



Summary of Operational Programmes supporting institutional capacity building 2014-2020

September 2016



EUROPEAN COMMISSION

Directorate-General for Employment, Social Affairs and Inclusion

Directorate F — Investment

Unit F1 — ESF and FEAD: policy and legislation

Contact: EMPL-F1-UNIT@ec.europa.eu

European Commission

B-1049 Brussels

**Summary of Operational Programmes
supporting institutional capacity building
2014-2020**

September 2016

***Europe Direct is a service to help you find answers
to your questions about the European Union.***

Freephone number (*):

00 800 6 7 8 9 10 11

(*) The information given is free, as are most calls (though some operators, phone boxes or hotels may charge you).

LEGAL NOTICE

This document has been prepared for the European Commission however it reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

More information on the European Union is available on the Internet (<http://www.europa.eu>).

Luxembourg: Publications Office of the European Union, 2014

ISBN 978-92-79-62376-9

doi: 10.2767/775082

© European Union, 2016

CONTENTS

LIST OF ACRONYMS.....	5
GLOSSARY OF TERMS.....	6
INTRODUCTION	8
BULGARIA.....	12
OP Good Governance (CCI2014BG05SFOP001).....	12
OP Human Resources Development (CCI 2014BG05M9OP001)	20
CROATIA	24
OP Efficient Human Resources (CCI 2014HR05M9OP001)	24
CYPRUS.....	33
OP Employment, Human Resources & Social Cohesion (CCI 2014CY05M9OP001).....	33
CZECHIA.....	36
OP Employment (CCI 2014CZ05M9OP001)	36
Integrated Regional OP (CCI 2014CZ16RFOP002).....	43
ESTONIA	47
OP Cohesion Policy Funds (CCI 2014EE16M3OP001)	47
FRANCE.....	54
ROP Guadeloupe Regional Council (CCI 2014FR16M0OP009)	54
ROP French Guyana (CCI 2014FR05SFOP003)	56
ROP Martinique Regional Council (CCI 2014FR05SFOP004).....	58
ROP Mayotte (CCI 2014FR16M2OP012)	59
GREECE	61
OP Public Sector Reform (CCI 2014GR05M2OP001)	61
HUNGARY	73
OP Public Administration and Services Development (CCI 2014HU05M3OP001)	73
ITALY	83
OP Governance and Institutional Capacity (CCI 2014IT05M2OP002)	83
OP Legality (CCI 2014IT16M2OP003).....	94
LATVIA.....	99
OP Growth and Employment (CCI 2014LV16MAOP001)	99
LITHUANIA.....	104
OP EU Structural Funds' Investments (CCI 2014LT16MAOP001)	104
MALTA.....	116
OP Investing in human capital to create more opportunities & promote the well-being of society (CCI 2014MT05SFOP001)	116

POLAND	121
OP Knowledge, Education and Development (CCI2014PL05M9OP001)	121
PORTUGAL	130
OP Competitiveness and Internationalisation (CCI 2014PT16M3OP001)	130
ROP Alentejo (CCI 2014PT16M2OP003)	135
ROP Algarve (CCI 2014PT16M2OP007)	138
ROP Azores (CCI 2014PT16M2OP004)	140
ROP Centro (CCI 2014PT16M2OP002)	144
ROP Madeira (CCI 2014PT16M2OP006)	147
ROP Norte (CCI 2014PT16M2OP001)	148
ROMANIA	152
OP Administrative Capacity (CCI 2014RO05SFOP001)	152
SLOVAKIA	165
OP Effective Public Administration (CCI 2014SK05SFOP001)	165
SLOVENIA	173
OP Implementation of the EU Cohesion Policy (CCI 2014SI16MAOP001)	173

LIST OF ACRONYMS

ADR	Alternative dispute resolution
AP	Action plan
BSC	Balanced scorecard
CAF	Common Assessment Framework
CCI	Common Code for Identification
CEF	Connecting Europe Facility
CF	Cohesion Fund
CSO	Civil society organisation
CSR	Country-specific recommendation
EC	European Commission
ECB	European Central Bank
ECLI	European Case Law Identifier
EGIF	e-Government Interoperability Framework
eID	Electronic identity
eIDAS	Electronic identity
ERDF	European Regional Development Fund
ERP	Enterprise resource planning
ESIF	European Structural and Investment Funds
ESF	European Social Fund
EU	European Union
HR	Human resources
HRM	Human resources management
IMF	International Monetary Fund
ISO	International Organisation for Standardisation
IT	Information technology
ICT	Information and communications technology
Mbps	Megabits per second
MOOC	Massive open online course
MoU	Memorandum of understanding
n.a.	Not applicable
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
OP	Operational programme
OSS	One-stop shop
PA	Priority axis
PPP	Public-private partnership
RIA	Regulatory impact assessment
ROP	Regional operational programme
SCM	Standard cost methodology
SIGMA	Support for Improvement in Governance and Management
SME	Small and medium-sized enterprise
SO	Specific objective
TEN-TELE	Trans-European Telecommunications Network
TO	Thematic objective
ToT	Training of trainers
TQM	Total quality management

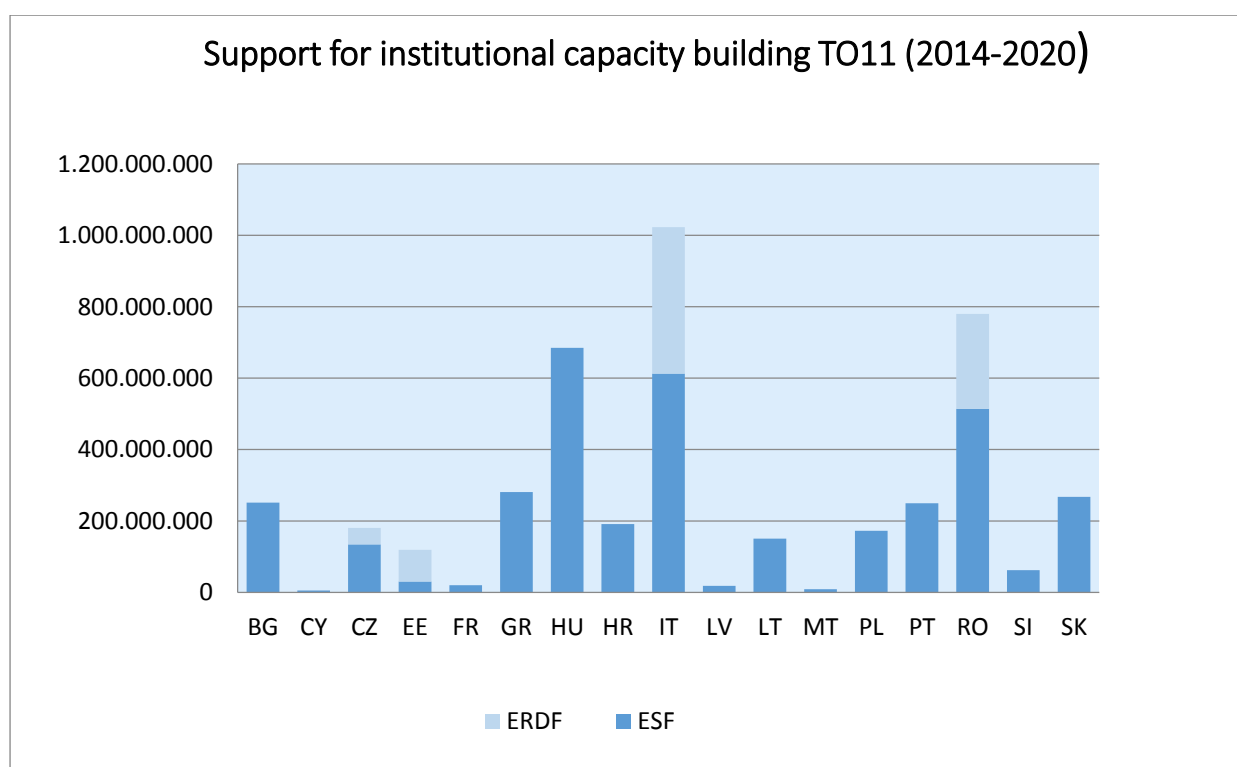
GLOSSARY OF TERMS

Action	Each specific objective (within each priority axis of the OP) is realised through several actions, which are ultimately classified under a category of intervention and used here as a shorthand for ‘operation’.
Beneficiary	In general, a public or private body responsible for initiating, or both initiating and implementing, operations
Common Code for Identification	The CCI is a unique number allocated to each operational programme for its identification.
Country-specific recommendation	The country-specific recommendations, as tailored policy guidance to Member States, are one of the key products under the European Semester, the annual cycle of economic policy coordination. Each year, the Commission undertakes a detailed analysis of EU Member States' plans of budgetary, macroeconomic and structural reforms and proposes CSRs, which are then discussed and endorsed by the Council. The CSRs contribute to the objectives of the EU's long-term strategy for jobs and growth, the Europe 2020 strategy, which is implemented and monitored in the context of the European Semester.
European Regional Development Fund	The ERDF was set up in 1975 and provides financial support for the development and structural adjustment of regional economies, economic change, and enhanced competitiveness, as well as territorial cooperation throughout the EU. As one of the five ESIF, the ERDF contributes to achieving the 11 thematic objectives, in particular TOs 1-4.
European Social Fund	Established in 1958, the ESF is one of the EU's main financial instruments for supporting national policies that seek to increase employment and employment opportunities, improve quality and productivity at work, and reduce social exclusion and regional employment disparities. As one of the five ESIF, the ESF contributes to achieving the 11 thematic objectives, in particular TOs 8-11.
European Structural and Investment Funds	In 2014-2020, 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 operate under a common framework and are known as the ‘European Structural and Investment Funds’. The ‘Common Provisions Regulation’ (EC 1303/2013) sets out the provisions necessary to ensure the effectiveness of the ESIF and their coordination with one another and with other EU instruments.
Intervention logic	Each OP is structured according to an ‘intervention logic’, which justifies intervening with EU and national funds by cascading higher level objectives into lower level ones and translating priorities into actions. The intervention logic tables in the following Member State sections relate each of the OP's priority axes to one or more specific objectives (and in turn show how they relate to one of the ESIF's thematic objectives). The achievement of the specific objectives is demonstrated through the attainment of agreed ‘results indicators’, also shown in the tables. (Note, the actions under each specific objective are assessed using output indicators, which are not presented here, but can be found in the individual OPs)
Measure	Shorthand to illustrate what is planned under each specific objective in the particular context of this paper. The title given to each ‘measure’ is intended to capture its main characteristics.
Operation	Operation means a project, contract, action or group of projects that contributes to the objectives of a priority axis, and in turn, the OP.
Operational programme	Detailed plans setting out how money from the ESIF will be spent during the programming period (2014-2020).
Priority axis	Each OP consists of several priority axes, which in turn comprises several actions and each action of several interventions. Each priority axis corresponds to a specific fund (e.g. ERDF or ESF), and at least one thematic objective.

Specific objective	Each specific objective defines how the particular identified needs of the Member State or regions will be targeted. Each priority axis consists of one or more specific objectives, each of which corresponds to an investment priority (see 'thematic objectives').
Support for public administration reforms	A key policy area focusing on enhancing institutional capacity of public authorities and stakeholders in the context of TO11.
Thematic objective	<p>In the 2014-2020 programming period, the ESIF will support 11 thematic objectives:</p> <ol style="list-style-type: none"> 1. Strengthening research, technological development and innovation 2. Enhancing access to, and use and quality of information and communication technologies (ICT) 3. Enhancing the competitiveness of small and medium-sized enterprises (SMEs) 4. Supporting the shift towards a low-carbon economy in all sectors 5. Promoting climate change adaptation, risk prevention and management 6. Preserving and protecting the environment and promoting resource efficiency 7. Promoting sustainable transport and removing bottlenecks in key network infrastructures 8. Promoting sustainable and quality employment and supporting labour mobility 9. Promoting social inclusion, combating poverty and any discrimination 10. Investing in education, training and vocational training for skills and lifelong learning 11. Enhancing institutional capacity of public authorities and stakeholders and efficient public administration <p>Each OP addresses several thematic objectives with the support of one or more European Structural and Investment Funds. Each thematic objective is translated into "investment priorities" (in Fund-specific regulations)</p>

INTRODUCTION

The following paper has been prepared with view to informing the evolution of the ‘**Quality of Public Administration Toolbox for Practitioners**’¹. It summarises 29² Operational Programmes (OPs) which are being financed by ESF and/or ERDF under **thematic objective 11** (“enhancing institutional capacity of public authorities and stakeholders and efficient public administration”) to a significant degree (4.2 billion Euro) in the 2014-2020 financial perspective, and which are currently being implemented at the national or regional level by 17 EU Member States. Where an OP is part-financed by ERDF under **thematic objective 2** (“enhancing access to, and use and quality of information and communication technologies”) with specific objectives relating to public administration, the summary includes these measures in its analysis.



In very many cases, the OPs make an explicit link between the EU’s country-specific recommendations from 2013 and/or 2014 and the proposed activities.

The OP summaries aim to highlight the main essence of each OP. They are not intended to be comprehensive, but are presented here as a helpful guide for readers. Moreover, while some of the OPs have been presented by their Member State in English, many are only available in their original language and hence have been subject to translation. Hence, readers are directed to consult the original OP in each case for the most accurate information³.

¹ See <http://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=7757>

² Please note that the paper does not cover three OPs providing support under ERDF (TO11), respectively in Greece, Hungary and Romania, as well as the regional OPs under ESF (TO11) in Italy.

³ Links can be found [here](#). Alternatively, please consult the managing authorities’ websites

The following **OP summaries** are presented in a common format for each Member State⁴, including:

- Short description of national programme architecture in support of public administration (TO11 under ESF and ERDF, and on some occasions TO2 which supports e-government)
- Titles of relevant OPs and their scope, whether national or regional;
- Link between specific priorities for improving public administration and programmed support
- Intervention logic - thematic objective (TO), priority axis (PA), related specific objectives (SOs) and result indicators including EU co-financing, ESF or also ERDF;
- Outline of 'measures' (defined by specific objective), including types and examples of foreseen actions, and - where noted - potential beneficiaries.

In addition, the table overleaf provides our analysis of the alignment of the 103 OP 'measures' summarised herein with the topics in the first version of the **Toolbox**. Since the OPs and the Toolbox do not always follow the same terminology of topics, we have interpreted the Toolbox topics to fit the OP format. Many OP measures cover more than one topic; some topics are not highlighted as they were already developed, often in OPs from 2007-2013; other topics go beyond the scope of the original Toolbox. The table's green and yellow colour-coding is explained in the legend at the end.

⁴ The country logos in each chapter are sourced from <http://www.freeflagicons.com/>

OP 'measures' - by Toolbox topic	BG	HR	CY	CZ		EE	FR				EL	HU	IT		LV	LT	MT	PL	PT						RO	SK	SI	
				OPE	IROP		Guadeloupe	Fr. Guyana	Martinique	Mayotte			Governance	Legality					National	Alentejo	Algarve	Azores	Centro	Madeira				Norte
Developing values system																												
Theme 1: Policy-making																												
Policy design & forward planning																												
Stakeholder capacity-building (civil society)																												
Open data					TO2					TO2																		
Co-design																												
Regulatory reform (impact assessment, etc)																												
Organisational / functional reviews																												
MoG / MLG / decentralisation / reorganisation																												
Inter-municipal cooperation (pooled resources, etc)																												
Oversight of public enterprises																												
Outsourcing / PPPs																												
Co-production																												
Monitoring & evaluation systems (performance management) across the PA																												
Performance audit																												
External scrutiny (Parliament, SAIs, Ombudsman)																												
Fostering innovation (policy labs, networks, prototyping, RCTs, etc)																												
Theme 2: Ethics & anti-corruption																												
Codes of ethics / conduct																												
Corruption risk assessment																												
Strategy development																												
Law-making																												
Anti-corruption agencies / integrity coordinators																												
Transparency and scrutiny linked to ethics & anti-corruption																												
Action on lobbying																												
HRM techniques on ethics & anti-corruption																												
Ethics & dilemma training																												
Disclosure by public officials																												
Simplification, controls and e-government linked to anti-corruption																												
Whistle-blower protection														TO2														
Strengthening investigation & sanctions																												
Theme 3: Institutions																												
Developing an integrated HRM system across the PA																												
Developing performance management at the institutional level																												
Creating / developing a senior civil service																												
Investing in leadership (recruitment, training and development)																												
Developing HRM systems in specific institutions																												
Developing competency frameworks																												
Recruitment & selection systems																												
Learning & development																												
Appraisal, promotion & career development																												
Equality, positive discrimination & positive ageing																												

Legend	
Covered by TO11 'measure'	
Potentially covered by TO11 'measure' (indicated by OP wording)	
Covered by TO2 'measure' within same OP*	
* Note, if the topic is also covered by TO11, it is shown in green	

[illegible]

BULGARIA



In Bulgaria, TO11 is included in two of the three ESF programmes. OP Good Governance is designed entirely under TO11, while OP Human Resources Development, in addition to the other ESF thematic objectives, has envisaged TO11 support for specific sectoral needs for improvement of public services. The total EU funding programmed under TO11 in the country is EUR 251,473,110.

OP Good Governance (CCI 2014BG05SFOP001)

OP Good Governance is a national OP fully dedicated to TO11. The OP has five priority axes (PAs), of which the 4th and 5th are technical assistance (for the management of ESIF in Bulgaria and for the management of the OP, respectively). The first three substantive PAs are focused on two components of good governance: modernising the state administration (PAs 1 & 2); and achieving equity and quality of judiciary (PA 3).

Rationale of support for public administration reforms

The OP responds to the following Country Specific Recommendations from 2014:

- To implement a comprehensive tax strategy to strengthen tax collection, tackle the shadow economy and reduce compliance costs;
- To continue improving the business environment, in particular for small and medium-sized enterprises, by cutting red tape, promoting e-government, streamlining insolvency procedures and implementing the legislation on late payments. Improve the public procurement system by enhancing administrative capacity, strengthening the *ex-ante* checks performed by the Public Procurement Agency and taking concrete steps for the implementation of e-procurement. Enhance the quality and independence of the judiciary and step up the fight against corruption.

The OP also takes into account the EC Cooperation and Verification Mechanism reports.

The investment needs in the area of public administration are identified on the basis of the Strategy for the Development of the Public Administration 2014-2020 and the Strategy for e-governance development in the Republic of Bulgaria 2014-2020.

The investment needs for Judicial Reform support are based on the Updated Strategy on the Continuation of the Judiciary Reform and the Strategy for the introduction of e-governance and e-justice in the Justice sector 2014-2020.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 1: Administrative service delivery and e-governance	SO 1.1: Reduction of administrative and regulatory burden on citizens and businesses and introduction of services based on "life events" and "business events" (TO11)	Number of implemented "life events" and "business events" services; Number of standardised municipal services, introduced in all municipal administrations;

	SO 1.2: Increase in e-services available to citizens and businesses (TO11)	Number of supported priority e-services, including inter-service, at transaction and/or payment level, based on the government Hybrid Public Cloud (HPC), used over 5000 times a year; Functioning e-procurement system; Functioning National Health Information System (NHIS)
PA 2: Effective & professional governance in partnership with the civil society and business	SO 2.1: Increase in the number of the administrations implementing organisational development mechanisms and results-based management (TO11)	Number of administrations supported for implementation of organisational development mechanisms and results-based management; Employees that have successfully completed the training upon receipt of a certificate; Number of administrations supported for the introduction of career management mechanisms; Recommendations made by NGOs and NGO networks in the policy-making, implementation and monitoring process
	SO 2.2: Improvement in the specialised knowledge and skills of the administration staff and development of career development mechanisms (TO11)	
	SO 2.3: Increase in citizen participation in policy-making and control (TO11)	
PA 3: Transparent and efficient judiciary	SO 3.1: Increase in transparency and acceleration of judicial proceedings through structural, procedural and organisational reforms in the judiciary (TO11)	Introduced new and improvement of existing tools for modernisation of the judiciary; Number of cases led electronically; Magistrates, court staff and employees of the investigating authorities under CPC who successfully completed training with a certificate
	SO 3.2: Improvement in the accessibility and the accountability of the judiciary through the introduction of e-Justice (TO11)	
	SO 3.3: Extension of the scope and improvement of the quality of training in the judicial system (TO11)	

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
1	ESF (TO11)	118,124,605	20,845,519	20,845,519	0.00	138,970,124
2	ESF (TO11)	64,907,000	11,454,177	11,454,177	0.00	76,361,177
3	ESF (TO11)	30,195,500	5,328,618	5,328,618	0.00	35,524,118
Total	ESF (TO11)	213,227,105	37,628,314	37,628,314	0.00	250,855,419

Outline of measures and examples of actions

Administrative burden reduction

(SO 1.1: Reduction of administrative and regulatory burden on citizens and businesses and introduction of services based on "life events" and "business events")

Administrative service delivery has improved in recent years, but the integration and coordination between administrative structures in providing them is still weak. Citizens and businesses are required to provide information or documents already available within the administration. Only 23% of the administrations obtain such documents through official channels, but only for certain administrative services: 61 central, 22 regional and 163 municipal administrations do not obtain the necessary documents and information via official channels. Business is severely hampered by the lack of standardisation of municipal services in terms of procedures, documentation and deadlines. Thus a strategic intervention in this area shall be implemented. The administrative and regulatory environment for doing business is relatively cumbersome. The principles of smart regulation shall be

introduced. Impact assessments will be carried out, including impact on micro, small and medium enterprises. A review of all regulatory regimes will be performed. The aim is to minimise the administrative burden, including by limiting gold plating in the transposition of EU legislation. Effective control over the implementation of legislation will also be supported. The independence of regulatory authorities and their optimal functioning are crucial to the business environment and therefore they will be supported. Initiatives will lead to improved decision-making processes, efficient public spending, and improvement of the efficiency, transparency and accountability of the public procurement system.

The following **examples of actions** are foreseen in 2014-2020:

- Reviews and optimisation of regulatory regimes;
- Reviews of legislation in force in relation to regulatory reform;
- Impact assessments of legislation;
- Thorough review of registries and registry reform;
- Business processes reengineering with a view to complex administrative service delivery;
- Municipal administrative services standardisation and unification and establishment of reference models for key municipal services;
- Establishment of single administrative service delivery centres;
- Establishment of mobile groups providing services to people with disabilities and in remote areas with ageing population;
- Administrative capacity building, streamlining of procedures and practices, implementation of effective risk management system, coordinated and joint inspections etc.;
- Improvement of the activities of the control, regulatory and revenue authorities;
- Methodological support for the public procurement process.

Online service delivery

(SO 1.2: Increase in e-services available to citizens and businesses)

Some of the most important registers are not completely digitised, and/or do not provide for automated exchange of structured information, which is a major challenge. Therefore, the implementation of this measure will lead to the establishment of an operational mechanism for inter-service structured information exchange. The progress in the re-use of public sector information is insufficient. Therefore, sources of information will be opened and access to structured information for the collection and generation of which public funds have been used ("open data") will be provided.

The following **examples of actions** are foreseen in 2014-2020:

- IT audit in the administrations;
- Upgrade of the State Hybrid Public Cloud (HPC);
- Phased migration of administrative e-systems and services to the HPC;
- Digitisation of administrative registers and archives and conversion to electronic structured

information;

- Ensuring interoperability and automated data exchange between information systems and registers;
- Development and completion of information systems and services in accordance with the reform of the administrative service delivery model;
- Opening up to the general public of registers and information in machine-readable format, collected and generated through the use of public resources (“open data”);
- Establishment of online system and call centre supporting e-service users;
- Organisational establishment and development of the Single Systems Integrator;
- E-public procurement implementation;
- Upgrade of e-customs;
- Development of a National Health Information System;

Organisational development & results-based management

(SO 2.1: Increase in the number of administrations implementing organisational development mechanisms and results-based management)

Interventions are related to the quality of development and implementation of administrative policies and their result orientation. Administrations often lack the necessary complete and reliable information to formulate quality and result-oriented policies. Many of the existing strategic documents are not backed up with adequate sources of funding. In view of the above, with the support of the programme, a unified and standard practice for strategic planning will be developed. Methodological and information support for the introduction and reporting of result-oriented state budget will be provided. Greater accountability and feedback to the process of planning and decision making will be respected.

The following **examples of actions** are foreseen in 2014-2020:

- Implementation of tools and systems for quality management, performance management, assessment and self-assessment of the administrative activities and monitoring of public policies;
- Concentration of functions and policies and optimisation pursuant functional reviews of public policies;
- Support to the decentralisation and de-concentration process;
- Development of Integrated public administration information system

Administration training and development

(SO 2.2: Improvement in the specialised knowledge and skills of the administration staff and development of career development mechanisms)

In the field of human resources management there are a number of challenges. The average age of employees in the administration is increasing and young employees are less than 10%. Effective planning and needs assessment methods in the selection process will be introduced. Since personnel

planning and career management is not at the required level, and mobility is underutilised as a tool for career development, interventions will be supported in this area. Programmes to identify and develop talented employees will be supported. HR Units will act as human resources consultants, providing individual guidance to employees. Knowledge and skills will be transmitted to younger servants by their more experienced colleagues through mentoring and coaching programs. Training supported under the programme will be preceded by training needs analysis so that training can be tailored to the needs and functions of institutions and employees.

The Institute of Public Administration (IPA) will receive funding to increase its capacity to act as the major tool for delivering training to the administration and as analytical centre. The foreign policy and EU-related qualification of the administration, the qualification and selection and career development of employees of the Ministry of Interior, the capacity at municipal level will be enhanced through specific training.

The following **examples of actions** are foreseen in 2014-2020:

- Development of expedient and effective civil servant recruitment methods;
- Development of career management tools, including mobility (permanent and temporary), mentoring, and coaching programs, systems ensuring continuity in administrations;
- Strengthening the capacity of training institutions - IPA, the Training Academy to the Ministry of Interior and Institute of Psychology to the Ministry of Interior, the Diplomatic Institute to the Minister of Foreign Affairs and National Association of Municipalities in the Republic of Bulgaria (NAMRB) in relation to the priority's objectives;
- Organisation and delivery of training for the administration at all levels;
- Establishment of a system for monitoring the effectiveness of training;
- Development of transnational cooperation and coordination with other EU Member States and EU institutions.

Engagement of civil society

(SO 2.3: Increase in citizen participation in policy-making and control)

An important element in the functioning of an effective institutional environment in Bulgaria is the full-fledged participation of the civil society in the public policy-making, implementation, monitoring and evaluation of public policies. The NGO sector in Bulgaria does not have enough influence in policy-making and implementation. The dialogue between the civil society and the state is of volatile nature.

The following **examples of actions** are foreseen in 2014-2020:

- Analyses, studies, assessments, training and other activities by NGOs or networks / coalitions / platforms of NGOs and social and economic partners, to improve the business environment and the process of policy making, implementation and monitoring;
- Joint actions between authorities and NGOs for the implementation of public policies;
- Establishment of a system and mechanism for information exchange between stakeholders

(entrepreneurs, national and local authorities and NGOs) in the field of sustainable tourism in Natura 2000 sites;

- Development and implementation of new tools and methodologies, as well as dissemination of best practices to obtain in-depth knowledge on specific issues and/or solutions to combat corruption, conflict of interest and abuse of office.

