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ANNEX

Regulation (EU) No 2017/825 of the European Parliament and of the Council of 17 May 2017, on the establishment of the Structural Reform Support Programme, as amended by Regulation (EU) 2018/1671
Work Programme for Greece for 2020 –
amounts transferred under Article 11 of the Structural Reform Support Programme Regulation

Part I - The Structural Reform Support Programme

1. Introduction

Regulation (EU) No 2017/825 as amended by Regulation (EU) 2018/1671 (the Structural Reform Support Programme Regulation) set up the Structural Reform Support Programme, with the general objective of contributing *"to institutional, administrative and growth-sustaining structural reforms in the Member States by providing support to national authorities [...]"*¹

This support is intended to help reform and strengthen institutions, governance and public administration, as well as to assist with the implementation of reforms in economic and social sectors in response to economic and social challenges, all with a view to enhancing cohesion, competitiveness, productivity, sustainable growth, job creation, investment and social inclusion and to contributing to real convergence in the Union. It 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 Union funds.²

In accordance with Article 11 of the Structural Reform Support Programme Regulation, the Programme may be financed through additional voluntary contributions from Member States. The additional contributions may consist of contributions from resources provided for technical support at the initiative of the Member States under Article 59 of Regulation (EU) No 1303/2013³ (Common Provision Regulation) and transferred pursuant to Article 25 of that

¹ Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) No 1305/2013 (OJ L 129, 19.05.2017, p. 1.), as amended by Regulation (EU) No 2018/1671 (OJ L 129, 19.5.2017, p. 1–16).

² Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) No 1305/2013, as amended by Regulation (EU) 2018/1671 (OJ L 129, 19.5.2017, p. 1–16), Art. 4.

³ Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the

Regulation, which shall be used to support actions which contribute to delivering the Union strategy for smart, sustainable and inclusive growth in line with Article 11 of the Structural Reform Support Programme Regulation.

By letter of 30 January 2020, Greece requested the transfer of EUR 5 000 000 from their Technical Assistance Operational Programme to the Commission. Pursuant to Article 25 of the Common Provisions Regulation, the transfer was accompanied by a proposal to amend the Technical Assistance Operational Programme. By Decision C(2020)2006, adopted on 27 March 2020⁴, the Commission amended the Decision approving the Technical Assistance Operational Programme to take into account the Greek request.

In the context of the transfer request, Greece submitted to the Directorate General for Structural Reform Support (former Structural Reform Support Service) 13 requests for the provision of technical support under Article 11 of the Structural Reform Support Programme Regulation. The requests, and the underlying reforms concerned, are considered important also for the recovery of the Greek economy in the aftermath of the Covid-19 pandemic. Furthermore, they cover some of the areas most impacted during the pandemic, such as eGovernment, education and health.

The requests, following clarifications where needed, were analysed in terms of their eligibility and compliance with the criteria and principles set out in Article 7(2) and Article 11 of the Structural Reform Support Programme Regulation. This assessment also took into account whether actions to be implemented under the Structural Reform Support Programme overlapped with those implemented under other Union instruments in Greece, in particular with measures financed by Union funds, with a view to avoiding double funding and ensuring complementarity.

As a result of this exercise, 13 requests are being proposed for funding. In accordance with Article 7(2) of the Structural Reform Support Programme Regulation, the Commission should come to an agreement with Greece on the priority areas, the objectives, an indicative timeline, the scope of the support measures to be provided and the estimated global financial contribution for such support. These elements, reflected in a Cooperation and Support Plan for Greece, provide the basis of this Work Programme.

In the course of the implementation of the support measures ensuing from the selected requests, it is possible that such support measures, and the corresponding amounts initially allocated to them, would need to be adjusted to reflect the prevailing circumstances in relation to the relevant needs through appropriate reprogramming. Moreover, the implementation of the support measures concerned would also duly take into account, within the regulatory framework, adjustments needs arising in the context of Greece's response to the Covid-19 pandemic and the recovery from its economic impact.

In the event of remaining funds due to reprogramming, withdrawals of requests or cancellations of support measures, Greece may request additional support relating to its

European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006 (OJ L 347, 20.12.2013, p. 320.).

⁴ Commission Implementing Decision amending Implementing Decision C(2014) 10190 approving certain elements of the operational programme "Technical Assistance" for support from the European Regional Development Fund, the European Social Fund and the Cohesion Fund under the "Investment for growth and jobs" goal in Greece CCI 2014GR16M3TA001.

