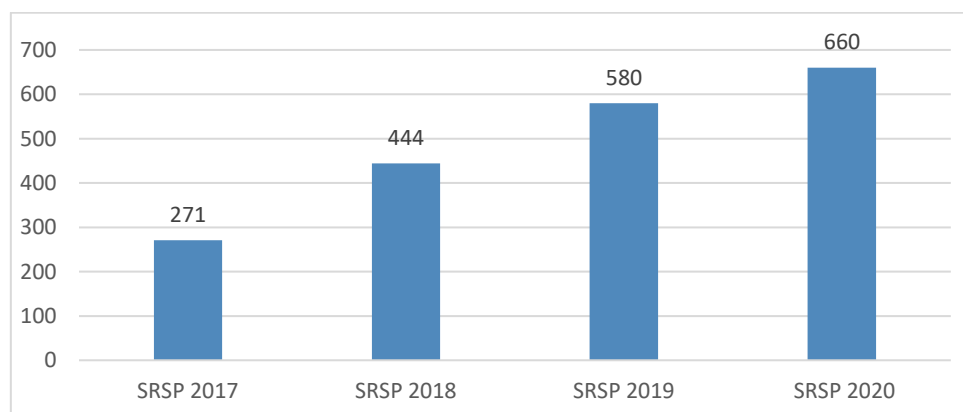


Figure 1 – SRSP - Number of submitted requests per year

The 660 requests were submitted for a estimated total amount of EUR 202.4 million, i.e; more than twice the SRSP's 2020 budget of EUR 89.9 million. The requests responded to different calls for proposals and to different financing possibilities along the year:

- 609 requests were submitted via the general SRSP 2020 call
- 17 requests were submitted under the special call for a targeted training on insurance supervision
- 18 requests were submitted under the dedicated call to support Member States for the preparation of their Territorial Just Transition Plans
- 14 requests were submitted by Greece in line with Article 11 of the SRSP Regulation
- 2 requests were submitted by Slovakia and Croatia as a special measures in the event of unforeseen and duly justified grounds of urgency requiring an immediate response, in line with Article 13(6) of the SRSP Regulation

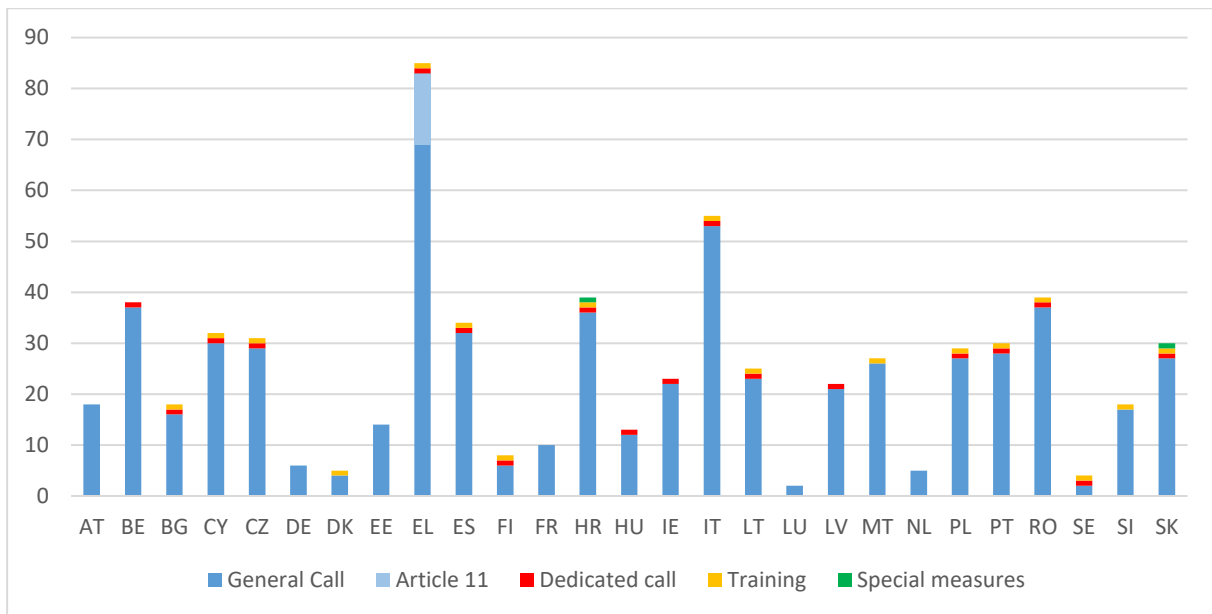


Figure 2 - SRSP 2020 – Number of submitted requests per Member States

As in previous years, the submitted requests covered the main broad policy areas. Compared to 2019, more requests were submitted in the area of growth and business environment (+4%), and less in the area of labour market, education, health and social services (-3%). Requests in the other areas have remained overall stable.

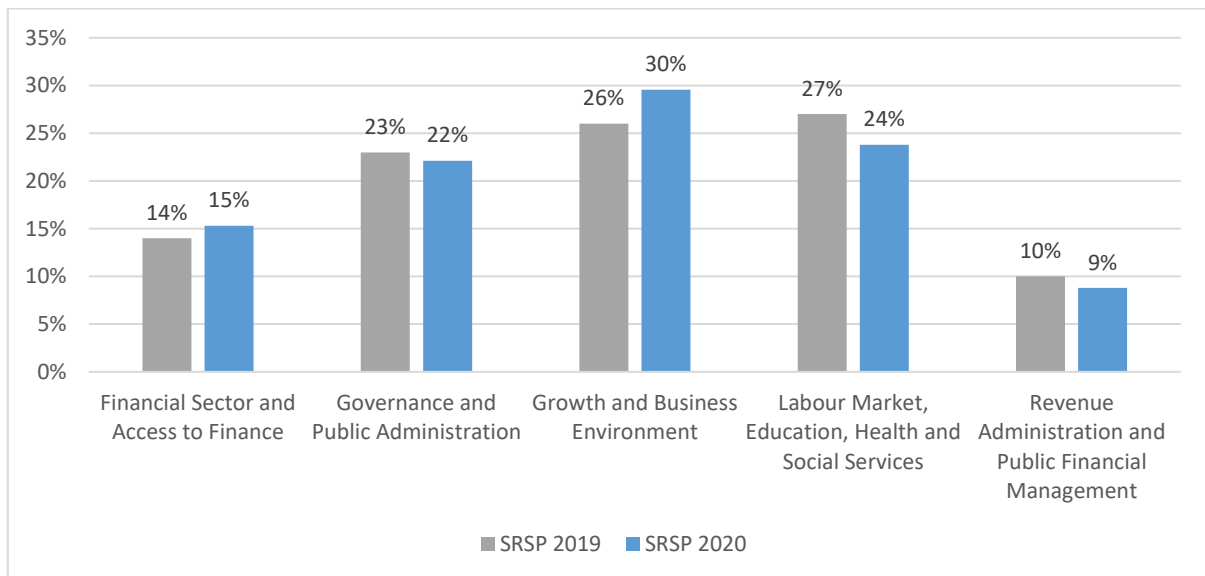


Figure 3 – SRSP 2019 and SRSP 2020 percentage of submitted requests by broad policy areas

Close to half of the requests submitted by the Member States for the SRSP 2020 round related to the EU economic governance process (49%), while 32% of the requests concerned the implementation of EU priorities, and 14% the implementation of Member States' priorities. To a lesser extent, the submitted requests also related to the implementation of economic adjustment programmes (4%), and to the implementation of EU law (e.g. infringements) (2%). Three requests submitted by Croatia, Czechia and Slovakia were linked to the preparation of Recovery and Resilience Plans.

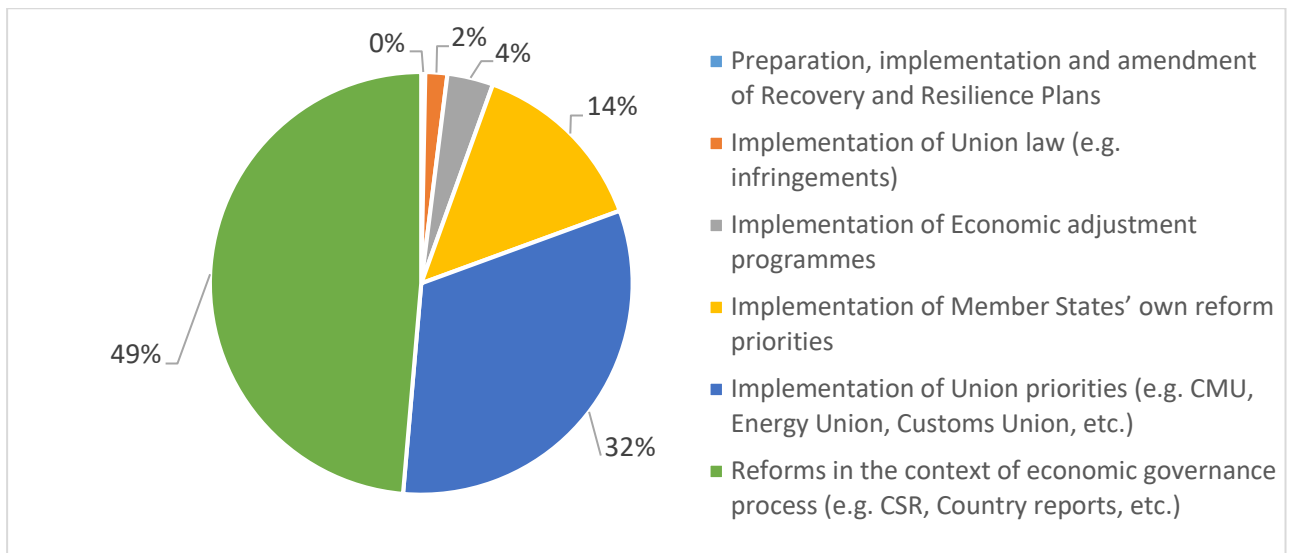


Figure 4 - SRSP 2020 Percentage of submitted requests according to circumstances

3.3. Application of the assessment criteria

The Commission's assessment of submitted requests was based on two sets of elements²¹:

- **general principles:** transparency, equal treatment and sound financial management; and
- **criteria for the analysis of requests:** urgency, breadth and depth of the problems, support needs in the policy areas concerned, analysis of socio-economic indicators and general administrative capacity of the Member State.

The Commission analysed the requests for support submitted by the Member States in terms of their **eligibility** and **compliance** with these principles and criteria.

A practical two-step approach was undertaken:

- a) **screening for eligibility and analysis of requests;** and
- b) **prioritisation of requests for selection.**

As part of the assessment, the Commission undertook a **broad internal consultation** with all relevant Commission services in order to ensure complementarity and to avoid duplication of efforts and overlaps with several EU funds/programmes (in particular, the ESI Funds). The process (including the broad consultation with other Commission services which fed into the assessment) resulted in the steps described below:

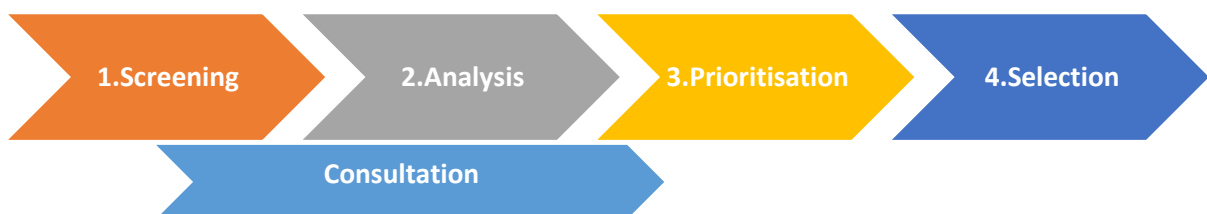


Figure 5 - SRSP requests assessment process

²¹ In accordance with Article 7(2) of the SRSP Regulation.

Step 1 - Screening

Prior to assessing the requests submitted under the SRSP 2020 round, the Commission first established whether the requests met the legal requirements of the SRSP Regulation (eligibility check). Requests which included elements that were not ‘eligible actions’ under the SRSP Regulation (see Article 6) such as the purchase of equipment, provision of IT software, budget support measures, measures consisting of paying for running costs, etc., were excluded from further assessment.

As a result of the first screening, the 660 submitted requests were found eligible.

Step 2 - Analysis of the requests for support

Following the exclusion of ineligible and/or withdrawn by Member State requests, the purpose of the analysis was to identify the requests that merited support under the SRSP. The analysis was based on the principles and criteria set out in Article 7(2) of the SRSP Regulation.

A. General principles

Throughout the selection process, the **general principles** of the EU financial management rules (transparency, equal treatment and sound financial management) were applied.

Transparency:

The Commission maintained a dialogue with the Member States prior to the submission of their requests. This allowed clarifications to be provided and the Member States’ requests to be refined, and adequate feedback on the assessment process after selection, in particular for requests which had not been selected.

Equal treatment:

The Commission applied the assessment criteria equally to all requesting Member States. There was no set pre-allocation of funding per Member States. The amount of funding allocated was the result of the requests selected on the basis of the principles and assessment criteria and on the quality, focus and expected result of the support measures. In order to ensure equal treatment, a scoring system was put in place (see sections below).

Sound financial management:

The principle of sound financial management requires that EU financial resources are used in accordance with the principles of economy, efficiency and effectiveness. The Commission used the principle of sound financial management to prioritise requests based on quality, focus and expected results of eligible submitted requests.

B. Assessment criteria

The assessment criteria²² were applied in the following way:

i. Urgency of the request

The Commission assessed the urgency of a request, as initially presented by the Member State. It also took account of the following elements:

²² As defined in Article 7(2) of the SRSP Regulation.