Judicial reforms

(SO 3.1: Increase in transparency and acceleration of judicial proceedings through structural, procedural and organisational reforms in the judiciary)

Efforts will be focused on improving the performance of the judiciary in order to achieve faster, impartial and more efficient justice. This cannot be achieved without optimisation of the structure of the judiciary and availability of court statistics, improvement of the strategic planning and management of the judiciary. The regulatory framework for transparent and efficient justice will be updated in order to fulfil these objectives. The Supreme Judicial Council (SJC) is currently building the necessary capacity under the 2007-2013 OP for the introduction of programme budgeting in the judiciary. The pilot institutions are the National Institute of Justice (NIJ), the Supreme Administrative Court (SAC) and the Prosecutor's Office of Bulgaria. The efforts will continue with introduction of programme budgeting in all bodies of the judiciary.

The OP will support key areas of the judicial reform, including juvenile justice and legal aid. The excessive length of criminal proceedings and the absence of effective legal remedies are a major problem. The statutory deadlines for preparation of judicial acts have not been complied with. It is important to emphasise the consistency of case law. The statistics of the European Court of Human Rights shows that Bulgaria has the highest number of judgments awaiting enforcement among all Member States.

The following **examples of actions** are foreseen in 2014-2020:

- Analyses, studies, methodologies and evaluations, supporting the implementation of a reform in the structure, procedures and the organisation of the justice sector, including the aim to increase the independence of the judiciary;
- Analysis and evaluation of the existing system for statistical reporting and creation of a new statistical reporting model of the bodies in the justice sector;
- Judicial map optimisation;
- Build-on and expansion of the scope, as well as introduction of programme budgeting in all judicial bodies;
- Measures to balance the work load of the magistrates;
- Evaluating and reforming the procedures for recruitment, individual performance assessment and career development of the magistrates and the court staff;
- Developing set of tools to evaluate the efficiency of the Supreme Court of Cassation and the Supreme Administrative Council to uniform the courts' practice for achieving predictable and quality justice;
- Restructuring of the disciplinary proceedings in observation of the international standards

and recommendations;

- Preventing the conflict of interests and corruption within the judiciary through creation of electronic registers for disclosure of a broader range of circumstances and through efficient control mechanisms, including regular checks for the existence of corruption risks;
- Developing and widening the implementation of alternative dispute resolution methods, including through information campaigns;
- Reforming the penalty and penitentiary policy to limit the criminal repression through administrative penalties;
- Developing new system and organisation of the expert reports;
- Developing mechanisms and tools for citizen feedback on the use of services provided by the judicial bodies;
- Joint activities of the judicial bodies and the executive bodies involved with regard to specific topics of the penal and administrative jurisdiction (e.g. tax and customs offenses, trafficking of people and valuables, laundry and forgery of money, etc.);
- Activities to improve the interaction with the non-governmental and professional organisations for more active inclusion in the process of development, monitoring and evaluation of the reform strategies and of the proposals for judiciary improvement.

Introducing e-Justice

(SO 3.2: Improvement in the accessibility and the accountability of the judiciary through the introduction of e-Justice)

The introduction of e-justice and e-governance in the sector is key priority of the Ministry of Justice. E-Justice is a tool to increase the transparency of the judicial authorities and to facilitate the access of citizens and business to justice.

The following **examples of actions** are foreseen in 2014-2020:

- Inventory taking and the analysis of the IT and the communication infrastructure, the information systems and the services;
- Delivery and instalment of communication equipment to further develop the virtual private network covering the buildings in the sector, ensuring reliable and secure exchange of information;
- Migration of the existing resources, systems and services to the e-governance hybrid private cloud;
- Development and implementation of paperless Single Information System of Courts (SISC), training of magistrates and employees to use the system;
- Development of new and upgrade of existing e-services delivered by the justice sector;
- Further development of the Unified Information System for Combating Crime (UISCC) and its interface with e-governance and e-justice systems, including the institutional Automated Information Systems (AIS), which ensure data and information exchange;
- Applying video-conferencing technologies in the justice sector.

Judicial training

(SO 3.3: Extension of the scope and improvement of the quality of training in the judicial system)

Most of the judges, prosecutors and investigators have a good general training and experience. According to the Supreme Judicial Council (SJC), 62% of the judges, prosecutors and investigators are aged under 45, which suggests a significant generational renewal of the human resources in the institutions of the judiciary. Many of these magistrates entered the judiciary with competitions and have high motivation to work. This increasingly applies also to the administrative staff.

The availability and access to professional training for magistrates and judicial staff however is inadequate, especially as regards continuing training. Bulgaria is among the eleven EU Member States where the only mandatory training for magistrates is the initial training. Given the complexity of the matter handled by magistrates, court officials and employees in the investigative bodies and the high dynamics of social and legal relations, the investments in the human factor improve the efficiency of justice.

The following **examples of actions** are foreseen in 2014-2020:

- Improvement and expanding the scope of NIJ syllabuses, including regional and distance training, training of trainers (ToT), and adoption of best European practices;
- Exchange programmes for magistrates and court staff, including on-the-spot visits, internships at European judicial institutions;
- Research and analytical activities and publications in the field of justice for the needs of the training;
- Development and improvement of “e-learning” technological and IT systems, including improvement of the electronic registers;
- NIJ organisational development, including introduction of judicial training quality management and control system and development of judicial training communication strategy;
- Development and establishment of institutional relations with European and national networks and institutions in the field of judicial training;
- Enhancing NIJ capacity for management and implementation of European judicial training instruments;
- Preparation, organisation and delivery of training (including distance and other innovative training forms), seminars, round tables, etc. for magistrates, court staff and investigating bodies pursuant to PPC, as well as for MJ employees and for legal practitioners.

The **potential beneficiaries** for **PA 1** will be central, regional and municipal administrations. In view of their specific role in achieving the objectives of PA 1, priority will be given to: Administration of the Council of Ministers, Ministry of Transport, Information Technologies and Communications, Ministry of Health, Public Procurement Agency, Archives State Agency, Customs Agency, National Revenue Agency, National Social Security Institute, National Association of Municipalities in the Republic of Bulgaria.

For **PA2**, the **potential beneficiaries** will be central, regional and municipal administrations, civil society organisations and their associations, social and economic partners. In view of their specific role in achieving the objectives of PA2, priority will be given to: the Administration of the Council of Ministers, Ministry of Interior, Ministry of Finance, National Statistical Institute, National Association of Municipalities in the Republic of Bulgaria, the National Audit Office, Institute of Public Administration, Diplomatic Institute to the Minister of Foreign Affairs, Training Academy to the Ministry of Interior, Institute of Psychology to the Ministry of Interior, Public Procurement Agency.

PA3 focuses on Supreme Judicial Council, Inspectorate to the Supreme Judicial Council, Supreme Court of Cassation, Supreme Administrative Court, Prosecutor's Office of the Republic of Bulgaria, Ministry of Justice, Ministry of Interior, General Directorate "Execution of Penalties", National Legal Aid Bureau, State Agency for Child Protection, Training Academy to the Ministry of Interior, Commission for Withdrawal of Criminal Assets, National Institute of Justice, non-governmental and professional organisations, operating in the field of justice as main beneficiaries.

OP Human Resources Development (CCI 2014BG05M9OP001)

OP Human Resources Development focuses on the ESF thematic objectives linked to employment, and combating poverty and social exclusion. Two of its priority axes however include investments under TO11. PA3 promotes the modernisation of the institutions in the area of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions, and PA4 supports related trans-national cooperation.

Rationale of support for public administration reforms

The planned TO11 investments respond to the Country Specific Recommendation to ensure effective provision of healthcare and to the identified need of raised capacity and better collaboration in the area of social inclusion healthcare, equal opportunities and non-discrimination and working conditions in the implementation of the priorities set out in the national strategic documents of the abovementioned areas

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA3: Modernising the institutions in the area of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions	SO3.1: Increasing the knowledge, skills and competencies of employees in the administrations in the fields of social inclusion, healthcare, equal opportunities and non-discrimination, and working conditions (TO11)	Number of employed participants gaining a qualification upon leaving
	SO3.2: Introduction of new processes with the aim to improve the processes of planning, implementation, monitoring, evaluation and control at the institutions operating in the fields of social inclusion, healthcare, equal opportunities and non-discrimination, and working conditions (TO11)	Number of newly introduced and/or updated processes and models of planning and implementation of policies and services Number of newly introduced and/or updated processes of monitoring, evaluation and control of policies and services

PA4. Transnational cooperation	SO4.11: Promoting transnational cooperation in respect of exchange of experience, good practices and models of increasing knowledge, skills and competences of the employees in the institutions in the area of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions (TO11)	Identified innovative practices
--------------------------------	--	---------------------------------

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
3	ESF (TO11)	37,481,085	6,614,310	6,614,310	0.00	44,095,395
4	ESF (TO11)	764,920	40,259	40,259	0.00	805,179
Total	ESF (TO11)	38,246,005	6,654,569	6,654,569	0.00	44,900,574

The **potential beneficiaries** will be: Ministry of Labour and Social Policy, Agency for Social Assistance, Agency for People with Disabilities, Labour Inspectorate Executive Agency, Working Conditions Fund, Social Protection Fund, Centre for Human Resources Development and Regional Initiatives, State Agency for Child Protection, National Agency for Professional Education and Training; Ministry of Health and the secondary budget spending units to the Minister of Health; Ministry of Youth and Sports; Commission for Protection against Discrimination; Secretariat of the National Council for Cooperation on Ethnic and Integration Issues via the administration of the Council of Ministers; Secretariat of the National Council for integration of people with disabilities via MLSP; training organisations of the public administration, municipalities and municipal regions.

Outline of measures and examples of actions

Staff training and development

(SO 3.1: Increasing the knowledge, skills and competencies of employees in the administrations in the fields of social inclusion, healthcare, equal opportunities and non-discrimination, and working conditions)

In accordance with sectoral strategic documents, the measure will use improve institutional capacity in the named fields to ensure staff are motivated and dynamic within flexible and adaptive structures, able to perform their duties effectively and efficiently, using modern information technologies and providing high quality services, and achieving high levels of transparency and public accountability. A comprehensive training needs analysis will be performed, and knowledge, skills and competences addressed through training, exchange of experience and best practices, meetings and discussions, etc. The measure will establish a system of continuous development of professional skills and qualifications, creating the conditions to ensure employees' professional and career development as set out by law, establish an administrative culture oriented towards the needs of Bulgarian society, and develop staff's capacity to work and support people with disabilities and special needs, as well as working with representatives of the Roma community.

The following **examples of actions** are foreseen in 2014-2020:

- Provision of specialised training for employees in the institutions working in the areas of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions
- Organisation of events (conferences, round tables, seminars, working meetings, discussions, etc.) to be attended by the stakeholders for exchange of experience, dissemination and introduction of good practices.

Better policy and coordination

(SO 3.2: Introduction of new processes with the aim to improve the processes of planning, implementation, monitoring, evaluation and control at the institutions operating in the fields of social inclusion, healthcare, equal opportunities and non-discrimination, and working conditions)

According to the 2013-2020 Strategy for Development of the Public Administration, one of the main challenges faced by the public administration is the relatively poor coordination of the implementation of sectoral policies and development strategies, as too often documents, projects and initiatives are developed individually without synchronisation. The institutions should establish mechanisms to allow joint achievement of strategic objectives. The measure will strengthen the capacity to develop policies, including making ex ante and ex post impact evaluation, and build analytical capacity for drafting analyses in the named policy fields. Studies and analyses will be carried out, and support will be provided *inter alia* to build capacity for implementing key reforms in the social sector such as the deinstitutionalisation of children and elderly people, establishing / improving new models for higher quality and financial standards for the value and maintenance of social services in view of user needs. Another serious challenge is the establishment of an effective system for monitoring and evaluation of policies and implementation of the legislation.

The following **examples of actions** are foreseen in 2014-2020:

- Support for the processes of planning, management and adaptation of policy in the field of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions;
- Improving the coordination within and between the institutions working in the areas of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions;
- Drafting analyses, studies, surveys and forecasts in the areas of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions;
- Development/updating of financial models for the value and maintenance of services provision;
- Carrying out monitoring and evaluation of the effectiveness and efficiency of policies in the areas of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions;
- Establishment and development of information and communication systems, platforms and networks, etc.

Transnational cooperation

(SO 4:11: Promoting transnational cooperation in respect of exchange of experience, good practices and models of increasing knowledge, skills and competences of the employees in the institutions in the area of social inclusion, healthcare, equal opportunities and non-discrimination and working conditions)

This specific objective will contribute to promoting transnational cooperation in respect of exchange of experience, good practices and models of increasing knowledge, skills and competences of employees in the administration in the field of social inclusion, healthcare, equal opportunities, non-discrimination and working conditions. As a result of implementation of activities under this specific objective a platform for exchange of experience and joint implementation projects with other countries of ideas, knowledge, know-how, when it may be expected added value will be developed. The exchange and study of successful policy will increase the capacity of the employee of the institutions in the area of social services and healthcare, equal opportunities and non-discrimination, as well as those related to the planning and management policies in these areas and their adaptation. The measures planned will contribute to implementing some of the measures related to bringing prosperity to the Danube Region

The following **examples of actions** are foreseen in 2014-2020:

- Drafting of specific analyses and studies of the experience in other Member States;
- Exchange of staff, programme and project leaders, trainers, representatives of stakeholders as well as representatives of the target groups;
- Organisation of public events, seminars, working discussions and training promoting the exchange of experience, information, good practices and innovative approaches between the partners and the other stakeholders;
- Enhancing the capacity of the partners and the stakeholders for developing, implementing, monitoring and evaluation of good practices and innovative approaches;
- Establishment and/or participation in partnership networks (twinning);
- Joint or coordinated conduction of social experiments through adaptation and/or validation of innovative models, practices, services and support systems of other countries.

CROATIA



Croatia covers TO11 in its national ESF OP. The OP does not include **TO2** investments, but notes that under a separate OP its ERDF investment in strengthening ICT applications for e-government, e-learning, e-inclusion, e-culture and e-health includes a measure “to increase government usage of ICT, to develop the e-content services”. In order to improve implementation of public reforms and delivery of public services, “measures aiming at simplification, streamlining and transparency of the administration procedures should be supported in accordance with the TO2”. Hence, “activities from TO2 would be implemented only after activities are implemented under TO11”

OP Efficient Human Resources (CCI 2014HR05M9OP001)

Rationale of support for public administration reforms

The planned investments respond to the Country Specific Recommendations from 2014 related to public administration and judiciary:

- to continue the efforts in improving its administrative capacities and the client-orientation of public services, as well as to enhance the quality of public governance and the coordination across different levels of government.
- to improve the quality and efficiency of the judicial system.

ESF will support the implementation of the Strategy for Development of Public Administration 2015-2020.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 4: Good governance	SO 4.1: Increase effectiveness and capacity in the public administration through improving service delivery and human resources management (TO11)	Number of bodies where improved work organisations are fully implemented; Number of staff in public administration completing the training; Number of redesigned services in implementation.
	SO 4.2: Enhancing capacity and performance of the judiciary through improving management and competences (TO11)	Clearance rate (in %) for civil litigations cases at 1st instance courts 12 months after the supported operations ended; Number of judiciary employees trained through ESF supported intervention related to quality and efficiency in justice sector; Number of new training programmes developed for supporting quality and efficiency of justice sector employees; Disposition time (length of proceedings in days) for civil litigations cases at 1st instance courts 12 months after the supported operations ended; Number of cases handled through ADR methods supported by the ESF.
	SO 4.3: Developing capacities of civil society organisations, especially NGOs & social partners, and enhancing civil and social dialogue for better governance (TO11)	Number of CSOs implementing successfully projects “contributing to socio-economic growth and democratic development”; Number of social partners’ organisations that have increased their capacities in the specific area.

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
4	ESF (TO11)	191,276,944	33,754,755	33,754,755	0.00	225,031,699

Outline of measures and examples of actions

Service delivery & HRM

(SO 4.1: Increase effectiveness and capacity in the public administration through improving service delivery and human resources management)

This measure has two aspects, in the context of the Strategy for Development of Public Administration 2015-2020⁵. The first is service delivery: re-engineering processes, re-orientation of hierarchically organised services into horizontally-integrated services, and expanding e-Services, through upgrading existing services and designing and implementing new ones, in light of Croatia's poor ranking on the burden of government regulations on business. "ESF funds will support standardisation and digitalisation of administrative procedures, complementary to results from ERDF investments in IT infrastructure, establishment of the Shared Service Centre (coordinate and manage the use of ICT applications and e-services provided to the citizens by various governmental institutions)".

The second is developing HRM capacities, including introducing the QMS methodology. With regard to HRM, "development and implementation of a new, harmonised system will be based on the standardisation and simplification of processes through development of the system of merit-based promotion, harmonisation of system of salaries and ethical standards, addressing anti-corruption mechanisms. These will be done centrally at the level of all public administrations, and activities aiming at standardisation, preparation of surveys, analyses and reports, as well as activities aiming at promotion and information of new models of PA proceedings will be supported by ESF. Further development of the in-service training system will result in enhanced capacities of the National School for Public Administration (NSPA) as the responsible organisation, but also foster capacities of the various public services and its regional/local branches through educational modules and training related to their new or improved services."

Special attention will be given to the development of capacities in public finances, customs & taxation; statistics and healthcare administration.

The following **examples of actions** are foreseen in 2014-2020:

- **Business process re-engineering, OSS and e-Services:** development of One Stop Shops in the offices of state administration in counties with needed infrastructure and adaptation of e-

⁵ At the time of OP preparation, the Strategy was still to be adopted

citizens and e-business platform; development and re-engineering of ICT solutions to support common business processes of the public administration; implementing a document management system for the support of office procedures as a build up to the Shared Service Centre framework, improvement (design, development, upgrade and digitalisation) and interconnection of key register in administration; optimisation of business processes – standardisation, digitalisation, development of electronic user-centric cross-sectorial services at the central/regional level; cross-sectorial integration of process, simplification and streamlining of administrative procedures; development and introduction of the user-centric complex e-services for the e-citizens and e-business platform, in order to support client based approach and getting services closer; development/improvement of open data portal and development of interfaces of information systems of the public administration to open public data for the citizen and business sector;

- **Quality management:** introduction of QMS and performance tracking, increasing the quality of PA organisation through self-evaluation according to the CAF model; activities will be focused on the area of evaluation system, remuneration, career development and ethical standards of civil service as well as reducing the "rigidity" of relations of the public administration with the users of public services.
- **Support to tax and customs administration:** improving the function of providing services to taxpayers, improvement of existing services to taxpayers and developing new services, establishment of computer and communication infrastructure to support the field work of inspectors in the Tax Administration, improvement of the integration framework of Tax Administration for data exchange, establishment of Tax Administration collaborative communication infrastructure; improving internal business processes of the customs administration, enhancement of the system of custom laboratory infringement system, interconnection and cooperation with European custom administration, e-Government services and ICT modernisation and system security;
- **Support to healthcare administration:** fostering education of the employees and eservices through the support of the accreditation process of health facilities, establishment of a central body for e-health development of clinical guidelines;
- **Targeted support to Croatian Bureau of Statistics (CBS):** developing statistics necessary for decision-making processes in Croatia, (specifically developed) for monitoring policies and measures implemented within this OP or other programmes; development of administrative data sources necessary for statistical registers in CBS or other producers of official statistics; modernisation of statistical surveys (businesses, households, etc.); education and training on horizontal topics related to official statistics in general, and on specific statistical domains, on IT education for general skills and for specialised tools and software, on regular education of interviewers, including introduction of e-learning activities improving existing framework for sharing official statistics with all users, with the emphasis on easier access and user-friendly approach.

- **HRM system for whole of the public administration:** Development of the new HRM system: development of principles and methodology for new recruitment and award system put in place in whole PA, on the state and regional level, simplified and standardised to ensure same employment rights to all citizens based on needed competences and objective criteria, new system for performance appraisal/merit-based salary, implementation of ICT solution for HRM
- **Developing skills, knowledge and competences (*including link to tackling corruption*):** internal capacity-building and development of the National School for Public Administration (NSPA) and implementation of its in-service programs and modules focusing on improvement of leadership skills and ICT skills of PA staff at state and regional (local) level and implementation of new and modern learning methods supported by the ICT; creation of new and strengthening of existing professional capacities; enhancing professional (analytical, economic, econometric and statistical) skills of analytical organisational units in PA, responsible for monitoring and implementation of evidence-based policy measures, analytical capacity, reliable data collection instruments and integrated databases; educational activities for state and regional level public administration personnel aimed to assess the impact of policies, public procurement, state aid, project management, program budgeting, monitoring and evaluation, impact assessment regarding the achievement of objectives on individual/employee and organisational level; strengthening of the capacities for good governance in the entire public administration with special emphasis on managerial competences, policy and strategy development, strengthening anti-corruption mechanisms in the public authorities, through introduction of training on methodologies and conducts on ethical integrity and efficiency of the state officials, and the state, civil and local servants, public procurement, budget and finances, sustainable development, non-discrimination and equal opportunities for all; improvements in functioning of particular areas of public services, for instance National Office for Protection and Rescue, Fire Protection Services (regional and local) and Regional Centre for the Forest Fires through various forms of training (seminars, workshops, exercises, etc.) and education modules based on the use of modern technologies and equipment;
- **Transnational partnerships:** Development of transnational cooperation and coordination with the EU Member States and EU institutions in order to exchange good practice, expertise and personnel with the aim of building management and organisational knowledge and develop institutional partnerships.

The **potential beneficiaries** will be central state bodies, Ministry of Finance, Ministry of Public Administration, public administrations at local/regional level, Croatian Bureau of Statistics, National School for Public Administration, CSOs.

Capacity and performance of the judiciary
 (SO 4.2: *Enhancing capacity and performance of the judiciary through improving management and competences*)

The intention is to improve quality and performance (efficiency, professionalism, competence, independence) through both structural and procedural changes, in line with the Strategy of Development of Judiciary 2013-2018 and the National Reform Programme, including improving the skills, professionalism, flexibility and motivation of judicial officials and civil servants. The initial and permanent training system will be improved. "The average disposition time of civil court cases at the first instance is significantly above EU average. The commercial courts role needs to be reinforced in the monitoring of transparency and legality in the application of the corporate pre-bankruptcy procedure. The incentives to use alternative dispute resolution mechanisms, especially for small claims, appear insufficient as well as the out-of-court debt settlement procedure which should ensure successful financial restructuring of distressed companies ... Supporting the courts' rationalisation process and enhancing administrative and managerial staff capacities, simplifying the procedures will result in the improved productivity of courts (increased clearance rate) thus increasing the rights to trial within reasonable time." Information systems implemented in the previous period related to the case management system on courts and state attorneys will be improved by ESF interventions in relation to the interconnectivity within the judicial system as well as between judicial bodies and other parts of the public entities in line with the overall e-government principle and e-justice (e.g. ECLI) and developing one-stop-shop services. Also, services which will allow citizens to be informed on the cases they are involve in or related to the documents of the land registry administration will be improved

The following **examples of actions** are foreseen in 2014-2020:

- **Reorganisation, simplification and optimisation:** analysing the results of the implementation of newly adopted reorganisation of judicial network process and streamlining the reorganisation process to ensure full implementation of measures related to the reorganisation, through for example, analysing the workload and adapting the distribution of court staff according to the new distribution of courts, including the training of court staff to ensure smooth transition to the new judicial map; improvement and development of harmonised judicial practice to ensure simplification and optimisation of business processes at all levels and parts of justice system (Ministry, courts of first and second instance, state attorneys) through developing/updating and implementing business processes and case management techniques at courts and training the judges and court staff on their use;
- **E-Justice (linked to communication):** supporting ICT component by further development and outspread of e-registers (e.g. integrated land administration system), the prison information system, records management and databases, as well as case management and communication between courts and other parties (e.g. electronic processing of small claims and undisputed debt recovery, electronic submission of claims), development of tools which will enable citizens and firms to be informed on the status of their cases within the courts will support transparency of the system; improving coordination and interoperability of the integral judicial information system, further upgrading and consolidation of systems previously developed and introduced by pre-accession funds and in line with the e-justice policy. These actions need to be followed by training, education and by exchange of best practice and knowledge in the ICT area.

- **Strengthening court management:** educational activities related to the strengthening managerial competences of the courts managers in terms of human resource management, financial management and management of business processes (time management), for example through training, organising seminars with judges from other Member States sharing practices on court management, and through developing ICT systems to support management functions of the court presidents, while respecting judicial independence.
- **Training and development:** training for the judicial officials (judges and prosecutors) provided by the Judicial Academy with specific focus on EU law, cyber-crime, alternative dispute resolutions, prevention and suppression of corruption accompanied with the campaigns; professional tailor-made training for civil servants based on the training needs analyses and professional requirements of specific areas of judiciary (e.g. land administration, administrative and legal procedures at state attorneys and courts, prison system administration, integrity, etc.).
- **Increasing use of ADR:** improving, upgrading and promoting the alternative dispute resolution methods at courts on voluntary basis. (ADR methods already existing at courts will be improved by educating judges and other parties in cases on methods and modalities, developing the new methods and promote them thus increasing the quality of the system and promoting their more widespread use).

The **potential beneficiaries** are Ministry of Justice, Judicial academy and other judicial bodies (courts, state attorneys).

Support to civil society

(SO 4.3: Developing capacities of civil society organisations, especially NGOs and social partners, and enhancing civil and social dialogue for better governance)

The other focus for investment under TO11 consists of support to the non-governmental sector. This sector was “recognised already in the pre-accession period as having the potential to stimulate alternative forms of economic growth and also a reliable and dynamic partner in shaping and delivering various public policies”. Also, stimulating social dialogue and building capacities and partnership among its stakeholders is “an important tool in times of economic slowdown and negative developments on the labour market”.

The measure aims to address “weak capacities CSOs lack human and financial resources, skills for effective policy analysis, monitoring and evaluation of sectoral reforms, capacities to re-use public sector data and engage citizens in shaping and implementing public policies. CSOs also lack professional infrastructure – most do not have any employee, while 1/3 of CSOs employ one or two persons. Less developed CSOs active at community level have limited access to funds, face challenges of inadequate internal management and low potential for mobilising volunteers, widening membership base and ensuring greater visibility of public programs and services, which results in underdeveloped individual and corporate philanthropy in Croatia, as essential prerequisite for long term sustainability of CSOs.... ESF will be used to increase their capacities to effectively use

data provided by public administration with particular focus on building their advocacy, analytical, monitoring and evaluation skills combined with training programs for civil servants and officials on conducting timely and effective multi-stakeholders' policy dialogue". This support will take the form of grant schemes, inter alia. The capacity-building has some specific thematic aspects, with foci including policy scrutiny, co-creating services, transparency and active citizenship, anti-corruption and anti-discrimination, regional and local development, and education.