Growth Plan for the Economy⁵ or equivalent plan, and the National Reform Programme⁶, subject to the relevant Commission's assessment.

2. Priority areas for intervention

In accordance with Article 5(2) of the Structural Reform Support Programme Regulation, the technical support in relation to structural reforms may relate, *inter alia*, to the following broad public policy areas:

- (a) public financial and asset management, budget process, debt management and revenue administration;
- (b) institutional reform and efficient and service-oriented functioning of public administration, at both central and local levels including, where appropriate, through the digitalisation of procedures, simplification of rules, effective rule of law, reform of the justice system and reinforcement of the fight against fraud, corruption and money laundering;
- (c) business environment (including for small and medium-sized enterprises), re-industrialisation, private sector development, investment, public participation in enterprises, privatisation processes, trade and foreign direct investment, competition and public procurement, sustainable sectoral development and support for innovation and digitalisation;
- (d) education and training; labour market policies, including social dialogue, for the creation of jobs; the fight against poverty; the promotion of social inclusion; social security and social welfare systems; public health and health care systems; as well as cohesion, asylum, migration and border policies;
- (e) policies for implementing climate action, promoting energy efficiency and achieving energy diversification, as well as for the agricultural sector, fisheries and the sustainable development of rural areas; and
- (f) financial sector policies, including the promotion of financial literacy, financial stability, access to finance and lending to the real economy; the production, provision and quality monitoring of data and statistics; and policies aimed at combating tax evasion.

Against this background, the priorities for support measures under Article 11 of the Structural Reform Support Programme Regulation have been set on the basis of the requests for support, proposed by Greece for funding. In the event of remaining funds due to reprogramming, withdrawals of requests or cancellations of support measures, Greece may request additional support relating to its Growth Plan for the Economy or equivalent plan, and the National Reform Programme. The selection of additional requests will be subject to the relevant Commission's assessment.

Overall, the priorities reflect 5 of the areas set out in Article 5(2) of the Structural Reform Support Programme Regulation and are as follows:

⁵ <https://primeminister.gr/2020/01/16/22930>

⁶ National Reform Programme 2020: https://ec.europa.eu/info/sites/info/files/2020-european-semester-national-reform-programme-greece_el.pdf

Revenue Administration and Public Financial Management

The Structural Reform Support Programme will support measures in particular, in relation to revenue administration.

Governance and Public Administration

The Structural Reform Support Programme will support measures in particular in the field of digitalisation and eGovernment.

Growth, Business Environment and Sectoral Issues

The Structural Reform Support Programme will support measures in particular in the fields of sustainable sectoral development and innovation, trade and foreign direct investment, as well as industrial development.

In the event of remaining funds due to reprogramming, withdrawals of requests or cancellations of support measures, the Structural Reform Support Programme may also support measures relating to Greece's Growth Plan for the Economy or equivalent plan, and the National Reform Programme, subject to a request by the Greek authorities and the relevant assessment and selection for funding by the Commission.

Labour Market, Health and Social Services

The Structural Reform Support Programme will support measures in particular in the fields of health care systems, education, training and labour markets, as well as asylum, migration and border policies.

Financial Sector and Access to Finance

The Structural Reform Support Programme will support measures in particular in the field of capital market development.

The above priorities for intervention are detailed in the following sections.

2.1 Revenue administration and public financial management

a) Priorities

In the area of *revenue administration* Greece requested the continuation of support to improve the operationalisation, structures and processes of the Independent Authority for Public Revenue, which was set up with technical support in 2017. The requested continuation of support is linked to ongoing reforms which commenced on the basis of commitments undertaken under the European Stability Mechanism support programme and are now part of the Enhanced surveillance framework.

In particular, Greece has requested support for enhancing the effectiveness and efficiency of the Independent Authority for Public Revenue in specific priority areas, including the area of modernisation and upgrading of taxpayer services, with the view to increasing taxpayers compliance, in the area of tax audits with the view to reinforcing the fight against tax evasion

and tax avoidance, in the area of human resources management, with the view to preparing and implementing a new human resources management system and in the area of customs administration, with the view to enhancing the fight against smuggling of excisable goods, including intelligence analysis and reinforced control techniques.