- whether the urgency was linked to a crisis;
- whether the urgency was related to a deadline or a time-bound schedule derived from EU law, or from EU/Commission policy priorities (e.g. European Semester, Economic Adjustment programmes, capital markets union (CMU), energy union, digital single market, etc.).

ii. Breadth and depth of the problems identified

The Commission assessed the severity (breadth) and extent (depth) of the problem, as presented by the Member State. It also took account of the following elements:

- the Commission's own knowledge and assessment of the prevailing situation in the Member State;
- country reports, country-specific recommendations, annual reports on the application of EU law and other relevant documents related to EU/Commission priorities (energy union, CMU, etc.), as well as to Member States' own reform priorities, where known.

iii. Support needs in respect of the policy areas concerned

The Commission analysed support needs, as described in the requests by the Member States. It also took account of the following elements:

- at which stage of the reform process the support would be required (the design phase or the implementation phase) and how appropriate the solution proposed by the Member States would be to address it;
- whether the requested support measures were covered by already existing support measures/instruments (under national or EU - e.g. ESI Funds - programmes).

iv. Socio-economic indicators

The Commission took account of relevant socio-economic indicators related to the requests for support to support the assessment²³.

v. General administrative capacity of the Member State

The Commission also assessed the capacity of the Member State (i.e. of the national authorities requesting support) to implement and absorb the support measures to be provided, and ensure adequate follow-up. The following elements were particularly taken into account:

- existence of a structure in the requesting Member State that would coordinate and follow up on the support measures;
- staff that would be made available to follow up on the support measures;
- capacity (also based on past experience) to manage support measures/projects.

Rating system

In order to ensure equal treatment, a rating system was put in place to assess how the eligible requests complied with the criteria indicated above.

²³ These socio-economic indicators may be macro-economic indicators, general indicators or indicators related to the policy area concerned, such as unemployment rate, number of early education leavers, number of people in or at risk of poverty and social exclusion, investment rates, non-performing loans rates, etc.

Analysis based on general principles and criteria: rating system

Every request for support that was considered eligible received ratings (A to C) that evaluated how well the assessment criteria and the principle of sound financial management were fulfilled. Scores were attributed for each of the following criteria: (i) urgency of the request, (ii) breadth and depth of the problems identified, (iii) support needs in respect of the policy areas concerned, (iv) general administrative capacity of the Member State, (v) maturity, (vi) focus and (vii) expected results of the requested support measures.

- requests with only high and medium scores and a majority of high scores fell into the category **high scores** (at least 4 As, no Cs)
- requests with only high and medium scores and a majority of medium scores fell into the category **medium scores** (at least 4 Bs, no Cs)
- requests with one low score fell into the category **one major weakness** (at least 1 C)
- requests with more than one low score and medium scores for the rest fell into the category **several major weaknesses** (more than 1 C)

During the analysis phase, **3 submitted requests were withdrawn** by the requesting Member States, and another **6 submitted requests were merged** with others as they were duplicates.

65% of the 651 requests analysed in the SRSP 2020 round received **high scores**, 12% **medium scores**, and around 22% had either **one major weakness**, or **several major weaknesses**. While in line with the ratings scores of the previous years, this trend reflects an improved quality of the requests submitted by Member States, which was supported by intense communication efforts towards member States Coordinating Authorities and potential beneficiaries.

The chart below shows the breakdown in percentages:

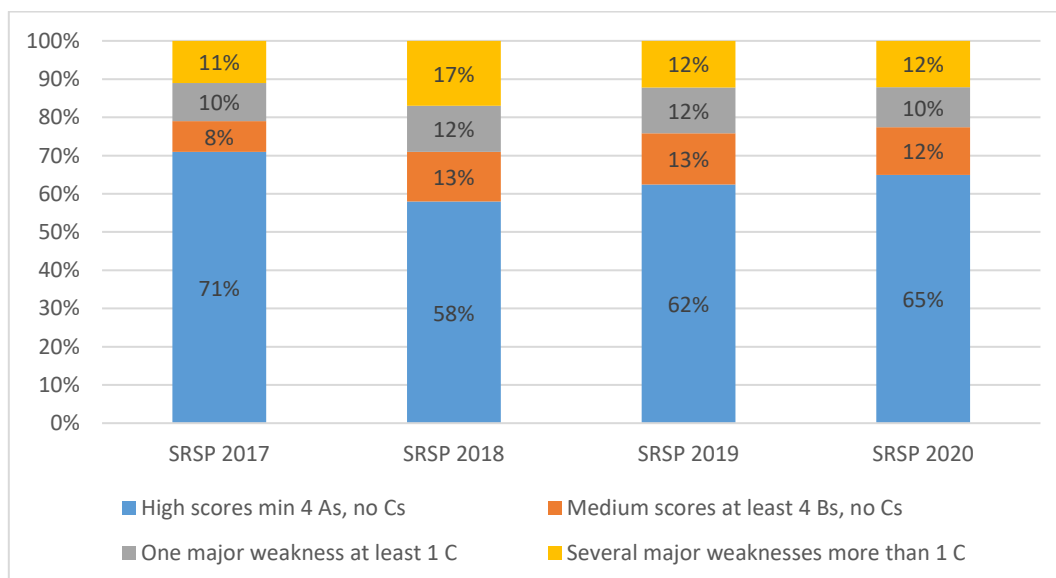


Figure 6 - SRSP 2017-2020 Evolution of ratings for submitted requests

Requests with **high scores** had in general the following characteristics:

- the problems/needs identified were sufficiently relevant/important and not covered by other EU funds/programmes;
- the solutions proposed were suitable for addressing the problems/needs;
- relevant socio-economic indicators underpinned the problems/needs at stake;
- the requesting Member State had sufficient administrative capacity to follow-up the support measures funded by the SRSP.

Step 3 – Prioritisation of the requests for support

The results of the screening and analysis stage were used to select requests for funding under the budget of the SRSP 2020 cycle.

The requests were prioritised based on the principle of sound financial management (in particular taking into account their maturity, focus and expected results).

Without undermining the assessment criteria, the following aspects have also been considered and the priority has been given to:

- measures that were mature enough to allow for quick delivery of support and rapid implementation of reforms on the ground;
- targeted measures addressing defined objectives (as opposed to requests that were more generic or preparatory); and
- measures with strong expected results on the ground.

Step 4 - Selection of requests

After the analysis and prioritisation of the 651 eligible requests for technical support, **287 requests from 27 Member States were selected for funding under the available SRSP 2020 budget of EUR 89.9 million.**

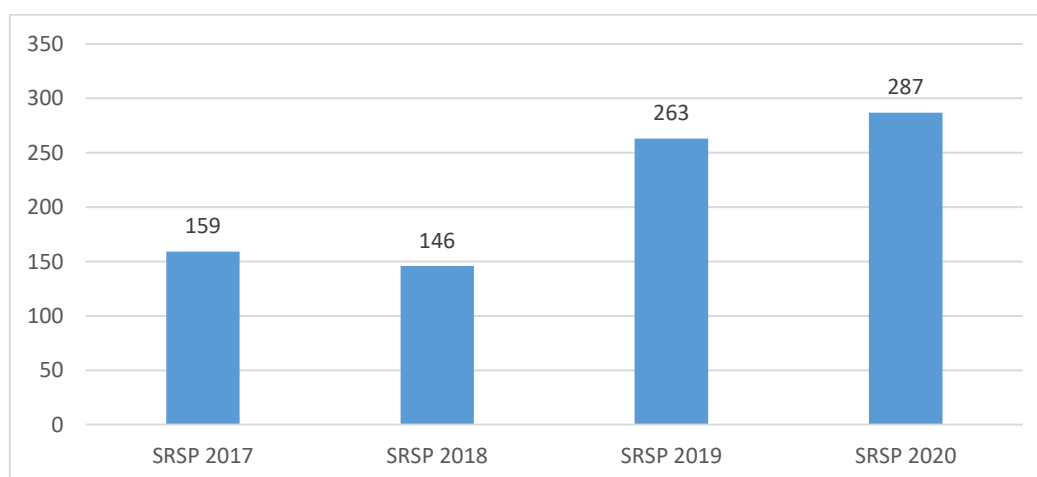


Figure 7 - SRSP 2017-2020 Number of selected requests

With a steady budget increase from EUR 20.5 million in the SRSP 2017, to EUR 30.5 million in the SRSP 2018, EUR 79.3 million in the SRSP 2019, and EUR 89.9 million in the SRSP 2020, the overall number of requests selected for funding under SRSP 2020 was higher than under the previous SRSP rounds, and also distributed across more Member States (27).

The distribution of selected requests by Member State is as shown below. The detailed number of requests selected for funding under the SRSP 2017–2020 rounds per Member State can be found in Annexe 2.

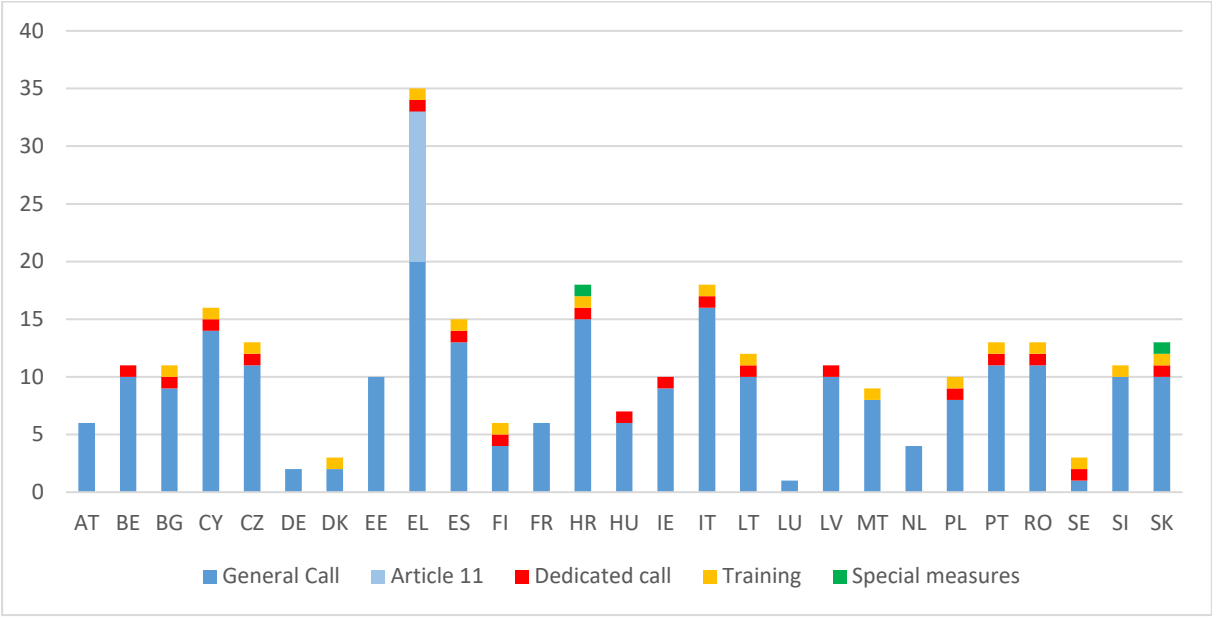


Figure 8 - SRSP 2020 Number of selected requests by Member States

The overall distribution of selected requests across the broad policy areas remains relatively stable compared to SRSP 2019, with the exception that the highest number of requests selected for funding under the SRSP 2020 were related to growth and business environment, whereas in 2019, most selected requests were in the area of labour market, education, health and social services.

The distribution across the main broad policy areas is as shown below:

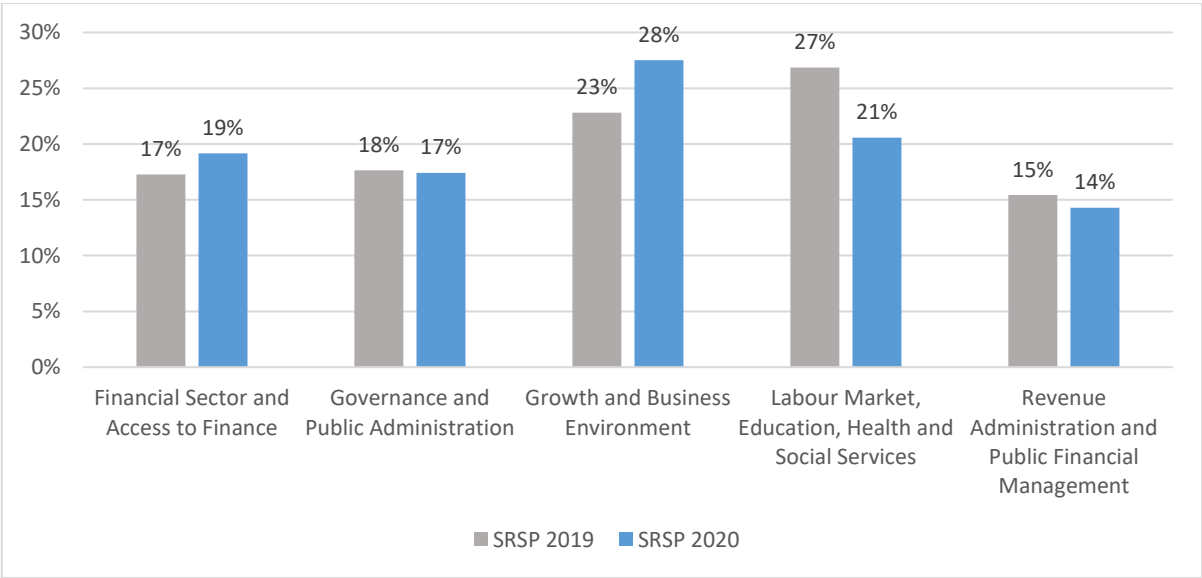


Figure 9 - SRSP 2019 and SRSP 2020 Percentage of selected requests by broad policy areas

The following chart shows the breakdown of the requests selected under the SRSP 2020 budget and split according to relevant circumstances.