The following **examples of actions** are foreseen in 2014-2020:

- **General:** activities such as training, workshops, seminars, public/expert discussions, on-the-job training, mentorship programmes, research activities, awareness raising, including pilot implementation of evaluation programmes for effective development, implementation, monitoring and evaluation of sectorial reforms at local, regional and national levels in various policy areas (anti-corruption, public procurement, anti-discrimination, social, health, education, environment, employment); establishment of national, regional and local structures (such as local councils for cooperation, community discussion forums, networks, meetings of citizens) for cooperation between civil society and public administration in order to build citizen-oriented public services (particularly for groups at risk of poverty and social exclusion that often have difficulties in participating more fully in politics and public affairs);
- **Transparency and active citizenship:** supporting multi-stakeholder (public, business and civic) partnerships for improved transparency, openness, accountability and effectiveness of public administration and actions developing new tools for transparent monitoring of public procurement procedures by CSOs (including active involvement of citizens and CSOs in monitoring public procurement procedures, and watchdog activities of CSOs, as well as training, workshops, seminars, public/expert discussions, on-the-job training, mentorship programmes, research activities, awareness raising); supporting the innovative re-use of public sector data (collected, produced, reproduced and disseminated by the public sector in many areas of activity, such as social, economic, geographical, weather, tourist, business, patent and educational information) for improving existing or delivering new public services (including the possibilities for the re-use of documents by and for people with disabilities and other groups at risk of poverty and social exclusion, ICT/mobile application for citizens' inclusion in decision-making processes); supporting capacity-building of CSOs for effective mobilisation of volunteers and citizens in policy development processes at local, regional and national levels (development of volunteering programmes, education of volunteering coordinators, such as training, workshops, seminars, public/expert discussions, on-the-job training, mentorship programmes, research activities, advocacy, awareness raising, including implementation of volunteer programmes); capacity-building and awareness-raising related to promotion of innovative forms of philanthropy as a support mechanism to the sustainability of CSOs.
- **Fight against corruption and anti-discrimination:** supporting thematic networking of CSOs and other socio-economic partners for fighting any form of discrimination; training, workshops, seminars, public/expert discussions, on-the-job training, mentorship programmes, research activities, awareness-raising and advocacy activities addressing fight

against corruption and conflict of interest at different levels of administration (for example in the areas of health, education, environment, construction, etc.); contributing to strengthened capacities of CSOs for providing free legal aid (such as training, workshops, seminars, public/expert discussions, on-the-job training, mentorship programmes, research activities, awareness raising); promoting stakeholders' education in ADR field and study of best EU ADR practices (including training, workshops, seminars, public/expert discussions, on-the-job training, mentorship programmes, research activities, awareness raising).

- **Community-led development:** capacity-building for local (community-based) CSOs – such as training, workshops, seminars, public/expert discussions, on-the-job training, mentorship programmes, research activities, awareness raising, developing written materials (for effective response to local community needs in the form of small community actions in the area of social inclusion, employment, education and good governance, including the introduction of pilot actions in the area of participatory democracy models implementation on local and regional levels, as well as capacity-building related to specific skills of local (community-based) CSOs for services provision, administration, finance, analytical skills, implementation, monitoring and evaluation of local projects) and supporting the design of community (socio-cultural) centres' programmes (including concrete programmes of CSOs implemented in community centres and small renovation activities of community centres) for community-led development and effective civil-public partnerships based on building joint solutions of identified problems;
- **Remote and less developed regions' development:** supporting balanced regional socio-economic growth through the development of capacities of CSOs in islands and less developed regions (grant schemes specifically envisaged for various activities supporting the work of CSOs in islands and less developed regions, based on the needs assessments of the targeted areas: such as training, workshops, seminars, on-the-job training, mentorship programmes, awareness raising, development of written materials, including pilot actions of CSOs based on the needs of the targeted areas).
- **Training** contributing to CSOs' effective involvement (training, workshops, seminars, public/expert discussions, on-the-job training, mentorship programmes, research activities, awareness raising, including implementation of civic education programmes) in implementing civic education programmes that include topics related to introducing concepts of active citizenship, democratic decision-making, engagement for public good, human rights protection, social skills development, fight against prejudice and stereotypes, intercultural dialogue, entrepreneurship skills, active involvement of children and youth in sustainable development; supporting the development of partnerships with higher education institutions (HEIs) in conducting service learning programmes (development of practical implementation of theoretical knowledge gained through HEIs through the engagement in CSOs, especially in working with socially excluded groups, such as students discussions, training, workshops, seminars, public/expert discussions, mentorship programmes involving students in direct activities with CSOs' beneficiaries to solve local community needs.

This measure also includes actions to support social dialogue, partnerships and capacity-building of social partners, which seem largely designed to support employment relations policy specifically and hence are not described further here.

The **potential beneficiaries** comprise CSOs active in the field of providing services of general interest (fight against the corruption, public procurement, health services, social services, education, environment, antidiscrimination, culture, tourism, philanthropy); local and regional self-government units, development agencies (regional and local), social partners.



Cyprus has one OP covering all ESF investments and YEI, with four priority axes (PAs), of which the 4th aims *inter alia* to “develop the skills of human resources and improve the efficiency of public administration” under TO11. PA 4 is financed with around € 31 million of EU support, of which € 5 million falls under TO11 (the rest is TO10), with five specific objectives, of which three relate to TO11.

In the 2014-20 ERDF OP, under TO 2 there will be funding for "Strengthening ICT applications for e-government, e-learning, e-inclusion, e-culture and e-health". The interventions under this specific objective aim to increase the number and the quality of the services of the wider public sector (including local authorities) to be delivered electronically to businesses and citizens, an area in which the country is lagging behind, despite the progress made in recent years. Interventions under the specific objective will also contribute to the modernisation of public administration and internal processes through the use of ICTs, and in developing the provision of electronic services in areas such as health and education, including those to which it has committed under the Memorandum of Understanding.

OP Employment, Human Resources & Social Cohesion (CCI 2014CY05M9OP001)

Rationale of support for public administration reforms

The planned investments take into account the comprehensive government Action Plan for the reform of the public service presented in September 2013. The plan identifies five concrete areas of necessary change including strategic planning, policy formulation, the structure and operation of public services, human resources' management, and closeness to the citizen. In particular, ESF supports also actions that have been agreed under the Memorandum of Understanding on Specific Economic Policy Conditionality between the Republic of Cyprus and the European Commission (EC), the European Central Bank (ECB) and the International Monetary Fund (IMF) with regard to public administration reform. The MoU was agreed in April 2013 and was finalised in March 2016.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 4: Develop the skills of human resources & improve the efficiency of public administration	SO 4.3: Rational management of welfare benefits through a Central Service management (TO11)	Examination of all applications for payment of the guaranteed minimum income from the welfare benefits
	SO 4.4: Mapping of the reform needs of the public service by conducting specific studies, and training of public officials for implementing administrative changes (TO11)	Percentage of public service operators for which there is a restructuring study
	SO 4.5: Upgrading the capacity of social partners for proper involvement and monitoring of co-financed programmes (TO11)	Number of members of social partners gaining a qualification upon leaving

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
4	ESF (TO11)	5,055,000	892,059	892,059	0.00	5,947,059

The majority of the funds are directed to Category of Intervention 119 "Investment in institutional capacity and in the efficiency of public administrations and public services at the national, regional and local levels with a view to reforms, better regulation and good governance" (4,168,959 €) and 886,041 € are devoted to Category of Intervention 120 " Capacity building for all stakeholders delivering education, lifelong learning, training and employment and social policies, including through sectoral and territorial pacts to mobilise for reform at the national, regional and local levels".

Outline of measures and examples of actions

Setting up a Benefits Management Agency

(SO 4.3: Rational management of welfare benefits through a Central Service management)

Within the framework of the new social policy and reform of the social welfare system, this measure aims to support the Agency for the Management of welfare benefits, which is be responsible for the management and payment of the guaranteed minimum income scheme, ensuring the rational use of public resources.

The following **examples of actions** are foreseen in the OP concerning this action: strengthening the administrative capacity of the Management Agency, including provision of services such as personnel, training, IT, accounting, control and technical support with a view to a quicker and more efficient functioning of the service. In the case of deployment of an electronic management system for welfare payments, account shall be taken of the Cyprus e-government interoperability framework (EGIF).

The **potential beneficiaries** will be public bodies.

Reform studies & skills upgrading

(SO 4.3: Mapping of the reform needs of the public service by conducting specific studies, and training of public officials for implementing administrative changes)

Under this measure, the needs for public service reform will be shown by drawing up specific studies, as indicated in the Memorandum of Understanding (MoU) and the action plan for the reform of the public service. In addition, the enhancement of the capacity of public administration for implementing reforms will be pursued through specific training programmes for public officials that will apply the administrative changes resulting from the restructuring process, with the aim of improving their knowledge and skills.

The following **examples of actions** are foreseen in the 2014-2020 OP:

- **Dedicated studies aimed at identifying reform needs of the public service:** Modernisation / reform study of the public service is set out in paragraph 3.10 of the MoU, including horizontal issues as well as regards to studies of ministries/services. This measure will finance the Phase B studies relating to studies in ministries and agencies of the state (seven remaining ministries).
- **Upgrading the knowledge of public officials on the implementation of administrative changes:** In accordance with the results of the studies, the restructuring of the public service will be accompanied by training in order to reinforce the human resources of principal services/institutions, such as central government, state government, local authorities, courts in the form of training, including for managers (as commenced during the 2007-2013 programming period).

The **potential beneficiaries** will be public bodies.

Stakeholder capacity-building

(SO 4.5: Upgrading the capacity of social partners for proper involvement and monitoring of co-financed programmes)

This measure sets out to enhance the knowledge and capacities of social and economic partners so that, within their respective competences, they acquire the ability to participate effectively in managing and monitoring co-financed programmes.

The OP's **example of an action** foreseen in 2014-2020 is to strengthen the administrative capacity of the social and economic partners, in the form of training on matters relating to the management of co-financed programmes.

The **potential beneficiaries** will be social and economic partners.



Czechia has planned TO11 interventions both under ESF and ERDF and TO2 interventions under ERDF. The national ESF OP addresses the key needs of the public administration, while the national ERDF OP focuses on e-Government and some elements of good territorial management.

OP Employment (CCI 2014CZ05M9OP001)

In the national ESF OP, **TO11** is mainly covered by a dedicated **PA 4** on efficient public administration⁶. The planned activities under this PA will be complemented by the **TO2** measures - *please also see the Integrated Regional OP (IROP) below*. In addition, PA3 of OP Employment will partly support with TO11 social innovation and transnational cooperation, with a view to increase efficiency of public administration. A certain portion of this priority axis will thus serve as a “research laboratory”. To complete the innovation cycle and interconnect thematic axes, successful practices and instruments could be then pilot tested and applied across the board with support from PA4.

Rationale of support for public administration reforms

The programmed TO11 investments respond to the following CSRs of the Council from 2014:

- To adopt and implement a law on civil service which will ensure stable, efficient and professional public administration services;
- To accelerate and considerably strengthen combatting corruption by implementing the remaining legislative measures defined in the anti-corruption strategy for 2014–2020 and drawing up plans for the future;
- To improve further administration of EU funds, specifically by simplification of implementing structures, capacity increase and better solution of conflicts of interest;
- To increase transparency at public procurement and improve implementation of public tenders by relevant instructions and supervision;
- To reinforce the capacities for public procurement at local and regional levels.

Further to that the OP will support the implementation of the Strategic Framework for the public administration development 2014-2020.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 3: Social innovation and transnational cooperation	SO 3.1: Increase quality and quantity of use of social innovations and international cooperation in the thematic areas of the OP (TOs 8, 9 & 11)	Number of validated experimental or quasi-experimental verifications of the new instruments; Participants gaining a qualification upon leaving; Number of ancillary institutions, which have survived the termination of the support.
PA 4: Efficient public administration	SO 4.1: Increase efficiency and transparency of public administration (TO11) SO 4.2: Professionalise public administration by improving knowledge and skills of human resources, development of HR policies and strategies & implementation of the service law (TO11)	Participants with their qualification acquired upon leaving; Number of institutions which, supported by the ESF, introduced measures successfully (whether strategic project management, quality management, modern HR management, etc.)

⁶ Note, combating corruption will be integrated in PA 4 implementation as a horizontal principle.

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
3	ESF (TO11)	7,203,028	724,322	724,322	0.00	7,927,350
4	ESF (TO11)	127,112,251	28,270,562	28,270,562	0.00	155,382,813
Total	ESF (TO11)	134,315,279	28,994,884	28,994,884	0.00	163,310,163

Outline of the measures and examples of actions

Depending on the actions under consideration, the OP sets out a **menu of horizontal instruments** that might be utilised to intervene under ESF, drawn from:

- Development of analytical, methodical guidance, evaluation documents, feasibility studies and other similar documents, strategy, policy, feasibility study, in-house management acts;
- Development of the existing instruments of strategic and project management and introduction of new ones;
- Introduction of new and development of the existing instruments for reduction of administrative and regulatory load (web applications, shared platforms, databases, etc.);
- Development of existing instruments or introduction of new ones for improving communication inside public authorities as well as with citizens (information campaigns, web portals, mobile applications, promotional materials, open data, etc.);
- Development of the existing HRM instruments or introduction of new ones (motivational parameters, team-building aspects, mentoring, self-study, socio-metric survey, etc.);
- Uniform testing environment / testing by pilot projects;
- Process modelling, standardisation;
- Education – training courses, workshops, placements (sharing of good practices), consulting and practice of skills;
- Certification;
- Process, HR and financial audits, not covered by national activities

Social innovation & transnational cooperation

(SO 3.1: Increase quality and quantity of use of social innovations and international cooperation in the thematic areas of the OP)

This intervention is designed to support the contribution of the other PAs under ESF (not just PA 4) in the area of employment and responding to current social problems. Social innovation practices will be tested in pilot projects to verify their functioning and impact. Hence, as this objective falls under the heading of good governance, relevant aspects have been extracted and presented here.

The following **examples of actions** are foreseen in 2014-2020:

- **Creating social innovations & developing transnational cooperation:** This will support the entire innovation cycle, from the input research of the problem through development of solutions and verification of the solution functioning up to providing conditions for a successful deployment of the solution, including: encouraging the work of community organisations and other local initiatives; activities enhancing transparency, sustainability and a more efficient functioning of NGOs, reducing the reliance of NGOs on public resources, leading instead to a better and more efficient utilisation of corporate donorship and cooperation of NGOs with the private sector; the development of new instruments for verification, validation and pre-selection of suitable approaches for public administration policies and the implementation of those instruments primarily in increasing the transparency of public administration by means of new methods, socially responsible procurement and other new forms of procurement, socially responsible employing in public administration, and cross-cutting education of public administration employees e.g. in the areas of environmental aspects, sustainable development, support of innovative approaches and methods in public administration, and the introduction of methods of quality in public administration beyond usual quality standard.

The **beneficiaries** will include primarily public benefit organisations/NGOs, regions, municipalities, associations of municipalities and their associations, organisational units of the state and allowance organisations established by them, social partners, employers, social service providers and their umbrella organisations, educational and consultancy institutions and research organisations.

Optimising processes and procedures

(SO 4.1: Increase efficiency and transparency of public administration)

With respect to **strategic management**, project management principles will be introduced, which also includes project offices in public institutions. A system of annual evaluation and assessment of performance in public administration will be introduced. The design of strategic documents of public administration will follow the methodology for public strategy design.

With respect to **quality management**, professional services, especially in relation to municipalities, will be secured, e.g. regarding public contracts, administrative procedures, etc. Communication of public authorities with citizens will be governed on the principles of good governance. A single methodology of quality management will be introduced, becoming part of the established system of quality management in all institutions of central public administration, and regional/local governments will be provided with a corresponding methodical support. Process models will be built for approx. 60 most expensive types of administrative work in public administration and approx. 30 types of administrative work most used by citizens will be standardised. Financing of delegated acts of the state will be set according to the performance model (for defined types of administrative work). The territorial structure of the state will be harmonised. Public contracts will be published and their previous use reviewed. Efficiency will be globally increased in the operation of the judiciary, legislative activity and decision-making of courts and public prosecutor's offices, quality will be improved, the judiciary will be more open to the public.

With respect to **administrative burden reduction**, entrepreneurs' administrative load will be reduced by 30%, and the administrative load on citizens and public administration reduced (*amount unspecified*). Mechanisms of systematic and regular review of effect of legal regulations (ex post RIA) will be introduced. Early and efficient check of quality of RIAs will be prepared. Extended use of corruption impact assessment (CIA) will be established for a wider sphere of regulation.

The following **examples of actions** are foreseen in 2014-2020:

- **Process modelling of administrative work (PMAW):** Around 60 types of administrative work will be concretely described in terms of mutual links of processes, costs and revenues, based on the PMAW methodology developed in 2007-2013, and developed models used to propose optimisation measures for each type and to define binding administrative procedures (standards) for approx. 30 most frequently used types of administrative work, in accordance with the newly-designed methodology for administrative work standardisation. Public authorities performing the respective administrative work will be financed on this basis. Also, it will be possible to use the results of PMAW for evaluating and measuring performance of public administration or for quality management. The OP will contribute, for example, by evaluation of costs and benefits of the PMAW, testing the standardised types of administrative work by pilot projects, etc.
- **Quality improvement of strategic and project management:** Wider use of analytical support and evaluation capacities in public administration, in the form of e.g. strategies, feasibility studies, in-house management acts, policies or methodologies in all areas of public administration, including public contracts or combating corruption, will contribute to quality improvement in strategic work of public administration. Under the newly-built evaluation and performance measurement system, public administration performance will be monitored and regularly assessed. Support will be also given to project management, e.g. by building project offices, as well as audit activity in bodies of public administration. In addition to that, the Strategy Database will be also expanded by means of innovative modules (links and correlations, interactive form for preparation of strategies, etc.). The OP will contribute, for example, by analysing evaluation and performance measurement systems of public administrations abroad, building project offices, etc.
- **Promoting reduction of administrative and regulatory load:** This includes reinforcement and improvement of ex-ante and ex-post regulatory impact assessment (RIA), including corruption impact assessment (CIA). Benefits and costs of each legal regulation will be systematically assessed, in order to ensure that costs do not exceed benefits, by promoting quality improvements carried out by the RIA (e.g. improving the method of preparation of a new regulation and introducing early and efficient check of the RIAs being prepared, improving efficiency of the subject and methodical checking of the RIAs being prepared by increasing the number of RIAs prepared before the start of creating articulated version (arranged by sections) of the draft legal regulation, etc.) and introducing ex-post RIA in the legislative process. This will eliminate creation of new, groundless or burdening regulation for citizens and companies. Support will be also given for improvement of performing the Corruption Impact Assessment (CIA) for evaluating corruption risks and expansion of its use

for a wider scope of regulation. Consolidated version of legal regulations will be available to the general public. By means of foreign experience, administrative load of entrepreneurs will be reduced, administrative load of citizens and public administration will be evaluated and the legal basis will be reviewed. The OP will contribute to the above-mentioned processes e.g. by update of methodologies for measurement of administrative load, improvement of methodical support of RIA authors, evaluation of good practices in respect of impact studies, etc.

- **Improving communication and increasing trust:** This is aimed at both citizens and public authorities themselves, and includes simplifying accessibility of services and information of public administration for the public, including people with specific needs. As part of this activity, support will be given to communication of individual public authorities with the public, using mechanisms of public needs identification, simplification of citizens' access to services, inter alia. Support will be also aimed at mutual communication among public authorities, e.g. through further development of 'inter-municipal' cooperation, focusing on building a joint or jointly shared administrative capacity in the territory in order to provide necessary services, e.g. legal advisory, services related to public contracts. The OP will contribute to the above-mentioned processes e.g. by evaluation of existing mechanisms of communication in particular authorities, design of new communication policies and methodologies, making data available on the basis of open data principle, inter alia.
- **Optimisation of PA performance:** Performance will be simplified and improved in terms of efficiency by means of processes such as harmonisation of the administrative structure of the state (ensuring a good structure of territorial self-governing units, building a solid administrative network), review and adjustment of the system of public agreements (establishment of a clearly arranged system of information on concluded and terminated agreements, avoiding excessive use of public contracts, e.g. by improving the system and checking performance of delegated acts) or financing performance of delegated acts of state administration, including dealing with the problem of indebtedness of municipalities. The OP will contribute to the above-mentioned processes e.g. by evaluating the existing system of the administrative structure of the state, including its impact assessment, by proposing a new system harmonising the administrative structure and public agreement system, by adjusting the method of allocation of funds for a delegated act of state administration, by building a new model of financing for performance of delegated acts of state administration, etc.
- **Strengthening the justice system:** This includes rationalising judicial proceedings, strengthening legislative work, promoting legal advisory for citizens and standardisation of processes in the judiciary, promoting use of alternative forms of dispute settlement, alternative punishments and processes of conditional release, and further measures improving quality and efficiency of rule of law. In the field of judiciary, system activities will be promoted at the legislative, institutional, organisational and personal levels. Support will be given for alternative ways of settlement of disputes (mediation, ADR and other), measures aiming at rationalisation of judicial proceedings and criminal policy, including prison service, will be implemented and process standardisation necessary to finish

computerisation of the judiciary will be introduced. Promotion of legal advisory and communication activities will result in increased availability of justice. The OP will contribute to the above-mentioned processes e.g. by analysing the current functioning of the judiciary, penal policy, etc. by developing competences of human resources in the judiciary, testing optimisation measures in the sector by pilot projects, etc.

- **Designing & developing processes for quality assurance & management:** This includes environmental management. This activity will aim particularly for introducing a uniform system of quality management in central state authorities where it is still not widely used, and for supporting an extension and development of the quality management system in self-governments. For this purpose, methodologies will be developed for quality management at both levels of public administration, with a focus on introduction of minimum standards on TQM principles. They will be followed up by related education of human resources and implementation of a quality management system, or its development in case a quality management system has been already implemented. Support will be also given to a wide use of the environmental management in public administration in order to achieve positive effects on the organisational structure of authorities, method of division of responsibilities, etc. The OP will contribute to the above-mentioned processes e.g. by analysing the current use of quality management methods in self-governments, preparing a quality management methodology, etc.
- **Combatting corruption:** This will include activities to expand the authorities of the National Inspection Authority (NKÚ); strengthen the financing system of political parties, increase protection of whistle-blowers, introduce standards for nominating state representatives in trading companies, etc., and increase transparency in public procurement. Administrative processes will become more transparent for the public administration on one side and citizens and entrepreneurs on the other side.

Professionalising the public administration

(SO 4.2: Professionalise public administration by improving knowledge and skills of human resources, development of HR policies and strategies and implementation of the service law)

With respect to employee knowledge and skills, “human resources in public administration will be trained according to their specialisation, e.g. in responsible awarding of public contracts, observance of principles of cybernetic safety, use of e-Government instruments (with a focus on advanced use of electronic instruments), territorial planning, environmental management, etc. Competences of human resources in soft skills will be improved, depending on their field of activity, e.g. in conflict solving and negotiation, presentation skills, managerial skills, problem solving, etc. Human resources in the judiciary will be trained e.g. in financial management, recodification of selected areas of law, use of alternative methods for dispute settlement, etc.”

With respect to HR policies and strategies, many of the self-governments, including some authorities of state administration, will apply new HR management methods, e.g. related to motivation, evaluation, etc.

With respect to implementation of the civil service act, uniform education of human resources in public administration, their uniform recruitment in civil service, checking competences of civil servants by an official examination, etc. in accordance with the Civil Service Act and its implementing regulations or service regulations. Evaluation of all civil servants will be performed uniformly, in accordance with the Civil Service Act and its implementing regulations or service regulations.

The following **actions** are foreseen in 2014-2020:

- **Implementation of specific educational and training programmes:** Through this activity, it will be possible to respond to requirements of development of human resources in public administration, i.e. education, skills and training. For this purpose, support will be given to improvement of employees' qualification in the areas related to their scope of activity, such as: responsible public procurement (application of basic principles of the tender procedure, definition of suppliers' qualification requirements, definition of evaluation criteria) and the process of carrying out a tender procedure; meeting cybernetic safety standards (including utilisation of experience from abroad); advanced use of e-Government instruments; development of soft skills depending on the employee's scope of activity (conflict solving and negotiating, presentation skills, managerial skills, problem solving, personal efficiency, assertiveness, communication with the public); territorial planning; environmental management; crisis management mastering and cooperation of IRS segments; re-codification of selected fields of law, financial management, use of alternative forms of dispute settlement, etc. The OP will contribute to the above-mentioned processes by implementing educational and training programmes in given fields.
- **Introducing & developing modern management methods:** Implementation of this activity will support application of modern procedures, instruments and methods of human resource management in public administration (except for civil service). Adjustments will thus be made to systems of evaluation, motivation and remuneration of human resources which will follow new trends in human resource management and replace the existing model of simple management of human resources by active work with them. The OP will contribute to the above-mentioned processes e.g. by developing HR strategies in institutions of public administration, evaluating established processes of HR management in organisations, etc.
- **Civil service professionalisation:** In relation to implementation of the civil service law, an efficient method of education and management of civil servants will be introduced in the civil service (recruitment, evaluation, remuneration, motivation & systemisation). Training courses will be organised with a focus on evaluation of work of civil servants and senior staff in terms of management of the matters related to employment in civil service, organisational matters of civil service and service relations of civil servants, recruitment of new civil servants, their remuneration, etc. The OP will contribute to the above-mentioned processes e.g. by evaluating impacts of the Public Procurement Act (PPA) on functioning of civil service bodies, verifying the defined system of education and management, carrying out training courses in the above-mentioned areas, etc.

- **Combatting corruption:** It will also include activities under SO4.2, such as education on prevention of corruption, public procurement, etc., and implementation of the service law, which will help create a stable, efficient and professional civil service. To implement these measures, interventions from the ESF will primarily utilise instruments focusing on development of analytical materials, methodologies or evaluations.

The **potential beneficiaries** will include the organisational units of the state, including the judiciary, state-funded organisations, local and regional governments, including the organisations established by them.

Integrated Regional OP (CCI 2014CZ16RFOP002)

To complement the OP Employment under ESF, Czechia is also implementing an Integrated Regional OP (IROP) which is financed under ERDF, covering the whole country except Prague. This includes one priority axis (PA 3) concerning good territorial administration and improvement in the effectiveness of public institutions, which is part-financed by **TO2**, TO6 and **TO11**. Both specific objectives financed through TO11 and TO2 aim at solutions at the national level.

Rationale of support for public administration reforms

The rationale for TO11 funding in the IROP arises from Czechia's Regional Development Strategy 2014–2020, inter alia, which seeks to “optimise the institutional framework for regional development”, and a vision for the IROP that “competitive municipalities and regions constitute a competitive Czech Republic.” This vision defines IROP's global objective: “ensure balanced territorial development, improve public services and public administration to increase competitiveness and ensure sustainable development in municipalities, cities and regions.” IROP's internal strategy is based on increasing regional competitiveness, which will materialise by stimulating the three main factors of its development, these factors being infrastructure, inhabitants and institutions.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 3: Good territorial administration & improvement in the effectiveness of public institutions	SO 3.2: Increasing the efficiency and transparency of public administration by developing the use and quality of ICT systems (TO2)	Number of electronic submissions made through Czech Point, ISDS, PVS and agenda portals
	SO 3.3: Support for the preparation and implementation of spatial planning documents (TO11)	Surface area covered by the local plan, regulatory plan and the planning study

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
3	ERDF (TO2)	330,247,845	54,017,335	54,017,335	0.00	360,115,568
3	ERDF (TO11)	46,406,994	8,189,469	8,189,469	0.00	54,596,463

Outline of measures and examples of actions

E-Government

(SO 3.2: Increasing the efficiency and transparency of public administration by developing the use and quality of ICT systems)

The measure aims to achieve high quality of public administration by coordinated interconnection and sharing of information and data, completing the process of computerisation of public administration agendas (e-Justice, e-Culture, e-Health, e-Procurement, e-Collection, e-Legislation, e-Identity etc.), and by the introduction of full electronic submission for individuals and entrepreneurs by developing services over the national registers. Achieving an ideal state is hindered by the fragmentation of existing systems. Other key areas include providing specific information and communication systems, radio communication systems of the Internal Revenue Service (IRS) units and functional infrastructure and data centres for public administration, and meeting the standards of cybersecurity of public authorities. The measure is aimed at strengthening the effectiveness and transparency of public administration through the development and use of ICT systems. Successful realisation of the most important strategic projects of the IROP (i.e. the national registers, IS data boxes or CzechPOINT) forms the basis for the next stage of public administration modernisation. In accordance with the principles of the EU's Digital Agenda, emphasis in the 2014–2020 programming period will be put on users' needs, increased confidence in electronic transactions and data security, reduced administrative burden, simplified organisational processes and the use of data by the public administration.

