

**TECHNICAL SUPPORT INSTRUMENT (TSI) PROGRAMME  
Regulation (EU) 2021/240 (TSI Regulation)[[1]](#footnote-1)**

**REQUEST FOR TECHNICAL SUPPORT**

**(Article 9 of the TSI Regulation)**

**DEADLINE: 31 October 2021**

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| **Member State:** |  |
| **Title of the request:** | **Development of resilient, innovative, and human-centric digital government services**  ***Possibility to add subtitle (optional)***  *[Insert text: maximum 15 words]* |
| **Order of priority of the request:** |  |
| **Total number of requests:** |  |
| **Date of submission:** | **dd/mm/yyyy** |

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| **COORDINATING AUTHORITY** | |
| **Name** |  |
| **Address** |  |
| **Contact person** | **[Mr/Ms x, y, z]** |
| **Email** |  |
| **Telephone number** |  |

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| **RECIPIENT NATIONAL AUTHORITY** | |
| **Name** |  |
| **Address** |  |
| **Contact person** | **[Mr/Ms x, y, z]** |
| **Position** |  |
| **Email** |  |
| **Telephone number** |  |

Personal data provided in the request for technical support are processed in accordance with the applicable data protection rules. The privacy statement explaining the processing of personal data can be found in section 7 of the record at the following link: <https://ec.europa.eu/dpo-register/detail/DPR-EC-04667>

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| **MULTI-COUNTRY REQUEST** | |
| **0.1** | **Is this a multi-country request?** **(a multi-country request is a request developed and/or submitted in collaboration with one or more authorities of another Member State)** |
| Yes  No | |
| **0.2** | **Please indicate the modality of this multi-country request** |
| This request is submitted on behalf of one or several other Member States  One or several other Member States is/are submitting a similar/same request in parallel to this request | |
| **0.3** | **Please indicate the name of the other Member State(s) concerned by this multi-country request** |
| [Multiple choice list] | |

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| **1** | **DESCRIPTION OF THE PROBLEM/NEED TO BE ADDRESSED** | |
| **1.1** | **What is the problem/need to be addressed with the support requested?** | |
| This request aims to improve digital government services by fostering the development of agile, resilient, innovative and human-centric public organisations.  Across the EU, the COVID-19 crisis has highlighted the importance of the digital government in keeping citizens connected and ensuring the continuity of public services in all areas of the EU economy and society. The need for digital public services has been evidenced in the European Semester reports, especially in the CSRs of 2020, which encourage Member States to focus their reform priorities on the expansion of digitalisation.  Digitalisation can contribute to a sustainable COVID-19 recovery. Digital government services are needed to accelerate the recovery, improve the efficiency and resilience of the service delivery, lower the costs for governments, citizens and businesses, and reduce the administrative burden. They can also increase transparency and promote the participation of citizens in governance and political life.  Through the Tallinn and Berlin declarations on e-government, the EU Member States have committed to ensuring high quality, user-centric and seamless cross-border digital public services for citizens and businesses. This means that Member States need to adopt a digital-by-default approach, ensure the inclusiveness and accessibility of public administrations, implement the “once-only” principle for key services, enhance the trustworthiness, security, openness and transparency of ICT solutions, as well as consolidate the national interoperability frameworks.  When digitalising their services, public administrations need to rethink their processes to avoid replicating bureaucracy electronically. Digital needs to be at the heart of administrative management as it presents new opportunities for the public administrations to rethink, simplify and streamline not only their working processes, but also their purpose. For digital technologies to deliver to their full potential, they require an innovative attitude, appropriate digital skills, a critical, open and cooperative mind-set and a willingness to adopt new paradigms that improve effectiveness and service delivery. They often require fundamental organisational and legal changes and, hence, act as catalyst for public sector innovation.  A successful digital transformation also requires regulatory simplification and simplification of interactions within and between administrations. The (re-)use of data and the deployment of novel technologies (e.g. artificial intelligence, blockchain, robotic processes) need to be combined with improved interoperability for more efficient data sharing across boundaries, actors, and sectors, etc.. This can enable an effective, data-driven service delivery that is adapted to the needs, rights and preferences of citizens and businesses.  *Please provide justification of your specific national problems/needs based on the above. You can also describe additional problems/needs relevant to your specific context.*  *[Insert Text; between 250-400 words]* | | |
| **1.2** | **How broad is the problem/need? Does it affect a significant part/sector of the economy or extend across several policy areas (‘spill-over’)?** | |
| [Insert Text; between 250-300 words] | | |
| **1.3** | **How deep or severe is the problem/need? What would be the consequences of the problem? Were there any previous reform efforts? What was the impact of those efforts? What did not work and why?** | |
| [Insert Text; between 250-300 words] | | |
| **1.4** | **How urgent is the need to address the problem? Is there a specific deadline (at national, European or international level)?** | |
| [Insert Text; between 150-200 words] | | |
| **1.5** | **Provide relevant socio-economic (and environmental) indicators, data or evidence linked to the problem/need to be addressed. Please make sure that the data provided is related to the problem to be addressed and the support requested.** | |
| [Insert Text; between 150-200 words] | | |
| **1.6** | | **Have other means / funding (at national, regional, EU, international level) been considered for addressing the problem identified? Which ones? If so, what is the complementarity of other funds with the technical support requested?** |
| [Insert Text; between 100-200 words] | | |

