

**TECHNICAL SUPPORT INSTRUMENT (TSI) PROGRAMME
Regulation (EU) 2021/240 (TSI Regulation)[[1]](#footnote-2)**

**REQUEST FOR TECHNICAL SUPPORT**

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

**DEADLINE: 31 October 2022**

**To be submitted [by/via]**

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| **Member State:** |  |
| **Title of the request:** | **TSI 2023 Flagship technical support project on “PACE - Public Administration Cooperation Exchange”****Possibility to add subtitle** [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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| **PACE COORDINATING 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 other Member State(s))** |
| [ ]  Yes[ ]  No |
| If you select *“Yes” in question 0.1., the platform will present questions 0.2 and 0.3.*  |
| **0.2** | **Please indicate the type of this multi-country request**  |
| [ ]  The Member State submits this request on its behalf and on behalf of one or several authorities of other Member State(s); or[ ]  One or several authorities of other Member State(s) is/are submitting a similar/same request in parallel to this request, in a coordinated way. |
| **0.3** | **Please indicate the name of the other Member State(s) and Beneficiary Authority (s) concerned by this multi-country request.** |
| [Free text box] |

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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 general overview is providing the general scope of the Flagship technical support project. This general overview does not provide any information about the specific situation in the Member State submitting the request, nor about specific needs.****When filling-in the request template, you are therefore invited to outline your specific problems and needs, taking inspiration from the general overview and adapting it to your national context, and to provide any additional information relevant to your specific context.** **General overview:**This flagship project aims at promoting cooperation and cross-border exchanges among Member States to build administrative capacity and prepare the next generation of policymakers in the European Union.The Public Administration Cooperation Exchange (PACE) initiative represents an opportunity for civil servants of national administrations to experience the working methods and culture of other EU public administrations in selected areas. Participating administrations will submit an “expression of interest”, demonstrating their capacity building needs and explaining their interest in participating to the exchange programme. Concrete topics and results (the “project”) should be identified in the request. The exchange will then take the form of a targeted study visit to an EU peer administration and should include specific assignments (such as the participation in joint workshops and training or the preparation of targeted notes, strategies, …). The flagship will constitute an opportunity for sustainable capacity building and sharing of working methods in the area of public administration. Participating Member States will be paired according to their interests and capacity to host civil servants. *When filling in the template online, please explicitly provide information relevant to your specific national policy priorities/initiatives/projects and an explanation on how you expect the exchange through PACE to help build capacity for their design or implementation (for example, how the obtained knowledge and skills will be integrated in the work of the sending authority).*[between 350-400 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’)?** |
| Please refer to the chosen areas and sub-areas for the exchange as listed in section 2.1. Why is there an interest to deepen the knowledge, experience, practice in that particular area and sub-area?*See instructions tips on how to fill this section.*[Insert Text; between 250-300 words] |
| **1.3** | **How deep or severe is the problem/need? Were there any previous reform efforts? What was the impact of those efforts? What did not work and why?** |
| Please refer to the chosen areas and sub-areas for the exchange as listed in section 2.1. Why is there an interest to deepen the knowledge, experience, practice in that particular area and sub-area? *See instructions on how to fill this section.*[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)?** |
| Please refer to the chosen areas and sub-areas for the exchange as listed in section 2.1. Why is there an urgent interest to deepen the knowledge, experience, practice in that particular area and sub-area? *See instructions on how to fill this section.*[Insert Text; between 250-300 words] |
| **1.5** | **Provide relevant socio-economic (and environmental) indicators, data and evidence that demonstrate the extent of 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** | **Please select/identify the required support measures (outputs and related activities).** |
| **This flagship project identifies five priority areas around which the Member States can organise the exchange of civil servants. Member States are invited to indicate the areas and sub-areas of interest.** **The list of five priority areas does not provide information about the specific context in the Member State submitting the request. Member States are therefore requested to provide a justification for each requested measure as to how it will help address the problems identified in section 1.1.** **When filling in the request template, you are invited to select and describe only the policy area(s) you are interested in participating in an exchange in and to provide any additional information relevant to your specific context.****Proposed technical support measures pursuant to Art.8 of TSI Regulation:**The exchanges/working visits to relevant Member States will enable officials to acquire or increase their expertise or knowledge in relevant matters in the proposed areas and sub-areas for the exchange:**Digital transformation*** **Governance and strategic management**
* **Reengineering of internal processes**
* **Design and maturity of digital services for the Single Digital Gateway**
* **Specific experience linked with 2030 targets of the Digital Compass and reforms and investments planned under the national Recovery and Resilience Plan (RRP)**
* **Digitalisation of the justice system**