The following **examples of actions** are foreseen in 2014-2020:

- **E-Government:** supporting projects in the field of e-Government and ICT systems of public administration concerning expansion, interconnection, consolidation of systems, applications and data resources of public administration and its publishing, including cloud solutions. The aim is an efficient and safe use of individual agendas based on the "open data" principle, the use of collected data based on the principle of sharing of collected data and their accessibility to other public administration entities and beyond. Another type of projects is ensuring full electronic submission and computerisation of agendas (e.g. e-Culture, e-Health, e-Justice, e-Procurement, e-Collections, e-Legislation, electronic identification, authentication and authorisation). Examples of new functionalities: self-service obtaining of copies from certain public administration registers and electronic submissions to public administration; connecting the data resources of the public administration, construction of centralised agenda information systems of public administration to enable data sharing; ensuring operational reliability, safety, operational and safety oversight, interconnection of major ISs and critical infrastructure elements with a monitoring system, linking monitoring system CMS 2.0 to CERT NBU; and interoperability on the national territory with an extension to the EU.
- **Cybersecurity:** support will be provided to projects of public authorities aimed at protecting information and communication (including radio communication) technology of PA, including its infrastructure, in accordance with the standards defined in Act no. 181/2014

Sb., on cybersecurity – the creation and equipping monitoring centres, projects implementing technical measures set out in the Cybersecurity Act (redundancy solutions, etc.).

- **Specific information and communication systems & infrastructure:** creating new and modernisation of existing information and communication systems for the needs of public administration bodies and IRS units in records management, archiving, government connections, information systems for the needs of self-government agendas, developing radio communications infrastructure of the state and technology. Examples of new functionalities: self-service process for public officials; integration of data fund of a public authority and its connection with other institutions in order to share data with and use it in other public administration IS; interoperability of the national territory with an extension to the EU, e.g. the implementation of the system in accordance with eIDAS Regulation on electronic identification and trust services for electronic transactions in the internal market; logical centralisation and nationwide availability of operating information systems in public authorities; nationwide availability of specific information and communication systems, e.g. a system for communication for IRS units; acceleration and simplification of internal processes and computerisation of internal processes by the establishment of standards of PA performance and by the creation or modification of agenda information systems with potential support for procedural progress; and improved reliability, security and throughput of operational information systems.

The **potential beneficiaries** will be state organisational units & publicly co-funded organisations established by state organisational units, regions & organisations established by regions, municipalities & organisations established by municipalities, and state enterprise

Preparing & implementing spatial planning documents

(SO 3.3: Support for the preparation and implementation of spatial planning documents)

Spatial planning tools can also be used to comprehensively address the endowment of the territory with the necessary infrastructure and its availability and coordinated position in the residential structure. The absence or obsolescence of land use documentation negatively affects the development of the territory in terms of investment or economic development, environmental protection and social stability of the territory, thereby undermining its competitiveness. Local planning documents provide clear rules for public administration on how to decide on investments. Their existence makes decision-making faster, more efficient and more transparent.

The following **examples of actions** are foreseen in 2014-2020:

- **Local plan procurement:** (1) Municipality with extended powers with a significant flood risk needs to ensure its development and protection of its territory by allowing the implementation of transport and technical connections and proposing flood control measures. Local plan defines corridors for transport and technical infrastructure in an optimal variant, with regard to the protection of the landscape and taking into account flood risks. It will define areas for the construction and flood protection measures and

developable area in terms of a significant flood risk. Buildings and measures are placed in accordance with this local plan; (2) If a planning study focusing on public infrastructure or addressing the landscape implies the necessity to change the local plan of a municipality with extended powers, the change of the local plan will be supported.

- **Preparation of regulatory plans not replacing planning permission:** (1) The regulation plan sets out detailed conditions for the use of individual plots of land and individual structures for municipalities with extended powers with a conservation zone or a national park in its territory. It ensures that no structures which could distort historical values due to their location and parameters are built in the territory.
- **Preparation of planning studies:** public infrastructure - the construction of an underground gas storage facility is proposed within the administrative district of a municipality with extended powers, which is crossed by an energy corridor TEN-E (e.g. high-pressure gas pipeline), the municipality with extended powers needs to use a planning study in its administrative district to examine in detail the territory in terms of the local plan with regard to local conditions. (2) Planning study focusing on public technical infrastructure - the administrative district of the municipality with extended powers has a transport corridor mentioned in the Spatial Development Policy (SPD) located within its territory (e.g. expressway R). The municipality with extended powers needs to explore the optimum possibility of the corridor's route, taking into account all aspects, e.g. in relation to protected areas, including Natura 2000, floodplain areas, other connected transport and technical infrastructure and settlements. (3) Planning studies focusing on public spaces - Municipality with extended powers may use a planning study to examine alternative plans for public spaces in its administrative district, specifying its definition, taking into account the nature of the buildings as well as the possibility of filling vacant lots, defining green areas, rest and relaxation areas and in particular examining the need for the transport connection and designing pedestrian routes and zones. On the basis of this planning study, it is possible to conceptually deal with important central public space to meet the needs of local residents and the settlement itself. (4) Planning studies focusing on the landscape - A planning study of landscape in the administrative district of the municipality with extended powers addresses conceptual problems of landscape, for example it proposes measures to achieve or maintain the target characteristics of the landscape, systemic conditions for solving specific problems of the landscape, e.g. territory with poor environmental stability, erosion and flood control, conditions for maintaining biodiversity, protecting Natura 2000 sites, coordination of land use with regard to economic use, recreation, placing public transport and technical infrastructure, natural and civilisation values, etc. This study will be particularly useful for preparing local plans and specific follow-up implementation measures leading to the achievement of principles of sustainable development, the European Landscape Convention, EU Adaptation Strategy and ensuring green infrastructure.

The **potential beneficiaries** are expected to be municipalities with extended powers. Support for the preparation of local plans and regulation plans will be directed at municipalities with extended powers and, in the case of planning studies, at the administrative districts of municipalities with extended powers.



OP Cohesion Policy Funds (CCI 2014EE16M3OP001)

Estonia has a single OP covering all of its ESI Funds and all thematic objectives. There is one priority axis under TO11, financed by both ERDF (€89 million) and ESF (€30 million). Another priority axis, programmed under TO2 (€85 million), foresees investing in the fast broadband infrastructure that will enable online services to flourish, but also concerns security and interoperability of e-governance and hence will complement the investments under TO11.

Rationale of support for public administration reforms

To achieve its mid-term objective for competitiveness Estonia needs a strong civil service and the provision of cost-effective public services at optimum level, while ensuring their quality, availability and regional balance. Developing people and organisations, increasing policy-making capacity and improving the provision of public services (incl. local public services) will help to meet the development needs of Estonia that relate to the insufficient quality of policy-making at both the central government and local government levels, the fragmentation of governance, insufficient coherence between strategic planning and the state budget, inefficient provision of public services, insufficient competencies of civil servants and disparities in the development capacity of regions. These interventions will also contribute to the implementation of Country-Specific Recommendation to balance better local government revenue against devolved responsibilities. Improve the efficiency of local governments and ensure quality provision of local public services.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 11: Infrastructure for ICT services	SO 11.1: Whole population of Estonia has access to high speed Internet (TO2)	Share of connections at speeds of 100 Mbp/s or more from all permanent Internet connections
	SO 11.2: The basic service infrastructure supports the take up of e-services in Estonia and cross border (TO2)	Number of secure electronic identity (ID card, mobile ID etc.) users; E-services that Estonian administration have released using X-Road infrastructure
PA 12: Administrative capacity	SO 12.1: Professional competence and management of general government has increased (TO11 – ESF)	Number of central government employees and NGO staff completing the training to improve their professional competence; Number of local government employees and NGO staff completing the training to improve their professional competence; Number of new processes implemented; Number of supported general government organisations, where management systems have been fully implemented
	SO 12.2: Improve policy development process through introducing mechanisms and tools for more holistic, inclusive and knowledge-based policies (TO11 – ESF)	Number of policy initiatives launched as a result of ESF supported activities for cooperation, involvement, and better use of information
	SO 12.3: Public services are provided accessibly, uniformly and in a user-centred and smart manner (TO11 – ERDF)	Satisfaction with the quality of public services (in the 16–74 age group); Satisfaction with the quality of public services (among entrepreneurs)

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
11	ERDF (TO2)	84,574,468	14,924,907	4,881,102	10,043,805	99,499,375
12	ERDF (TO11)	89,132,979	15,729,350	10,535,357	5,193,993	104,862,329
12	ESF (TO11)	30,211,800	5,331,495	5,331,495	0.00	35,543,295

Outline of measures and examples of actions

ICT applications for e-Government

(SO 11.2: The basic service infrastructure supports the take up of e-services in Estonia and cross border)

A well-functioning service infrastructure will enable both enterprises and the public sector to create more personalised services more quickly and improve the quality of management decisions. Although the service infrastructure of the state (X-Road, eID, information portals etc.) has been constantly developed, it still needs to be updated in view of the rapid development of technology. At the same time, we need to assess the impact of what are currently the most important technology trends (cloud technology, social media, mobility and increased amounts of information) and potential future innovations (the Internet of Things, improved analytics, linked data, improved reality etc.) and what options they offer for the development of the state information system. Being an EU Member State, it is important to ensure that both enterprises and citizens can use electronic services (e.g. digitally sign contracts or share health records) across borders. This requires the cross-border interoperability of basic infrastructure. For the Internet to continue to be a source of innovation, its openness should be ensured.

This measure is expected to lead to: interoperable information systems (e.g. in the social sphere) and arranged data, which will make it possible to create new, linked services, including preconditions for cross-border data exchange with other (EU) countries; widely used eID functionalities and other components of service infrastructure, preconditions for the introduction of new technology and development of e-services created in cooperation with different parties and sectors; awareness and knowledge among developers, procurers and users of ICT service infrastructure about created solutions and future needs; secure information systems, a higher level of cyber security, the reliability of e-governance, the capacity to block attacks, and computer-accessible public sector data being available to enterprises, citizens and institutions to the maximum extent possible, which will create preconditions for the development of public services.

The following **examples of actions** are foreseen in 2014-2020

- Under this measure, the basic service infrastructure⁷ will be developed - meaning relevant

⁷ Service infrastructure means networked services to be delivered electronically, providing interoperable services of common interest for citizens, businesses and/or governments, and which are composed of core service platforms and generic services. Core service platforms means central hubs of digital service infrastructures aiming to ensure connectivity,

ICT development projects will be carried out - in a manner ensuring that it is consistent with technological developments, functions securely and is interoperable. The introduction of innovative technologies will also be analysed and piloted (where applicable the use of cloud computing solutions will be encouraged). Activities will be carried out to support the interoperability of institutions and sectors.

- Activities to support international interoperability of service infrastructure will be carried out. Cross-border e-Government services (like data exchange services and digital signing), which are piloted by the EU and Member States, and notably the European Digital Service Infrastructures to be developed under the CEF, will be taken into account.
- Also, the reusability of data and technology will be promoted. The usage of service infrastructure and data will be promoted in every way and awareness and knowledge will be raised. To reinforce competitiveness, improve social, economic and territorial cohesion the hands-on assistance of 'Digital Agenda Toolbox' will be considered.

The **potential beneficiaries** will be public sector institutions and foundations developing the information systems of the state.

Professional competence and management

(SO 12.1: Professional competence and management of general government⁸ has increased)

Effective management of human resources can help increase capacity to provide public services, but personnel policy (including development and training activities) is currently fragmented and agency-centred. Systematic development of personnel has not been undertaken in the different areas of government, and training and development of local authorities is random. Under this measure, therefore, centralised development and training activities will be offered to central and local governments in a more systematic manner, targeting necessary skills to help raise the administrative capacity and efficiency of general government. A centralised system enables common needs to be identified and, based on the overall picture, development programmes to be implemented across areas of government, harmonising the skills of officials, while bearing in mind the different needs of the target groups. General government's administration and governance will be analysed along with organisations, structures and processes in it. Support will be given for implementation of reforms, including the merger of agencies or local governments, the reorganisation of work, the optimisation of processes and the development of various management systems that improve internal work processes, cooperation capabilities or delivery of quality services.

The measure will increase the administrative capacity of central and local government, enhance the competency of middle managers and senior executives, improve organisations' management quality, and ensure the next generation of senior executives are developed, along with the sustainability of

access and interoperability, and which are open to administrations and may be open to other entities. Generic services mean *gateway* services linking one or more infrastructure(s) to core service platform(s).

⁸ The general government sector consists mainly of central, state and local government units, organisations established by them, social security funds imposed and controlled by those units. In addition, it includes non-profit institutions that carry out the functions that support the fulfilment of central and local government tasks.

management. As regards institutions, management capacity, cooperation and service delivery systems are expected to grow and administrative organisation is expected to become more functional and consistent.

The following **examples of actions** are foreseen in 2014-2020:

- Compiling and carrying out development and training programmes (including equal opportunities and prevention of discrimination);
- Conducting studies and analyses on personnel (management), which support development processes and provide input for decision-makers, and devising methodologies and tools;
- Improving the development-related skills of local authority leaders and officials, and the training activities of organisations offering services at the local and regional levels, to ensure that the training directly supports the development of public services.

Regarding **potential beneficiaries**, particular emphasis will be placed on senior executives in the civil service, i.e. the focus will be on ensuring future generations of senior executives. To achieve this objective, various types of development programmes will be created and carried out, and support will be provided for recruitment, selection and evaluation. The target group comprises current senior executives, people accepted into programmes for the development of future senior executives and people regarded as senior executive candidates.

At the **regional level**, support will be provided for development-related training and consultation for development specialists from county governments, county development centres and associations of local authorities, and for the training and consultation of associations representing local residents and of NGOs providing services. Support will also be provided for the implementation of development projects and conducting of analyses that aim to increase regional and local development capacity and improve the delivery of public services. The activities proposed are expected to be consistent with the preconditions and weaknesses specified in county development plans. In order to facilitate cooperation of local governments between themselves as well as with other sectors and organisations, the common needs of different target groups will be taken as the basis for selection of the topics of training and if possible, common training will be provided for different target groups. In the case of surveys and development projects, cooperation projects are preferred.

Policy development

(SO 12.2: Improve policy development process through introducing mechanisms and tools for more holistic, inclusive and knowledge-based policies)

In Estonia, an administrative system has formed where problems are solved on the basis of responsibility areas. Lack of centralised coordination mechanisms and the inefficiency of the existing ones have a fragmenting effect on public governance, which in turn hinders the design and implementation of cross-area policies. There are too many strategy documents, implementation plans of strategies are often unrealistic (strategies are not directly linked to the State Budget) and

documents are not flexible to changes in the environment. As a result, strategies do not have enough impact in coordinating their respective areas. According to the OECD, knowledge-based policymaking is not widespread in Estonia and the effect of decisions is not analysed enough when decisions are being prepared. There is also development room in increasing the transparency of policymaking processes as well as engagement of NGOs and stakeholders. Too many legal acts are constantly being modified, which indicates problems in their quality and causes additional administrative load for all sectors.

This measure will improve cooperation between areas and levels of government in solving cross-area problems and sustainable solutions will be provided in cooperation for long-term challenges. Strategic and financial management will be interconnected. The ability of ministries and local governments to engage partners in policy-making will improve, and also the ability of partners to participate in the policymaking process. To achieve the objective of more comprehensive governance, it is necessary to create a strong foundation for NGOs so that they are able to have a say in policy-making and thus contribute to achieving the objective of boosting policy-making capacity. Impact evaluation will become a natural part of policymaking and the results of impact evaluation will be used when making important decisions. The quality of the legislative process will increase, the process will become more reasonable and support a public governance that is efficient, flexible and engages stakeholders.

The following **examples of actions** are foreseen in 2014-2020:

- Starting task forces and expert groups to solve strategic challenges requiring the cooperation of several ministries, government levels and/or sectors, with the aim of finding more efficient solutions for the state as a whole in cooperation, support of task forces and expert groups with analyses as well as training and development activities;
- Development of strategic management, which will enable the connecting of strategic and financial management, to unify planning and reporting methodologies and to coordinate processes in a more centralised and efficient manner;
- Supporting the engaging ability of policymakers, e.g. by developing methodologies, cooperation models and procedures. In addition to that of the officials and employees at the state and local levels, it is important to develop the capacity of social partners, especially umbrella organisations;
- Commissioning and conducting impact analyses and policy studies, which will contribute to making more knowledge-based decisions and ensuring equal opportunities for various groups to have a say in the preparation of draft decisions;
- Developing better regulation, which includes the codification of laws, conducting legal analyses and training legislative lawyers, which will contribute to the codification of the regulatory environment, thereby reducing administrative burden, streamlining administrative processes and ensuring more uniform and clearer legislation.

Activities will be carried out according to the Implementation Plan of the OECD Public Governance Review, which sets the strategic bases of the measures to be implemented under the administrative capacity priority axis.

The **potential beneficiaries** are not explicitly cited in the OP.

Service delivery

(SO 12.3: Public services are provided accessibly, uniformly and in a user-centred and smart manner)

The basic infrastructure of the state information system (X-Road, eID et al.) has served for many years as the basis for developing public services with the help of ICT solutions that are created in a fast and flexible way. Technological development requires that a number of improvements be made to the current systems in order to avoid rising management costs in the future. There are still a number of clunky services and in some places people continue to live in a world of paper. Compatibility between the e-services provided by the state and by local authorities should be sought.

Through this measure, it is desired to achieve the coherent and well-thought-out management of public services and a situation where the provision of public services and functioning of the state are more efficient, complete, sustainable and open, thanks to smart use of ICT. This means thorough analyses of service provision processes, standardisation and agreement on common quality requirements, which covers both central- and local-level governance. As the use of ICT expands, potential risks need to be taken into account and cyber-security should be ensured. The development of public services with the help of ICT will be based on the perspective of developing specific services and the needs of customers.

A holistic approach will be taken in developing public services using e-solutions as much as possible. It is planned to create solutions for the development of public services, as well as for the development of support systems necessary for intra- and inter-agency work (e.g. centralisation of support activities, and the necessary development of information systems). As a result, the quality and availability of services provided by local authorities will be improved in all regions. The aim in rearranging (including automating and integrating) public services with the help of ICT is to achieve economy in a longer perspective and to increase cooperation between institutions and different governance levels in service provision. The possibility to integrate service processes of different institutions and to use common (including ICT and human) resources in service provisions is created. The decision-making processes will be reviewed and common principles for the quality of public services will be enacted. The owners, responsibilities and rights of service providers and the vouchers for service provision channels will be determined.

The following **examples of actions** are foreseen in 2014-2020:

- Conducting analyses, evaluations and studies, carrying out the work of cooperation networks, and training activities;
- Smart development of new and existing information systems from the point of view of customers and services.

The interventions are related to each other, because previous analyses, the creation of a system, the restructuring of processes and the subsequent training of users are equally necessary to achieve the objective.

The **potential beneficiaries** are not explicitly cited in the OP.

FRANCE



France's use of TO11 is entirely at the regional level through four regional operational programmes (ROPs) for the overseas territories of Guadeloupe, French Guyana, Martinique and Mayotte. The support for administrative capacity (TO11) in the France is programmed under the European Social Fund and amounts to EUR 20,205,319 for the four outermost regions.

Rationale of support for public administration reforms

The French administration has undergone thirty years of reorganisation (decentralisation, devolution and division). A shift towards a culture of results and performance has been initiated through the national budgetary law⁹. The initiatives from 2007¹⁰ aimed at improving the quality of service provided to citizens and business, and reducing public spending. These were followed in 2011 by a next stage of state modernisation and decentralisation¹¹. TO11 will be used to strengthen the administrative capacity in outermost relation to the decentralisation process and optimise their technical, financial and administrative capacity.

ROP Guadeloupe Regional Council (CCI 2014FR16M0OP009)

Intervention logic of TO11

Priority axis	Specific objective	Results indicators
PA 11: Strengthen administrative capacity to support the development of the territory	SO 26: Enhance the capacity of public administrations and public services to develop innovative and experimental administrative practices which contribute to their modernisation and their effectiveness in the context of inter-municipal cooperation (TO11)	Participants obtaining a qualification at the end of their participation; Participation rates of the community in reorganisation & innovative actions including training related to inter-municipal pooling schemes

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
11	ESF(TO11)	8 330 276,00	1 470 049,00	1 470 049,00	0.00	9 800 325,00

⁹ Loi organique relative aux lois de finances, (LOLF) 2001

¹⁰ Révision générale des politiques publiques, (RGPP)2007

¹¹ Modernisation de l'Action Publique, (MAP) 2011

Outline of measures and examples of actions

Improving service delivery

(SO 26: Enhance the capacity of public administrations and public services to develop innovative and experimental administrative practices which contribute to their modernisation and their effectiveness in the context of inter-municipal cooperation)

The development of Guadeloupe requires that local administrations are able to support private initiatives and the development of services to the citizen, and to play their full part in improving social cohesion. Local authorities need support to strengthen their administrative capacity by means of training and the better management of projects. The inter-municipal level needs to address important challenges in the coming years, in particular the reorganisations caused by the recent legal acts that regulate the status of Guadeloupe as an overseas area and that affect the distribution of powers between the three levels of local and regional authorities. These changes reinforce the need for modernisation and support for the public service. More generally, efforts to improve the skills and qualifications of staff of state services and bodies under public law are coordinated by the HR department of the state and by the National Centre for Local and Regional Public Administrations (CNFPT). These efforts, which concern around 20 000 staff, are important but inadequate, since the needs are significant and balanced & individual approaches are needed, with a balance between categories: senior managers, middle managers, employees, workers, technicians and other staff of service. The TO11 ESF intervention will focus on improving the efficiency of public services by focusing its assistance on:

- The overall strengthening of the administrations and all operators under public law, and the skills and qualifications of their staff, with a more individualised approach, balanced between categories (senior managers, middle managers, employees, workers, technicians and other staff), so as to ensure an overall increase of the quality of public services in the territory. The target audience is much wider than that of the bodies responsible for the management and technical appraisal of European funds, including training that will be financed by technical assistance.
- Developing new “project” or “project management” service, which defines and implements action plans associated with the change in new inter-communality frameworks, focusing on experiments and innovative projects.

It is also necessary to encourage the creation of new partnerships and networks, for example the effectiveness of networking in the framework of the economy, employment and training, and new partnerships with the business world. In addition to technical assistance, this axis will focus its intervention on the strengthening of the administrative capacity of all organisations managing public policies and programmes, but also delegated bodies and coordination with stakeholders through: training of actors, networking in a cooperative approach, the exchange of best practices, conduct and support of change, experimental, innovative actions and, in particular, more efficient and simpler management.

These include:

- Ensuring better implementation and effectiveness in the use of public funds,
- Promoting technological and non-technological innovation (particularly in the social field) by strengthening and building partnerships/networks;
- Coordinating, training & professionalising all of the staff who manage direct or delegated bodies with a public service mission, for example, public service network operators and public services (water, sanitation, waste, transport, general administration in conjunction with e-Government, inclusion, employment services, etc.);
- More generally, gaining competence so as to ensure better quality of public service which entails a balanced effort on different categories of staff.

The following **examples of actions** are foreseen in 2014-2020:

- Support for the definition of action plans related to inter-municipal reorganisation;
- Training and professionalisation of staff entrusted with a public service mission;
- Support for the implementation of innovative projects/experiments, exchange practices and benchmark (tracking in terms of administrative simplification and innovative administrative practices, e-administration);
- Certified training for officials of the state or local authorities, organised around “project management” or “services”;
- Support/advice for the establishment of new mechanisms and partnerships, as well as change management;
- Specialised support for the development, implementation and monitoring of city contracts;
- Specialised body for conducting projects, allowing the transfer of expertise to community staff;
- Establishment of a network and collaborative approaches for administrative efficiency (pooling services)

The **potential beneficiaries** are local authorities (including inter-municipal cooperation), public services, training and consulting organisations and the CNFPT.

ROP French Guyana (CCI 2014FR05SFOP003)

Intervention logic of TO11

Priority axis	Specific objective	Results indicators
PA 5: Driving a concerted policy on the scale of the territory & professionalise stakeholders for effective implementation of public policies for integration, training & employment	SO 8: Strengthen the skills of socio-economic stakeholders, associations, social dialogue and networking (TO11)	Stakeholders who have improved their training; Networking actions performed

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
5	ESF (TO11)	5 548 930	1 318 310	1 318 310	0.00	6 867 240

Outline of measures and examples of actions

Stakeholder capacity-building

(SO 8: Strengthen the skills of socio-economic stakeholders, associations, social dialogue and networking)

The OP will contribute to networking and strengthening the partnership between administrations, public services, socio-cultural organisations, social partners, NGOs, etc. It will also contribute to the professionalisation of services to enhance responses to users and to contribute to better results, particularly in the context of the EU 2020 targets on employment, promoting social inclusion and combating poverty. It will also support the objective of simplification and administrative modernisation, including provision of collaborative tools. Finally, the OP will support improvement of the social dialogue, in particular through developing competences, and pooling tools and methods.

The following **examples of actions** are foreseen in 2014-2020:

- Promoting stronger links and coordination between public actors for delivery of employment services;
- Professionalising public actors for delivery of employment services;
- Training to strengthen administrative capacity, including training for new digital services (design/cross-cutting training, project management, public care quality, etc.);
- Professional activities of social partners in socio-economic issues;
- Coordinated approaches developed between different social actors;
- Improving professional skills of staff representatives in enterprises;
- Support for experimentation conducted as part of the modernisation of the public employment service, new methodologies developed and dissemination of best practices among relevant actors;
- Support restructuring of network and professionalisation of actors of the Social and Solidarity Economy (SSE), with a view to supporting the emergence and maintenance of socially useful activities and development of innovative projects.

The **potential beneficiaries** will be public law structures including local authorities, members of the public employment service, companies, joint body authorised collector (OPCA), mixed-economy structures in public law, public training bodies, local public companies, social partners, and NGOs.

ROP Martinique Regional Council (CCI 2014FR05SFOP004)

Intervention logic of TO11

Priority axis	Specific objective	Results indicators
PA 11: Administrative performance	SO 11.1: Increase the level of qualification of the officials and elected representatives of the Regional Authority of Martinique (TO11)	Processing time for records

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
11	ESF (TO11)	4 000 000	1 500 000	1 500 000	0.00	5 500 000

Outline of measures and examples of actions

Management tools and skills

(SO 11.1: Increase the level of qualification of the officials and elected representatives of the Regional Authority of Martinique)

In 2015, Martinique and French Guyana will be the first French regions affected by a major institutional reform. The disappearance of the general and regional councils and the establishment of the Regional Authority of Martinique (MLC) concentrate all the powers of the regional and departmental institutions. A study to identify the public's needs was conducted in Martinique. The creation of the MLC will organise its operation around 4 key challenges: improving the quality and performance of public service by reducing the time needed for instruction; simplifying administrative procedures by making them paperless and by *inter alia* clear and accessible information; strengthening local expertise in assessment of public policies and matching of public policies with the specific needs of the territory; and optimising the matching of objectives and resources.

The following **examples of actions** are foreseen in 2014-2020:

- Tools (software and hardware) of management control;
- Tools for collection, processing and dissemination of statistical data;
- Engineering and design training plans;
- Accompanying measures to change including training action;
- Collaborative tools, information systems;
- Training of officials in e-administration;
- Experimental measures of new management and administrative practices;
- Communication and networking.