In 2020, the SRSP provided general support to Croatia, Cyprus, Czech Republic, Greece, Slovenia and Slovakia for the preparation of their national Recovery and Resilience Plans. The technical support provided depended on the specific request and needs of each Member State, and it took the form of: (i) administrative capacity building actions aimed for example at defining methodologies (e.g. for costing), (ii) harmonising the ‘Do No Significant Harm’ assessment, or (iii) coordinating stakeholders’ input into the drafting of the RRP.

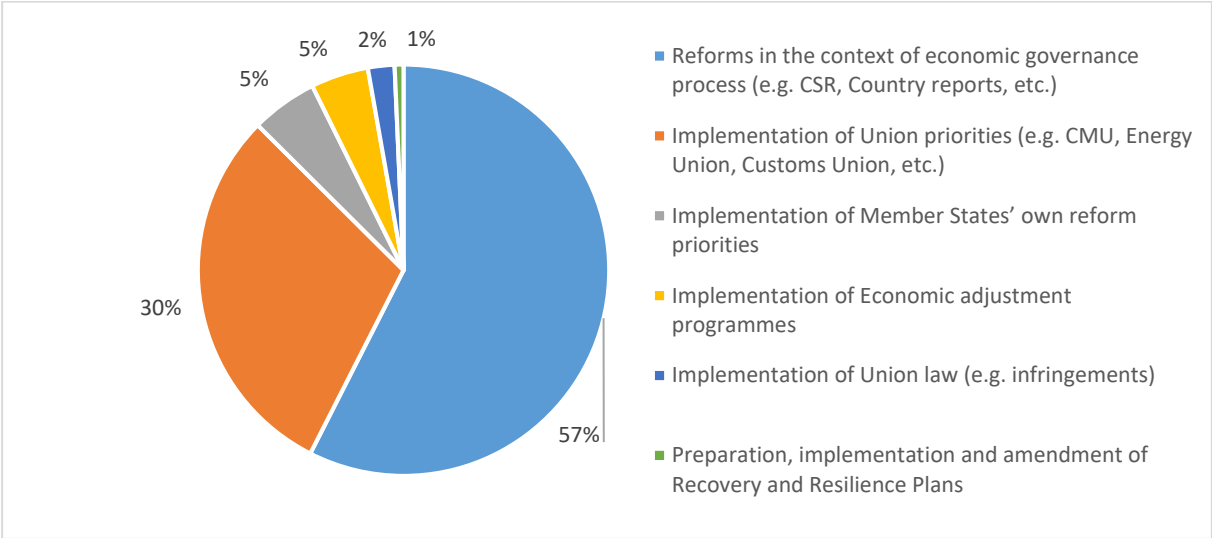


Figure 10 - SRSP 2020 Percentage of selected requests according to circumstances

99% of requests selected for funding under SRSP 2020 round were given **high scores**. The chart below shows the distribution of the scores of the selected requests for the SRSP 2020, compared to the previous years, which demonstrates that the quality of the submitted requests has increased overtime.

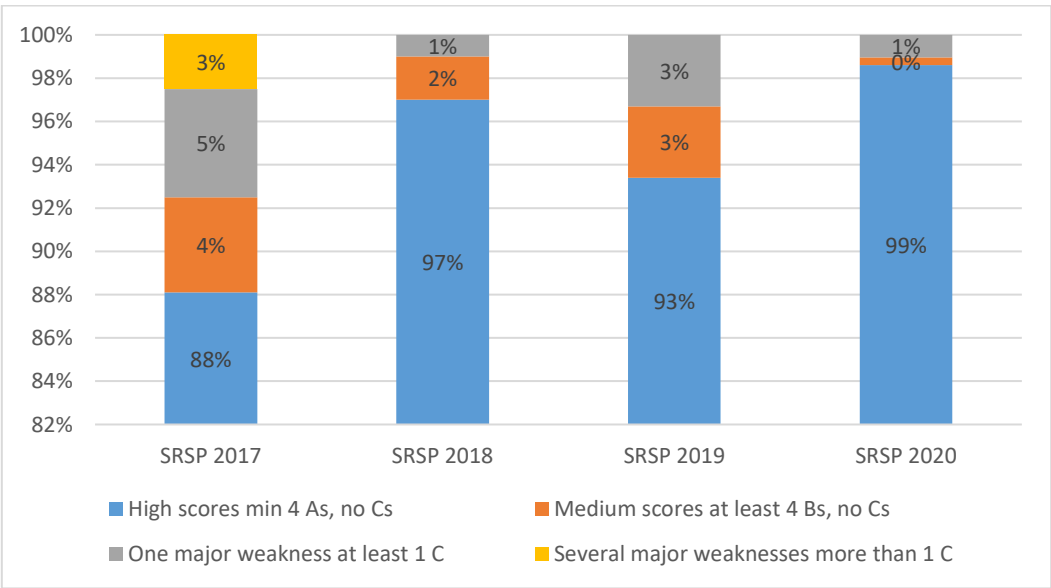


Figure 11 - Distribution of the scores of the selected requests - SRSP 2017-2020

3.4. Cooperation and support plans

Once the requests for support had been selected, the Commission concluded a cooperation and support plan²⁴ with each Member State benefiting from the programme.

Cooperation and support plans

Member States and the Commission work closely together to carry out actions financed under the SRSP. After a Member State submits its request for support, the coordinating authority of the requesting Member State and the Commission agree on the priorities and objectives, an indicative timeline, the scope of the support measures and the estimated financial contribution for such support. This agreement is reflected in a cooperation and support plan (CSP). The CSPs are multiannual documents, signed and amended each year (if need be) by the Commission and Member States requesting support from the SRSP.

Implementation of the support measures requires full involvement and ownership by the Member State. Through the CSP, the Commission and the Member States express their commitment to engage in the implementation of the support measures²⁵. With the consent by the Member States, the CSPs are transmitted to the European Parliament and the Council.

In 2020, 27 cooperation and support plans were concluded between the Commission and the Member States, and were transmitted to the European Parliament and the Council in April 2020, in line with Article 8 of the SRSP Regulation. Following a late selection of projects, 8 cooperation and support plans were amended. The amended versions were transmitted to the European Parliament and the Council in April 2020.

Member State	Estimated global contribution ²⁶	Indicative timeline of delivery of support measures
Austria	€1,640,000	Q2 2020 - Q2 2022
Belgium	€3,290,000	Q2 2020 - Q3 2022
Bulgaria	€4,125,000	Q1 2020 - Q1 2023
Croatia	€5,531,500	Q1 2020 - Q4 2022
Cyprus	€4,130,000	Q1 2020 - Q2 2023
Czech Republic	€4,239,000	Q2 2020 - Q2 2022
Denmark	€670,000	Q1 2020 - Q3 2022
Estonia	€3,750,000	Q1 2020 - Q2 2022
Finland	€1,665,000	Q2 2020 - Q2 2022
France	€2,890,000	Q3 2020 - Q3 2023
Germany	€1,010,000	Q2 2020 - Q2 2022
Greece	€12,240,500 ²⁷	Q2 2020 - Q4 2022
Hungary	€2,450,000	Q2 2020 - Q2 2022
Ireland	€3,147,500	Q2 2020 - Q1 2022

²⁴ Article 7(2) of the SRSP Regulation.

²⁵ The content of the CSPs is further defined in section 18.2 and in part VII of the cooperation and support plans.

²⁶ The estimated global contribution per Member State is purely indicative. The final amounts will depend on how contracts, withdrawals, cancellations, etc. develop.

²⁷ This estimate amount includes the EUR 5 million voluntary contribution from the application of Article 11

Italy	€6,340,000	Q2 2020 - Q3 2022
Latvia	€2,968,000	Q2 2020 - Q1 2022
Lithuania	€3,610,000	Q2 2020 - Q4 2022
Luxembourg	€320,000	Q2 2020 - Q1 2022
Malta	€2,521,000	Q1 2020 - Q4 2021
Netherlands	€1,700,000	Q2 2020 - Q2 2022
Poland	€4,605,000	Q1 2020 - Q1 2023
Portugal	€4,745,000	Q2 2020 - Q3 2022
Romania	€5,160,000	Q2 2020 - Q2 2022
Slovakia	€4,035,000	Q2 2020 - Q3 2022
Slovenia	€3,265,000	Q2 2020 - Q1 2022
Spain	€5,347,500	Q2 2020 - Q2 2022
Sweden	€550,000	Q1 2020 - Q3 2021

Figure 12 - SRSP 2020 estimated budget and timeline of support measures per Member States

3.5. Reform partners and special measures

In coordination with the Commission, the beneficiary Member State may enter into partnership with one or more other Member States which will act as reform partners to support specific areas of reform²⁸. In 2020, none of the requesting Member States entered into such a partnership.

Every year, a limited part of annual work programme is earmarked for special measures²⁹ in the event of unforeseen and duly justified grounds of urgency requiring an immediate response for a maximum period of 6 months. In 2020, Slovakia and Croatia requested support under special measures for the preparation and/or implementation of their national Recovery and Resilience Plans.

3.6. Implementation of support measures

The 287 requests selected under SRSP 2020 resulted in 270 projects, as some selected requests were later withdrawn by Member States while others were merged into one project for implementation purposes. The list of 270 selected SRSP 2020 support measures are listed in Annex 4.

As of 31 August 2022, 44% of the SRSP 2020 projects were closed, 52% were started or still on the ground, and 4% were cancelled or merged. While the average duration of a project can vary, the COVID-19 pandemic impacted the overall implementation of projects, therefore increasing their length. The status of the SRSP 2020 projects per Member State is shown in the table below³⁰.

²⁸ Article 9 of the SRSP Regulation

²⁹ Article 13(6) of the SRSP Regulation.

³⁰ Changes, as compared with the Annual Monitoring Reports for the previous years of SRSP implementation, occurred in the overall number of technical support projects due to various reasons – withdrawal of requests by Member States, merging of projects for implementation purposes, etc.

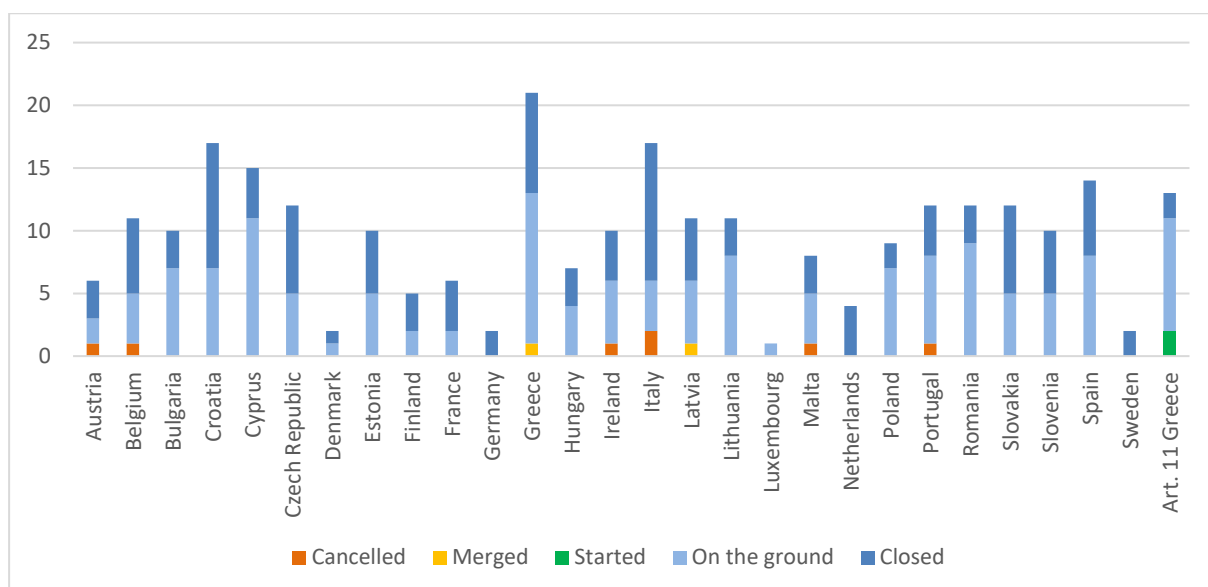


Figure 13 - SRSP 2020 Project status per Member State as of 31/08/2022

As illustrated below, SRSP 2020 support measures addressed specific actions in each policy areas in the Member States.

- **Migration:** The SRSP 2020 provided support measures in 4 Member States, in particular in relation to migration and border management
- **Resilience and Recovery Plans:** Support measures under the SRSP 2020 contributed to the preparation but were also linked to the implementation of reforms included in the national Recovery and Resilience Plans in 15 Member States.
- **Revenue administration and public financial management:** The SRSP 2020 provided support measures in 20 Member States, in particular in relation to revenue administration, tax policy, budget preparation and spending reviews, budget implementation and transition towards accrual accounting, and fiscal framework.
- **Governance and public administration:** The SRSP 2020 provided support measures in 22 Member States in the fields of overall public administration, procurement, e-Government/Digital Public Administration, the functioning of the justice system, the fight against fraud, and corruption and money laundering. Certain measures could contribute to a better implementation of EU funds and programmes.
- **Sustainable Growth and business environment:** The SRSP 2020 provided support measures in 24 Member States, in particular in the fields of investment climate, management of natural resources and resource efficiency, and the Energy Union.
- **Labour market, education, health and social services:** The SRSP 2020 provided support measures in 23 Member States, in particular in the fields of healthcare systems, education, training and research, labour markets and social policies, migration and social welfare systems.
- **Financial sector and access to finance:** The SRSP 2020 provides support measures in 25 Member States, in particular in the fields of capital market diagnostics and strategies, sustainable capital market development, insolvency, anti-money laundering, financial literacy and reinforcing financial stability.

270 beneficiary authorities were recipients of support measures funded under SRSP 2020, out of which 203 were central government or ministries, 18 were public agencies, 13 were

regional or local authorities, 22 were regulatory authorities, 14 were other types of public bodies. See Annexe 3 for details per Member States.