**Green transformation*** **Sustainable public procurement and budgeting**
* **Greening the tax system**
* **Support on how to gradually eliminate subsidies to fossil fuels, monitoring and reporting of greenhouse gas emissions and adopt carbon pricing**
* **Green digitalisation and greening of the administration itself**

**Improvement of public administration performance*** **Promoting better understanding on how to design, monitor and evaluate public policies**
* **Use of analytical data**
* **Improvement of multi-level governance**
* **Set up and management of shared services**
* **Development of crisis management**

**Professionalisation of public administration** * **Strategies and models to attract talent and for career development**
* **Strategies and models for modernising human resources**
* **Promotion of leadership and organisational learning**

**Management of investments and implementation of EU instruments*** **Preparation, management and evaluation of EU programmes and projects**
* **Coordination, supervision and monitoring of the RRPs**

*Please explain the rationale behind the measures selected, indicate the authorities that would like to send staff, what will be objective of the exchange, the expected results, for what duration and how many people would participate in the exchange.*  |
| **2.1.1** | **Describe how these outputs/deliverables would help to address the problem identified. How would the envisaged outputs/deliverables contribute to deliver lasting policy results?** |
| **The general overview of results (see text below) is intended to help the beneficiary authority describe its own circumstances. It does not provide any information about the specific results linked to the technical support measures you requested.****When filling in the request, you are therefore invited to explain the “project”, i.e. the scope of the exchange, the envisaged approach throughout it and the results that you expect to achieve through the measures you described under 2.1, taking inspiration from the text provided below; you may provide any additional information relevant to your specific context.**This flagship project will allow participating Member States to acquire practical experience from other Member States, promote the values and principles of good public administration and increase awareness on the European dimension. The development of an EU culture among civil servants will facilitate the application of the Union law, address consistently common challenges and encourage better collaboration within the framework of the Single Market.In terms of impact, the PACE initiative will help transfer knowledge and best practices that will reinforce the administrative capacity of Member States. It will also help address current and future challenges (i.e., societal, economic, demographic, digital, environmental) and improve the design, implementation and evaluation of public policies. The overarching objective is to provide a high quality of public services across the EU and promote shared EU values in the public administrations of Member States. Stronger administrations will help build resilience in the EU and make it stronger.*You may provide additional information on the results expected from carrying out measures requested under 2.1. and how these will contribute to strengthening, improving, creating administrative capacity in your Member State administration.* **[between 300 - 350 words]** |
| **2.2** | **Indicate the possible duration of the support requested (all measures together) and, if available, an indicative timeline of each individual measure.** |
| Individual measure: Please note that the exchange can last a minimum of five (5) days and up to three (3) weeks. After the first visit, two (2) more visits can be made of up to three (3) weeks each and with at least one (1) week of break in between. Overall PACE programme: The estimated duration of the project from the organisation of the information campaign to the final presentation of lessons learnt is up to twelve (12) months. |
| **2.3** | **Indicate the estimated total cost of the support measures requested (in EUR).** |
| **The costs for the exchange that will be covered by TSI include: travel to and from the place of exchange. Per diems for participants for each day of the visit (including Saturdays and Sundays). Please note that the per diems cover the costs of accommodation, meals, and sundry expenses. Moreover, the hosting institution will receive a fee of 350 EUR per working day to cover their cost with receiving participants.** **For guidance, see the current per diem rates in the link below, based on the latest update of Commission Decision c(2021)35.** <https://international-partnerships.ec.europa.eu/funding/guidelines/managing-project/diem-rates_en>[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** | **What would be the indicator(s) to measure that the project was a success?** **Please indicate for:*** **the short term (i.e. after 1 year)**
* **the mid-term (i.e. after 3 years)**
 |
| [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 selected providers.**  |
| For the PACE initiative, please also indicate, if possible, the working languages that the exchange participants could use. [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.** |
| For the PACE initiative, please indicate any host institutions with which you have already been in contact or would be interested in liaising with for an exchange. [Insert Text; between 50-100 words] |