The **potential beneficiaries** are not cited explicitly in the OP.

Intervention logic of TO11

Priority axis	Specific objective	Results indicators
PA 11: Strengthening institutional capacity & effectiveness of government	SO 11.1: Professionalise the administration & increase the effectiveness of public services through training of staff and improving the organisation of service delivery (TO11)	Number of managers / public service employees have improved their basic training and / or certification or diploma

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
11	ESF(TO11)	2 326 113	410 491	410 491	0.00	2 736 604

Outline of measures and examples of actions

Improve the professionalisation and service delivery

(SO 11.1: Professionalise the administration & increase the effectiveness of public services through training of staff and improving the organisation of service delivery)

The need for improved governance requires the intervention of the ESF to promote reforms to: ensure better legislation, synergies between policies and the improvement of the efficiency of the use of public funds, and transparency, integrity and accountability in public administration and spending of public funds; move towards more administrative simplification for the whole management of public programmes; and improve the efficiency of the use of public funds, to be tested by experimental practices.

These three dimensions do not just concern the managing authority but all managers, beneficiaries or participants in operations supported by public authorities. The first aim is to enhance knowledge and basic skills and qualifications of civil servants or public service delegation. There is also a need to strengthen the administrative efficiency towards the introduction of digital technologies in the public service, and through a participatory approach, mobilising internal and external “service projects”. It will be helpful to build partnerships/networks that are effectively led to ensure the effectiveness of programmes and public projects.

The following **examples of actions** are foreseen in 2014-2020:

- Staff training and professionalisation of public law structures;
- Administrative capacity-building training, including the upgrade of basic knowledge;
- Specialised training in different areas of public service;
- Cross-cutting training (design/project management, public care, quality, etc.);
- Training in the design and management of calls for projects;
- Training of public actors of the innovation system;

- Modernising and improving the effectiveness of the service: administrative simplification, improvement of front-offices, actions to modernise public administration with ICT and multimedia;
- Defining and implementing more effective projects on administrative services, plans to modernise, innovative steps of consultation and participatory democracy, and construction of new partnerships that will reinforce the effectiveness of service provision;
- Support for the facilitation and modernisation of the support mechanism at regional level for innovation;
- Support the beneficiaries to change, particularly with a view to improving the services provided to the population and facilitation of access conditions.

The **potential beneficiaries** will be local authorities, public services, public institutions, public sector training agencies, local public companies, etc.



OP Public Sector Reform (CCI 2014GR05M2OP001)

Of its four national OPs, Greece has one OP dedicated to public administration, covering both TO11 and TO2. The OP has 15 priority axes, of which 9 deal with substantive matters, the remaining six being concerned with technical assistance.

Rationale of support for public administration reforms

The OP supports major reforms envisaged in the Memorandum of Understanding on Specific Economic Policy Conditionality linked to the urgent need for horizontal reforms at the full range of the public sector. Specifically, the OP aims to support greater effectiveness of public administration, better multilevel governance, the development of integrated systems for the provision of improved services to citizens and businesses, as well as specific reforms in sectors of major importance for the country such as health.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 1: Administrative & organisational reform to increase the efficiency & effectiveness of the public sector in the 11 regions	SO 1.1: Increase in areas of public action to which are applied new systems and processes to strengthen the executive nature of public administration (TO11)	Number of areas in which public policy applied codification of the regulatory environment, which is available from the Internet; Number of line functions of public administration supported;
	SO 1.2: Increase in public sector bodies to which are applied draft functional reorganisation and simplification of administrative procedures (TO11)	The number of functional areas to which it applies delimiting powers between the four levels of administration; Number of public sector bodies to apply simplified internal procedures;
	SO 1.3: Increase in public sector bodies that operate schemes, evaluation and internal control objectives for improving the efficiency and transparency of the public administration (TO11)	Number of the sectors applying simplification and standardisation of services to citizens; Number of bodies implementing objectives and evaluation systems; Number of public sector bodies to implement internal control systems; Number of control bodies to whom actions to upgrade their operation
PA 2: Administrative & organisational reform to increase the efficiency & effectiveness of the public sector in Sterea Ellada	SO 2.1: Increase in areas of public action to which are applied new systems and processes to strengthen the executive nature of public administration (TO11)	Number of areas in which public policy applied codification of the regulatory environment, which is available from the Internet; Number of line functions of public administration supported;
	SO 2.2: Increase in public sector bodies to which are applied draft functional reorganisation and simplification of administrative procedures (TO11)	The number of functional areas to which it applies delimiting powers between the four levels of administration; Number of public sector bodies to apply simplified internal procedures;
	SO 2.3: Increase in public sector bodies that operate schemes, evaluation and internal control objectives for improving the efficiency and transparency of the public administration (TO11)	Number of the sectors applying simplification and standardisation of services to citizens; Number of bodies implementing objectives and evaluation systems; Number of public sector bodies to implement internal control systems; Number of control bodies to whom actions to upgrade

		their operation.
PA 3: Administrative & organisational reform to increase the efficiency & effectiveness of the public sector in South Aegean)	SO 3.1: Increase in areas of public action to which are applied new systems and processes to strengthen the executive nature of public administration (TO11)	Number of areas in which public policy applied codification of the regulatory environment, which is available from the Internet; Number of line functions of public administration supported;
	SO 3.2: Increase in public sector bodies to which are applied draft functional reorganisation and simplification of administrative procedures (TO11)	The number of functional areas to which it applies delimiting powers between the four levels of administration; Number of public sector bodies to apply simplified internal procedures;
	SO 3.3: Increase in public sector bodies that operate schemes, evaluation and internal control objectives for improving the efficiency and transparency of the public administration (TO11)	Number of the sectors applying simplification and standardisation of services to citizens; Number of bodies implementing objectives and evaluation systems; Number of public sector bodies to implement internal control systems; Number of control bodies to whom actions to upgrade their operation
PA 4: Enhancing e-governance in the 11 regions	SO 4.1: Increase in organisations and schemes in the public sector where there is growing use of effective methods of e-Government (TO2)	Number of operators whose functioning is upgraded using ICT systems; Number of registers that are interoperable in the public sector
	SO 4.2: Increase in services, applications and e-Government systems provided to citizens (TO2)	Number of e-government systems provided to citizens; Number of citizens that have personalised access to the single point of access for the public
PA 5: Enhancing e-governance in Sterea Ellada	SO 4.1: Increase in organisations and schemes in the public sector where there is growing use of effective methods of e-Government (TO2)	Number of operators whose functioning is upgraded using ICT systems; Number of registers that are interoperable in the public sector
	SO 4.2: Increase in e-Government services and systems provided to citizens (TO2)	Number of e-government systems provided to citizens; Number of citizens that have personalised access to the single point of access for the public
PA 6: Enhancing e-governance in Notio Aigaiio	SO 5.1: Increase in organisations and schemes in the public sector where there is growing use of effective methods of e-Government (TO2)	Number of operators whose functioning is upgraded using ICT systems; Number of registers that are interoperable in the public sector
	SO 5.2: Increase in services, applications and e-Government systems provided to citizens (TO2)	Number of e-government systems provided to citizens; Number of citizens that have personalised access to the single point of access for the public
PA 7: Improving the management & development of human resources in the public sector in 11 regions	SO 7.1: Increase in public administration bodies where there are applied new horizontal policies, new systems of assessment and rational administration of human resources (TO11)	Number of public administrations that implement horizontal human resource management policies; Number of public officials certified after the training; Number of public managers trained with fast track programmes and placed in posts in the public sector. to support the reforms
	SO 7.2: Increase in the number of directors/public administration officials with certified skills/administrative capacities (TO11)	
PA 8: Improving the management & development of human resources in the public sector in Sterea Ellada	SO 8.1: Increase in public administration bodies where there are applied new horizontal human resources policies (TO11)	Number of public administrations that implement horizontal human resource management policies; Number of public officials certified after the training; Number of public managers trained with fast track programmes and placed in posts in the public sector in order to support the reforms
	SO 8.2: Increase in the number of staff/officials of the public administration with certified skills/administrative capacities (TO11)	
PA 9: Improving the management & development of human resources in	SO 9.1: Increase in public administration bodies where there are applied new horizontal policies, new systems of assessment and rational	Number of public administrations that implement horizontal human resource management policies; Number of public officials certified after the training; Number of public managers trained with fast track

the public sector in the South Aegean	administration of human resources (TO11)	programmes and placed in posts in the public sector. in order to support the reforms
	SO 9.2: Increase in the number of directors/public administration officials with certified skills/administrative capacities (TO11)	

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
1	ESF (TO11)	101,758,390	25,439,599.00	25,439,599	0.00	127,197,989
2	ESF (TO11)	5,051,195	5,051,195	5,051,195	0.00	10,102,390
3	ESF (TO11)	1,423,951	1,423,951	1,423,951	0.00	2,847,902
4	ERDF (TO2)	165,143,205	41,285,803	41,285,803	0.00	206,429,008
5	ERDF (TO2)	5,605,111	5,605,111	5,605,111	0.00	11,210,222
6	ERDF (TO2)	2,748,996	2,748,996	2,748,996	0.00	5,497,992
7	ESF (TO11)	83,256,865	20,814,217	20,814,217	0.00	104,071,08
8	ESF (TO11)	4,132,795	4,132,795	4,132,795	0.00	8,265,590
9	ESF (TO11)	1,165,051	1,165,051	1,165,051	0.00	2,330,102
Total	ESF (TO11)	196,788,247	58,026,808	58,026,808	0.00	254,815,055
Total	ERDF (TO2)	173,497,312	49,639,910	49,639,910	0.00	223,137,222

Outline of measures and examples of actions

As PAs 1-3, 4-6, and 7-9 each have the same purpose and measure structure, the only difference being the territorial coverage, these measures are grouped accordingly below. For each measure under PAs 1-3, actions will be completed where necessary with the necessary infrastructure of e-Government under PAs 4-6.

Coordination, multi-level governance & regulatory reform

(SOs 1.1, 2.1 & 3.1: Increase in areas of public action in which apply new systems and processes for strengthening reinforcement of public administration systems to support its command nature of public administration)

This measure aims to create a flexible and well-coordinated governance structure, able to respond to current and future challenges and needs, by improving the executive nature of the administration and strengthening the coordination of the public sector. Priority is the redefinition of responsibilities, horizontally and vertically between the levels of government in order to have clearly defined boundaries and avoiding overlap. Inter-ministerial and multi-level coordination of administration (central, decentralised, regional and local authorities) should ensure multi-level governance and decision-making based on the principle of subsidiarity.

The following **examples of actions** are foreseen in 2014-2020:

- **Improve interactions between institutions:** Develop mechanisms to ensure consistency and coordination of the operations and actions of public bodies both at the level of the central public administration, and between different levels (central, decentralised, regional and local government).
- **Strengthen strategic capacity and management functions:** Particular emphasis will be given to Ministries and other selected institutions which are designing, monitoring, auditing and evaluating public policies by strengthening the executive and personnel functions. Also horizontal actions, such as the development of monitoring systems, and creation of an observatory for the regional administration and local self-government.
- **Regulatory reform:** Improving the quality of legislation and regulations, strengthening the process of coordinating the actions of good law-making as set out in Law 4048/2012, decontamination of the regulatory environment, simplification of arrangements for use of deregulation “guillotine” (an explicit repeal of all arrangements still in force and assessed as unnecessary or ineffective or inappropriate), consolidated material available to all via the Internet. As principles of good law-making should be proportionality, simplicity of content, avoiding conflicting regulations, transparency, the possibility of submitting proposals in drafting the regulation, democratic legitimacy and others. The means of achieving those principles include consultation, analysis of the impact of regulations, explanatory memoranda, encoding and evaluating the results of implementation of regulations.

The **potential beneficiaries** are public administration, decentralised administrations, local government, citizens and enterprises, including Secretariat-General for Coordination and Ministries’ General Secretariats.

Reorganisation, functional review & simplification

(SOs 1.2, 2.2 & 3.3: Increase in public sector bodies to which are applied draft functional reorganisation and simplification of administrative procedures)

This measure aims to complete and implement the reorganisation of public bodies at all levels (including local government), by identifying profiles based on human resources, revising their organisation charts, and re-defining their procedures based on the new competences to maximise the effectiveness and efficiency of staff. The procedures are divided into internal operations and strongly outward looking to the citizen. With regard to the latter, the standardisation of procedures will aim to streamline and simplify them, so as to require the minimum possible involvement of the citizen in the handling of cases that involve him/her, reduce payment times and minimise the administrative burden of the procedures followed. Particular attention will be paid to procedures involving more than one public services. In such cases, will ensure the necessary synergies for data exchange without requiring a citizen to act as “intermediary” between the services. Vertical policy areas which are priorities for funding are: justice, health, social security, implementation of the “Kallikratis Plan” and tax administration.

The following **examples of actions** are foreseen in 2014-2020:

- **Establishment plans:** Complete the assessment of the remaining bodies of central and decentralised administration and local government not covered in the previous programming period, in order to provide revised establishment plans for all public administration bodies.
- **Structures, procedures and standards:** Based on the new establishment plans, redefine administrative structures of each body and revise their procedures to improve the internal functioning of each institution and make it more consistent, also the identification of critical synergies with other public sector bodies. Develop and implement common guidelines and standards for specific horizontal / similar structures and functions of public administration (for example financial services). Examples of sector-specific actions: tax administration - block ISO procedures and implementation of the Secretariat-General for Public Revenue and the Secretariat-General for IT systems and services to the Ministry of Finance and other ministries; social security - reorganisation IDIKA, reorganisation and operational redesign of the IKA/ETAM; health - strengthen national strategy for health insurance and empowering of EOPYY; 'Kallikratis Programme - standardisation and simplification of horizontal operating procedures of municipalities and regions, organisational and functional reorganisation of the decentralised administrations
- **Administrative burden reduction, simplification and standardisation of services to citizens and businesses:** Complete the measurement of administrative burdens using the adapted national SCM regulations in selected policy areas and draw up a comprehensive action plan for simplifying the regulatory framework contributing to drastically cutting red tape and reducing administrative burdens by 20%; develop tools and mechanisms for the implementation of standardisation, streamlining procedures and redesigning processes for citizen-demanded services, shortening deadlines for handling cases, tacit approval of an administrative act if it is within the prescribed deadline, alternative ways of handling requests for services in addition to the physical presence of the person concerned. Examples of sector-specific actions include: tax administration - implementing necessary organisational changes in a supply of electronic services and existing information systems of the GGDE; health - improvement of primary health services aimed at reducing recourse to specialist hospital services; social security – adopt pension IKA in one day; 'Kallikratis Programme - standardisation and simplification of outward-looking structures of municipalities and regions to citizens; justice - optimising the flow of criminal, civil and administrative procedure.

The **potential beneficiaries** are public administration, decentralised administrations, local government, citizens and enterprises.

Performance management, internal control and accountability
(SOs 1.3, 2.3 & 3.3: Increase the public sector bodies implement systems of objectives, evaluation and internal control to improve the efficiency and transparency of the public administration)

This measure aims to improve the effectiveness of the public administration by implementation of management by objectives, so as to move the focus of public services from the formal compliance

with detailed requirements and procedures to achieving strategic objectives, policies and results, with continuous assessment of correctness and timeliness of actions implemented by public bodies, strengthening transparency and fighting corruption. It aims to develop a system for defining clear and measurable goals for public sector performance, both at the level of the institution and at the level of the structures of each body, and for the measuring and monitoring the implementation of those objectives. In addition, given that even the full achievement of objectives of each body is not in and of itself a sufficient condition to ensure good results, the evaluation of the results of the policies implemented. Hence, the measure will also determine a methodology for assessing the quality of public policies of the country to identify areas requiring improvement and recommend the best way of providing the service. In this process the emphasis will be on participation of citizens and society, particularly through social partners, statutory bodies relevant to the various policy areas, in the design and operation of the administration. In parallel, so as to enhance transparency and to tackle corruption that undermines the achievement of results, the measure will strengthen the internal control structures and procedures, and the reorganisation of inspectorates of Greek public administration. It will address overlaps of responsibilities, and will ensure synergies to address gaps and the squandering of human and financial resources. At the same time coordination of inspectorates will be ensured within a single hierarchical structure or a functioning network of autonomous partner services.

The following **examples of actions** are foreseen in 2014-2020:

- **Application of a management system based on objectives:** This will be aimed at a more effective functioning of the public sector to focus on results, rather than respect of administrative procedures. The objectives will be accompanied by clear measurable qualitative and quantitative indicators for each body in order to ensure that all factors of production (i.e. parties involved and procedures) would operate and be adapted in order to achieve this objective. It will finance actions for the design, development and implementation of MBO systems and evaluating the performance of new agencies through the achievement of these objectives. It will provide for the importing and implementation of a new horizontal system of objectives both at the Government and at the level of administrative structures on the basis of new organisation charts. The system design will be based on a horizontal guiding principles and standards. Examples of sector-specific actions include: health - design and implement a system for measuring and evaluating the effectiveness of health sector; tax administration - monitoring system of objectives and KPIs for services.
- **Reinforcing internal control in public bodies, transparency and the fight against corruption:** This action will fund projects related to enhancing the internal control and inspection within public bodies. In the context of previous restructuring, internal audit units have been established in each ministry, reporting directly to the Minister. In order to reinforce their operation, management and control systems will be strengthened and an advisory role provided to the supervised bodies to become more productive and to ensure their proper functioning. The aim is to safeguard the public interest, sound administration and the provision of high quality services, while minimising costs. This action also includes redefining areas of responsibility and addressing duplication of audit bodies and

inspectors of the Greek public administration with their reshuffling, ensuring synergies to address loss of human and economic resources. Examples are the design and implementation of monitoring system for audit cases allowing a clear identification of outstanding issues and any problems and delays, information and awareness-raising measures for the consequences of disciplinary misconduct, disciplinary procedures and actions to simplify and accelerate the submission of penalties review and the drafting of a code of good conduct, in order to inform all civil servants on the rights and duties. It will lay down specific actions to ensure widespread dissemination, in particular through induction, and sanctions in the event of abuse. Examples of sector-specific actions include: health - strengthening internal control systems and procedures.

- **Enhancing two-way communication and citizens' participation, by promoting consultation and accountability:** The implementation of actions aimed at improving the participation of society and citizens in the design and implementation of public policies and the functioning of the administration, including the organisation and operation of statutory representation bodies of society involving social partners. These actions will provide a forum for providing feedback and suggestions relating to administrative procedures and public policies. Emphasis will be given to actions which enhance the public consultation for implementing policies in all phases of the journey, from conception to their evaluation and on actions that strengthen the accountability of public officials in relation with the exercise of their public office.

The **potential beneficiaries** are public administration, decentralised administrations, local government, citizens, social partners and civil servants.

The **expected results for PAs 1-3** will be measured by: number of areas in which public policy applied codification of the regulatory environment, which is available from the Internet; number of line functions of public administration supported; number of functional areas to which it applies delimiting powers between the four levels of administration; number of public sector bodies to apply simplified internal procedures; number of the sectors applying simplification and standardisation of services to citizens; number of bodies implementing objectives and evaluation systems; number of public sector bodies to implement internal control systems; number of control bodies to whom actions to upgrade their operation.

E-government infrastructure

(SOs 4.1, 5.1 & 6.1: Increase in organisations and schemes in the public sector where there is growing use of effective methods of e-Government)

This measure concerns ICT as a tool for modernisation of the public administration, through planning and development of systems, applications and electronic services. The aim is to improve the internal organisation and functioning of public bodies through the use of electronic systems and creating the environment that will allow the achievement of interoperability, maximum communication and electronic exchange of targeted information between public bodies, and ensure the security of the systems and data to enable the provision of electronic services to citizens. Priority will be given to

the development of overarching systems and applications, such as handling, managing and archiving documents, registers, the system of project management, financial systems, etc.

The following **actions** are foreseen in 2014-2020:

- **Upgrading, development and operation of ICT systems to support a better organisation and operation of public sector:** developing systems and ICT applications directly related to the reforms supported by the OP and the completion of internal procedures and functions of public bodies for horizontal functions of public services, e.g. development of infrastructure and systems for human resources management, objectives, coordination of government activities, etc., and to improve the functioning of public services through the delivery of advanced e-services at low cost, and integrated services for citizens, with automated and user-friendly information systems and transaction processing by government. Indicative horizontal actions are: the development of a system of measurement, assessment and continuous efficiency of electronic services, the establishment and operation of a central integrated financial management system (ERP), creation of an electronic environment to manage, archive and handle documents through the adoption of digital signature, developing platforms for consultation, initially between the services of ministries and then between the ministries and managers of the supervised entities, independent authorities and regional and municipal services.
- **Ensuring the accurate design, sound management, security and interoperability of data and ICT systems in the public sector:** implementing projects so that the public administration makes full and efficient use of the wealth of public information, moving from a system of exchanging documents to a system of exchanging information, and to ensure the openness of classified data to interest groups. In this context, indicative interventions are: common standards of knowledge management, collection and use of public data; interconnection of four base registries (taxpayers, insured persons, civil register & national identity cards); development of applications of interoperability of aid systems and public sector services (priority will be given to the financing of actions concerned interoperability relating to vertical policy areas of the OP); and ensuring data security.
- **Designing specifications and development of information systems in the public sector:** using a common language at all levels of governance; and aligning central & decentralised administration and regional & local authorities with the information management strategy for e-government. Indicative horizontal actions are: identification and implementation of a single policy for supply, use, management and maintenance of basic infrastructure in the public administration bodies, the interconnection of registers with a basic common binding standard and single interface. Examples of actions per vertical policy area are: developing interoperability and functioning centre for the public sector to provide complex electronic services for traders (taxation sector); ensuring information security, software and infrastructure of the IKA/ETAM (Social Security Organisation) in delivering the services provided to citizens and businesses (social security sector).

The **potential beneficiaries** will be: the public administration, decentralised administrations, local government, and citizens.

E-service delivery to citizens

(SO 4.2: Increase in services, applications and e-Government systems provided to citizens)

This measure sees the development, upgrade and operation of ICT as an external tool to improve public e-services to citizens and businesses, creating a single point of access for citizens with the civil service, and enhancing their participation in public policies, strengthening participatory democracy and promoting transparency and accountability. It will develop systems and applications for better organisation and functioning of public bodies responsible for OP priority areas, such as budgetary management, health, justice, social security and implementing the 'Kallikratis' reform programme. These actions aim to improve the 'daily life' of society in relation to transactions with the public sector, by strengthening citizens' equal and active participation in the design, performance and monitoring of public policies. Regarding the development of e-services to citizens and companies, priority will be given to systems which provide immediate and radical change in the manner and time of public services by the state. The aim is to reduce the need for physical presence of citizens at public bodies in order to complete their transactions, through multi-channel service delivery to citizens through the uniform and integrated management of transactions for the citizen to public services, irrespective of the means of access (online, with physical presence or through call centres). This should free up significant human resources from the public sector to more productive and development processes.

The following **actions** are foreseen in 2014-2020:

- Procurement and implementation of necessary infrastructure equipment and software to ensure optimal, safe and effective communication with citizens and businesses through a CRM service system;
- The creation and use of a single and sustainable area of electronic identification and authentication in the country, for legal and natural persons;
- The development of infrastructures, systems and applications for 'mass' demand for services by citizens;
- Improving services to citizen in priority policy areas of the OP (budgetary management, justice, health, social security, and implementation of the 'Kallikratis Plan'), such as: development of information systems and services of the Secretariat-General for Computer Systems (tax administration); 2nd phase of the integrated management system courts for civil and criminal proceedings (justice); primary healthcare operating information system and development of electronic patient records, introduction of modern procurement procedures & the centralisation of procurement (health).

The **potential beneficiaries** will be: the public administration, decentralised administrations, local government, and citizens.

Human resources & performance management

(SOs 7.1, 8.1 & 9.1: Increase in public administration bodies where there are applied new horizontal policies, new systems of assessment and rational administration of human resources)

The specific objective is to improve the management policies and development of human resources in the public sector, and to provide strategic planning, development and the implementation of a system of administration which will involve all the main actors. The measure will introduce an innovative system of recruitment, mobility, career and more efficient use of skills of civil servants, creating an “internal market work” of the public sector, to enable the institution to become a permanent and transparent procedure.

It will also develop a system of performance management by objectives in the Greek public sector, which will guarantee the continuous, systematic and objective assessment of the performance of each public official in relation to their role and responsibilities.

Furthermore, it will establish an effective mechanism and monitoring of wage costs of civil servants with the state budget and the institutionalisation and the development of a human resource planning process. This will give considerable scope (incentives) to ministries and agencies to develop their own strategy for the people, to improve personnel management and to promote organisational innovation by changing the mix of staff skills or input. On this basis, a new, flexible human resources will be created in the public sector, ready to respond to continuous changes and new challenges it will face in the coming years.

The following **examples of actions** are foreseen in 2014-2020:

- **HRM systems:** This measure will provide a systemic approach to issues relating to HRM in the public administration through a number of interventions dealing with different aspects of the matter (mobility, mapping non-salary benefits, etc.), and adopting final development and functioning of a central organisational and administrative platform for its management. In particular, the design of a new and sustainable system of redistribution of civil servants will go hand-in-hand with the management of their careers.
- **Performance management:** Other actions will include developing management tools and evaluation of human resources in the public sector, through targets. The selection and formulation of objectives, evaluation, and promotion based on performance will be established, safeguarding professional merit and equal opportunities for all deserving officials. A process of planning of human resources will be supported, which will be directly connected with the state budget, reducing to the minimum the margins of exceeding objectives and limitations. Furthermore, a new system of classification of officials will be developed based on categories of jobs and skills required for performance of administrative action, contrary to the existing exclusive and one-dimensional link of employment with the educational level of officials. The level of education will be a criterion for belonging to a certain sector inter alia criteria and career profiles will be built on the basis of proven experience and efficiency.

The actions under this measure will be helped by targeted training within the 'training and development' measure below.

The **potential beneficiaries** will be civil servants, public administration, decentralised administrations and local government.

Training & development

(SOs 7.2, 8.2 & 9.2: Increase in the number of directors/public administration officials with certified skills/administrative capacities)

The specific objective concerns the training of public sector employees at all levels of administration, by developing training opportunities tailored to the actual needs of the administration. The training will be linked to three main administrative priorities: strengthening human resources to support the career development and to accept the organisational and structural reforms; facilitating a permanent mobility that will be implemented to better serve the needs of the administration and the citizens; and strengthening key transversal skills, particularly IT skills throughout the administration. The pre-requisites are: adaptation of existing training programmes in the light of new needs; definition of a process of periodic assessment of both the content and the results of the training programmes (the assessment must include mapping of the content to the needs of the administration); and the provision of training and development opportunities for (a) new hires, (b) employees who are covered by a mobility scheme and (c) staff who exercise management responsibilities or who may be called upon to perform. It will examine the possibilities offered by the use of new technologies, such as e-learning, with a view to obtaining the knowledge in a cost-effective manner.

The measure will include actions on pre-entry education, developing knowledge, skills and competences relating to the implementation of reforms in public administration at horizontal and vertical policy areas, and needed public sector human resources in new technologies and ICT systems. These actions include both the basic skills necessary to meet the staff on new challenges, as well as training in use of new systems which will modernise the public administration and constitute one of the essential preconditions for the implementation of reforms and e-government.