Means of implementation

The programme’s support measures can be implemented either directly by the Commission or indirectly by entities and persons other than Member States³¹. Financing of the support measures can take the form of grants, including grants to the Member States’ national authorities, public procurement contracts, reimbursements of costs incurred by external experts, contributions to trust funds set up by international organisations, and actions carried out in indirect management.

By 31 August 2022, the SRSP 2020 budget of EUR 89.9 million was being implemented as follows.

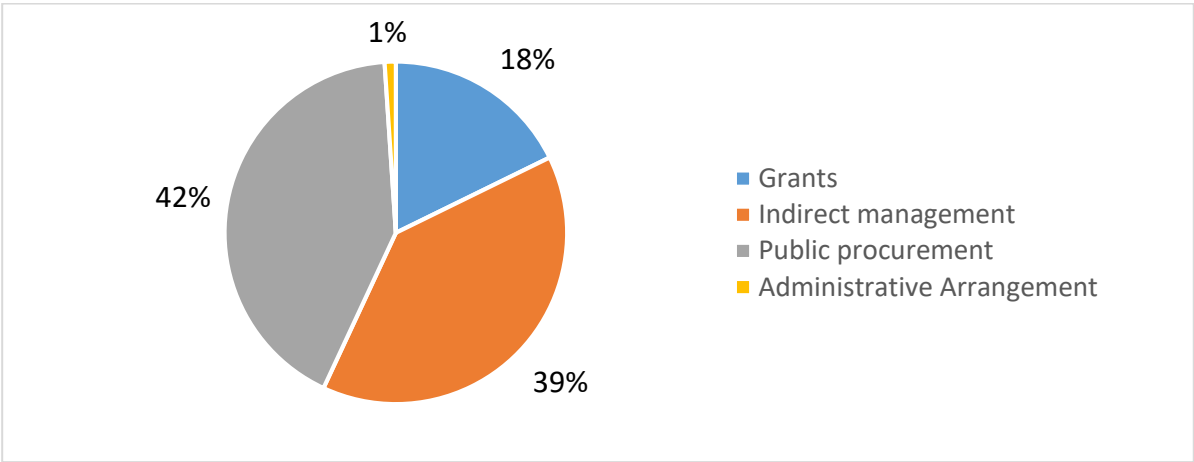


Figure 14 – SRSP 2020 Breakdown of the means of implementing projects as % of budget³²

Grants and indirect management

For projects selected for funding under the 2020 round, by 31 August 2022, the majority of projects being implemented³³ through grants and indirect management were awarded to international organisations (72%).

³¹ Article 13(2) of the SRSP Regulation.

³² Values based on contracted amounts

³³ In accordance with the Commission Implementing Decision on the adoption of the work programme for 2020, direct grants may be awarded to international organisations, Member States ministries, agencies or other bodies, as well as to other bodies with a public service mission which, in view of the nature of the action, have recognised and relevant technical competence, high degree of specialisation or administrative power in various thematic areas under the SRSP.

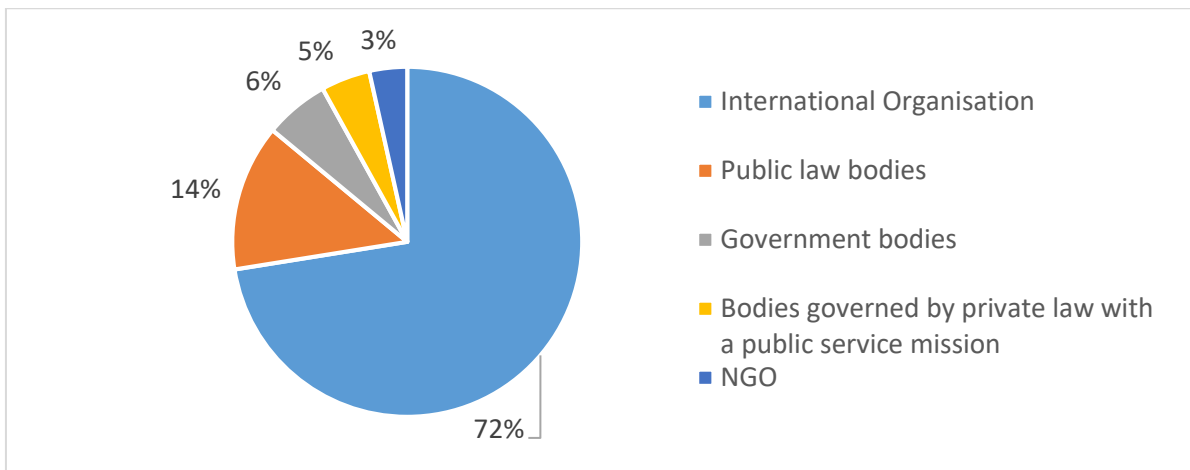


Figure 15 - SRSP 2020 Types of technical support providers implementing grants and indirect management³⁴

International organisations managing projects via indirect management have undergone an ex-ante (pillar-) assessment of their procedures and systems, guaranteeing a level of protection of the EU financial interests equivalent to that guaranteed by the Commission in direct management.

In 2020, the following entities implementing EU funds under indirect management:

- Organisation for Economic Co-operation and Development
- Council of Europe
- European Bank for Reconstruction and Development
- United Nations High Commissioner for Refugees
- International Organization for Migration
- International Labour Organization
- World Health Organization
- World Bank - International Bank for Reconstruction and Development
- Expertise France
- Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
- Northern Ireland Co-operation Overseas
- The British Council

Public procurement and TAIEX

By 31 August 2022, the highest proportion of procurements for SRSP 2020 projects were specific contracts based on framework contracts (94%).

3% of the 2020 funding has been implemented through a Service Level Agreement entered into with DG NEAR to utilise the TAIEX³⁵ instrument under a programme entitled TAIEX SRSP Peer to Peer, which provided for expert exchange between Member States' administrations, and 3% through open tenders for small value contracts, and 1% through simplified expert contracts for private sector experts (AMI list).

³⁴ Values based on contracted amounts

³⁵ TAIEX is the Commission's Technical Assistance and Information Exchange instrument. TAIEX supports public administrations in the approximation, application and enforcement of EU legislation as well as facilitating the sharing of EU best practices, https://ec.europa.eu/neighbourhood-enlargement/tenders/taix_en

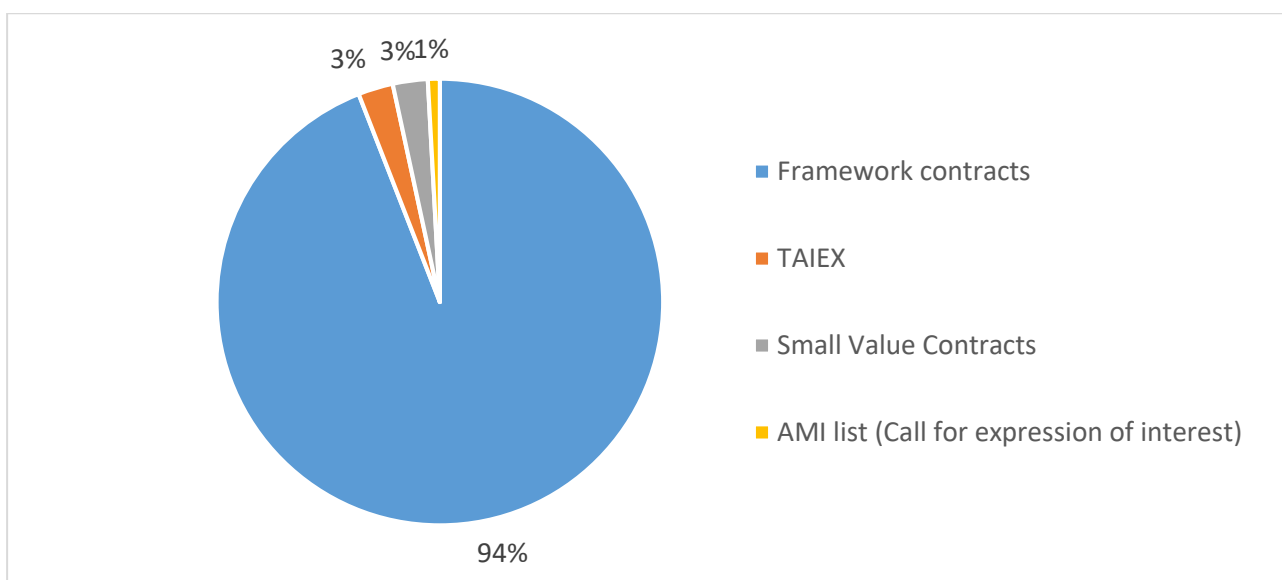


Figure 16 - SRSP 2020 Types of procurement contracts and TAIEX actions ³⁶

Administrative arrangements

By 31 August 2022, five SRSP 2020 support measures were implemented through administrative arrangements with:

- the Joint Research Centre of the European Commission
- the European Insurance and Occupational Pensions Authority (EIOPA)

4. PROGRESS TOWARDS THE PROGRAMME'S OBJECTIVES

Institutional, administrative and growth-sustaining structural reforms are, by their very nature, complex processes. Designing and implementing these reforms requires highly specialised knowledge and skills at every stage. In some Member States, the capacity to initiate and implement structural reforms is not always adequate to address the challenges ahead. Inadequate responses to economic and social challenges could hamper competitiveness, growth, employment, and investment. That is equally important for Member States whose currency is not the euro, in their preparation to join the euro area.

Considering the European dimension of these challenges, the SRSP aimed to reinforce administrative capacity in the Member States and, by doing so, help the Member States implement institutional, administrative and structural reforms. Better administrative capacity can make administrative structures more efficient, benefiting the public and business.

To this end, through its support measures, the SRSP aimed to achieve the following results:

- improved ability of national authorities to identify and address economic and structural weaknesses;
- strengthened ability to develop, design and implement reform policies according to priorities;

³⁶ Values based on contracted amounts

- improved capacity of national authorities to define processes and methodologies to support the design, management and implementation of reforms, and/or the efficiency and effectiveness of human resources;
- increased professional knowledge, skills and adaptability to change management processes;
- improved channels of communication with the Commission, Member States and international organisations in order to improve communication and coordination of reform efforts; and
- improved capacity to ensure progress of reforms recommended within the European Semester cycle, economic adjustment programmes and Member States' own-initiative reforms, and to ensure consistent and coherent implementation of EU law.

Against this background, the intervention logic of the programme can be illustrated in the chart below: the activities under the programme produced outputs, which in turn generate outcomes. The outcomes then contributed to the achievement of the specific objectives at the project and programme level. This in turn fed into progress towards the general objective of the programme, which was to support growth-sustaining structural reforms in the Member States.



Figure 17 – Intervention logic of the Structural Reform Support Programme

4.1. Progress in achieving the specific objectives

Support measures financed by the SRSP 2020 budget were contributing to the specific objectives of the programme as follows³⁷:

- **43%** of support measures contribute to the **design of reforms**.
- **60%** contribute to the **formulation, development and implementation of reforms**;
- **53%** contribute to the **definition and implementation of processes and methodologies**;
- **7%** of support measures aim to help improve **efficiency and effectiveness of human resources management**.

4.2. Expected outcomes of SRSP activities

In line with the intervention logic of the programme, the support measures financed under the SRSP 2020 budget were expected to achieve outcomes that will ultimately contribute to the achievement of the general and specific SRSP objectives as follows.

- **36%** of support measures were expected to lead (or have led) to **adoption of a strategy, draft of a new law or act, or modification of an existing one**;
- **55%** of support measures were expected to lead (or have led) to **adoption of (new) procedures and actions to enhance the implementation of reforms**;
- **54%** of support measures strived to deliver (or have delivered) **improved internal working procedures, methodologies and processes/organisation**;
- **12%** of support measures aimed to bring about **organisational change, change management and improved human resource management**;
- **5%** of support measures were expected to lead (or have led) to **other results** (assessment of software landscape, evaluation of public policies, etc.).

4.3. European added value

Actions selected and implemented under the SRSP 2020 round were designed to ensure complementarity and synergy with other programmes and policies at national, EU and international level, contribute to further promoting mutual trust and cooperation between beneficiary Member States and the Commission, and ensure consistent and coherent implementation of EU law. In addition, some actions should allow for the development and implementation of solutions that address national challenges but also have a positive cross-border impact and/or impact on the EU as a whole.

The Commission is in a better position than any single Member State to identify and channel good practices. In many instances, therefore, support measures delivered to the Member States have been improved by the exchange of good practices among the Member States and between Member States and international organisations. This also enabled efficiency gains, as positive results in one Member State could be implemented in another.

³⁷ Each support measure can contribute to more than one specific objective, which is why the sum of the figures appear to amount to more than 100%.

Support measures implemented under the SRSP 2020 were expected to generate European added value, as the following examples illustrate³⁸.

- **16%** of support measures were expected to have an impact on cross-border or EU-wide challenges
- **37%** were expected to complement other EU programmes³⁹:
- **38%** were expected to contribute to the consistent and coherent implementation of EU laws and policies
- **31%** of support measures were expected to contribute to the sharing of good practices, also with a view to increasing the visibility of the programme
- **6%** were expected to promote mutual trust between the beneficiary Member State and the Commission and between Member States

5. SUPPORT MEASURES DELIVERED UNDER THE PROGRAMME

By 31 August 2022, 72% of support measures funded under the SRSP 2017-2020 rounds had already delivered concrete results, while 20% are still on the ground and 7% were cancelled or merged with similar projects.

While the average implementation period of support measures varies between 1 and 2 years, a majority of support measures was delayed due to the COVID-19 pandemic and the limited possibilities to travel and meet in person. Since summer 2022, normal pace of project delivery has resumed.