b) Objectives pursued

The support measures in the field of **revenue administration** aim at assisting the authorities in modernising and improving the core functions of the revenue administration. Moreover, the support measures aim to help the Independent Authority for Public Revenue in increasing its overall capacity through the development of its capacity in the area of tax audit and customs, the modernization of taxpayer services, as well as the implementation of modern human resources policies.

c) Expected results

In the area of **revenue administration**, the interlinked support measures are expected to contribute to the effective implementation of the transformation process of the Independent Authority for Public Revenue, reducing the tax gap and increasing revenue collection. The support measure in the area of taxpayer services will standardise and streamline the procedures, will improve the capabilities of the call centre, will tailor and target the customer services in order to improve voluntary compliance. The audit related measures will strengthen the capacity of the Independent Authority for Public Revenue to tackle tax fraud, avoidance and evasion by application of indirect audit methods and targeting permanent establishments. The Human Resources management measures are expected to improve the staff performance, to create new career paths and incentives for the employees, to improve the services provided to the employees, and reduce the administrative burden. These measures will also enhance the capacity of the Independent Authority for Public Revenue in the area of customs, through implementing an anti-smuggling strategy and better regulation, strengthening the analytical and investigation capabilities of the customs officers and the mobile units.

2.2 Governance and public administration

a) Priorities

In the area of **digitalisation and e-government**, Greece continues to pursue digital transformation, as the country still ranks low on the Digital Economy and Society Index⁷. The digital transformation of a government is a key element for the success of the Single Market; helping to remove existing digital barriers, reduce administrative burdens and improve the quality of interactions with the government⁸.

⁷ The Digital Economy and Society Index is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU member states in digital competitiveness. <https://ec.europa.eu/digital-single-market/en/desi>.

⁸ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: EU eGovernment Action Plan 2016-2020 Accelerating the digital transformation of government (COM(2016) 179 final). <https://ec.europa.eu/digital-single-market/en/european-egovernment-action-plan-2016-2020>.

The government established a Digital Transformation Strategy 2019-2023. Responsible for the co-ordination of the strategy's implementation is the Ministry of Digital Governance and various General Secretariats within, one of them being the General Secretariat of Information Systems of Public Administration (the Secretariat General).

The support will focus on developing a central *e-government* portal to facilitate access to information and services provided by the government, transforming the Secretariat General into an ICT service provider for the public sector, building its software quality assessment capacity, as well as expanding the interoperability centre as a hub for the public sector.

b) Objectives pursued

The aim of the support measures in the area of **digitalisation and e-government** are to enhance Greece's capacity to accelerate the digitalisation of the public administration and ultimately its transformation into a more efficient, agile and transparent public service.

c) Expected results

It is expected that the measure in the area of **digitalisation and e-government** will contribute to better organized and performant IT services, enhanced interoperability within the public administration and cost reduction by utilizing digital mechanisms. Moreover, this will enable the public administration to provide better access to information and to deliver enhanced e-services to citizens.

2.3 Growth, business environment and sectoral issues

a) Priorities

The improvement of the investment climate remains a key priority for Greece. The country continues to advance further reforms that would support the country's return to sustainable growth, help attract investments and create jobs.

In particular, Greece has requested support for the implementation of reforms with the aim of enhancing **trade and foreign direct investment**, where funds will support an ongoing all-encompassing reform aiming to create a more coordinated approach regarding the outward orientation of the economy and through that promote exports and attract more foreign direct investments. Additionally, funds will support **sustainable sectoral development and innovation**, aiming to promote Greece as a global logistics and value added services hub, restructure the railway system in Greece and reform the higher education policy in the area of tourism, with a view to address existing skill gaps.

Moreover, part of the funds will support the revision of the regulatory framework for industrial parks with a view to boost **industrial development**, improve social and regional cohesion, protect the environment and contribute to a rationalized spatial planning and improve business environment and contribute to growth.

Support may also be requested in relation to Greece's Growth Plan for the Economy or equivalent plan and the National Reform Programme, in the event of remaining funds due to reprogramming, withdrawals of requests or cancellations of support measures. The Growth Plan or equivalent plan, as well as the National Reform Programme, set out medium term priorities as regards the development of the Greek economy and priority areas of reforms

respectively. The selection for funding of possible additional requests will be subject to the relevant Commission's assessment.

b) Objectives pursued

With a view to further improving the investment climate, the support measures to be put in place aim *inter alia* at helping Greece with its reform efforts to attract high quality investment, to promote trade and exports and to boost sectoral development and innovation.