The measure will also promote the introduction of continuous training for managers. To this end, support actions for capacity development of middle and senior managers in the public sector. This strategy should also look forwards to ensuring and strengthening a politically-independent higher and medium civil service, as pivotal to implementation of and connection with milestones for public administration reform. Ensuring the continuous updating and upgrading of the content of training programmes, educational material and equipment certification will enable a better response to the requirements arising from the dynamic changes and reforms in the public sector.

The following **examples of actions** are foreseen in 2014-2020:

- **Developing knowledge, skills and competences:** This includes training to support reforms in the public sector. Training actions can be addressed horizontally across the public sector with training and development opportunities for (a) new hires, (b) employees who are

covered by a mobility scheme and (c) staff who exercise management responsibilities or who may be called upon to perform. On the other hand, actions can also be made for priority sectors. The establishment of specialised programmes will be designed in close cooperation with public institutions to be required to meet their particular needs and priorities. The actions aim to help public officials to change so they can contribute to the creation of an open, participatory, effective and efficient public administration, during the rapid evolution for the public sector. This category of action includes also the training of users in new systems and ICT applications. The new IT projects which will create needs for specialised training for the users to efficient functioning (applying a system is a more complex process which further aims to support users). Education is further specified in user training systems and education of system operators. In parallel, actions will be supported to implement e-learning in the public sector. As a result of contact with e-learning, students acquire experience in using computer systems and get acquainted with modern means, which mitigates the problem of digital illiteracy in public administration. Finally in this category of action include training projects to enhance targeted middle and senior management in the public sector. Since the ultimate objective of class action is not the production of qualified civil servants, but their training so as to improve the organisation and functioning of public administration, most of the training programmes will be linked to the phase of their design and implementation with concrete actions for administrative reform and e-Governance and/or therefore will become operational “on the job training”. Actions may include: promotional, introductory and pre-entry education of civil servants and judges; training in horizontal skills; training in specialised areas of OP priority sectorial policies; media training in modern environmental policies; training in new systems and procedures introduced by the OP; training in ICT; electronic training actions; and training of middle and senior officials in administrative capacities.

- **Improving the quality of design of curricula and teaching materials:** This includes actions to improve the quality of design of curricula and teaching materials. The requirements for training of civil servants are constantly changing as regards the necessity and the content. The rethinking structure and enrichment of the training programmes is appropriate, taking into account the structural changes implemented in the public sector and recognising the need to identify a new profile of a public administration. The development of distance learning and the customisation, but also their specificity. The systems may be used either for modern courses while ‘presence’ trainer and trainees, either for asynchronous tracking through an electronic platform at time desired by the learner. The update of the thematic content of the training should be permanent, depending on the target group of officials and of the role they must assume, in the near future, in education management, especially after the implementation of integrated horizontal and sectoral reform actions. Actions may include: development of teaching materials, curriculum development, programme development, continuous improvement of the system to detect training needs and staffing needs of public sector officials with fast careers, and redesign and continuous improvement of the system of assessment of education and training.

The **potential beneficiaries** will be civil servants, public administration, decentralised administrations, local government and citizens, plus public bodies offering training to civil servants

HUNGARY



OP Public Administration and Services Development (CCI 2014HU05M3OP001)

Hungary has one national OP dedicated to the TO11 investment priority, financed by ESF. There are no TO2 priority axes or measures in this OP. The OP itself has three priority axes (PAs), of which one is TA. The other two PAs have been allocated over €601 million of EU support across five specific objectives (SOs), as shown below.

Rationale of support for public administration reforms

The strategic environment of the Public Administration and Services Development Operational Programme is defined by the following documents in the order of priority:

- Partnership Agreement of Hungary 2014–2020;
- Public Administration and Public Services Development Strategy 2014–2020;
- National Info-communication Strategy 2014–2020;
- National Anti-corruption Programme 2015–2018 (Action Plan 2015–2016);
- Relevant parts of the 'Green Paper' and relevant documents of the E-Public Administration Action Plan;
- Relevant country-specific recommendations and the current National Reform Programme.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 1: Reduction of administrative burdens	SO 1.1: Procedural bottlenecks restricting business activities and citizens' opportunities to manage matters are reduced: the administrative costs and/or time spent by customers are reduced (TO11)	Number of procedures where the time of administration is reduced
	SO 1.2: High-level and advanced e-administration solutions are introduced (for citizens, public administration and businesses), increasing the number of cases that can be managed by electronic means (TO11)	Number of procedures that can be launched by electronic means
PA 2: Strengthening a service-oriented approach and ethical operation in public service	SO 2.1: In the key areas of public administration, a human resource management system is introduced, providing the competencies necessary for service-oriented task performance and complying with the career model (TO11)	Proportion of public service professionals successfully completing the training (obtaining a qualification);
	SO 2.2: Improved transparency of administrative processes (TO11)	Number of sectorial databases accessible from the Integrated Public Service Information System (IPSI); Number of procedure types available in the e-procurement system; Number of integrity consultants per 1000 public officials.
	SO 2.3: An integrated customer-centric information base of public services containing data at municipality level is established and taken into use (TO11)	Number of local governments using the IPSI system

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
1	ESF (TO11)	399,939,244	70,632,875	70,632,875	0.00	470,572,119
2	ESF (TO11)	201,385,532	35,566,500	35,566,500	0.00	236,952,032
Total	ESF (TO11)	601,324,776	106,199,375	106,199,375	0.00	707,524,151

Outline of measures and examples of actions

Simplification & reorganisation

(SO 1.1: Procedural bottlenecks restricting business activities and citizens' opportunities to manage matters are reduced: the administrative costs and/or time spent by customers are reduced)

This measure builds on the Government's Simplification Programme, launched in 2011, which aimed to reduce the administrative burdens on the population, and to make the language of legislation easier to understand for the public, especially in the most important life situations concerning the family, children, marriage, employment, social care, agriculture, education, real estate, pension, death and inheritance. As a result of the programme, 228 procedures were simplified, yielding a number of concrete results (e.g. consolidation of certain forms), but it has not yet reached the critical mass at system level. The aim is to reduce the bureaucracy that hinders business activity and the possibilities of citizens to make administrative arrangements by transforming the process of public administration proceedings that directly impose huge administrative burdens on citizens and businesses. The aim is to improve the processes, and the organisation and regulation relating to the processes (administrative official procedures) of back office units directly noticeable by customers.

At the same time, the restructuring of national state administrative bodies has been carried out on an *ad hoc* basis (e.g. the Ministry of Public Administration and Justice combined the central offices under its control in the Office of Public Administration and Justice), but no comprehensive review has been conducted to date at a central level, and hence the typical operation is inevitably sub-optimal, evolved in the course of organic development (i.e. inefficient with long lead times and requiring the involvement of multiple officers and/or multiple signatories). Below the national level, the newly established Government offices integrated nearly half of the territorial public administrative bodies, and exercise the power of control or coordination over the majority of the bodies not integrated into the organisation, but citizens and businesses still do not receive the same level and efficiency of service in territorial administration. The outstanding task is to find a way to increase the accessibility of public administration for customers (citizens and businesses) - meaning that customers should be able to manage their administrative matters as close as possible to their residential area or place of business, with the least possible investment of time and costs.

The measure is expected to lead to: simplifying the internal organisational systems of the selected and supported public administration bodies, so their operations become more efficient; eliminating duplication in service delivery across grant-recipient public administration organisations; customers

perceiving shorter lead times or lower cost of procedures/administration, due to simpler operation; and improving the average duration of first instance administrative proceedings.

The following **examples of actions** are foreseen in 2014-2020:

- **Process simplification:** All administrative procedures will be assessed to identify the manner and degree to which the procedures affect the population and businesses, as well as the frequency of occurrence of each case type on the basis of demands; a decision-support forum will identify the procedures to be analysed in detail, justified by the scope and scale of burdens, with a view to electronic solutions; selected processes will be simplified, the demand for the data required for carrying out the process will be consolidated and training will be held on the processes restructured; process changes arising from the coordination of records will be developed and the forms reworked with a view to ergonomics; development and introduction of administrative cooperation (electronic data exchange) to reduce the burden on customers (e.g. eliminating the use of certificates issued by the various authorities in administrative processes); the regulatory phase will reduce the lead time of proceedings by removing parallel forms of legal remedies and multiple reviews of decisions and the regulatory barriers affecting SMEs & citizens in accordance with the Regulatory Fitness and Performance Programme (REFIT).
- **Reorganisation:** The tasks carried out by 121 central public administration bodies, as well as their organisation, data transfer processes, personnel policy, budget, placement and legal supervision etc. will be reviewed in detail and their processes will be simplified (e.g. regarding tasks carried out unnecessarily or without a statutory obligation), the organisational structure will be simplified and standardised to improve efficiency, and rules of operation amended in at least 30 institutions involved; the branch office and case assistant system of district offices will be reviewed to ensure that citizens can use public administration services of the same quality and efficiency in individual municipalities, public administration duties that remain with the bodies of local governments will be reviewed to assess whether they can be carried out more efficiently by district offices; process & organisational developments will be supported, as well as the preparation and training of staff in district offices, examination of task allocation to counties/districts and the possibility to introduce a centralised competence structure based on designated authorities, in respect of case types generating a low number of cases. Another major task involved in the reorganisation of district offices is to establish districts offering more unified services, and to accelerate communication between the authorities/offices, in order to reduce the time of administration. The regulatory phase will remove the regulatory barriers affecting SMEs and citizens, in accordance with the recommendations of REFIT.

The **potential beneficiaries** will be: budgetary bodies, 100% state-owned companies and district offices.

Digitalisation of customer-oriented processes

(SO 1.2: High-level and advanced e-administration solutions are introduced (for citizens, public administration and businesses), increasing the number of cases that can be managed by electronic means)

This measure builds on the basic services and fundamental building blocks (eID, document authentication, etc.) that have been created, and looks to extend e-Administration and e-Services beyond the current limited offer to citizens and businesses. The primary goal of digitalising the processes (enabling 'self-service' by customers) is, first, to simplify communication with customers and, second, to reduce the time and cost of administration incurred by customers. This measure also aims to reduce administrative burdens by supporting internal processes (within and between public authorities) and by improving the e-solution of back office operations, which have an indirect impact on official administrative procedures and on customers. The introduction of one-stop shop administration requires a major change in attitude, the amendment of processes and a complete transformation of the system of customer relationships. The aim is to enable customers to use as many services (cases) as possible at a single point of contact and to increase the number of procedures that can be handled through (electronic, telephone) channels that do not require a personal visit, by developing e-solutions for front office activities, building on the existing networks of Government windows and municipal case assistants, and the Interactive Virtual Customer Service.

This measure is expected to lead to: an increase in the number of cases that can be launched by electronic means, and improvement in the level of online availability of public administration services to citizens and businesses; a reduction in the average lead times and/or cost of procedures incurred by customers, even in the procedures yet to be simplified; and an increase in the number of cases that can be launched through one-stop customer service.

The following **examples of actions** are foreseen in 2014-2020 (in order to have a complex approach, projects will be financed across these groupings):

- **Digitalisation of customer-oriented processes:** The support will cover: establishing services directly related to processing cases and keeping contact with customers (e.g. reservation, customer tracking, electronic billing and payment, customer information, centralised administrative systems designed with public interfaces, developments concerning electronic identification and authentication, diverting administrative procedures and processes based on public records to a variety of channels, development of telephone and electronic (web and mobile) administration services, publication and utilisation of public data etc.), as well as the implementation of programmes to promote the use of the services; developing a Customised Administration Interface integrating a significant part of the above services and providing customer access to the relevant regulated electronic administration services, which can be set by customers; financing developments required for accessing certain administrative services on smart phones and tablets as well as to supporting electronic solutions for polling public opinion on the services developed; digitalising the procedures available to customers in central and territorial public administration, relying on the resources of the Government Cloud. Owing to their large number, special emphasis will be

given to cases related to tax administration, housing, social assistance or documents, as these are the most common cases for the population.

- **Digitalisation of processes *within* public administration:** The support will cover: digitalising internal processes (in the communication between, or related to the internal functioning of, public bodies) that are necessary to support the processes (administrative procedures, services) directly noticeable by customers through IT developments linked to such services and being a prerequisite to them, where they can be demonstrated to relate to the results noticeable by customers; eliminating the problems hindering effective cooperation between the institutions, the improvement of cooperation between the specialised systems and records, strengthening the inter-institutional channels of communication, digitalisation of back office processes, e.g. receipt system, the establishment of interfaces between the document management systems, further development of regulated electronic administration systems (REAS) for back office support and facilitating their integration into internal processes as well as the interface-side support of REAS connections, the establishment of a management system monitoring the complete life-cycle of the process; introducing uniform electronic administration solutions at local governments at the national level, involving about 1300 local government offices, utilising the opportunities offered by the ASP technology¹².
- **Expanding the availability of One-Stop Shop (OSS) administration:** This support will cover: expanding the administration possibilities available at Government windows and municipal case assistants either personally, by phone or at interactive virtual customer service desks, extending OSS functions beyond launching the cases, and introducing the approach based on life situations; increasing the number of cases that can be fully handled by electronic means at the virtual customer service; renewing the information and data submission system, performing the transformation/development tasks of the administration organisation and application programmes necessary for the transformation of processes (including digitalisation at the required level) and preparing customer services for functioning as OSSs and providing the missing IT conditions and tools, covering e.g. the automated notification of other bodies of the changes reported; new types of services becoming available at the Government windows and at the municipal case assistants, e.g. the administrative services of certain state (public) utility providers and public utilities, in order to provide better services for customers. The related specialised administrative processes receive a special emphasis, including the tasks involved in process organisation, regulation and IT development relating to digitalisation.

The **potential beneficiaries** will be budgetary bodies, 100% state-owned companies, local governments, and district offices.

¹² The Application Service Provider (ASP) system is a complex IT support service for e-Solutions in local government, developed under the 2007-2013 OP (Electronic Administration).

Competency-based human resources management (HRM)

(SO 2.1: In the key areas of public administration, a human resource management system is introduced, providing the competencies necessary for service-oriented task performance and complying with the career model)

The aim is to increase the level of theoretical knowledge and skills of public service employees and to introduce an HRM system providing the competences required for the service-oriented performance of tasks and matching the career model in the key fields of public administration. With the National University of Public Service (opened on 1 January 2012), the measure will: establish and implement specific training activities arising from the requirements of the public service career model; set up a system to encourage knowledge sharing; make available advanced curricula and knowledge-sharing solutions for public service professionals and offer quality training, linking it all to the measurement of the results achieved. E-learning courses need to be improved to enable continuous feedback and group work, through video conferences, for instance. Public service is also currently characterised by a time-served system of promotions and careers linked to a specific field of administration. This structure is a major drawback in terms of the capacity of the public sector to attract and retain workforce and has an adverse impact on the motivation to expand and pass on knowledge. The aim is to replace that system with a competence-based system of wages and promotion, required for service-oriented performance of tasks, matching the career model.

This measure is expected to lead to: an increase in the number of public service professionals who have received the competence development required for service-oriented work; completion and implementation of the competence-based training system, the development of which had been started before, and which is required for the public administration and public service tasks; development and implementation of the management training system necessary for the use of modern management and organisational methods in public administration and public service; development and implementation of the system components required for the operation of public service career models (including the training system); and preserving the knowledge capital required for the efficient operation of public administration and public services, through the establishment of channels to pass on knowledge capital.

The following **examples of actions** are foreseen in 2014-2020:

- **Competence development for specialists:** Improving training and continuing training in public administration and public service, developing knowledge relating to special job spheres; assessing needs and supporting further improvements of the curriculum and methodology, to improve the efficiency of the learning process (e.g. extended learning process supplemented by multiple controls, provision of on-line tutoring, applying on-the-job methods etc.), adaptation of new foreign methods and methods already established in the business sector (e.g. project management, process optimisation methods), as well as creating and widely introducing an e-learning, distance learning, e-examination, on-line consultation platform and an online consultation network; reinforcing training capacities, the involvement of foreign guest instructors in the development and implementation of training; supporting training programmes for Government officials in executive positions in the form of continuing management training and job-related training, including local

government officials as a key target group; documenting and disseminating the tacit knowledge of professionals with special knowledge and considerable experience in public service; obtaining experience abroad for experienced professionals with language skills and position to understand, adapt and disseminate up-to-date foreign practices in Hungary; developing curricula and programmes to enable law enforcement staff to find jobs in other fields of public administration, in line with the public service career model.

- **Providing the conditions for a career in public services:** Establishing & introducing a job register (along with the related methodology and IT system developments), a competence map and a competence measurement system, a map of leadership competences and related measurement tools, and the methodology of the mentoring system, including training for HR employees in implementation of the career model; transforming the present tracking system (from 2 points of measurement to defining 6–7 points); developing and implementing a law enforcement career model to find jobs in other fields of public administration (interoperability in public administration); making available new training opportunities on the basis of individual life situations/needs, adjusted to the new promotional and organisational needs, and increasing the professional competences of public service employees.

The **potential beneficiaries** will be budgetary bodies and the National University of Public Service.

Preventing & detecting corruption

(SO 2.2: Improved transparency of administrative processes)

The aim is to improve the transparency of public administration processes by establishing and introducing developments that facilitate paradigm shifts, increasing transparency and reducing the risk of corruption, as well as by the practical establishment and rolling-out of e-procurement solutions.

Several positive initiatives have been launched in recent years to combat corruption. In relation to the ESF, ERDF and CF support relating to technical assistance, the www.anti-lop.hu website was launched, which allows for the anonymous reporting of suspected corruption relating to support and for the monitoring of the status of reports. The National University of Public Service has launched further training in integrity consulting for the prevention of corruption and other anti-corruption training, which prepare civil servants for reducing the risk of corruption. The first phase of building the network of integrity consulting has been completed, but the Government decree on the activities of integrity consultants provides for the employment of integrity consultants, which generates continuous demand for training. Also, the range of training participants must be increased among employees in public administration. Organisational capacities for the prevention of corruption will be available in public administration as a result of this measure, and in the NGOs active in this field. Cooperation with NGOs should become more intensive, and the risk of corruption reduced due to the elimination of regulatory loopholes, leading to an improvement in the indicator of sensitivity to corruption. The transparency of processes in public administration and public services should also improve, due to improving the search-ability of data of public interest. The number of public officials with knowledge of integrity and professional ethics will increase, while the

population will receive a wide range of information on risks of corruption and the actions aimed at reducing them - public awareness will be raised in this respect. The use of the e-Procurement application will increase, measured with the EUROSTAT Digital Agenda Index.

The following **examples of actions** are foreseen in 2014-2020:

- **Facilitating paradigm shifts in combatting corruption:** Transposing legislative guarantees by continuing the training in integrity consultancy and other anti-corruption topics and financing continuing training for consultants and other professionals already employed in public administration; extending awareness-raising and professional continuing training to public and government officials; strengthening the integrity consulting network launched earlier; offering use of the integrity management system to local governments, judicial and autonomous state administrative bodies and state-owned companies, including the related training; raising awareness of the possibility for the organisations of the public sector to join the integrity survey of the State Audit Office, and aiming to increase the number of integrity surveys completed; elaborating a methodology for implementing integrity management systems; organising educational programmes and information campaigns to strengthen an integrity-based approach as part of increasing sensitivity and raising public awareness; reviewing and reworking internal regulations and job descriptions reporting to the ministries on the basis of the recommendations by the State Audit Office, training projects will be implemented with the involvement of non-governmental organisations; and mitigating the risks of economic corruption, e.g. the review of regulations on mandatory auditing and making proposals to modify them.
- **Improving transparency:** Reviewing the data subject to statutory disclosure with the involvement of the non-governmental sector; developing the public procurement database managed by the Public Procurement Authority, and performing quality maintenance; disclosing public data in an electronically structured form that facilitates processing and search (with a unique identifier linked to economic operators, based on tax numbers, for instance); developing IT solutions to support the submission, processing, analysis and transparency of property declarations; involving the NGO and increasing its capacity (e.g. training, analysing capacities, campaigns etc.); and reviewing the electronic system operated by the ombudsman for fundamental rights for the submission and registration of notifications of public interest, extending or further simplifying its functions.
- **Reducing the risks of corruption:** Strengthening the internal state administrative body for crime prevention and crime detection, with all the human resources capacity and technical assets required for extensive investigations, expanding the designated body's development, the continuous training of staff, the provision of the equipment necessary for work as well as the organisational development and regulation required for the expansion of the organisation; implementing IT solutions of risk analysis and data mining (e.g. Arachne, being piloted), as well as developments enabling the connection of the databases concerned; establishing a single e-procurement solution on the web that contracting authorities and tenderers can connect to without any specific cost, so contracting authorities can conduct each step of the public procurement procedure by electronic means, ensuring compliance

with the requirements of authenticity and transparency; facilitating the monitoring of public procurement procedures by SMEs, and drastically decreasing the number of certifications to be obtained by tenderers due to the electronic data links; ensuring the results of procedures will be easy to search and access via the Internet, thereby ensuring public control over the spending of public funds; and supporting procurement below the threshold and encouraging green procurement by integrated assessment schemes also including sustainability criteria.

The **potential beneficiaries** will be the National Protective Service, the government agency responsible for the implementation of the e-procurement solution, 100% state-owned companies, National University of Public Service, and law enforcement agencies.

User-centred information on public services

(SO 2.3: An integrated customer-centric information base of public services containing data at municipality level is established and taken into use)

The aim is to establish the Integrated Public Service Information System (IPSI) containing data and information to enable sound decisions on improving local public services. The aim includes the improvement of the organisation of local public services, the optimisation of functional processes and the creation of the basis for planning the financing of functions. However, it does not include the improvement of specific public services, which are targeted by other OPs. The organisation of local public services is the responsibility of local governments, while ministries are responsible for sectoral control through regulation and the supply of information. The IPSI will provide the basis for the reforms involved in organising local public services in local governments, to establish a sound and task-based financing system in local public services, and to plan and optimise local public services and public utilities at national and local level. It will contribute to the establishment of an integrated and customer-oriented information base of public service data at municipal level. The system will provide considerable support for the following functions, which are related to the decision-making of local authorities: zero-based planning of the budget based on the principle of task financing; due diligence, efficiency analysis of operation; impact and cost analyses of operator decisions; development of optimal institutional structure and resource planning; and equal opportunity examination.

As a consequence of this measure, the available sectoral databases will be connected and the municipal-level organisational, institutional and financial information determining the tasks of local public services available in a database accessible by all local governments and relevant organisations of public administration and public service. Municipal-level data on public services will be available for search and analysis in an integrated form, covering the territory of the whole country. The database established will be taken into use by the institutions concerned (local governments and the central body responsible for control over the local government sector) and, therefore, the quality of public services will be improved. A public satisfaction measurement system will be established and introduced, in order to define the development of public services on the basis of needs, and a public service organisation methodology toolkit adapted to Hungarian specificities will be established.

The following **examples of actions** are foreseen in 2014-2020:

- **Establishing the IPSI:** Establishing a database with the required structure (loaded with local data of local public services, specialised administration and public utilities), migrating already existing public databases, developing interfaces for the analysis and management of data, and connecting them with the current sectoral systems; establishing data supply procedures for the information currently not collected on local public services but required for providing the genuine basis of task financing, for optimised task scaling and for the optimisation of public service processes; as well as integrating the existing data sources, collecting quantitative data from local governments, including the solutions applied in the performance of local public services, public satisfaction surveys reflecting the quality aspect of local public services; defining the range of local public services where satisfaction surveys are most required; providing access for all local governments to the IPSI system, including training of users in how to use the system; and using data in the IPSI system for task financing in local governments and for substantiating decisions on the future of public services, as well as for producing *ex-ante* evaluations / impact studies.
- **Launching research programmes to substantiate the restructuring of public services** in the following areas: Territorial issues and scope of task performance; needs of citizens and customers; planning, financing as well as monitoring and controlling methods and mechanisms; organisation and management of public services; general and special regulatory practices in large provision systems (the level, depth and means applied in legislation governing this area, where to establish obligations, controlling / supervisory powers); relationship between civil society and public services. Research results will be used during the impact analysis of related legislative proposals.

The **potential beneficiaries** will be the government organisation appointed for the development and operation of the IPSI system, budgetary body, academic and higher education institutions, government organisations.



ITALY

Italy is the Member State with the highest TO 11 allocation: EUR 800,162,162 of which 612,593,619 from the ESF and EUR 187,568, 543 from ERDF. 26 out of the 29 ESF programmes have programmed actions under TO 11. This includes five national programmes: OP Governance and institutional capacity (48 % of ESF TO11), OP "Active policy systems for employment" (10 %), "Legality" (9 %), "For the school" (6 %), OP "Social Inclusion" (1%) and 22 regional Ops. The regional OPs with biggest allocations in support of public administration are "Puglia", "Sicilia" and "Campania" - around 4% each. The current review outlines only the two OP Governance and institutional capacity and OP "Legality" (9 %) for their systemic nature in the support of public administration.

OP Governance and Institutional Capacity (CCI 2014IT05M2OP002)

Italy's national OP for good governance and institutional capacity covers both ESF and ERDF.¹³ This OP has three substantive priority axes (PAs), of which the first and the third fall under, while the second falls under TO2.

Rationale of support for public administration reforms

The OP responds to the following Country Specific Recommendations from 2014:

- Specific Recommendation 3 - As part of a wider effort to improve the efficiency of public administration, clarify competences at all levels of Government. Ensure better management of EU funds by taking decisive action to improve administrative capacity, transparency, evaluation and quality control both at national and regional level, especially in southern regions. Further enhance the effectiveness of anti-corruption measures. Monitor in a timely manner the impact of the reforms adopted to increase the efficiency of civil justice with a view to securing their effectiveness and adopting complementary action if needed.
- Specific Recommendation 7 - Approve the pending legislation or other equivalent measures aimed at simplifying the regulatory environment for businesses and citizens and address implementation gaps in existing legislation. Enhance the efficiency of public procurement, especially by streamlining procedures including through the better use of e-procurement, rationalising the central purchasing bodies and securing the proper application of pre- and post-award rules.

Further to that it addresses the following needs:

- Insufficient use of services e-government da part of businesses and citizens
- Insufficient coordination between all levels of government;
- Low levels of performance of the Italian public administration on the basis of international classifications and the analyses;
- Need for the concrete implementation of reforms.

¹³ However, it is not the only national OP with a TO11 element, there are also OP Legality and OP Social Inclusion.

Intervention logic of support to public administration reforms

Priority axis	Specific objectives	Results indicators
PA 1: Development of administrative and institutional capacity for the modernisation of public administration	SO 1.1: Increasing transparency and interoperability and access to public data (TO11)	Use of local offices created; Administrations with risk management systems; Personnel with appropriate skills improved on public procurement;
	SO 1.2: Regulatory burden reduction (TO11)	Share of participants who have successfully completed courses for skills enhancement in production and management of public data;
	SO 1.3: Improvement of the performance of public administration (TO11)	Public availability of databases in open format; Regulatory charges relating to procedures subject to measurement and reduction;
	SO 1.4: Improvement of the efficiency and quality of the judicial system (TO11)	Number of simplified procedures; Local government employees who have been trained in ICT;
	SO 1.5: Increased levels of integrity and legality in the action of the public administration (TO11)	Share of operators that have successfully completed the paths of increasing digital skills; Administrations which have reorganised; Average stock of civil proceedings in the offices concerned; Arrears management of judicial offices in the offices concerned
PA 2: Development of e-government, interoperability and support to the implementation of the Digital Agenda	SO 2.1: Developing the demand for ICT in terms of use of online services, digital inclusion and participation in a network (TO2)	Public availability of databases in open format
	SO 2.2: Digitalisation of administrative processes and dissemination of fully interoperable digital services for administrative matters offered to citizens and businesses (TO2)	Local government with links and exchanges data with other public authorities; Notifications and communications in digital format in the offices of the District Court involved; E-government use by offices involved in legal proceedings
PA 3: Strengthening multi-level governance into public investment programmes	SO 3.1: Improvement of multi-level governance and of administrative and technical capacity of public authorities in public investment programmes (TO11)	Share of operations with timeframes above the reference values reported by Visa; Level of implementation of the PRA; Actions and projects that meet the time schedule of implementation and a completed single route; Online consultation of territorial statistical databases

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
1	ESF (TO11)	291,069,577	121,491,767	121,491,767	0.00	361,936,706
2	ERDF (TO2)	67,561,991	28,201,571	28,201,571	0.00	95,763,562
3	ERDF (TO11)	187,568,543	79,701,365	53,933,590	0.00	267,269,908

Outline of measures and examples of actions

PA1 covers innovative processes and organisational arrangements, improving staff skills and equipping the structures to operate more efficiently. It will be implemented in coordination with the other two priority axes, to achieve a full digital inclusion in e-government services (including accessibility for people with disabilities), to ensure the availability of public services to all types of users.