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| **2** | **INDICATIVE DESCRIPTION OF THE SUPPORT MEASURES REQUESTED AND THE ESTIMATED COST** |
| **2.1** | **Briefly indicate the support measures envisaged (key outputs/deliverables) (e.g. diagnostic report, comparative analysis, recommendations, feasibility study, technical specifications for an IT tool, guidelines, etc.). Describe how these measures will help to address the problem identified.** |
| *This request identifies measures needed to facilitate the deployment and uptake of eGovernment services. The beneficiary authority can chose one or more of the following six activity packages. Additional measures can also be added.*  *Please tick relevant boxes and provide justification for each selected support measure*.  **Design of a strategy for the development and reinforcement of the e-Governance at central level** to reinforce the capacity to plan, coordinate and supervise the sound development of digital administration.  *[Insert Text; between 100-200 words]*  **Design a data governance and management strategy** as the basis for better digital government services, in particular regarding the adoption of emerging technologies like Artificial Intelligence. The strategy will address in particular the use of Artificial Intelligence (in full respect of EU values) and the eIDAS framework for digital identification (for citizens and businesses).  *[Insert Text; between 100-200 words]*  **Design a strategy supporting the implementation of the Single Digital Gateway Regulation,** allowing public administrations at the local, regional, national, and European levels to exchange data and evidence between different levels of administration and across borders, in full compliance with legal requirements and fundamental rights.  *[Insert Text; between 100-200 words]*  **Design of a smart cities strategy at national level,** including cross-borders interoperability.  *[Insert Text; between 100-200 words]*  **Design a strategy for the development and implementation of digital-ready legislation**.  *[Insert Text; between 100-200 words]*  **Design a strategy to improve digital skills for the public sector,** by adopting re-skilling, up-skilling and life-long learning strategies for civil servants. Additionally, the strategy will address potential organisational innovation. The objective will be to ensure the promotion of an innovative attitude, a critical, open and cooperative mind-set and a willingness to adopt new paradigms to improve effectiveness and service delivery to citizens. This may require fundamental organisational and legal changes to act as catalyst for public sector innovation. Such support in the area of health should be requested from the DG REFORM flagship project “Digital skills for digital transformation of heath and care systems”.  *[Insert Text; between 100-200 words]*  **Other**  *[Insert Text; between 150-350 words]*  *Each of the activity packages will be developed following a standard approach [that can of course be adapted to specific needs] that includes the following deliverables:*  *“As is situation” analysis;*  *Business case, providing several alternatives for the beneficiary and stakeholders to decide upon it;*  *“To-be situation” design and gap analysis;*  *Roadmap/action plan;*  *Change management plan for the implementation of the strategy.* | |
| **2.2** | **Indicate the possible duration of the support measures requested (all measures together) and, if available, an indicative timeline of each individual measure.** |
| [Insert text] | |
| **2.3** | **Indicate the estimated total cost of the support measures requested (in EUR).** |
| [Insert number; numerical field only, no spaces, commas, any other characters] | |
| **2.3.1** | **Additional information (if known, please provide further explanation and indicative cost estimation for each key output/deliverable, including the foreseen activities).** |
| [Insert Text between 50-100 words] | |
| **2.4** | **Indicate the expected results (what is the ultimate objective that the technical support should achieve) and the expected use of these results (how will these be taken forward by the Member State).** |
| [Insert Text; between 200-250 words] | |
| **2.5** | **In case your entity has already received technical support under the SRSP or the TSI in the past, in an area relevant to the reform/support requested, please indicate how your entity has used the results of this support.** |
| [Insert Text; between 200-250 words] | |
| **2.6** | **Provide information on the administrative capacity of the recipient national authority (i.e. staff availability in relation with the requested support measures and the follow-up on their results). Please describe the team that will be responsible for coordinating/following the reform and the work of DG REFORM and its providers. If possible provide a description of the steering committee that could be put in place to supervise the reform.** |
| [Insert Text; between 150-200 words] | |
| **2.7** | **Indicate the names of stakeholders (e.g. other Ministries or beneficiaries) which may need to be involved in the design or implementation of the requested support measures.** |
| [Insert Text; between 50-100 words] | |
| **2.8** | **(If applicable,) indicate any envisaged provider of support (please do not provide names of private providers). Include explanations as to their know-how/capacity.** |
| [Insert Text; between 50-100 words] | |