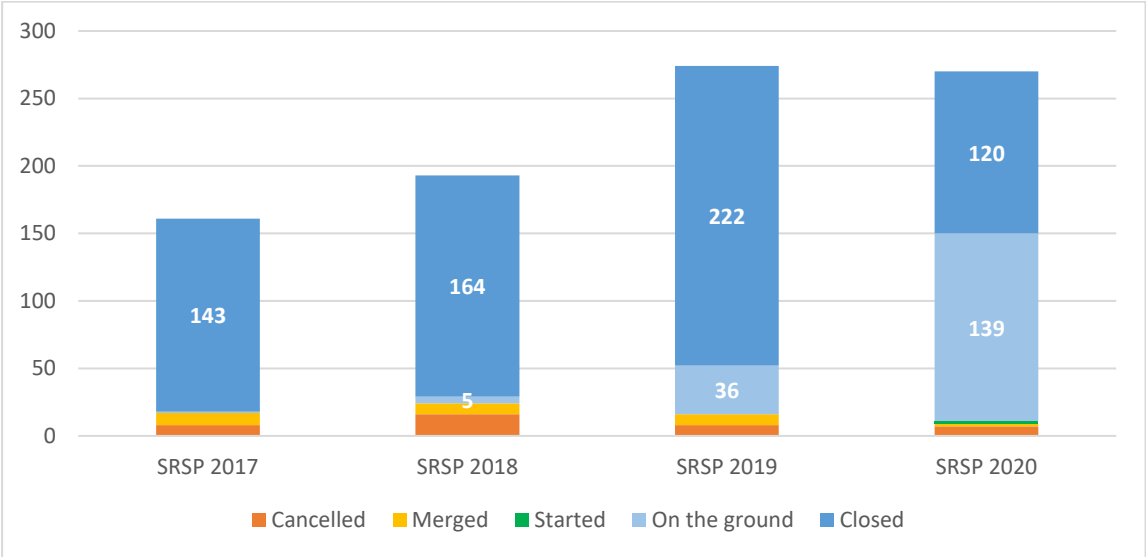


Figure 18 - SRSP 2017-2020 Project status as of 31/08/2022

³⁸ Each support measure can contribute to more than one element relevant to European added value.

³⁹ Other Union funds or programmes, such as the European Structural and Investment Funds (ESIF).

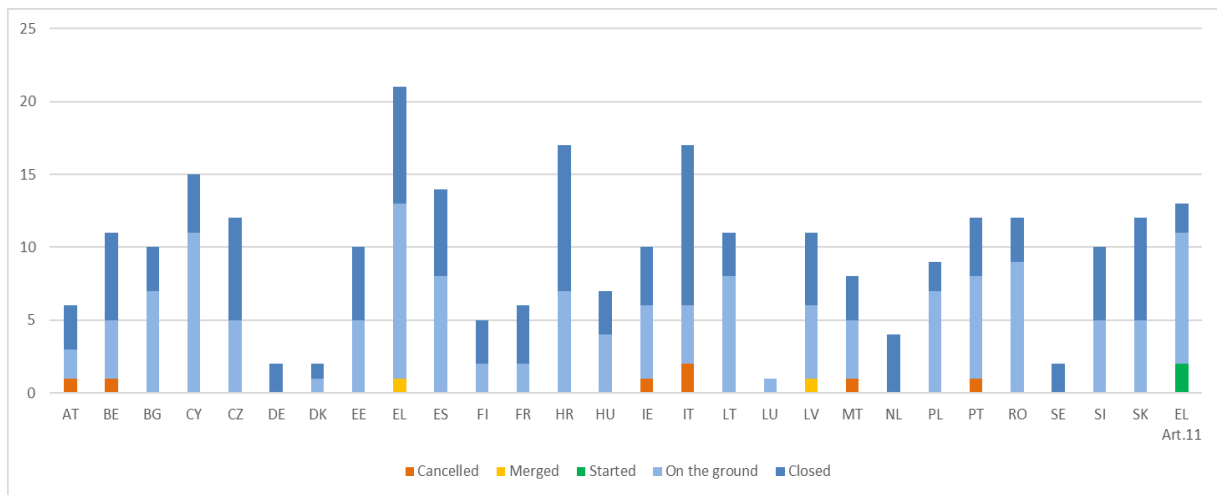


Figure 19 - SRSP 2020 Project status per Member State as of 31/08/2020

With regards to the SRSP 2020 round, by end of August 2022, 44% of the projects were closed, and by end of 2022, more than 60% of projects were closed. Of the remaining still on the ground, a large porportion is due to close in the coming months.

6. EVALUATION OF THE PROGRAMME

The general objective of the programme is to contribute to institutional, administrative and growth-sustaining reforms in the Member States by providing support to national authorities for measures aimed at reforming and strengthening institutions, governance, public administration, and economic and social sectors in response to economic and social challenges, with a view to enhancing cohesion, competitiveness, productivity, sustainable growth, job creation, investment and social inclusion and to contributing to real convergence in the EU, which may also prepare for participation in the euro area, in particular in the context of economic governance processes, including through assistance for the efficient, effective and transparent use of the EU funds⁴⁰.

According to the ex-ante evaluation of the SRSP, the programme was expected to address the following three main needs: (i) limited administrative and institutional capacity; (ii) challenges in the application and implementation of EU law; and (iii) challenges in the design and implementation of structural reforms in line with the EU’s economic and social goals.

While it is not within the remit of this report to illustrate the ultimate effects of the reforms⁴¹ on which a Member State may have embarked and for which some support may be or is being provided under the SRSP, it can be said that overall the SRSP is on track when it comes to delivering on its general objective⁴².

The support measures implemented under the SRSP have provided assistance to national authorities in the design and implementation of a whole range of institutional, administrative and structural reforms. The activities under the programme and the outputs already delivered

⁴⁰ In accordance with Article 4 of the SRSP Regulation.

⁴¹ According to Article 16 of the SRSP Regulation, the Commission shall provide an independent mid-term evaluation report with information on the achievement of the programme's objectives, the efficiency of the use of the resources and the programme’s European added value, as well as the continued relevance of objectives and actions.

⁴² Some external factors, such as changes in the political priorities of Member States, may influence the implementation of the support measures and there is therefore a risk that reforms for which support had been provided are not implemented in the end. For this reason, the causal link between the support measures provided under the programme and the achievement of the general objective has to be determined on a case-by-case basis and by taking account of external influencing factors.

under the SRSP 2017–2020 rounds help strengthen the overall capacity and sound governance of the requesting Member States.

6.1. SRSP mid-term evaluation

In line with the SRSP Regulation⁴³, the programme was subject to a [mid-term evaluation](#), which was finalised in September 2020, with the related report tabled to the European Parliament and the Council⁴⁴. The purpose was to examine how the SRSP had performed so far against five evaluation criteria (relevance, effectiveness, efficiency, coherence and EU added value) and draw lessons for possible future improvements.

The [SRSP mid-term evaluation](#)⁴⁵, was supported by an independent external study⁴⁶, covered the programme's 2017 and 2018 budgetary cycles, and analysed over 300 technical support projects in 24 Member States. At the time of the mid-term evaluation, 22% of the projects had been completed.

The SRSP mid-term evaluation concluded that the SRSP activities addressed adequately the needs of Member States and the programme remained relevant and needed. Further, the SRSP was appreciated for its high degree of flexibility, low administrative burden and the absence of co-financing. SRSP projects were generally well-designed with few delays and in line with the specific objectives of the SRSP, and the Member States' needs and socio-economic impacts taken into account in the project design. The evaluation also concluded that the SRSP was progressing towards achieving its results, even though it was facing challenges such as weak collaboration among stakeholders, political changes, political instability, and resource constraints. Delivered on time, the SRSP technical support fed adequately into the European Semester and its coordination mechanism was largely adequate, in particular by enabling the exchange of good practices and lessons learned among Member States.

The mid-term evaluation identified scope to improve the internal IT system, to better understand the formal monitoring responsibilities of national Coordinating Authorities, and to further facilitate exchange of information between beneficiary authorities in different Member States, where relevant. Member States could also increase capacity to perform more in-depth double funding checks.

Since the launch of the mid-term evaluation 2020, and building on its conclusions, DG REFORM has put in place a set of measures to address the suggestions for improvements.

6.2. SRSP ex-post evaluation

The ex-post evaluation report of the SRSP was launched in September 2021 with the aim of concluding on the results of the entire programme and including information on its longer-term impact. The ex-post evaluation was postponed to ensure that a large proportion of SRSP projects would be closed, so as to allow for evaluation of their outcome and impact. It is expected to be published by mid-2023.

The ex-post evaluation will build on an external supporting study, conclusions of which rely on evidence collected through extensive desk research, stakeholder consultation activities, in

⁴³ In accordance with Article 16 of the SRSP Regulation

⁴⁴<https://op.europa.eu/en/publication-detail/-/publication/5ab25276-1dee-11eb-b57e-01aa75ed71a1/language-en/format-PDF/source-search>

⁴⁵https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/1831-Midterm-evaluation-of-the-Structural-Reform-Support-Programme-2017-2020_en

⁴⁶ <https://op.europa.eu/en/publication-detail/-/publication/e7dccc57-02c2-11eb-8919-01aa75ed71a1/language-en>

particular the Open Public Consultation, a targeted survey, a wide-ranging interview programme and focus group discussions, as well as in-depth case studies.

6.3. DG REFORM feedback mechanism

In addition to the evaluation performed at programme level, since 2019, DG REFORM has put in place a mechanism that systematically collects feedback, assesses the extent to which the aims of our technical projects are met, and identifies circumstances that lead to both high and low levels of success. For this purpose, two types of questionnaires are sent to the stakeholders (1) to measure their satisfaction, and (2) to assess the level of achievement of the expected outcomes.

Satisfaction questionnaires are sent after project closure to the beneficiary authorities, providers, and the policy officers to gather feedback on the project across a range of dimensions (e.g. effectiveness of the design and implementation, satisfaction with the interactions, level of expertise, timing, etc.).

As of September 2022, 474 satisfaction questionnaires were sent out, with a 69% response rate from the beneficiary authorities and a 67% response rate from the providers of technical expertise.

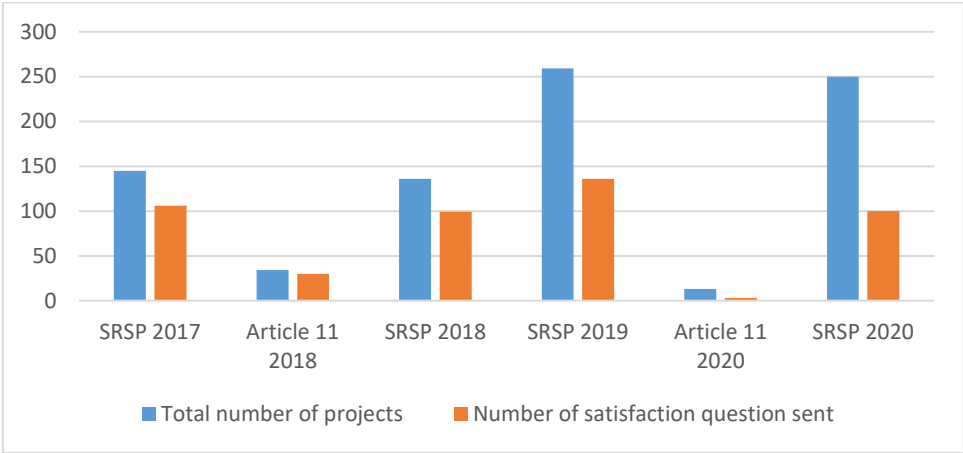


Figure 20 – SRSP 2017-2020 Number of satisfaction questionnaires sent compared to the total number of projects for a given funding year

Based on the feedback collected until September 2022, the Member States’ satisfaction with DG REFORM is very high (score of 9.3 out of 10). Member States also express high satisfaction with the providers contracted by DG REFORM (score of 8.7 out of 10). Overall, the Member States consider the projects delivered by REFORM as being very successful (score of 8.9 out of 10).

The beneficiaries appreciate the commitment, expertise and professionalism of DG REFORM policy officers in designing the projects and activities, bringing on board the right expertise at the right moment, and being able to build from experience for other Member States. The results of the survey also identified some scope for improvement in the administrative capacity of the beneficiaries - score of 8.1/10 as assessed by DG REFORM policy officers - , and in the beneficiary capacity to follow up on the reform process after the end of the project - score of 8.5/10 as assessed by DG REFORM policy officers and 8.1/10 by providers.

Outcomes questionnaires are sent to beneficiary authorities 6, 12 or 18 months after project closure to measure the achievement of the expected outcome of the project (to which extent the beneficiary authorities have used the support provided, e.g. to adopt a law or a strategy, or improve working procedures).

Since summer 2021, DG REFORM gathers systematic feedback through outcome questionnaires. Based on the 120 questionnaires collected so far, 73% of the results expected from the technical support projects were actually implemented by Member States.

The main reasons indicated by Member States for not following up on the technical support provided are (i) the length of the reform process (the reform process was still ongoing at the time of the questionnaire, the project was a first step in the reform process) and (ii) external reasons independent from the project (the change in the political reform priorities, notably due to the COVID crisis).

7. COMMUNICATION

In June 2021, DG REFORM launched the [Reform Support website](#), including a rich online library of more than 175 SRSP project examples, illustrating the 9 main policy areas, and accessible via an [interactive map](#). Thanks to the built-in translations tool, all webpages are accessible in the 24 EU languages. Statistics show an increase from a monthly 7,000 page views in June 2021 to 33,000 page views in May 2022.

On a regular basis, DG REFORM identifies SRSP projects to be featured as part of the [Project in the Spotlight](#) series on the basis of their results on the ground and their potential to be replicated by other Member States to ensure the highest visibility through all DG REFORM communication channels, and via the EC Representations in the Member States and the national press.