PA2 is concerned with the development of e-government, interoperability & support to the implementation of the Digital Agenda. The services will be developed under the logic of re-use for supporting the adoption of IT applications, technological/organisational practices common and shared between administrations, promoting the exchange of all relevant information for the purposes of full awareness of the solutions adopted, costs and benefits and the results obtained. Underlying all work under this strand will be the standards necessary to ensure accessibility for people with disabilities in order to achieve a full digital inclusion in e-government services and ensure the availability of public services to all types of users

PA3 is financed under TO11 (ERDF), with the goal of strengthen multi-level governance within the context of implementing policies supported by the ERDF. The axis foresees also systemic actions related to the PRA¹⁴ (Plan to reinforce the administrative capacity). The axis also regards the code of conduct for partnership and action related to the empowerment of local authorities involved in the "Del Rio"¹⁵ Reform.

Open data

(SO 1.1: Increasing transparency and interoperability and access to public data)

This measure addresses the issue of transparency in the framework of open government policies by: equipping administrations with the competences/skills necessary to identify data and information relevant to foster access, production and dissemination of data in open format; and involving stakeholders with the aim of increasing the level of accountability, civic participation and social control. This measure operates in conjunction with actions under SOs 2.1 and 2.2 (see below) by prioritising the acquisition of digital literacy and advanced skills for innovation and growth, and full & functional interoperability of systems and services as a priority requirement to ensure access to quality services provided to citizens and businesses, as well as the efficiency and effectiveness of government action (smart growth, accountability and participation).

In this regard, there are two fields of action. The first is strengthening skills, including specialist training to ensure quality, accessibility, usability, reusability and interoperability of public data, and also skills of a cross-cutting nature, in relation to some useful and promising areas of policy for social development and economic growth. The second is promoting a culture of quality of data, replicable also by parties other than PA, fostering openness, participation and the realisation of social and economic benefits related to development of open data.

This measure is expected to lead to: strengthening skills of operators involved in the production and management of data; increasing the number of authorities that make data available in non-proprietary formats and quantity data available in non-proprietary formats; increasing the rate of re-use of public data and civic engagement through a greater participation citizens and encourage stakeholders to put in place mechanisms of social control; and greater civic participation, increasing the confidence of citizens when dealing with the public administration.

¹⁴ The Italian Partnership agreement (section 2.5) foresees the so called "Piani di Rafforzamento amministrativo" (PRA) – Plan to reinforce the administrative capacity - by all administrations involved in the management of ESI funds, as a tool to respond the Country specific recommendation on public administration.

¹⁵ Italian territorial reform, launched in 2014.

The following **examples of actions** are foreseen in 2014-2020:

- **Developing skills and open government projects:** The measure aims to strengthen capacities to release and process data to make them usable, and provides for: setting the agenda for the development of national information including through consultation of the application and development of guidelines; identifying key datasets, production and link to general ontologies in order to boost the performance of services in sectors with high economic and social impact (cultural goods, agri-food sector, transport, tourism, environment territory); creating a network of open data management in the Italian PA with the objective of promoting the sharing of good practices and common standard; organising training activities, including e-learning (MOOCs) for managers and officials of the PA on technical, legal and organisational aspects of open data; initiatives of fact and date journalism for the joint verification and co-production of data and information, including through the use of new technologies and from social interest databases relevant for the Community (health, education) and also already partially available (mapping), environmental data, as well as recourse to the know-how of civil society, citizens and stakeholders; and strengthening competences for data re-use and civic engagement involving universities, research centres, citizens, civil society organisations, start-ups, etc.

The **potential beneficiaries** will be central and local administrations, and universities.

Administrative burden reduction (ABR)

(SO 1.2: Regulatory burden reduction)

This measure aims to simplify the administrative and regulatory framework for citizens and business, on the basis of the 'Simplification Agenda'. It aims to develop the capacity of authorities to monitor and reduce costs and timings / delays associated with administrative procedures, with particular reference to the most relevant for business start-ups and operations. The specific objective will be implemented in a framework of coordination of national, regional and local authorities, the detailed rules of which were laid down in a specific agreement (adopted national decree) for implementing the Simplification Agenda which is a key reference point for planning and implementing ABR. The measure will develop the capacity of public authorities at various levels of government to give certainty to reducing regulatory burdens and the timing of the procedures, strengthening their ability to work on monitoring and implementing policies and rules of simplification, and work in a coordinated manner to ensure simplification and standardisation of procedures. In this framework, targeted actions are foreseen to promote mentorship at the territorial level, one-stop shop (OSSs) for business activities and the management of complex procedures for enterprise activities.

This measures is expected to lead to: regulatory burden reduction (including administrative costs); reduction of the average time of completion of the procedures; increased certainty of requirements and timing; and reduction in 'gold-plating'.

The following **examples of actions** are foreseen in 2014-2020:

- **Preparing & disseminating methodologies for ABR**, by: creating a multi-level taskforce defining the methodologies for measurement and burden reduction and performs the function of coordination and verification of the state of implementation of activities depending on the expected result; developing guidelines to support administrations; implementing a system for monitoring activities; constructing a 'simplification' network, involving diverse levels of government and stakeholder consultation systems.
- **Strengthening the capacity to measure burdens on citizens & SMEs, especially start-ups**, by: activating consultation mechanisms for identifying the regulatory areas and requirements/procedures for high impact measurement; mapping procedures and measuring burdensome and time-consuming procedures, focusing on 'high impact' on undertakings (SMEs) through ad-hoc surveys and case studies; participating in evaluation activities of regulators at EU level (the 'REFIT' programme);
- **Strengthening the capacity for ABR for citizens & SMEs, and verify the implementation of simplification measures**, by: verifying the implementation of simplification measures already taken; defining simplification proposals also aimed to promote the digitalisation of the procedures; standardising procedures; simplifying and standardising the models used for the start-up of business, construction and environmental procedures;
- **Supporting & strengthening the administrative capacity of OSSs for business**, by: systematic verification of the functioning of the Points of Single Contact; promoting measures to support training of operators; targeted actions of organisational and managerial simplification; and strengthening administrative capacity in the management of complex procedures, with administrations collaborating and complementing their interventions.

The **potential beneficiaries** will be national, regional and local authorities.

Performance management

(SO 1.3: Improvement of the performance of public administration)

This measure aims to support, on the one hand, the implementation of pathways for reinforcing digitalisation to redefine processes following the principle of "digital first", whereby processes must be designed in digital form, and on the other hand, the implementation of public administration reform, aimed at improving the efficient administration of justice, re-organising structures and strengthening management systems. Therefore, it will operate in close synergy with the SO 2.2 measure below.

The measure supports the implementation of e-Government, and completing the equipment and infrastructure actions envisaged in support of the Digital Agenda with promotion of digital literacy and digital skills. The measure will also cover the reorganisation of territorial structures and the management of administrative support services in terms of integration and consolidation. It shall also help develop a system capable of ensuring coordination and monitoring measures for strengthening of administrative capacity at local level and maximising the effectiveness of

interventions under national and regional OPs, avoiding duplication, sharing know-how and successful practices.

This measure is expected to lead to: development of digital skills of operators; improvement of processes for delivery of e-Government services; increase in the number of public authorities that implement effectively processes of reorganisation and rationalisation of their management structures of capital services and adoption of performance management systems (quality management) and introduce innovations in personnel management, both at the level of strategic planning for the operational management of staff; increases in the number of central and regional authorities defining actions to strengthen administrative capacity in a coordinated manner.

The following **examples of actions** are foreseen in 2014-2020:

- **Developing e-skills and models for the joint management of advanced services**, by: improving the governance mechanisms between the central and regional governments, in order to ensure the full interoperability of systems and services; raising skill levels among actors involved in the management and delivery of services with special attention to areas already started in the Digital Agenda (national register, digital identity, electronic payments, e-invoicing), utilising a system approach but in close cooperation with implementations which will take place at regional or sectoral level; strengthening capacities to define, manage and implement ICT and broadband projects at both national and regional level, through studies/research, mapping and data collection, training, specialist support, networking & exchange of good practices on the issues concerning all the priorities of the “National Strategy for Digital Growth Plan” and the ‘next generation network (NGN), referring to the design and implementation of broadband networks (broadband networks), and the solutions for e-government, e-procurement, e-health and e-education; developing specific expertise for correct implementation of the relevant EU regulations and directives (e.g. Directive 2014/61/EU on reducing the cost of deploying high-speed electronic communications networks, state aid rules etc.); functional support for capacity-building in the use of smart solutions in support of local urban and rural development, combining also ‘smart’ solutions for Smart Cities and Communities; strengthening administrative capacity of the staff involved in customs operations (adoption and implementation of EU Customs Competency Framework).
- **Innovation in the management of health services by supporting the development of literacy in implementation of innovation processes (Health Pact)**, by defining specialised & digital competences for the implementation of the master plan, with the involvement of regional governments; training, standard-setting and trial implementation of organisational models for planning and organisational innovation, including the dissemination of good practice (including through Twinning to accompany the re-use of ICT solutions); defining impact assessment methodologies; information and communication on established practices.

- **Improving central and regional administrative capacity for the integration of environmental sustainability**, ensuring the necessary synergy between actions under the different funds, aimed at strengthening the institutional capacity of actors involved in integration of environmental sustainability, promoting take-up of green public procurement (GPP) whose application and use of minimum environmental criteria by public authorities and central purchasing bodies however is not yet sufficiently widespread and there is a need for a strong commitment to communication and training, through: training and mentoring on-the-job mainly on initiatives targeted at project evaluation procedures, but also on specific environmental themes (vas-via-vinca) and deemed mandatory for programming (climate change, sustainable mobility, blue green economy); communication and promotion of green public procurement.
- **Optimising administrative capacity-building interventions carried out under national and/or regional OPs**, by: analysing OP interventions to allow common action or to identify areas where action should be taken to develop to strengthen administrative capacity (size of the quality of human resources, the quality of the organisation, the degree of digitalisation, developing performance management, involvement of stakeholders, management of inter-institutional relations); activation of networks of selected policy actors, including local authorities and universities/research centres; coordination of territorial actors; targeted mentoring; pilot projects for the dissemination of positive results; benchmarking also at European/international level; and sharing knowledge (know-how and promising practices also at European/international level).
- **Rationalising public administrations to improve organisational efficiency and personnel management**: developing and implementing a structured system of analysis of staffing needs for the dimensioning of posts which takes into account the gap generated by demographic trends, both from the demand side and from the supply side; developing and implementing methodologies and mapping skills (by administrative and professional groups, territories, sectors etc.) in administrations at different levels of government and in the different sectors; more effective policies to facilitate recruitment, staff mobility, and outplacement services for the management of redundancies; develop and implementing the management system of the unique role of management at different levels of government (recruitment, assessment and continuous training, etc.); strengthening the management systems of government (performance, risks, quality) consistent with the instruments for budgetary planning; organisational change designed at national level but implemented locally for the implementation of reforms (re-organisation of new provinces, state regional structures, capital management associated with services, etc.).

The **potential beneficiaries** will be central, regional and local authorities, local actors, health professionals involved in project implementation of innovative ICT services, etc.

Strengthening the justice system

(SO 1.4: Improvement of the efficiency and quality of the judicial system)

This measure seeks to increase the efficiency and quality of the justice system, through a collaborative model to support court operations. The introduction of a dedicated team aims to integrate different processes (Judge, Registrar and professional resources in staff) in order to increase productivity, reducing the time of the system of justice. It will create decentralised services at the offices of the District Court, the municipalities and other local authorities, enabling users to have a reference near the place where they live and be offered a guidance, advice and support in the drafting of applications, their deposit and subsequent withdrawal or to file applications/appeals, thereby reducing the need for physical access within the tribunal. It will define a 'decatalogue' of operational practices to decline on national territory in order to establish a uniform practice for dealing with cases in civil matters.

The measure is expected to lead to: improved productivity of offices; reduced time of working practices; improved quality of work of judges and court clerks; the digitalisation process and technological innovation for judges and court clerks; use of specific software technologies; identification of uniform methods to reduce the backlog of civil cases; designing and delivering a citizen-centred service, bridging the gap between citizens and the justice system; reducing delays in the activation and provision of information services for the submission of applications/appeals; and reinforcing the image of "justice for the territory".

The following **examples of actions** are foreseen in 2014-2020:

- **Improving the efficiency and the performance of courts through computerisation & technological innovation** (in combination with SO 2.2 measure): implementing innovative organisation schemes to improve the efficiency of the work of the courts, through the introduction of a collaborative model for the judge that includes the following main categories of actions: pilot projects for the creation of offices of the process; coordination projects between offices, universities and bar associations for the maximisation of case law; and dissemination of software of pilot offices.
- **Providing citizen-centred or strongly customer-oriented offices of the Justice of the Peace or local authorities**, by redefining organisational process of disbursement of the Registry and rationalisation and realignment of associated back office and front office desks, using also at the offices of the courts of peace of local authorities located in those territories which saw the abolition of the courts or the offices of the Justices of the Peace after the revision of the judicial geography;
- **Implementation of operational models** - identified by the Ministry in pilot offices of first instance; and dissemination in the pilot offices of the statistics needed for the operational implementation of the model.

The **potential beneficiaries** will be judicial offices.

Integrity and anti-corruption

(SO 1.5: Increased levels of integrity and legality in the action of the public administration)

This measure aims at strengthening corruption prevention and increasing legality. Administrative capacity will be developed to identify, assess and manage risks and will strengthen those competences required to prevent corruption, particularly in the area of public procurement. The measure seeks to avoid the risk that the prevention of corruption and risk management are turned into mere additional bureaucratic layers on top with other programming instruments and control already envisaged in other areas: Prevention of corruption must become integrated into the wider system of planning and administration.

The measure is expected to lead to: increased number of administrations taking effective risk management system integrated with the planning and monitoring system, and strengthened skills of those responsible for the prevention of corruption.

The following **examples of actions** are foreseen in 2014-2020:

- **Integrating risk management systems with systems for planning, programming, evaluation and internal control of administrations:** through the definition of pilot initiatives, for different types of administration, by the integration of activities of analysis, evaluation and management of risk in planning and monitoring system of administration and their dissemination;
- **Developing skills for managing tools for prevention and repression of corruption:** these tools will include codes of practice and whistleblowing, particularly in the area of public procurement, including through training missions that may be addressed to target which the authorities responsible for the prevention of corruption can ensure the diffusion of the entire administration.

The **potential beneficiaries** will be central and local public administrations.

Technological solutions to ensure usability and release of public data

(SO 2.1: Developing the demand for ICT in terms of use of online services, digital inclusion and participation in a network)

As noted in the TO11 measures, this measure focuses on exploitation of public data and specifically the development of technological solutions to ensure quality, accessibility, usability, reusability & interoperability. It aims to implement a platform that, over time, will integrate relations with citizens across the public administration, both national and local, through relational application flows. The platform-based logic allows data re-use and increased transparency in the wider framework of policies of open government, where the meaning of total disclosure of public information is combined with the involvement of citizens and stakeholders, both for civic participation and social control. The measure will contribute to a paradigm shift in the design of the ICT architecture, putting citizens and companies at the centre and the administration in their service, focusing on an increased availability in open format of the information resources sector of the PA and simplicity and usability of online services. The actions foresee a governance at national level that will be carried out by AGID, to enable supervision of operations linked to the implementation of the Digital Agenda and

with the involvement of central, regional and local administration. Coordination will make it possible to monitor the relevant results, to ensure the development of interoperable solutions, the development of common platforms, rationalise the data centre, the adoption of common rules on open data, the development of cloud-based services, etc.

The measure is expected to lead to: increased number of authorities that make data available in non-proprietary formats and increasing the rate of re-use of public data; increased civic participation and increased citizens' confidence; and increased number of services available through e-government systems to a unique platform and accessible, leading to the progressive switch off of analogue option for the use of public services (planning, digitalisation of public administration and user-centred system and by coordinating the various actions undertaken by all public authorities).

The following **examples of actions** are foreseen in 2014-2020:

- **Developing the national www.dati.gov.it portal:** offering an integrated dataset which set out the data of all enabled public administrations (ministries, regions, local authorities), the metadata catalogue and application services; developing an environment that provides fixed and technological standards, catalogues of metadata, shared ontologies and rules of application cooperation to ensure full interoperability of public record all datasets, in order to ensure their use for the provision of online services for citizens and businesses in a single national access point, including by private websites.
- **Openness of local government:** promoting and disseminating the sharing of data and information (covering costs incurred and/or activation and provision of specialist technical support); systematising datasets and interfaces and access.
- **Development of applications to exploit the issue and reusability of data:** with a focus on areas of particular relevance to citizens (health, environmental risks, education), enterprises (cultural goods, tourism, transport, crime), involving and using the know-how of universities, research centres, citizens, civil society organisations and referring also to experience and existing platforms.

The **potential beneficiaries** will be central governments, regional and related local associations and civil society, universities and research centres.

E-Services for citizens & businesses

(SO 2.2: Digitalisation of administrative processes & dissemination of fully interoperable digital services for administrative matters offered to citizens and businesses)

This measure aims to digitalise administrative processes consistent with digital growth strategies, to develop functional e-infrastructures to improve efficiency, and to disseminate fully interoperable digital services, including in the field of justice. Interventions will require the definition of priorities and better coordinated actions at the local level, and the maximisation of effectiveness/efficiency, including through the exploitation of economies of scale and the achievement of a sufficient level of integration / clustering between the actions implemented.

The measure is expected to lead to: increased number of services co-designed and/or disbursed as part of an association and made available on a single platform for citizens and businesses; number of citizens and businesses using online services of the PA recorded and transactions; increased number of public administrations streamlining their IT infrastructure and digital technologies, through the use of cloud computing, the merging with other administrations and the use of central platforms. As regards the justice sector, the expected results include: extension and computerisation in the offices of the Justices of the Peace, building on telematic communications and the publication of the judgment; speeding up the exchange of information between operators of criminal law; unification of systems feeding of 'criminal offence notice' systems for document management and integration with the criminal register SCIs; creation of the criminal file and document management; development of criminal notifications; and facilitating access to the process for citizens, professionals and enterprises.

The following **examples of actions** are foreseen in 2014-2020:

- **Developing models for the joint management of advanced services and technological solutions for the realisation of e-government services, including integrated and joined-up services:** establishing a unique platform for the provision of online public services accessible via digital identity, which puts emphasis on the availability and usability for users; stimulating the development and use by citizens and companies on the demand side and the supply of digital services, promoting the deployment of e-Government services; enabling interventions and programmes, namely national register, digital identity, e-payments and e-invoicing; supporting the development of smart cities and communities and through the implementation of innovative, efficient and user-friendly technologies which requires an integrated approach, with a focus on mobility, energy efficiency, logistics, smart grids, sustainable natural resources (waste, water, urban biodiversity) and social innovation; strengthening the capacity to manage international trade, with specific attention on development of modern customs facilities, information systems, control and processing systems (e-Customs).
- **Rationalising public administrations to improve organisational efficiency and personnel management:** implementing interoperable, technological infrastructure and also from existing experiences and applications on the basis of open format, personnel management at different levels, performance management systems, capital management associated with services of governments, the integration of administrative structures on the ground, and the development and integration of institutional databases;
- **Improving the efficiency and the performance of courts through technological innovation and computerisation:** extending the 'electronic civil process' (PCT) to courts through the computer management model review for Justices of the Peace, and for communication and procedures for sending notices electronically; replicating the model implemented in PCTs also in criminal matters through the main categories of actions by completing development and adaptation of software and hardware to develop cooperation between existing systems, and creating a digital criminal file, including with a view to improving the system of

notifications of criminal cases with integration of the various projects; adopting the extended intervention systems, video conference, e-government and ICT available to citizens and businesses.

The **potential beneficiaries** will be: central, regional and local administrations, customs authorities, state-owned public entities, judicial offices.

OP Legality (CCI 2014IT16M2OP003)

This OP is dedicated to promoting the rule of law, by tackling organised crime & corruption and thereby promoting economic development and social inclusion in five regions in the Italian south classified as less developed regions. The OP is funded by both ESF and ERDF. This OP has five substantive priority axes (PAs), of which PA5 is financed under TO11 from ESF, and PA1 under TO2 from ERDF.

Rationale of support for public administration reforms

The support to public administration responds to Specific Country Recommendation 2 from 2013 (Strengthen the legal framework for the repression of corruption, including by revising the rules governing limitation periods) through training activities for public administration and the police for the fight against corruption and the infiltration of organised crime in the legal economy.

Intervention logic of support to public administration reforms

Priority axis	Specific objectives	Results indicators
PA 1: Strengthen the PA's action in the fight against corruption and organised crime	SO 1.1: Digitalisation of administrative processes and fully interoperable digital services (TO2)	Decrease in offences related to public procurement; Reduced average processing times of applications for access to the solidarity fund for victims of extortion and usury; Information concerning the goods confiscated published in open
PA 5: Improving the skills of the PA in combating corruption and organised crime	SO 5.1: Improvement of the performance of public administration (TO11) SO 5.2: Increased levels of integrity and legality in public administration, including action for combating undeclared work (TO11)	Civil servants working in combating crime and corruption in the target regions reclassified; Degree of participation of citizens through the web in political and social activities.

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
1	ERDF (TO2)	68,077,000	22,692,334	22,692,334	0.00	90,769,334
5	ESF (TO11)	52,730,000	17,576,667	17,576,667	0.00	70,306,667

Outline of measures and examples of actions

There is considerable synergy across these two PAs, especially in the context of anti-corruption and public procurement, centred on the role of the prefectures as the local offices of the Ministry of the Interior and the protective body of the administrative system.¹⁶

Digitalisation & interoperability

(SO 1.1: Digitalisation of administrative processes and fully interoperable digital services)

This measure aims to support the prefectures in developing their capacity for assessing the risk of corruption and crime, in particular through computer software for the analysis of the public procurement sector, “enhanced” for monitoring anti-corruption plans and for the identification of economic sectors subject to criminal infiltration. It also intends to intervene on the strengthening of any other service “to safeguard the legality” of the system of prefectures, namely support to victims of crimes, by ensuring electronic access to the solidarity fund for victims of extortion and usury. And hence easier terms for submission of applications for financial support. The operators involved in the management of files will have all information on completion of the formal investigation in digital mode with a consequent acceleration of processing times. It will also subject the information resources of the national agency for the management and destination of assets seized and confiscated from organised crime (ANBSC) to the principle of ‘open data’, thereby promoting transparency and dissemination of information, and the involvement of citizens and stakeholders in the re-use of public data and social control of seized assets.

The following **examples of actions** are foreseen in 2014-2020:

- **Digitalisation and innovation of internal processes of different areas of public administration:** This includes supporting solutions for government information (public procurement and anti-corruption three-year plans), by supporting the prefectures’ information solutions to strengthen their capacity to analyse the provincial territorial context, in order to identify and correct the corruption and criminal infiltration in the administrative system. In particular, it can finance: management information systems for monitoring and analysis of tendering & contracting procedures up to acceptance of works/services, in order to prevent potential discrepancies in the legislation in force, with particular focus on events which have affected the timing and the eventual illegalities or irregularities in contract award & implementation; and information systems to support the collaborative initiatives between prefectures and local authorities for the proper preparation and monitoring of enhanced anti-corruption plans. It also includes digitalisation of the procedure for access to the revolving fund for solidarity with the victims of Mafia-style crimes of extortion and usury.

¹⁶ As background information from the OP, an agreement between the Ministry of the Interior and the national anti-corruption agency, ANAC, entrusts the prefectures with a supporting role for local authorities in the planning of anti-corruption measures. At the time of OP preparation, an additional Memorandum of Understanding is being drawn up between the Ministry and ANAC to establish new areas of cooperation in the construction & implementation of anti-corruption measures under the OP.

- **Ensuring interoperability of public databases:** This action is intended to enable a systems analysis of all information held by authorities relating to businesses in 'less developed regions' at risk of criminal infiltration, thereby enabling preventive and corrective action, namely business registers at the Chamber of Commerce, the public prosecutor's office, property agencies, contracting authorities, judicial administrators/liquidators, and prefectures. It will finance actions for the prevention and combating of criminal infiltration in businesses through the assessment of all information held by the public authorities. In this context, it will enable the interoperability of databases for the integration of information available to the different institutions; the analysis of information needs of competent bodies and institutions in their preventive and investigative activities; and intelligent data analysis to support the prevention of and investigation than the phenomena referred to above by the competent bodies. It will also issue information on seized assets in an open format.

The **potential beneficiaries** will be prefectures of less developed regions, the Commissioner for Coordination of Anti-racketeering and Anti-usury Activities, and the ANBSC.

Preventing & combatting corruption and crime

(SO 5.1: Improvement of the performance of public administration)

This measure aims to strengthen the expertise of institutional actors responsible for preventing and combating crime and criminal infiltration in socio-economic and administrative circuits. This measure is expected to: strengthen the expertise of operators for prevention and combating crime, crime and criminal offences with emerging international projections; strengthen the competences of the system of local prefectures of less developed regions in the prevention of corruption and criminal infiltration with specific reference to monitoring of public procurement and anti-corruption plans (this objective complements those pursued from interventions for technological upgrading of the prefectures in those same areas, under PA 1); and transfer knowledge and practical skills or specific equipment for the use of staff responsible for protection of vulnerable areas.

The following **examples of actions** are foreseen in 2014-2020:

- **Training schemes:** These will be aimed at strengthening the skills of public administration (including the central and local police) for preventing and combatting corruption and criminal infiltration in administrative and socio-economic context, and to guarantee openness of administrative action (including addressing eco-crimes, cyber-crime, undeclared work, counterfeiting, etc.).
- **In-depth analysis & action planning:** Prefectures will analyse information relating to public procurement and anti-corruption plans of local authorities, in order to identify and prevent the areas at risk of criminal infiltration, through in-depth analysis and subsequent corrective actions to be implemented on the ground. To this end, the prefectures will have training plans based on [recommendations of] the anti-corruption task force and technical & legal experts. With regard to public procurement, actions will include: assessing the organisation and procedures used by contracting authorities to articulate their work more effectively (e.g. by type of contract, for categories of goods etc.), roles and responsibilities, risk management

and related corrective actions etc.; defining in detail all the procedural steps for the different types of tender invitation to computerise in the technology platform; standardising administrative documents in use among the different sections of the contracting authority and establishment of format to ensure consistency in the activities implemented, reduce the risk of errors and reduce the time for preparation of documents; and training staff on specific aspects of the tendering procedures in which usually there are risks of disputes (e.g. causes for exclusion of economic operators, selection and award criteria etc.), as well as issues related to the legislation on access to documents and forms of administrative authorities. With respect to assessment of anti-corruption plans, this will: verify compliance with the guidelines contained in the national anti-corruption plan (including the methodology used for the identification and assessment of risks); assess the monitoring plan as defined in relation to the risks identified; identify areas for improvement review the anti-corruption plan in the light of the outcome of the assessment; define the modalities and the timing for sharing with the prefecture of the state of implementation of the plan; publish any best practices to local authorities through the website of the prefecture and/or through the organisation of focus groups with representatives of local authorities.