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| **3** | **CIRCUMSTANCES OF THE REQUEST** |
| The requested support is linked to: | |
|  | Preparation of Recovery and resilience plans under the Recovery and Resilience Facility |
|  | Implementation (incl. amendment and revision) of Recovery and Resilience plans under the Recovery and Resilience Facility |
|  | Reforms in the context of economic governance process (e.g. CSR, Country reports, etc.) |
|  | Implementation of Economic adjustment programmes |
|  | Implementation of Union priorities (e.g. CMU, Energy Union, Customs Union, etc.) |
|  | Implementation of Union law (e.g. infringements) |
|  | Implementation of Member States’ own reform priorities to support recovery, sustainable economic growth, job creation and enhance resilience |
| **3.1.** | **Additional information** |
| This request aligns with the EU’s priority to deliver “A Europe fit for the digital age” by providing inclusive, seamless, transparent, convenient, secure, proactive, and trusted human-centric digital services. In particular, it advances the objectives of the “2030 Digital Compass: the European way for the Digital Decade”, whereby the digitalisation of public services is one of four cardinal points of the EU´s trajectory to the Digital Decade. By 2030, all key public services should be available online; all citizens should have access to their e-medical records; and 80% citizens should use an eID solution.  The request also contributes to the objectives of the Tallinn and Berlin Declarations on e-Government, as well as to several European programmes (e.g. Horizon Europe, the Connecting Europe Facility) that coordinate efforts to achieve the strategic objectives of the European Union.  *Add relevant explanations as appropriate:*  *i.e. number of the CSR; policy priority; relevant national strategy documents, etc.; additional information on the Recovery and Resilience Plans under the Recovery and Resilience Facility]*  *[Insert Text; indicatively between 150-200 words]* | |

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| DISCLAIMERS:  Please note that the request for support is fully subject to the principles governing the TSI Regulation and Regulation No 2018/1046 on the Financial Regulation applicable to the General Budget of the Union. In compliance with the principle of prohibition of double funding, the recipient national authority shall immediately inform the European Commission of other related on-going actions financed by the EU budget. **In no circumstances, shall the European Commission finance the same costs twice.** |
| By submitting this request, the Member State accepts that, should the request for support be selected for funding under the TSI, **the Member State will confirm to the Commission that there is no overlap between the request selected under the TSI and concrete actions funded under other EU instruments and that double funding is not present for this selected request.** |
| Please note that the Commission shall establish a single online public repository through which it may, subject to applicable rules and on the basis of consultation with the Member States concerned, **make available final studies or reports produced as part of eligible actions set out in the TSI Regulation**. Where justified, the Member States concerned may request that the Commission not disclose such documents without their prior agreement. |
| Please note that the Commission promotes "zero tolerance to fraud and corruption". In this context, **the Commission implements controls to prevent, detect and address irregularities/fraud instances, whether these occur in connection with its activities and funds, and inside or outside its organisation**. In order to counter fraud affecting the financial interests of the Union (art. 325 TFEU), it is of paramount importance that our partners in the Member States and the providers of support strive to achieve an equivalent stand against fraud. |
| **For the requests linked with the RRPs**: The provision of the technical support under the TSI is without prejudice to the responsibility of Member States in relation to the fulfilment of relevant milestones and targets of the RRP and is without prejudice to the assessment that the Commission carries out in relation to the Member State’s relevant request for payment. |

1. 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. [↑](#footnote-ref-1)