In particular, in the area of ***trade and foreign direct investment***, measures aim at enhancing the national strategy for the promotion of exports and foreign direct investment, as well, as enhancing state structures and the coordination amongst them in order to implement the strategy and develop more effective instruments to support it.

With a view to boost ***sustainable sectoral development and innovation***, activities will pursue the promotion of Greece as a global logistics and value added services hub by providing the authorities with an evidence-based narrative of policy options. As regards the restructuring of the railway sector, measures will aim at improving the capacity of the state to plan and implement efficiently railway infrastructure projects. Measures to support the reform of the higher education system in the area of tourism, will aim at redesigning national tourism education policy as well as setting up a national tourism university.

As regards the area of ***industrial development***, measures will include recommendations for the improvement of the regulatory framework for Industrial Parks, taking into account crucial environmental and land use parameters, in order to render them more attractive to businesses.

Possible measures in relation to the Growth Plan for the Economy or equivalent plan and the National Reform Programme would aim at supporting the Greek authorities in enhancing the development of the economy, as well as implementing reforms in the identified priority areas.

c) Expected results

In the area of ***trade and foreign direct investment***, the different support measures are expected to, *inter alia*, help increase trade and in particular exports and attract more foreign direct investments.

As regards ***sustainable sectoral development and innovation*** it is expected that that the Greek authorities will be provided with clear policy options in order to develop Greece as a regional gateway and logistics hub. As regards the restructuring of the railway sector, measures are expected to lead to an enhanced capacity for a more effective planning and timely implementation of railway projects. As regards higher education in the area of tourism, measures are expected to increase employment in this sector, while having a positive spill over effect on several other sectors of the economy, both at a national and local level and, therefore, promoting territorial and social cohesion.

Measures relating to the area of ***industrial development*** aim at the elaboration of an informed proposal for the overhaul of the current regulatory and legal framework for the development of business parks, that would significantly boost their attractiveness to businesses.

Possible support measures in relation to the Growth Plan for the Economy or equivalent plan, and the National Reform Programme would be expected to assist the Greek authorities in achieving the identified national priorities as regards the development of the economy and necessary reforms.

2.4 Labour market, health and social services

a) *Priorities*

In line with the commitment under the European Stability Mechanism support programme, continuing under the Enhanced surveillance framework, the Structural Reform Support Programme will support the Greek authorities in the field of **labour market policies**. In particular, support will be provided for the modernization of law enforcement and extra-judicial labour dispute resolutions contributing to a stable labour market. Part of the funding will therefore be used to support measures as regards collective bargaining, through the reform of the inspections and dispute resolution services framework, restructuring of the relevant bodies, harmonising procedures and ensuring total impartiality. Measures will also support evaluating and reforming the vocational education and training system of the public employment service to ensure a better connection with the labour market, in line with the 2019 European Council Country Specific Recommendations for Greece⁹.

In the area of **education**, the fragmentation of the financing as regards Greek primary and secondary education remains an obstacle for an efficient and fair allocation of resources. Funding is channelled through multiple sources, including other ministries and institutions, lacking coordination. Part of the funds will therefore support the review of primary and secondary education funding, preparing the ground for school autonomy.

In the area of **public health** and **health care systems**, the implementation of a centralised procurement system has been a commitment under the European Stability Mechanism support programme and remains so under the Enhanced Surveillance Programme, which includes health procurement targets up to 2021. Therefore part of the funding will support the transformation of the national central health procurement agency (EKAPY), which has been operational since 2018, into an independent body with enhanced efficiency and flexibility, increasing the quality of public health services, while creating certainty for suppliers in the market.

Improving the reception conditions for asylum seekers in Greece is part of the EU priority in the area of **asylum, migration** and **border management**. The provision of dignified standards of living for applicants for international protection constitutes a core pillar in the Common European Asylum System (CEAS). Individuals, regardless of the Member State in which their application for international protection is made, should be offered an equivalent level of treatment as regards reception conditions. Moreover, it is important to support the integration of asylum applicants, including access to the labour market. Greece's reception system has faced particular pressure over the past few years, with a rise in migratory flows again in 2020. Part of the funding will therefore support the authorities in implementing their new national reception strategy and taking over the Emergency Support to Integration and Accommodation (ESTIA) programme, currently run by non-state actors.