- [Blue print for Artificial Intelligence \(AI\) adoption at Flanders Investment & Trade \(SRSP 2019\)](#)
- [Integrating genomics into healthcare \(genomDE\) in Germany \(SRSP 2020\)](#)
- [Modernising the Civil Procedure Rules in Cyprus \(SRSP 2019\)](#)
- [Access to capital market financing for Czech Small and Medium-Sized Enterprises \(SRSP 2020\)](#)
- [Developing Innovative Mobility Solutions in the Brussels-Capital Region \(SRSP 2020\)](#)
- [Tackling Early School Leaving in Romania](#)
- [Establishing a digital justice strategy for the Maltese Justice Sector \(SRSP 2019\)](#)
- [Barnahus Slovenia: Supporting children victims of violence \(SRSP 2019\)](#)
- [Modernization of the national data-information infrastructure - Statistics Poland \(SRSP 2020\)](#)

Regular communication on projects is also performed through the DG REFORM [@EU reforms Twitter account](#). Since its launch in December 2020, more than 1000 tweets were posted, and followers take-up is increasing regularly, now is beyond 3,000 followers.

8. CONCLUSION

Reforms are crucial to modernise the economies of the Member States, encourage investment, create jobs, and raise living standards. The successful implementation of reforms requires **good administrative capacity and a strong sense of ownership of the reform process by the Member State concerned**. The SRSP aims to help Member State authorities in their efforts to design and implement growth-enhancing reforms. The COVID-19 pandemic had grave economic and social impacts across the EU. In this context, the Structural Reform Support Programme activities became even more relevant than ever to help Member States make fundamental reform efforts to boost their economies and create the foundations of a sound recovery.

In its fourth and last final year, in 2020, the SRSP saw **another increase in demand**, with **27 Member States** submitting **660 requests for support**, out of which 287 were selected, resulting in 270 projects to be implemented.

Overall, during the 2017-2020 period, the SRSP was the subject of growing interest from Member States. In 2017, 16 Member States requested and received technical support to address their reform agenda under the programme. By 2020, all 27 Member States are part of the programme. The SRSP has demonstrated its capacity to support national authorities identify and overcome structural weaknesses and bottlenecks when designing and implementing reforms.

However, while although the SRSP's measures aim to support the reform process, **the recipient Member State is responsible for both effective follow-up of the actions and actual implementation of the reforms**.

With a view to continuing to provide technical support to Member States after the end of the SRSP in 2020, the European Parliament and the Council adopted a Regulation establishing the successor to the SRSP - the Technical Support Instrument⁴⁷ - which has a similar scope and objectives, but a larger budget.

While results of the support actions carried out under the SRSP contribute to the reform processes, **effective follow-up of such actions in terms of concretisation of reforms remain the prerogative of the recipient Member State**.

The Commission will continue to monitor the uptake of the support measures and the implementation of institutional, administrative and growth-enhancing reforms in the years to come.

⁴⁷ Regulation (EU) 2021/240 of the European Parliament and of the Council of 10 February 2021 establishing a Technical Support Instrument, OJ L 57, 18.2.2021, p. 1 – 16.

PROJECTS IN THE SPOTLIGHT



DEPLOYING ARTIFICIAL INTELLIGENCE AT FLANDERS INVESTMENTS AND TRADE IN BELGIUM

The Commission provided support to Flanders Investment and Trade (FIT) to develop a deployment framework for Artificial Intelligence (AI) with a well-defined practice for conducting enterprise analysis, design, and planning for the implementation of AI.

Context

FIT needed to develop and implement an AI strategy. This would help FIT not only to adapt to customer needs but also to inspire both the public and private sector in discovering the potential of AI.

Support delivered

The Commission provided support over a 12-month period in the form of technical advisory services by entities with substantial experience in the development of blueprints for AI for public administrations.

The support measures consisted of:

- Development of an AI maturity assessment;
- Recommendations on the target state architecture for AI deployment, including a roadmap, adapted to an organisation-wide use of AI technology and industry best practices;
- Proposal with the required curricula for AI-related training of FIT staff.

Results achieved

The support improved FIT's capacity to design and plan for the development of AI applications and its necessary data assets, and improved the AI awareness and in-house capabilities at FIT.

Drawing on the results of the project, FIT has started developing its new IT strategy, prepared plans for digitalisation, conducted a management review of the personnel plan, and taken steps to improve data governance.

More about the project

Find out more on this project via this QR-code.





INTEGRATING GENOMICS INTO HEALTHCARE (GENOMDE)

The European Commission is supporting Germany's efforts to **design a framework for the wider rollout of genomics in healthcare service delivery**, specifically in cancer and rare diseases.

Context

Since the Human Genome Project was launched in 1990, it was said that genetics will revolutionize healthcare. It took 13 years, hundreds of scientists and more than 2 billion EUR globally to unveil the complete sequence of our human DNA back in 2000. Now, it takes one or two days to sequence an entire genome for an affordable price. We are now at a point where genomic sequencing is ready to be implemented in routine healthcare. 22 Member States including Germany have signed a declaration on '1+ Million Genomes' Initiative to sequence at least one million genomes in the EU by 2022. '1+ Million Genomes' Initiative is catalysing the uptake of genomics and integration of personalised medicine in the European healthcare systems. More than 40 countries joined forces in the International Consortium for Personalised Medicine (ICPerMed), with a common goal of aligning and supporting efforts on personalised medicine research and implementation into healthcare. ICPerMed is supported by the European Commission and managed by Germany.

The German Federal Minister of Health set an ambitious plan to establish a national genome initiative (genomDE) to coordinate numerous existing excellent initiatives to improve the opportunities for care and research in the area of cancer and rare diseases. With genomDE, Germany has the objective to position itself as a competitive **player at the highest international level and to implement and establish medical genome sequencing into healthcare. In addition, genomDE will enable optimal use of genomic data for research, thereby realizing the full potential of genome sequencing for scientific progress in biomedicine.**

Support to be delivered

genomDE will entail a legal and ethical framework, including a concept for organisation, data infrastructure and reimbursement, as well as a communications campaign aimed at both the public and healthcare professionals.

Expected results

- The capacity of national stakeholders to implement a functional and sustainable genomDE is improved
- The legal and regulatory framework of the genomDE initiative is defined and agreed
- (Stakeholder's) awareness about the benefits of the genomDE initiative is improved

More about the project

Find out more on this project via this QR-code.





MODERNISING THE CIVIL PROCEDURE RULES IN CYPRUS

The European Commission has supported the Supreme Court of Cyprus to **modernise the civil procedure rules** through a sequenced project starting with a detailed review of the old Cypriot civil procedure rules against modern and more efficient approaches, followed by a public consultation on the areas of intervention and concluded by a joint drafting of the new rules by international experts and national stakeholders.

Context

Since 2016, the Cypriot authorities and more specifically the Supreme Court of Cyprus, have been implementing a significant, multi-faceted and complex reform of the court system. In this context, the Supreme Court of Cyprus highlighted the need to modernise the civil procedure rules, which have been in place for over 60 years and were outdated, despite three attempts to modernise them.

According to the EU Justice score-board Cyprus has been repeatedly encouraged over the past number of years to significantly improve its performance in terms of length of court proceedings and level of backlogs in litigious civil and commercial cases. The modernisation of the rules should support this improvement.

Support delivered

The Commission provided support in two consecutive phases mobilising different groups of experts to advise and assist the Supreme Court in this endeavour. The cooperation consisted of:

- Review the old Cypriot civil procedure rules against modern and more efficient approaches;
- Organise public consultation on the areas of intervention;
- Draft the new rules;
- Organise joint design and approval processes of the new rules by the national stakeholders (judges, lawyers, court registrars) through targeted communication activities.

Results achieved

The support led to the approval of the new Civil Procedure Rules by the Supreme Court of Cyprus on May 19th, 2021. The Commission continues cooperating with the Cypriot authorities in preparing the ground for implementation through training activities to all key stakeholders (judges, lawyers, court registrars). The implementation of the new rules will contribute to a fairer and more efficient justice system, which will contribute to strengthening the rule of law in Cyprus and speeding-up justice, ensuring favourable investment conditions and sustainability of growth.

More about the project

Find out more on this project via this QR-code.





ACCESS TO CAPITAL MARKET FINANCING FOR CZECH SMALL AND MEDIUM-SIZED ENTERPRISES

The European Commission supported the Czech authorities in developing a comprehensive guide for SMEs about capital market financing options.

Context

A well-developed capital market is essential for the efficient functioning of an advanced market economy. The SMEs in Czech Republic use predominantly traditional bank financing. To stimulate an increase of capital market financing, simple and reliable information needs to be available to SMEs. Improved access to capital market financing options for SMEs is a key priority of the Capital Markets Union.

Support delivered

The support measures consisted of:

- Creating of a dedicated information platform (capital guide) for SMEs about capital market financing options
- Drafting information about basic financial tools available for SMEs on capital markets
- Producing video tutorials as well as video testimonials of success stories
- Launch event of the (capital guide) with public and private stakeholders

Result achieved

The capital guide will increase awareness of SMEs about the Czech capital market and the financing opportunities that are available to them. Czech SME should get inspired through featured stories of SMEs that have successfully tapped into capital markets, for examples through crowdfunding or other innovative platforms, through private investors or via the START market of the Prague Stock Exchange. Ultimately, increased access to information and guidance will help SMEs identify suitable opportunities that capital market offers for growth and development of their businesses.

More about the project

Find out more on this project via this QR-code.





TACKLING EARLY SCHOOL LEAVING IN ROMANIA

Two successive projects, which were implemented in cooperation with the World Bank, **developed an early warning methodology for early school leaving** and piloted it in 10 Romanian counties. The central administration and schools were supported to develop their capacity for prevention, intervention, and compensation for early school leaving.

Context

The projects were launched following successive country-specific recommendations on improving the inclusiveness of the Romanian education system. They contribute to the national reform agenda (notably the National Reform Programme and the strategic framework for education). The early warning mechanism has been embedded in the Romanian Recovery and Resilience Plan (RRP), which will extend its implementation at a national level and offers to further strengthen the capacity of schools to apply the methodology developed with the European Commission support.

Support delivered

The first project focused on developing a methodology for tackling early school leaving at the national, regional, and local (school) levels. The methodology included an early warning mechanism and extensive guidance addressed in particular to schools. The second project is ongoing and builds upon the results of the first by piloting the early warning mechanism in 10 counties and offering hands-on support to more than 150 schools. It builds the capacity of the central and local levels to support the roll-out of the mechanism at a national level, through the planned RRP interventions.

Result achieved

The projects resulted in a comprehensive methodology addressing the prevention, intervention, and compensation phases of early school leaving. This was accompanied by hands-on support for participating schools and written guidance addressed to central and local stakeholders. The methodology will be rolled out nationally with RRP support.

More about the project

Find out more on this project via this QR-code.





ESTABLISHING A DIGITAL JUSTICE STRATEGY FOR THE MALTESE JUSTICE SECTOR

The European Commission supported the co-ordination of past and future IT initiatives while preparing for a Digital Justice Strategy in line with European good practices, as well as the development of a digital justice strategy and an accompanying action plan through a comprehensive consultation process of all stakeholders and targeted and operational recommendations. The final beneficiary of the project was the Ministry for Justice and Governance of Malta (MJG).

Context

In the recent years, the court administration in Malta had made several attempts to modernise its services with a view to enhance the efficiency of the justice system through several ICT initiatives by shifting from a paper-based system to an electronic one. However, these attempts have been sporadic and not based on a pre-established, concrete and evidence-based strategy. In addition, the so far undertaken ICT initiatives with a view to digitalisation of the justice system were not based on synergies among the different entities/offices/stakeholders working within the field of justice, so as to ensure better coordination and efficiency.

In this context, the Maltese authorities sought support from the Commission in order to develop a digital justice strategy that would allow the coordination of past and future IT initiatives in line with European good practices based on synergies among the co-competent entities/stakeholders. The Digital Justice Strategy should act as a blueprint for the ICT initiatives to be undertaken by the Maltese Ministry of Justice and Governance in the future, enabling Malta to apply for future funds for the implementation of the strategy's actions, thus contributing to the improvement of the efficiency of the Maltese justice system.

Support delivered

The **technical support consisted** of:

- collection, understanding, and analysis of all IT initiatives in the Maltese justice sector, by performing desktop research and in-depth interviews with all relevant stakeholders;
- co-creation of a draft digital justice strategy and corresponding action plan by the beneficiary authority, national stakeholders and international experts;
- guidelines on change management, training initiatives, governance, and broadly how a modern, efficient, and high-quality justice sector should function.

The **main strategic goals** of the action plan are:

- Digital by default: digitalisation of records and processes while ensuring interoperability at European level
- Access to justice: user centered online services
- Analytical capabilities: judicial statistical data analytics
- Building digital skills and competencies, training

The target groups included civil servants in MJG, judges, court managers, judicial trainers, and court staff.

Results achieved

The new Digital Justice Strategy has been adopted by the Ministry of Justice and Governance while its official launch was announced over an event opened by the Minister of Justice and Governance.

The strategy will be implemented in the period of 2022-2027, while the majority of the actions included in the strategy will be funded by the RRF.

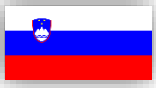
The progress regarding the implementation of the new strategy will be regularly reported in the related website created by the Maltese Ministry of Justice and Governance.

The new Digital Justice Strategy shall finally benefit to court users and ultimately the entire population of Malta, which will benefit directly and indirectly from the digitalisation and improved efficiency and quality of the Maltese judicial system.

More about the project

Find out more on this project via this QR-code.





BARNAHUS SLOVENIA: SUPPORTING CHILDREN VICTIMS OF VIOLENCE

The European Commission has supported Slovenia to set up its first “House for Children”. The Barnahus officially opened on 27th May 2022 and will provide support to children victims of violence.

Context

The purpose of the project was to support the Slovenian authorities in setting up and implementing the Barnahus (children’s house) response model for child victims and witnesses of violence. The Barnahus model is designed to coordinate parallel criminal justice and child-welfare assessment processes in suspected cases of children’s sexual abuse. It does this in a child-friendly way, providing all necessary services to child victims under one roof. This model builds-up upon the Lanzarote Convention and the EU directives on victims’ rights and child sexual abuse.