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| **3**  | **CIRCUMSTANCES OF THE REQUEST** |
| The requested support is linked to: |
| [ ]  | Preparation, implementation, amendment and revision of Recovery and Resilience Plans (RRP) under the Recovery and Resilience Facility (including REPowerEU chapters if relevant) |
| [ ]  | Reforms in the context of economic governance process (e.g. CSR, Country reports, implementation of economic adjustment programmes, etc.) |
| [x]  | 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** |
| **The general overview of RRF/RRP relevance is intended to help the beneficiary authority draw inspiration from. It does not provide any information about the national RRPs. When filling in the request online, you are invited to provide additional information relevant to your national context and national RRP.**Building strong public administrations and administrative capacity is a prerequisite for the successful implementation of the RRPs. Several countries have included in their RRPs investments aimed at improving the quality of public administrations. This flagship project will target the capacity building of the public administration in key public sector areas.Many challenges targeted by the RRPs such as climate change, digitalisation, crisis management, addressing the effects of globalisation, cannot be solved by a single administration alone, given the multidimensional structure of the issues. Cooperation among Member States helps make the most of the generated knowledge. Building cross-border ties and acquiring an EU perspective in policy and decision-making are fundamental. In this context, the flagship constitutes a valuable opportunity to connect Member States’ efforts and facilitate exchanges, especially under two of the most prominent pillars of the Recovery and Resilience Facility: the digital and the green transition.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] |
| If you select *“Implementation, amendment and revision of recovery and resilience plans under the Recovery and Resilience Facility”* |
| **3.2.**  | **Is there a direct link to the RRP (i.e. direct contribution to the implementation of a reform / investment in the RRP)?** |
| [x]  | Yes, there is a direct link |
| [ ]  | No, there is only an indirect link |
| **3.2.1** | **Please define for which reform/investment of the RRP this request has a direct link to *(add FENIX reference and corresponding deadlines when available)*** |
| If 3.2. is “YES”[Insert Text] |
| **3.2.2**  | **Please describe the indirect link of the requested support to the RRP** |
| If 3.2. is “NO”[Insert Text] |

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| **4** | **AGREEMENT TO COMMUNICATION ACTIVITIES BY BOTH THE COORDINATING AUTHORITY AND THE BENEFICIARY AUTHORITY** |
| DG REFORM may engage in communication activities to ensure the visibility of EU funding for support measures funded under the Technical Support Instrument. Such communications activities may include, but are not limited to, press releases, publication on the Reform support website, or the publication on the @EU\_reforms Twitter account. |
| **4.1.**  | **Do you agree that the Commission's communication activities may involve publicly indicating that your entity has submitted this technical support request, as well as the area of the request?** |
| [ ]  | YES |
| [ ]  | NO |
| **4.2.**  | **Should this request be selected, do you agree that the Commission communicates about the support measures?** |
| [ ]  | YES |
| [ ]  | NO |
| If 4.1 or 4.2 is “NO” |
| **4.2.1** | **In case you object to the communication on a support measure, please provide a short justification why you object.** |
| [Insert Text; between 50-100 words] |

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| DISCLAIMERS:Please note that the template 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. |
| It is to be noted that the support provided is intended to assist the Member State in its efforts to identify suitable investments and reforms [and to develop action plans]. The Member State remains fully responsible for such investments and reforms [and action plans], including their implementation. The provision of the technical support does not commit the Commission in any way to further support, whether financial or otherwise. |
| **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.  |
| DG REFORM monitors the implementation of the Technical Support Instrument based on a performance reporting system for which data and results are collected in an efficient, effective and timely manner and, where relevant and feasible, in a gender-disaggregated form. To that end, proportionate reporting requirements are imposed on recipients of Union funding. As foreseen in the TSI Regulation, monitoring activities include, but are not limited to, the TSI mid-term and ex-post evaluations. Should this request be selected, the information provided therein may be used for evaluation purposes.  |

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-2)