⁹ Recommendation for a COUNCIL RECOMMENDATION on the 2019 National Reform Programme of Greece and delivering a Council opinion on the 2019 Stability Programme of Greece, COM/2019/508 <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1560258207473&uri=CELEX%3A52019DC0508>

b) Objectives pursued

The support measures in the area of **labour market policies** aim to contribute to reviewing the institutional framework for individual and collective dispute resolutions based on social dialogue and international comparative practices. In particular, measures will support the authorities in the design of the operational framework, internal regulations and a code of professional conduct of the relevant bodies in line with European standards, as well as with capacity building activities for all relevant stakeholders. The support measures also aim at assisting the public employment service in upgrading vocational education and training system services by (i) improving quality and labour market relevance of vocational education and training systems through an evidence-based approach; and (ii) enhancing the capacity of the Greek authorities to provide relevant and adequate active labour market policies measures.

The measures in the area of **education**, aim at providing for more transparency as regards funding criteria and final budget allocation, coordinated planning and monitoring of the budgetary process, while increasing the level of accountability of the funding bodies, thus promoting efficient public spending. Specifically, the authorities will be supported in (i) the development of a strategic planning on the basis of a relevant mapping of current funding flows and implemented funding criteria, leading to recommendations and proposals for coherent funding criteria and formula, (ii) restructuring the management of financial flows through the development of a regular reporting process, including administrative, legislative and financial rules and internal monitoring procedures, as well as (iii) the development of an open digital platform accessible to citizens, to enhance transparency of the management of funding flows.

In the area of **public health** and **health care systems** support will focus on detailing and implementing the transformation of the national central health procurement agency to improve its efficiency, effectiveness, capabilities and flexibility, while further extending its scope of activities. Specifically, building on previous support, measures such as (i) streamlining and adjusting processes and demand planning, (ii) development of an HR strategy and job descriptions, as well as further recruitment and capacity building of specialized staff, (iii) development of management tools and the introduction of quality controls (iv) elaboration of a supply chain management strategy aim at rendering the agency and ultimately the health care system more efficient while reducing public spending.

The support to the Greek authorities in the area of **asylum**, **migration** and **border management** aims at assisting in the take over by the state authorities of the Emergency Support to Integration and Accommodation programme to efficiently provide for asylum seekers and refugees with the necessary accommodation and tools for their integration, as well as access to the labour market, while rendering the reception process overall more efficient. In particular, support will be provided for designing and establishing effective administrative working methods through (i) elaborating standard operating procedures, guidance and recommendation manuals, (ii) the development of monitoring tools for the new accommodation scheme and cash assistance programme, as well as (iii) building capacity through on the job coaching, trainings and seminars.

c) Expected results

In the area of **labour market policies**, the support measures, within a process of safeguarded social dialogue, are expected to contribute to modernising the processes and organisation structures both for labour law enforcement and extra-judicial labour dispute resolutions. Additionally, support is expected to increase the quality of training, as part of the ongoing

active labour market policy reform; in particular, by developing a standard methodology for evaluating the vocational education and training structures, improving capacity for evidence-based policy-making, modernising the training programmes and increasing the employability of the graduates.

In the area of *education*, it is expected that the measures will lead to a more efficient and fair allocation of resources. Specifically, the support should result in a coordinated, transparent and streamlined budget process, as well as coherent funding criteria, providing for a basis to facilitate further important reform priorities of the Ministry and support higher quality and education for all.

The measures in the area of *public health* and *health care systems*, are expected to support the transition of the national central health procurement agency into an efficient, flexible and focused private sector entity, centrally managing and optimizing public healthcare sourcing, procurement, supply chain and logistics, while supporting the reach of its health procurement targets up to 2021.

In the area of *asylum, migration* and *border management*, the support measures are expected to assist in the successful and timely implementation of the new reception strategy, according to national priorities in the field of international protection, including the takeover of the Emergency Support to Integration and Accommodation programme by the Greek authorities. Moreover, it is expected that the measures will enhance the living conditions of asylum seekers and consequently their better integration to the society, including access to the labour market.

2.5 Financial sector and access to finance

a) Priorities

Member States across the European Union, including Greece, are seeking to support the development of their local capital markets, as a means of enhancing access to finance and fostering the development of their economies. However the Greek capital market remains less developed in comparison to those of EU peers. Funding will therefore support further *access to finance*, through the development of a strategy for capital markets.

b) Objectives pursued

The support measures in the area of improving *access to finance* in Greece aim at assisting the Ministry of Finance in defining its Capital Market Union strategy by implementing a detailed assessment of the Hellenic Capital Market, setting out a relevant strategy and action plan including the promotion of this strategy.

c) Expected results

The production and the implementation of the future Hellenic Capital Market strategy will enable the development and improvement of alternative means for financing start-ups and SMEs with a view to contributing to the ongoing recovery of the banking system, thus improve *access to finance*.