Support delivered

The Commission supported Slovenia for 5 years (from 2017 to 2022) , carrying out two technical support project, in cooperation with the Council of Europe. The Ministry of Justice of Slovenia was the main beneficiary. Support included:

- Drafting a situation analysis and recommendation report to prepare an action plan to implement the Barnahus
- Engaging stakeholders and preparing an inter-ministerial agreement to develop the Barnahus
- Designing Barnahus operations and training the staff
- Preparing a draft law on children-friendly justice
- Preparing the application to the EEA Norway grants in order to finance the renovation of the building that hosts the Barnahus.
- Carrying out communication activities to inform and engage citizens in violence prevention

Results achieved

The Barnahus opened on 28 May 2022 following:

- The design of operation and the conclusion of an inter-ministerial agreement in October 2018 to implement the Barnahus with the Ministry of Justice; The Ministry of the Family, Labour and Equal Opportunities, Interior, the State Prosecutor-General, the police and the Supreme Court.
- The preparation of a draft law on child-friendly justice in Slovenia that was adopted in June 2021 and allows for a clear legal set up of the Barnahus.
- A nation-wide communication campaign and inclusion of children in the design of the Barnahus.
- Opening of the Barnahus in May 2022 following the training of staff and the approval of the application to the EEA Norway Grant for the renovation of the building

More about the project

Find out more on this project via this QR-code.





MODERNIZATION OF THE NATIONAL DATA-INFORMATION INFRASTRUCTURE - STATISTICS POLAND

The Commission provided technical support to Statistics Poland for a new organisational model with the view to quickly responding to challenges of a changing world, while strengthening and modernising its institutional capacity.

Context

Timely, relevant and usable data are fundamental and the most reliable source for a country's decision-making process. Reliable data is key for the accountability of public institutions, which is pivotal for building trust between citizens and decision-makers. Data-driven policy-making is a political priority at EU level as well.

The project addressed the need of Statistics Poland for efficient technology-enabled delivery of high-quality and tailor-made statistics and analytical outputs in a timely manner in response to specific needs of external data users.

Support delivered

The support provided included a diagnostic analysis of Statistics Poland, the definition of the business requirements and the to-be solutions, the development of recommendations, including an implementation roadmap and targeted training ranging from lean management methods to protection of personal data and change management.

Results achieved

The project achieved an organisational and cultural change in Statistics Poland enabling it to embrace innovation and to deliver high quality statistic data in a timely manner. Thanks to the co-design approach applied by the contractor, Statistics Poland has developed a comprehensive plan for modernisation efforts in the institution allowing it to implement the recommendations for a new organisational model enhancing Statistics Poland's role in data-driven policy-making, while upskilling its employees.

More about the project

Find out more on this project via this QR-code.



GLOSSARY

<i>Term or acronym</i>	<i>Meaning or definition</i>				
AMI	Appel à manifestation d'intérêt (call for expressions of interest)				
CMU	capital markets union				
CSP	cooperation and support plan				
CSR	Country-Specific Recommendations				
DG REFORM	European Commission Directorate-General for Structural Reform Support				
EBRD	European Bank for Reconstruction and Development				
EFSI	European Fund for Strategic Investments				
ESIF	European Structural and Investment Funds				
EU	European Union				
PPP	public private partnerships				
SMEs	small and medium-sized enterprises				
SRSP	Structural Reform Support Programme				
SRSS	Structural Reform Support Service				
TAIEX	Technical Assistance and Information Exchange				
EU Member States acronyms					
AT	Austria	ES	Spain	LV	Latvia
BE	Belgium	FI	Finland	MT	Malta
BG	Bulgaria	FR	France	NL	Netherlands
CY	Cyprus	HR	Croatia	PL	Poland
CZ	Czech Republic	HU	Hungary	PT	Portugal
DE	Germany	IE	Ireland	RO	Romania
DK	Denmark	IT	Italy	SE	Sweden
EE	Estonia	LT	Lithuania	SI	Slovenia
EL	Greece	LU	Luxembourg	SK	Slovakia

ANNEX 1 – SRSP 2017-2020 - SUBMITTED REQUESTS PER MEMBER STATE

Member States	TOTAL SRSP 2017	TOTAL SRSP 2018	TOTAL SRSP 2019	SRSP 2020					TOTAL SRSP 2020	Total submitted requests SRSP 2017-2020
				General Call	Article 11	Dedicated call	Training	Special measures		
Austria	0	12	16	18					18	34
Belgium	0	11	17	37		1			38	55
Bulgaria	15	12	17	16		1	1		18	41
Cyprus	19	53	39	30		1	1		32	76
Czech Republic	16	19	26	29		1	1		31	59
Germany	0	1	8	6					6	14
Denmark	0	0	0	4			1		5	5
Estonia	5	10	9	14					14	25
Greece	34	14	33	69	14	1	1		85	169
Spain	0	30	46	32		1	1		34	94
Finland	0	1	6	6		1	1		8	14
France	1	0	7	10					10	17
Croatia	22	40	44	37		1	1		39	87
Hungary	0	6	19	12		1			13	33
Ireland	0	8	17	22		1			23	40
Italy	11	15	33	53		1	1		55	89
Lithuania	18	21	36	23		1	1		25	61
Luxembourg	0	1	2	2					2	4
Latvia	12	28	28	21		1			22	52
Malta	18	19	31	26			1		27	59
The Netherlands	0	0	3	5					5	8
Poland	18	43	40	27		1	1		29	69
Portugal	4	12	24	28		1	1		30	55
Romania	32	60	37	37		1	1		39	81
Sweden	0	1	3	2		1	1		4	7
Slovenia	24	12	21	17			1		18	41
Slovakia	22	15	17	27		1	1	1	30	47
United Kingdom	0	0	1						0	1
Total	271	444	580	610	14	18	17	1	660	1337

ANNEX 2 - SRSP 2017-2020 - REQUESTS SELECTED FOR FUNDING PER MEMBER STATE

Member State	TOTAL SRSP 2017	TOTAL SRSP 2018	TOTAL SRSP 2019	SRSP 2020					TOTAL SRSP 2020	Total selected requests SRSP 2017-2020
				General Call	Article 11	Dedicated call	Training	Special measures		
Austria	0	4	7	6					6	17
Belgium	0	7	15	10		1			11	33
Bulgaria	9	5	8	9		1	1		11	33
Croatia	13	17	18	16		1	1		18	66
Cyprus	14	10	8	14		1	1		16	48
Czech Republic	10	7	10	11		1	1		13	40
Denmark	0	0	0	2			1		3	3
Estonia	3	6	8	10					10	27
Finland	0	1	3	4		1	1		6	10
France	1	0	7	6					6	14
Germany	0	1	2	2					2	5
Greece	9	4	18	20	13	1	1		35	66
Hungary	0	3	7	6		1			7	17
Ireland	0	5	10	9		1			10	25
Italy	9	8	19	16		1	1		18	54
Latvia	10	7	14	10		1			11	42
Lithuania	18	5	14	10		1	1		12	49
Luxembourg	0	1	2	1					1	4
Malta	13	7	10	8			1		9	39
Netherlands	0	0	3	4					4	7
Poland	11	7	16	8		1	1		10	44
Portugal	4	5	11	11		1	1		13	33
Romania	15	14	12	11		1	1		13	54
Slovakia	7	8	11	10		1	1	1	13	39
Slovenia	13	7	12	10			1		11	43
Spain	0	6	16	13		1	1		15	37
Sweden	0	1	2	1		1	1		3	6
Grand Total	159	146	263	238	13	18	17	1	287	855

ANNEX 3 – SRSP 2020 – TYPE OF BENEFICIARY AUTHORITIES

Member State	Central government/ Ministry	Public agency	Regulatory authority	Regional/Local authority	Other public bodies	Grand Total
Austria	4	1		1		6
Belgium	5			4	2	11
Bulgaria	7	3				10
Croatia	14	1	1		1	17
Cyprus	14				1	15
Czech Republic	10	2				12
Denmark	1			1		2
Estonia	10					10
Finland	4	1				5
France	6					6
Germany	2					2
Greece	26	6	2			34
Hungary	6		1			7
Ireland	6		1	1	2	10
Italy	11	2	3	1		17
Latvia	8		2		1	11
Lithuania	9	2				11
Luxembourg	1					1
Malta	4	2	2			8
Netherlands	3	1				4
Poland	8	1				9
Portugal	7	4	1			12
Romania	7	1	3	1		12
Slovakia	11		1			12
Slovenia	6	3	1			10
Spain	10		2	2		14
Sweden	0	1	1			2
Grand Total	200	31	21	11	7	270

ANNEX 4 - LIST OF SUPPORT MEASURES IMPLEMENTED UNDER SRSP 2020

HORIZONTAL POLICIES AND MIGRATION

Croatia	Technical support for the design and implementation of Croatian Recovery and Resilience Plan under the proposed Recovery and Resilience Facility
Cyprus	Cyprus Regional Intercultural Networks: Establishing migrants' integration networks at a regional level in Cyprus
Czech Republic	Multi-criterial points-based system of preferential migration in the framework of foreign employment policy
Greece	Strengthening the capacity of the Greek social integration directorate (SID) for the implementation of nationwide policies and mechanisms for the integration of migrants
Greece – Art11	Developing the operational and institutional capacity of the Greek state in the field of reception (ESTIA transition)

REVENUE ADMINISTRATION & PUBLIC FINANCIAL MANAGEMENT

Multicountry Greece, Romania	Support for PFM reforms: accounting reform in Greece and public spending efficiency reform in Romania
Austria	Technical support to improve the capacity for assessing and benchmarking the efficiency of public spending
Belgium	Preparing the introducing of spending reviews in the Brussels-Capital-Region
Belgium	Implementing a unified digital platform for debt collection in Belgium (MyFinAccount)
Croatia	Tax Administration's IS, IS strategy and IS investments
Croatia	Customs' IS, IS strategy and IS investments
Croatia	Expenditure Review in the areas of water and waste management
Croatia	Improvement of quarterly national accounts and estimates related to the size of the informal economy
Cyprus	Implementation of the OECD guidelines on transfer pricing
Cyprus	Strengthening the capacity of the Cyprus Tax Department to analyse and implement court decisions on tax matters
Cyprus	Implementation of the new Integrated Tax Administration System
Czech Republic	Effective processing and use of the data on tax matters automatically received by Czechia from other countries
Czech Republic	Introducing Spending Reviews in the Czech Republic
Denmark	Strengthened governance in relation to fiscal risks
Finland	Improving Project Portfolio Management in the Finnish Customs
Greece	Capacity building and support for core tax system replacement
Greece	Development of the risk management framework within IAPR
Greece	Implementation of the accrual accounting reform in all general government entities
Greece	Upgrade of the system for the property value determination
Greece	Streamlining of Budgeting, Forecasting and Monitoring Procedures of the Public

	Investment Budget
Hungary	Transfer pricing capacity building and management based on best practices
Ireland	Sustainable budgeting and financial management in Ireland
Ireland	Evaluation of the Irish Fiscal Advisory Council
Italy	Assistance for the assessment of environmental tax reforms
Italy	Modelling of Equitable and Sustainable Well-Being Indicators for Policy Use
Latvia	Fiscal Discipline Council: review and technical support
Lithuania	Improvement of high net worth individuals control in Lithuania
Lithuania	Micro enterprise and self-employed tax & regulatory assessment for removing hurdles to growth
Poland	Technical support to build capacity for spending reviews
Poland	Budgetary system reform in Poland
Portugal	Enhancing IS/IT governance models of the Tax and Customs Administration
Portugal	Security Forces and Services Reform
Portugal	Tax expenditure review and framework for permanent technical body
Romania	Microsimulation tools to assess the impact of fiscal and labour policy on social indicators
Romania	Developing tools to increase tax compliance in the area of personal income tax in Romania
Romania	Monitor and evaluate impact of spending review measures
Slovakia	Development of a microsimulation tool of the Slovak tax and transfer system
Slovakia	Capacity building for the preparation of the Slovak Recovery and Resilience Plan
Slovenia	Technical support to improve the Ministry of Finance's analytical capacity on macro-fiscal risks analysis and monitoring
Spain	Development of Public spending evaluation in Spanish regions
Spain	Alignment of the General State Budget with the Sustainable Development Goals of Agenda 2030
Greece	Technical support for accompanying IAPR in its core reforms

GOVERNANCE & PUBLIC ADMINISTRATION

Austria	Support for the preparation work for implementing an electronic file system in Burgenland
Austria	Better Regulation in Austria - phase 2
Belgium	Modernising single e-Services for the Wallon Public Service
Belgium	Enhancing Belgium cross-border assistance services in scope of the single-digital-gateway with artificial intelligence and cognitive technologies
Bulgaria	Technical Assistance for Digitalisation and Knowledge Management in the Social Security Archive
Bulgaria	Driving Public Administration Reform Forward
Croatia	Improving costing in government policy making and strategic planning processes
Croatia	Raising awareness and standards of fighting bribery in international business transactions
Croatia	Support to the implementation of e-communication in Croatian judiciary
Croatia	Measuring Performance in Public Procurement in Croatia
Croatia	Development of specific training programme for senior public officials in Croatia
Cyprus	Capacity building and assistance for the running of the newly established General