3. Overview of the allocation of financial resources

In conclusion, and as explained in Part II, based on the requests for support received, analysed, and selected for funding, the allocation of financial resources for support measures by thematic area is summarised in the following table:

	(a) Revenue administration and public financial management	(b) Governance and public administration	(c) Growth and business environment	(d) Labour market, health and social services	(e) Financial sector and access to finance	Total (EUR)
TOTAL (EUR)	550,000	350,000	1,775,000	1,975,000	350,000	5,000,000

1) Public procurement	0	350,000	850,000	375,000	0	1,575,000
2) Indirect management	550,000	0	925,000	1,600,000	350,000	3,425,000

Part II – Actions to be financed

1. Introduction

On the basis of the objectives given in Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) 1305/2013, as amended by Regulation (EU) 2018/1671 of the European Parliament and of the Council of 23 October 2018 to increase the financial envelope of the Structural Reform Support Programme and adapt its general objective, this work programme contains the actions to be financed and the budget breakdown for the year 2020 as follows:

- a) for procurement (implemented under direct management) (point 2): EUR 1 575 000,
- b) for actions implemented under indirect management (point 3): EUR 3 425 000

Legal basis

Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) 1305/2013 (OJ L 129, 19.5.2017, p. 1), as amended by Regulation (EU) 2018/1671 of the European Parliament and of the Council of 23 October 2018 to increase the financial envelope of the Structural Reform Support Programme and adapt its general objective (OJ L 284/3, 12.11.2018, p. 3).

Budget line

- (a) budget line 04 02 63 02: EUR 1 241 852;

- (b) budget line 13 03 65 02: EUR 2 763 274;
- (c) budget line 13 04 61 02: EUR 994 874

2. Procurement

The overall budgetary allocation reserved for procurement contracts in 2020 amounts to EUR 1 575 000.

2.1. Procurement activities for the implementation of the Structural Reform Support Programme in Greece further to Article 11 of Regulation (EU) No 2017/825 as amended by Regulation (EU) 2018/1671

Subject matter of the contracts envisaged (*study /technical assistance /evaluation /survey /information technology /communication services/etc.*)

Based on Greek request, specific technical support projects will be undertaken in the policy areas referred to in Article 5(2) of the Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Support Reform Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) 1305/2013, as amended by Regulation (EU) 2018/1671 of the European Parliament and of the Council of 23 October 2018 to increase the financial envelope of the Structural Reform Support Programme and adapt its general objective. The contracts may, *inter alia*, be used for studies, provision of technical assistance, carrying out surveys, etc.

Those projects will assist the Greek authorities in preparing and implementing growth-enhancing administrative and structural reforms. The contracts will serve the priorities and objectives referred to in Part I.

Type of contract:

- (1) direct contracts
- (2) specific contracts based on existing framework contracts, including Multiple Framework Contracts for the provision of technical support to Member States.

Indicative number of contracts envisaged: 5

Indicative timeframe for launching the procurement procedure

Q3 2020 - Q2 2021

Implementation

Directly by DG REFORM

In case the actions set out for implementation through public procurement (direct management) cannot be implemented under this delivery method, due to circumstances outside of the control of the European Commission, they will be implemented through indirect management in accordance with the criteria set out in section 3 (Actions implemented in indirect management).

3. Actions implemented in indirect management

The global budgetary envelope reserved for indirect management under this work programme is EUR 3 425 000.

It includes agreements to be signed with entities selected on the base of the criteria indicated in this Financing Decision to the extent that the current provisions and framework agreements allow the conclusion of agreements under indirect management.

In line with the Financial Regulation the following activities will be implemented under the indirect management mode in view of the type of the implementing entity. Entities which 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 will act under indirect management for the tasks they will undertake to implement the actions.

3.1. Contribution/delegation agreements to support Structural Reforms in the area of Public Financial Management and Revenue administration

Criteria for selecting an implementing entity

Article 110 (3) (f) of the Financial Regulation provides for setting out of the criteria for selecting an entity in the Financing Decision. The criteria to be used for selecting an implementing entity, considering the nature of the action, are as follows:

1. The entity satisfies the requirements set out in Article 154 (4) of the Financial Regulation. When the entities concerned comply only partially with Article 154 (4) of the Financial Regulation, the Commission shall take appropriate supervisory measures as provided for in Article 154 (5) of the Financial Regulation;
2. The entity's financial and operational capacity is adequate;
3. The entity has specific knowledge and recognised competencies in the relevant field;
4. The entity has extensive experience and leadership in the domain; and
5. The entity is active in the subject area in the European Union or in any other European country.

Description

The objectives pursued and expected results for the actions are those of point 2.1 of Part I.

The actions that can be financed through indirect management are outlined in Article 6 of the Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) 1305/2013 (OJ L 129, 19.5.2017, p. 1), as amended by Regulation (EU) 2018/1671 of the European Parliament and

of the Council of 23 October 2018 to increase the financial envelope of the Structural Reform Support Programme and adapt its general objective (OJ L 284, 12.11.2018, p. 3).

3.2. Contribution/delegation agreements to support Structural Reforms in the Growth, Business Environment and Sectoral Issues

Criteria for selecting an implementing entity

Article 110 (3) (f) of the Financial Regulation provides for setting out of the criteria for selecting an entity in the Financing Decision. The criteria to be used for selecting an implementing entity, considering the nature of the action, are as follows:

1. The entity satisfies the requirements set out in Article 154 (4) of the Financial Regulation. When the entities concerned comply only partially with Article 154 (4) of the Financial Regulation, the Commission shall take appropriate supervisory measures as provided for in Article 154 (5) of the Financial Regulation;
2. The entity's financial and operational capacity is adequate;
3. The entity has specific knowledge and recognised competencies in the relevant field;
4. The entity has extensive experience and leadership in the domain; and
5. The entity is active in the subject area in the European Union or in any other European country.

Description

The objectives pursued and expected results for the actions are those of point 2.3 of Part I.

The actions that can be financed through indirect management are outlined in Article 6 of the Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) 1305/2013 (OJ L 129, 19.5.2017, p. 1), as amended by Regulation (EU) 2018/1671 of the European Parliament and of the Council of 23 October 2018 to increase the financial envelope of the Structural Reform Support Programme and adapt its general objective (OJ L 284, 12.11.2018, p. 3).

3.3. Contribution/delegation agreements to support Structural Reforms in the area of Labour market, Education, Health and Social Services

Criteria for selecting an implementing entity

Article 110 (3) (f) of the Financial Regulation provides for setting out of the criteria for selecting an entity in the Financing Decision. The criteria to be used for selecting an implementing entity, considering the nature of the action are as follows:

1. The entity satisfies the requirements set out in Article 154 (4) of the Financial Regulation. When the entities concerned comply only partially with Article 154 (4) of the Financial Regulation, the Commission shall take appropriate supervisory measures as provided for in Article 154 (5) of the Financial Regulation;
2. The entity's financial and operational capacity is adequate;

3. The entity has, specific knowledge and recognised competencies in the relevant field;
4. The entity has extensive experience and leadership in the domain;
5. The entity is active in the subject area in the European Union or in any other European country.

Description

The objectives pursued and expected results for the actions are those of point 2.4 of Part I.

The actions that can be financed through indirect management are outlined in Article 6 of the Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) 1305/2013 (OJ L 129, 19.5.2017, p. 1), as amended by Regulation (EU) 2018/1671 of the European Parliament and of the Council of 23 October 2018 to increase the financial envelope of the Structural Reform Support Programme and adapt its general objective (OJ L 284, 12.11.2018, p. 3).

3.4. Contribution/delegation agreements to support Structural Reforms in the area of Financial Sector and Access to Finance

Criteria for selecting an implementing entity

Article 110 (3) (f) of the Financial Regulation provides for setting out of the criteria for selecting an entity in the Financing Decision. The criteria to be used for selecting an implementing entity, considering the nature of the action, are as follows:

1. The entity satisfies the requirements set out in Article 154 (4) of the Financial Regulation. When the entities concerned comply only partially with Article 154 (4) of the Financial Regulation, the Commission shall take appropriate supervisory measures as provided for in Article 154 (5) of the Financial Regulation;
2. The entity's financial and operational capacity is adequate;
3. The entity has specific knowledge and recognised competencies in the relevant field;
4. The entity has extensive experience and leadership in the domain; and
5. The entity is active in the subject area in the European Union or in any other European country.