	Secretariat for European Affairs of Cyprus
Cyprus	Implementation of the National Horizontal Action Plan against Corruption in Cyprus
Cyprus	Designing the institutional structure for eGovernment and digital transformation
Cyprus	Enhancing the capacity of the justice system by an effective implementation of the reform recommendations and processes
Cyprus	Design and Development of a Legislation Preparation Platform
Czech Republic	Introducing a systematic approach to financing smart solutions in the Czech Republic
Estonia	Preparing judicial sector for future cybercrimes- phase 2
Estonia	Effective referral and assistance mechanisms of victims of crime for reducing the harm of victimization
Finland	Implementing Structural Innovation in the Finnish Public Sector
France	Transformation of the State: Accompanying the second phase of the transformation of the Directorate-General for the Treasury
France	Digital transformation of French administrations — preparing for and accompanying the deployment of secure digital identity in France
France	Transformation of the State: support for the establishment of a Digital Directorate at the Ministry of the Interior of the French Republic
Greece	Enhancing the reform of the court system in Greece and the efficiency of justice
Greece	Technical support to enhance integrity to the national transparency authority in Greece
Greece	Digital Transformation and Simplification of Administrative Processes
Greece	Technical support to the Ministry of Migration and Asylum policy in designing an integrated Information Management system (IMS) and enhancing its procurement capacity
Ireland	Review of the organisational structure of the Irish civil service
Italy	Design and dissemination of IT systems for civil and criminal justice
Italy	Coordinate and streamline the implementation of the public sector digital strategy nationwide
Italy	Strengthening the coordination for the prevention of corruption in Italy
Latvia	Development of the Shared Services Centre system for Public Sector in Latvia
Latvia	Further development of internal control system and internal audit in the public sector
Latvia	Increasing the efficiency of the interior sector institutions (Phase 3)
Lithuania	Evidence Based Policy Making and Policy Evaluation at the Centre of Government
Lithuania	Establishment of legal, institutional and financial framework at the regional level
Netherlands	Integrated nature area management
Poland	Capacity building programme for Sustainable Development Goals and sustainable development
Portugal	Consignments in the professional services sector
Portugal	Healthcare Fraud Detection and Investigation
Romania	Strengthening the administrative capacity of the Civil Service Agency
Slovakia	Action Plan for Research and Innovation ESIF Implementation
Slovakia	Delivering good governance in Slovakia - phase II
Slovenia	Improving consistency of sentencing in criminal proceedings
Spain	Improving the fisheries inspection and control system to align to the Common Fisheries Policy

Greece - Art.11	Transformation of the General Secretariat of Information Systems of Public Administration to an ICT Service Provider for the Public Sector
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SUSTAINABLE GROWTH & BUSINESS ENVIRONMENT

Austria	Strengthening Environmental Crime Enforcement in Austria
Belgium	Developing innovative mobility solutions in the Brussels-Capital-Region
Belgium	Improving the public-private partnership policy model in Belgium
Bulgaria	Support for the Preparation of Territorial Just Transition Plans
Bulgaria	Preparing and Launching a Digital Reform of the Bulgarian Construction Sector
Bulgaria	Improving Bulgaria's investment promotion framework to enhance competitiveness and foster economic recovery
Croatia	Improving the corporate governance in State-owned Enterprises by revising and aligning legislation in accordance with the OECD Guidelines on Corporate Governance of SOE
Croatia	Support for the Preparation of Territorial Just Transition Plans
Croatia	Implementation of new financial mechanisms under the revised EU ETS Directive for period 2021-2030
Croatia	Business Environment Reform III
Cyprus	Support for the Preparation of Territorial Just Transition Plans
Cyprus	Implementation of the EU regulatory framework in the area of electricity in Cyprus
Cyprus	Implementation and mainstreaming of the Sustainable Development Goals in the national policy framework
Czech Republic	Support for the Preparation of Territorial Just Transition Plans
Czech Republic	Better use of EU programmes under direct management in the Czech Republic
Czech Republic	Simplifying the reporting, monitoring and verification of energy efficiency measures in Czechia
Estonia	Adapting to shrinkage and ageing through spatial interventions
Estonia	Transitioning to a climate-neutral electricity generation
Estonia	Estonian waste system analysis
Estonia	Analyses and action plan towards sustainable water services in Estonia
Finland	Support for the Preparation of Territorial Just Transition Plans
France	Develop strategies for the internationalisation of regions in terms of export and attractiveness
Greece	Support for the Preparation of Territorial Just Transition Plans
Greece	Reengineering of the Archaeological Resources Fund
Greece	Technical support for clean electricity in Greece
Greece	Improving land uses and correlating them with the Business Activity Object Codes
Hungary	Support for the Preparation of Territorial Just Transition Plans
Hungary	Technical Support for the development of the National Circular Economy Strategy (NCES) and Action Plan
Hungary	Promoting Nature Based Solutions in Municipalities in Hungary
Hungary	Support for the implementation of Hungary's SME strategy
Ireland	Support for the Preparation of Territorial Just Transition Plans in Ireland
Ireland	Intrapreneurship in Irish regions
Ireland	Achieving renewable energy targets in the electricity sector
Italy	Policy Coherence for Sustainable Development: mainstreaming the SDGs in Italian

	decision making
Italy	Support for the preparation of Territorial Just Transition Plans
Italy	Innovative assessment of public real estate investments
Italy	An enhanced monitoring system and a programme management dashboard for public investments in Italy
Latvia	Support for the Preparation of Territorial Just Transition Plans
Latvia	Developing an efficient and effective regulatory framework for setting tariffs for energy utilities
Lithuania	Support for the Preparation of Territorial Just Transition Plans
Lithuania	Support to improve effectiveness of Lithuania's innovation policy
Lithuania	Reform of the Water Supply and Wastewater Treatment Sector of Lithuania by Consolidation of Utilities
Netherlands	Capacity building of municipalities to support faster implementation of car sharing
Poland	Support for the Preparation of Territorial Just Transition Plans
Poland	Effective use of Industrial Property in the Innovative Economy – Strategy Assessment and Development
Poland	Rural development through renewable energy sources
Poland	Technological readiness and management skills – productivity growth drivers
Poland	Implementation of the highspeed rail system in Poland
Portugal	Support for the Preparation of Territorial Just Transition Plans
Portugal	Reduce-Reuse-Recycle: 3 Roads to a Circular Economy
Romania	Support for the Preparation of Territorial Just Transition Plans
Romania	Romania: Startup Ecosystem Strategy
Romania	Internal energy market and energy transition in Romania
Slovakia	Support for the Preparation of Territorial Just Transition Plans
Slovakia	Evaluation of the position and performance of the National Productivity Board
Slovakia	Technical Support for the preparation of circular economy roadmap for the Slovak Republic
Slovakia	Rehabilitation of land and assets and development of sectors with improved environmental impacts in the Upper Nitra coal region
Slovenia	Improving the organisation and management of public transport and alternative fuels infrastructure in Slovenia
Slovenia	Strengthening the innovation ecosystem in Slovenia
Slovenia	Support for sustainable energy and mobility in the Slovenian defence sector
Spain	Support for the Preparation of Territorial Just Transition Plans
Spain	National strategic plan for coastal protection
Spain	Impact of competition advocacy and market unity reforms in Spain
Spain	Public engagement and change management for a safe, sustainable and connected mobility strategy in Spain
Spain	Strategic governance plan for rural depopulation in RESOE
Spain	Supporting economic diversification of coal region of Asturias
Sweden	Support for the Preparation of Territorial Just Transition Plans
Greece- Art11	Promote Greece as a global logistics and value added services hub
Greece- Art11	Restructuring and reforming Economic Diplomacy in Greece
Greece- Art11	Rail - Restructuring of the rail system
Greece- Art11	Supporting the reform of the tourism education system in Greece and improving the administrative capacity of the competent body for its implementation
Greece- Art11	Industrial Parks' Reform

LABOUR MARKET, EDUCATION, HEALTH & SOCIAL SERVICE

Belgium	Implementing an effective induction system for novice teachers in Flanders
Belgium	Labour market integration of newcomers in the Brussels-Capital-Region
Belgium	The future directions and evolutions of e-Health in Belgium
Bulgaria	Reform and design of measures for the inclusion of inactive persons in the labour market
Bulgaria	Building analytical capacity of the National Social Security Institute (NSSI)
Bulgaria	Setting up a National Quality Framework on Early Childhood Education and Care
Bulgaria	Strengthening Disability System in Bulgaria
Croatia	Support to curricular reform in Croatia - Phase 4
Croatia	Improving the provision of social services
Cyprus	Capacity Planning for the Cyprus Healthcare System
Cyprus	Support to design Lifelong Learning Strategy in Cyprus
Czech Republic	Strengthening Capacity of the Ministry of Health to establish National eHealth Centre – Follow-up
Czech Republic	Support to reform education policy-making in the Czech Republic
Denmark	Integrating mental health services for adults
Estonia	Estonian health ICT governance framework
Estonia	Improving the system of professional development of teachers and school leaders in Estonia
Estonia	Supporting young people to succeed - Building capacities to better integrate non-formal and formal learning
France	Ensuring availability of off-patent antibiotics
France	Support to improve the quality and effectiveness of the French Centres of Vocational Excellence - "Campus des métiers et des qualifications"
Germany	Analysis and advice for a renewed tertiary education strategy for Brandenburg and guidance on categorisation of scientific continuing education
Germany	Structural support for national genome initiative (genomDE)
Greece	Development of Social Partnerships in Vocational Education and Training (Pilot Model EPAL)
Greece	Implementation of DRG system in Greece
Greece	Reform of counseling services
Greece	Implementation of the Greek Auxiliary Pension System Reform
Hungary	Support for the Digital Transformation of Hungarian higher education
Ireland	Implementation of a new 'Automatic Enrollment' workplace retirement savings system
Ireland	Local community engagement with education policy
Italy	Support to strengthening the inter-institutional governance in the field of labour exploitation - second phase
Italy	Improving the recognition of competences and development of individual learning pathways by the Provincial Centres for Adult Education in Italy
Italy	Incentivizing business' investment in skills
Latvia	Latvia: Academic Career Model

Latvia	Further development of hospital services, telemedicine and integrated care
Lithuania	Supporting school principals as leaders in the curriculum reform
Lithuania	Development of country-specific Health System Performance Assessment (HSPA) framework
Luxembourg	Towards a strategy taking VET to a new level
Poland	A single knowledge transfer strategy for institutes of the Łukasiewicz Research Network
Portugal	Reconfiguring the hospital networks of the Portuguese National Health Service
Portugal	Design a system to monitor the implementation of the law on inclusive education in Portugal
Romania	Developing an integrated system of prevention, intervention and compensation in order to increase school participation
Slovakia	National strategy for artificial intelligence in healthcare
Slovakia	Analysis of the tertiary education system
Slovenia	Modernisation of payment models for outpatient healthcare in Slovenia
Slovenia	Review of the pension and disability insurance system
Slovenia	Building analytical capacity at the Ministry of Labour, Family, Social Affairs and Equal Opportunities
Spain	Road Map to foster cooperation between universities, research and businesses
Spain	Implementing a new approach to the management of statistical and analytical information in the Spanish labour and social security administration
Spain	Reform of the national framework for the provision of social services.
Spain	White Book for Families
Greece- Art11	Support for the Reform of Primary and Secondary Education Funding in Greece
Greece- Art11	Modernizing Vocational Education and Training Services of OAED in Greece
Greece- Art11	Support to the operational modernisation of the Labour Inspectorate and the Mediation and Arbitration Service (OMED) in Greece

FINANCIAL SECTOR & ACCESS TO FINANCE

Multicountry (Bulgaria, Cyprus, Croatia, Czechia, Greece, Spain, Finland, Italy, Lithuania, Malta, Poland Portugal, Romania, Sweden, Slovenia, Slovakia and Denmark)	Targeted training on insurance supervision
Austria	National strategy for financial literacy
Belgium	Supporting PMV in potentially becoming an InvestEU implementing partner : Pillar assessment and dissemination
Croatia	Implementation of European standards for Corporate Action Processing into the securities settlement infrastructure of Central Depository & Clearing Company – Phase II (software architecture)
Cyprus	Addressing issues of money laundering and financing of terrorism from Societies and Institutions (NPO)

Czech Republic	Enhancing capital markets literacy for Small and Medium-sized Enterprises (SMEs) – follow-up
Czech Republic	Capacity-building for the Czech-Moravian Guarantee and Development Bank (CMZRB)
Czech Republic	Enhancing effectiveness of the Anti-Money Laundering and Countering Terrorist Financing (AML/CFT) regime in the Czech Republic
Estonia	Regional Capital Markets Development Accelerator Fund
Finland	Implementing an Early Warning Tool in Finland
Finland	Developing Finland’s Sustainable Finance Ecosystems
Greece	Supporting Greece to strengthen the framework governing insolvency and restructuring
Greece	Establishing a Regulatory Sandbox to facilitate FinTech and Innovation
Hungary	Designing recommendations for a sustainable capital markets strategy and action plan
Ireland	Enhancement of the investment firm supervisory framework in respect of the new prudential regime
Italy	Support to supervision on market conduct in the insurance sector in Italy
Italy	National Strategy to Promote Electronic Payments
Italy	Sustainable finance and investments for the transition to a green economy
Latvia	Strengthening supervision capacity of the financial and Capital Market Commission
Latvia	Regional Capital Markets Development Accelerator Fund (CMDAF)
Lithuania	Regional Capital Markets Development Accelerator Fund (CMDAF)
Netherlands	Support for the Dutch National Promotional Institute Invest-NL for a future pillar assessment
Portugal	Financial literacy for investors in the securities market
Portugal	Digitalisation of insolvency proceedings in Portugal
Romania	Money laundering and terrorism financing risks compliance
Romania	Early warning tools and preventive restructuring frameworks in Romania
Romania	Developing a capital market strategy for growth in Romania
Romania	Identifying a solution for implementing EBA Guidelines on credit risk management
Slovakia	Supporting Slovakia to reform the framework for insolvency and restructuring
Slovakia	Bank resolution tools operationalisation
Slovenia	Capital Market Enhancement and Development
Slovenia	The upgrade of the process and the tool linked with bank business model analysis
Spain	Evaluation of the effectiveness of pre-insolvency procedures in Spain
Sweden	Usage of machine learning in the supervision of the financial sector
Greece- Art11	Designing the Capital Market Development Strategy for Greece