Description

The objectives pursued and expected results for the actions are those of point 2.5 of Part I.

The actions that can be financed through indirect management are outlined in Article 6 of the Regulation (EU) 2017/825 of the European Parliament and of the Council of 17 May 2017 on the establishment of the Structural Reform Support Programme for the period 2017 to 2020 and amending Regulations (EU) No 1303/2013 and (EU) 1305/2013 (OJ L 129, 19.5.2017, p. 1), as amended by Regulation (EU) 2018/1671 of the European Parliament and of the Council of 23 October 2018 to increase the financial envelope of the Structural Reform Support Programme and adapt its general objective (OJ L 284, 12.11.2018, p. 3).

3.5. Alternative management mode

In case the actions referred to under section 3 “Actions implemented in indirect management” and described under sections 2.1., 2.3., 2.4. and 2.5. cannot be implemented under that management mode, due to circumstances outside of the control of the European Commission (e.g. not revised framework agreement), they will be implemented through a grant under direct management and subject to the maximum rate of co-financing of 100% of the eligible costs.

Type of applicants targeted by the direct award

Direct grants may be awarded to international organisations (to the extent that the current provisions and framework agreements allow the conclusion of grant agreements), International Financial Institutions (IFI), non-pillar-assessed United Nations Organizations, Member-State ministries and public bodies, non-for-profit international or European expertise associations and networks, agencies and other bodies with a public service mission, private bodies, which, in view of the nature of the action, have specific and recognised competencies, experience and leadership, high degree of specialisation or administrative power in the areas described under sections 2.1., 2.3., 2.4. and 2.5. Direct grants may be awarded also to entities which are in a *de jure* or *de facto* monopoly position.

Description of the activities to be funded by the grant awarded without a call for proposals on the basis of Article 195 of the Financial Regulation

Support will be provided to carry out, *inter alia*, the following activities:

- (a) expertise related to policy advice, diagnosing reform needs, policy change, formulation of strategies and reform roadmaps, as well as legislative, institutional, structural and administrative reforms;
- (b) the provision of experts, including resident experts, for a short or a long period, to perform tasks in specific domains or to carry out operational activities, where necessary with interpretation, translation and cooperation support, administrative assistance and infrastructure and equipment facilities;
- (c) institutional, administrative or sectoral capacity building and related supporting actions at all governance levels, also contributing to the empowerment of civil society, as appropriate;
- (d) collection of data and statistics, development of common methodologies and indicators or benchmarks development of a framework for the collection and processing of administrative data as well as the strengthening of analytical capacities and tools to design, implement, monitor and evaluate policies;
- (e) studies, research, analyses and surveys, evaluations and impact assessments, and the development and publication of guides, reports and educational material;
- (f) IT capacity building: expertise related to development, maintenance, operation and quality control of the IT infrastructure and applications needed to implement the reforms, as well as expertise related to programmes geared towards digitalisation in the fields described under sections 2.1., 2.3., 2.4. and 2.5.;

- (g) organisation of seminars, conferences and workshops; in almost all areas of activity; seminars and workshop will prove fundamental for exchanges of views on the situation for testing ideas and for presentation of outcomes;
- (h) organisation of study visits to relevant Member States [or third countries];
- (i) training actions and the development of online or other training modules;
- (j) communication projects for learning, cooperation, awareness raising, dissemination activities and the exchange of good practices; organisation of awareness-raising and information campaigns, media campaigns and events, including corporate communication and general communication.

Implementation

Directly by the DG REFORM

In such cases, the applications will be evaluated according to the following criteria:

Grant beneficiaries will demonstrate their financial capacity by proving that they have stable and sufficient sources of funding to maintain their activity during the period of the grant.

Operational capacity will be assessed based on thematic experience in the policy field linked to the action.

In accordance with Article 198 (5) of the Financial Regulation, the financial capacity of those beneficiaries that are public bodies or international organisations will not be verified.

The award of grants without a call for proposals in accordance with Article 195 (c) or (f) of the Financial Regulation will be justified in the award decision. The potential beneficiary will be invited to submit an application, which will be evaluated according the following main award criteria:

- The extent to which the proposed action is in line with the objectives pursued and the extent to which the proposed outputs present added value in this context; and
- The financial quality of the proposal including a reasonable and realistic budget as well as a sound cost-efficiency ratio.