The **potential beneficiaries** will be central and peripheral administrations engaged in preventing and fighting crime and corruption, prefectures of less developed regions.

Open data

(SO 5.2: Increased levels of integrity and legality in public administration, including action for combating undeclared work)

This measure is concerned with strengthening the institutional system for managing confiscated assets, particularly with regard to heads of the target regions. The aim is to make public, open and integrated all the information concerning the recovery of seized assets, as data is currently fragmented, scarce and difficult for stakeholders and civil society to find. The positive effects will be transparency and dissemination of information; exploitation of public data to produce studies and analyses on the reuse of confiscated assets; empowerment of persons assigned to the management of immovable property and holdings; and social control by the public on operations during the policy's implementation.

The following **examples of actions** are foreseen in 2014-2020:

- **Open data on confiscated assets:** This action supports open government projects to foster transparency, collaboration and participation achieved through the involvement of citizens/stakeholders and initiatives for the re-use of public data, civic participation and social control. In this context, it is intended above all to finance operations aimed at training for the use of ANBSC's information system, and actions to enhance: the collaboration and participation of citizens and stakeholders in the use of open data system and the integration of data published and the possibility of proposing initiatives or send comments on the management of seized assets; the re-use of public data for studies/research and in-depth analysis.

- **Developing the organisational & management skills of those involved in managing assets seized from organised crime:** In particular, this action will raise skill levels among staff of ANBSC less-developed regions, to strengthen the expertise in identifying local and territorial needs and characteristics during the allocation of goods, including: training, support and advice on managerial, financial, legal and marketing competences for directors and employees overseeing confiscated holdings (governance models, analysis of the state of health of the holding, predisposed business plans for the management of the property or rehabilitation and development plans of the holding, marketing, access to credit, etc.); support for establishment of partner networks between confiscated farms, business people, young entrepreneurs, CSOs and institutional actors for the completion of productive chains in fields such as sustainable tourism, organic farming, processing of agricultural products, etc.; creation of a Task Force coordinated by the ANBSC involving cooperative organisations, workers and the competent institutional actors with the task to identify and select projects for the creation of new cooperatives formed by workers of seized holdings and to detect and re-launch the activities of the company where they work.

The **potential beneficiaries** will be ANBSC and prefectures of less developed regions.



OP Growth and Employment (CCI 2014LV16MAOP001)

Latvia has one integrated OP, covering ERDF, Cohesion Fund, ESF and Youth Employment Initiative, and all TOs, including TO2 (ERDF) and TO11. The OP has 12 priority axes (PAs) including three for technical assistance.

Rationale of support for public administration reforms

The support to public administration addresses Country Specific Recommendation 5 from 2014:

- Complete judicial reforms including the pending reforms of insolvency, arbitration and mediation frameworks to ensure a more business- and consumer-friendly legal environment. Step up public administration reforms, including by implementing state-owned enterprise management reform and increasing institutional and financial independence of the Competition Council.

It also responds to the challenges identified in the National Reform Programme to reduce the administrative burden on enterprises, improve business quality of legislation and to promote a business friendly environment

Intervention logic of support to public administration reforms

The Latvian OP is rather specific in the way that **TO 11** is covered as part of its 3rd priority axis “Competitiveness of small and medium enterprises”. PA 3 has six specific objectives (SOs), of which four are financed by ERDF under TO3. The two SOs relating to TO11 are financed with EU support from ESF. Regarding **TO2**, SO 2.1.1 is purely about investing in the fast broadband infrastructure in rural communities that will enable online services to flourish, and hence only SO 2.2.1 is considered further below.

Priority axis	Specific objectives	Results indicators
PA 2: ICT availability, e-government and services	SO 2.2.1: Ensure increase in the re-use of public data and efficient interaction of public administration and private sector (TO2)	Share of population using e-services ¹⁷ ; Share of enterprises using e-services ¹⁸ ; Average index of re-use of public sector information
PA 3: Competitiveness of small and medium enterprises	SO 3.4.1: Improve the competence of the staff of courts and law enforcement authorities to promote improvement of the business environment (TO11)	Number of people from courts, law enforcement institutions and persons belonging to the court system, who have improved their professional competence for business environment improvements
	SO 3.4.2: Professional development of public administration for development of better legal regulation in the fields of support to small and medium-sized enterprises, anti-corruption and mitigation of the shadow economy (TO11)	Number of people that have improved their professional competence in the development of better regulation in the areas of SME support, prevention of corruption and reduction of shadow economy

¹⁷ The share of population that submit forms electronically for cooperation with state and local authorities

¹⁸ The share of enterprises that submit forms electronically for cooperation with state and local authorities

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
2	ERDF (TO2)	172,783,829 ¹⁹	30,491,264	22,731,126	7,760,138	203,275,093
3	ESF (TO11)	18,063,357	3,187, 652	3,187, 652	0.00	21,251,009

Outline of measures and examples of actions

Open data

(SO 2.2.1: To ensure increase in the re-use of public data & efficient interaction of public administration & private sector)

This measure will improve and develop the infrastructure of public administration data exchange, data publication and maintenance, data availability and data usage possibilities and developed, and improve public administration processes. Data available to the administration will be opened for commercial use, including development of new, innovative business ideas and products, business automation products that will contribute to the economic transformation processes described in RIS3. In addition to the existing services, availability of new electronic services necessary to residents and entrepreneurs will be provided. In order to ensure integration of Latvia into the single market of Europe and to ensure cross-border cooperation, it is planned to provide the interoperability of national e-solutions with the EU solutions, including the creation of the technological base of machine translation. The investment will result in increased efficiency of public administration, improving the availability of data and content of electronic services, improved business environment, improving the security of transactions in the electronic environment, making public information readily available, reducing the administrative burden, improving the e-skills of residents, developing available and user-friendly electronic services. Investments planned for the digitalisation of public administration include development of the areas of e-health, e-education, e-inclusion, e-welfare, e-justice and e-skills, as well as introduce necessary preconditions for development of e-commerce.

The following **examples of actions** are foreseen in 2014-2020:

- Creation of centralised ICT platforms of public administration and modernisation of systems required thereto (including industries), including modification and modernisation of the existing interfaces, as well as development of new interfaces;
- Semantic and technological matching of information systems of public administration;
- Analysis, transformation, optimisation and digitalisation of operational processes and service delivery processes by selecting cost-effective solutions for the ensuring of one-stop agency

¹⁹ In Priority Axis 2, the allocation related to SO 2.2.1 is EUR 42,423,858.

principle, ensuring of commonly integrated operational processes or provision of services: including creation of a functionality for provision of users' support for the providers and receivers of public data; increase of the use of ICT opportunities; adjustment of services (including e-commerce) to the cooperation in the common market of Europe; digitalisation.

The **potential beneficiaries** will be public administration authorities, municipalities, planning regions, state and municipal capital companies (delegated for the fulfilment of administration tasks), and judicial authorities.

Judicial training

(SO 3.4.1: To improve the competence of the staff of courts & law enforcement authorities to promote improvement of the business environment)

The measure will increase the level of competence and skills of the staff of courts and law enforcement authorities, thus ensuring high quality and timely investigation and hearing of both civil and criminal cases. The measure focuses in particular on disputes concerning recovery of debts and losses, many of which have been considered in the courts of first instance for more than one year. Alternative types of dispute resolution (ADR), particularly mediation and courts of arbitration, have a crucial significance in the dispute settlement system. The use of alternative methods of dispute settlement promotes the capacity of members of society to undertake responsibility for the dispute settlement in a legal way, as well as significantly unburdens the judicial system by promoting that the court resolves only the disputes, the settlement of which requires involving the state power (judicial power). Hence, the balance of the dispute settlement environment is ensured, namely, comparatively insignificant disputes and disputes, in which the parties are able to find solution themselves, can be quickly and effectively settled by applying ADR methods, while more complicated cases remain under the competence of courts. By increasing the professional competence of employees of courts and law enforcement authorities that are engaged in consideration of such disputes and the actual recovery of debts, the measure seeks to ensure faster and more effective proceedings, and free up these resources.

Currently, according to the law, the contents of training of judges and the staff of courts are developed autonomously based on the contents of training of public prosecutors and investigators and other persons involved in judicial system, there is no unified training strategy. There is a lack of understanding and application of the principles of law between court institutions, law enforcement authorities and persons involved in the judicial system. Likewise, professional knowledge of the staff of courts and law enforcement authorities and persons of other legal professions is insufficient in many matters, thus it does not promote fast and high quality consideration of cases and trust of persons to courts. To promote the improvement of business environment in general in Latvia, it is planned to create a unified training network for the improvement of professional competence of employees of courts and law enforcement authorities by introducing unified methods and strategies for the implementation of training programmes.

The following **examples of actions** are foreseen in 2014-2020:

- Support for the implementation of broad-content interdisciplinary and specific programmes and training on the improvement of qualification, for the preparation of study materials for

the employees of courts and law enforcement authorities (courts, employees of courts, public prosecutors, investigators and court experts);

- Training of candidates for the position of judge and public prosecutor.
- Assessment of judicial system in order to ensure the definition and further introduction of directions for the development of policy based on evidence, conclusions and practice, as well as research related to judicial practice, organisational management and other issues;
- Improvement of qualification is also planned for the employees involved in the consideration of cases on the recovery of debts and losses, insolvency and alternative disputes, and in the development of legislation.

The **potential beneficiary** is the Court Administration.

Professional development of the public administration

(SO 3.4.2: Professional development of public administration for development of better legal regulation in the fields of support to small & medium-sized enterprises, anti-corruption & mitigation of the shadow economy)

The measures taken as a result of the world financial crisis in order to review the functions, structure and preparations of public administration institutions have caused a negative effect on the motivation of employees and their remuneration, as well as reduced the total headcount by more than a quarter and led to high staff turnover in the central administration. This means not only a rapid loss of the institutional memory that is threatening the performance of the central administration, but also the necessity to invest in staff training. With the improving economic situation in the country, there is a tendency among the most professional employees to leave their job in the public administration, as they are attracted by the private sector jobs, which excel with higher remuneration, better motivation, better understanding of objectives, as well as opportunities for growth and professional development.

In order to mitigate these negative trends, the transition from monitoring the operational process to targeted achievement of results will be facilitated. An important pre-condition for the implementation of such an approach is a newly established performance evaluation system. Within its framework, each employee's effective achievement of goals and performance indicators depends on his/her competence, motivation and ability to fulfil the tasks set. This system will be facilitated through a targeted and systemised training programme. The training strategy for this programme and the training modules for improving professional competences will be elaborated on the basis of training needs identified through the performance evaluation system. As a result, it will help to maintain and improve professional competences of the public administration, as well as foster employees' motivation and cultivate public administration proactivity in contrast to responding to occurred problems. Moreover, it will ensure client-oriented administration and reduce the administrative burden.

Currently, the Corruption Prevention & Combating Bureau (KNAB) and the controlling institutions²⁰ have insufficient administrative capacity, as a result of which they have limited ability to identify areas with risk of corruption and persons whose activities might have signs of delinquency. The practices and methods of operative and strategic analysis from other countries are not sufficiently used, mainly because of the lack of capacity and financial resources in the controlling institutions. In order to improve the quality of investigation cases, detecting infringements related to distortion of free market competition and illegal funding sources, identify and recover illegally obtained assets, as well as increase the number of criminal cases initiated by the institutions, the methods of strategic and operative analysis for investigation of criminal offences will be improved through professional development measures in the controlling institutions.

The professional development measures for employees working with SME issues will facilitate the accessibility to state authorities; ensure more effective and higher quality services; ensure reduction in the number of actions to be performed and clear orientation of such activities towards the implementation of reforms in public administration; achieve actual increase of efficiency in relation to the improvement of entrepreneurial environment; and prevent fragmentation of performed activities, especially in relation to tax collection procedures, registration of property, starting a business, shortening of insolvency and construction procedures, ensuring of fair procurement, provision of sufficiently qualified labour, increase of EU funds' support efficiency, as well as will facilitate the use of ICT and make a contribution towards combatting the shadow economy.

The following **examples of actions** are foreseen in 2014-2020:

- Support for the elaboration of a programme, training modules and materials for developing professional competences and the implementation of training, seminars and exchange of experiences for the employees of public administration working with issues of SME support;
- Support for the strengthening of administrative capacities of institutions associated with preventing the corruption risk and fighting the shadow economy: training (e.g. about the methods of the strategic and operational analysis), seminars and experience exchange programmes, about combating and preventing the corruption and possibilities to decrease shadow economy.

The **potential beneficiaries** are State Chancellery and the School of Public Administration

²⁰ Parliament, President's Chancellery, State Chancellery, Ministries, State Audit Office, Financial & Capital Market Commission, Lotteries & Gambling Supervisory Inspection, Latvian Investment & Development Agency, State Building Control Office, Central Finance & Contracting Agency, Food & Veterinary Service, Nature Protection Board, Logistics State Agency on Agricultural Data Centre, National Forest Service, State Labour Inspectorate, State Land Service, State Revenue Service, National culture & Monuments Protection Inspectorate, Health and Work Expert Physicians Commission, Civil Aviation Agency, Transport Accident & Incident Investigation Bureau, State Technical Supervision Agency, State Railway Technical Inspectorate, Health Inspectorate, State Border Guard, State Police, the Procurement Monitoring Bureau, Consumer Rights Protection Centre, Competition Council, Security Police, State Data Inspectorate, State Plant Protection Service, National Defence Military Object & Shopping Centre, Office of Citizenship & Migration Affairs, State Forensic Centre, State Technical Supervision Agency, State Agency of Medicines, Public Utilities Commission, Cross-Sectoral Coordination Centre, Rural Support Service

LITHUANIA



Lithuania has one national OP covering all of its ESF, Youth Employment Initiative, ERDF & Cohesion Fund, investments, and all 11 thematic objectives. There are 12 priority axes, of which PA 2 falls under TO2 and is financed by ERDF, and PA 10 falls under TO11 and is financed by ESF.

OP EU Structural Funds' Investments (CCI 2014LT16MAOP001)

Rationale of support for public administration reforms

Investments under thematic objective 11 focus on reinforcing the efficient performance of state and municipal institutions and agencies, and on improving the consistency of qualifications and competences of civil servants with the changing needs. Major changes are expected with regard to increasing transparency of decision-making processing and rendering it more informed, raising the quality of regulation of economic activities, cutting administrative burden on business, fighting corruption and increasing the orientation of public services towards citizen as customers, reinforcing the civil service system, building capacities to support and implement reforms in the public sector.

In addition, the aim is to seek digitalisation of e-government services and cultural heritage, and dissemination thereof in the e-environment, the implementation of e-health solutions, and the development of e-learning and smart transport systems as provided for in the "Digital Agenda".

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 2: Promoting the information society	SO 2.1.1: Increasing the availability and use of broadband electronic communication networks in areas where the market is not able to ensure the development of next generation access (NGA) infrastructure and the provision of services (TO2)	Share of households covered by broadband access of at least 30Mbps
	SO 2.1.2: Increasing the efficiency of the protection of state information infrastructure and resources (TO2)	Share of state information resources and objects of critical information infrastructure, complying with the security requirements
	SO 2.2.1: Increasing the reuse of public sector information for business and public needs	Share of enterprises using public sector information for their commercial activities
	SO 2.2.2: Increasing the demand for ICT among the population (TO2)	Share of population using the Internet regularly
	SO 2.3.1: Increasing the accessibility and quality of public and administrative services (TO2)	Share of population using electronic public and administrative services; Share of state and municipal authorities and bodies using services of the state information resources interoperability platform
PA 10: Society-oriented smart public administration	SO 10.1.1: Strengthen result-orientation of governance (TO11)	Share of state and municipal institutions or agencies that use measures for the improvement of their management, implemented using ESF resources under the OP
	SO 10.1.2: Increase transparency and openness of the public administration processes (TO11)	Share of public procurements performed within the calendar year on the basis of the upgraded central public procurement information system that was upgraded using ESF resources under the OP; Share of persons who apply the obtained knowledge

		and competences 6 months after participating in ESF activities for strengthening competences in prevention of corruption and professional ethics
SO 10.1.3: Improve the quality of services and make them more customer-oriented (TO11)		Share of public and municipal institutions and agencies that implemented measures to improve the quality of services and/or customer service by using ESF resources under the OP
SO 10.1.4: Improve business regulation environment (TO11)		Reduced administrative/other regulatory burden due to better regulation initiatives implemented by using ESF resources under the OP; Share of the institutions supervising entities & applying smart business supervision measures implemented by using ESF resources under the OP; Share of courts that implemented measures to improve the efficiency of justice by using ESF resources under the OP
SO 10.1.5: Improve management of HR in the public service (TO11)		Share of senior managers participating in the senior management cooperation networks financed by ESF resources under the OP; Share of staff at public and municipal institutions or agencies which apply competence-based civil service human resources management implemented by using ESF resources under the OP; Share of persons who apply obtained knowledge and competences at work 6 months after participating in ESF activities for strengthening strategic competencies.

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
2	ERDF (TO2)	244,037,284	43,065,404	42,437,630	627,774	287,102,688
10	ESF (TO11)	150,359,184	26,533,974	26,533,974	0.00	176,893,158

Outline of measures and examples of actions

Regarding **TO2**, SO 2.1.1 is purely about investing in the fast broadband infrastructure in rural communities that will enable online services to flourish, and hence is not considered further below.

The **potential beneficiaries** of the following measures are not explicitly cited in the OP.

Information security

(SO 2.1.2: Increasing the efficiency of the protection of state information infrastructure and resources)

The security of information infrastructure and resources is becoming a major problem in a present-day society where a substantial portion of activities of the state and its individual members is transferred to the digital environment. This measure involves technological solutions for the protection of ICT infrastructure and resources, which are particularly important for the functioning of the state, ensuring that the state, its citizens and business can successfully use the possibilities provided by ICT. Efforts under this objective will be focused at ensuring that the ICT infrastructure

being deployed and used in Lithuania meets the highest safety requirements, and at guaranteeing the safety of information infrastructure of particular importance and proper protection of the state's information resources.

The following **examples of actions** are foreseen in 2014-2020:

- Identifying objects of the information infrastructure of particular importance;
- Developing and implementing methodology and measures for the monitoring of these objects;
- Ensuring support for the protection of ICT infrastructure and information of particular importance by developing and launching the necessary technological tools and solutions.

Open data

(SO 2.2.1: Increasing the reuse of public sector information for business and public needs)

The reusing of public sector data opens considerable opportunities for setting up new businesses and jobs, and developing new performance models and products. According to the data reported for 2013, 56% of enterprises have used the information received from public sector institutions for their commercial activities; however, just a small share of them is likely to use this public sector information for the development of new commercial digital products and services. This objective is aimed at developing tools to ensure a transparent, efficient and convenient way to make public sector information available for reuse, and encouraging businesses and other stakeholders to actively use this information for the development and delivery of new digital services and products. In this way, the objective will contribute to the development of new business opportunities, including electronic commerce.

The following **examples of actions** are foreseen in 2014-2020:

- **Support to solutions for reuse of public sector information for the purposes of developing digital products and services by businesses:** By securing legal and organisational preconditions for reusing of public information, initiatives will be supported focusing on the effective opening of public sector information for reuse in creating commercial and non-commercial digital products and services.
- **Upgrading of the infrastructure of public Internet access points in public libraries:** These activities will be implemented to ensure the financial sustainability of investments into this infrastructure after the completion of projects.

The **potential beneficiaries** are not explicitly cited in the OP.

Tackling the digital divide

(SO 2.2.2: Increasing the demand for ICT among the population)

Sufficient demand is a prerequisite for the expansion of the supply of ICT products and services. Over one-third of the Lithuanian population (35%) is still not using the Internet and e-services or e-products that can be accessed on-line, or uses it to a very limited extent. To encourage this part of the population to use the Internet, it is important to secure an opportunity for them to try and start using the Internet without investing first into relevant equipment and services. In the framework of this objective, actions will be developed for boosting the demand for ICT among the population by upgrading public Internet access infrastructure and by encouraging smart use of the Internet by people. The purpose is to: ensure free-of-charge public access for individuals in public libraries (which serve both as public internet access points and spaces for improving digital competences of individuals); and encourage people to use the Internet more safely, effectively and responsibly by engaging local communities into these activities, i.e. by creating a self-help and cooperation-based network of communities, developing tools for provision of e-content, and promoting use of e-commerce and public e-services, etc. by the Lithuanian population.

The following **examples of actions** are foreseen in 2014-2020:

- Initiatives aimed at encouraging the Lithuanian population to use safe, effective and responsible conduct on the Internet and help them become full-fledged members of the digital society will be implemented. Moreover, target groups of the Lithuanian population, who so far were not using the Internet for different reasons and who had no previous need for it, will be enabled to become active users of e-content and e-services. Those already using the Internet will be encouraged to actively follow new developments, responsibly manage their personal data and use the Internet safely. It is planned to proactively include local communities in these actions by promoting self-help and cooperation.

Online service delivery

(SO 2.3.1: Increasing the accessibility and quality of public and administrative services)

The deployment of ICT solutions in various fields, such as handling of administrative procedures, digitalisation and dissemination of cultural content, health protection, learning and education, intellectual transport, spatial data, etc., is very important for a better management of the appropriate activities, as well as for the provision of next generation advanced e-services intended for individuals and businesses. Through this measure, it is planned to: create customer-orientated administrative e-services that are convenient, interactive and comprehensive; develop e-health services and solutions, ensuring accumulation and safe and reliable exchange of accurate, reliable, comprehensive and interactive patient e-health data; and develop e-services on the basis of digitalised objects of the Lithuanian linguistic and cultural heritage, research, education and art resources, in order to open the valuable digital content for as wide and versatile public use as possible, etc. Transferring e-services that are most needed for the public and business into the electronic environment will ensure the accessibility and convenience of public sector services provided in different fields (administration, health and social protection, environmental protection, culture, language, transport, etc.), and their benefits for service users.

The effectiveness of this objective will be ensured through investments under the Administrative and Public e-Service Design, Typing and Evaluation Model developed for carrying out comprehensive assessments of e-services to be created, defining priority areas for the development of e-services, and setting the requirements for projects that include developing of e-services. The increasing volumes of the state's information resources and infrastructure make a more effective and optimal management of this field an important task for the public sector. Individual public institutions have created a number of information resources and tools which are not sufficiently interoperable; the state information infrastructure is not used optimally and efficiently. Therefore, in the framework of this objective, ICT measures enabling an efficient use of the existing state's ICT base, IT tools and accumulated information resources will be implemented. The mobility of residents travelling in the EU leads to the need to ensure the provision of important services, both on the national and international levels. To this end, actions of this objective will be coordinated with initiatives for the development of cross-border e-services, to be funded under the Connecting Europe Facility.

The following **examples of actions** are foreseen in 2014-2020:

- **Expansion & improvement of electronic public & administrative services by ensuring comprehensive reorganisation of service provision and their orientation towards the user:** Electronic services for individuals and business will be developed in such areas as: management of different administrative procedures; electronic public procurement; expansion of the electronic health system and electronic health services; dissemination of the Lithuanian cultural digital content (development of innovative e-services and e-products on the basis of digitalised heritage as well as modern cultural content); expansion of electronic democracy (development of measures for openness, transparency and involvement of citizens); ensuring of the compatibility and availability of spatial data; advanced ICT solutions for intelligent transport systems and universal post service, etc. User-friendliness and attractiveness of e-services will be secured through a comprehensive development and application of IT solutions in the Lithuanian language, as required for this purpose. Supporting the development of e-services will include assessment of maintenance and operational costs of the systems being created, to enable optimal choices in terms of costs and procedures, which will contribute to the efficiency of the public sector and reduce the operational costs.
- **Development & launching of solutions needed for the development and provision of advanced e-services:** It is planned to develop tools for the optimisation, interoperability and security of the common-use ICT infrastructure of the public sector; ICT solutions will be launched to allow use of the existing state's base of information and communication technologies, IT tools already developed and information resources accumulated at the maximum efficiency. Moreover, new solutions will be developed, while the existing solutions for the identification and preservation of privacy in the electronic space will be improved.

Result-based management

(SO 10.1.1: Strengthen result-orientation of governance)

Under this measure, public management institutions will be encouraged to apply evidence-based administration tools to a greater extent, launch different quality management systems, and take initiatives to improve their internal administration related to analysis of general functions, evaluation, centralisation and standardisation. Well-planned national reforms are envisioned to achieve a more rational allocation and more efficient absorption of the resources earmarked for public administration, while management of public investments will also be improved.

The following **examples of actions** are foreseen in 2014-2020:

- **Application of evidence-based management measures:** Support will be provided to the activities related to assessment of programmes, revision of functions, impact assessment of decisions (e.g. application of cost-benefit analysis, extended impact assessment of decision making, and quality assurance of impact assessment with regard to priority legislative initiatives), coordination of these actions, application of evidence-based management measures and strengthening of institutional capacities needed for coordination purposes (including staff competencies).
- **Enhancing efficiency of the performance of public administration institutions:** Support will be provided for different initiatives aimed at improvement of internal administration in relation to increasing efficiency of general functions (administration of finances, documentation, assets, information technologies and other resources), through analysis, assessment, centralisation, standardisation, launching and upgrading of the needed information systems, etc. Support is envisioned for the activities related to the planning, monitoring and assessment of the activities (their results) of public administration institutions (e.g. by developing and launching the relevant institutional monitoring systems, improving national or municipal resource management systems, registries, etc.). Application of other performance improvement measures (launching of project/ process management, quality management systems (in particular Common Assessment Framework), maintenance of these systems, etc.) will be promoted as well. Funding will be granted to the actions aimed at improvement of planning, designing, assessment, implementation and monitoring of public investment projects, promotion of use of different funding sources and methods (including public and private partnership) for public investments. Support is envisioned for the activities aimed at strengthening of inter-institutional cooperation (through establishment of competence networks/fora, testing new cooperation mechanisms, etc.). Support will also be provided for the strengthening of the institutional capacities (including staff competences) needed for the above actions to build up performance efficiency of public administration institutions.
- **Implementation of national public administration reforms:** Interventions will cover the building up of institutional capacities (including staff competencies) needed for proper preparation and/or implementation and coordination of reforms in the relevant public administration areas (e.g. education, culture, health, taxes, institutional structure, pensions,

state-governed companies, etc.). Support is also planned for the development and launch of systems to manage (monitor) changes/results/separate areas of public administration, other than institutional level (e.g. system for collecting cultural statistics, system for monitoring municipal performance, management of state assets, management of the implementation of individual strategic programmes, etc.); and activities in relation to analysis, assessment, forecasting of monitoring results with regard to changes in public administration.

Building trust in public administration

(SO 10.1.2: Increase transparency and openness of the public administration processes)

Trust in Lithuania's public administration institutions is not high. Society is insufficiently involved in public administration processes and lacks knowledge about the possibilities to participate in them, also information about activities and results of public administration institutions. With this in mind, it is planned to engage in more active consultations with the society, communicate clear and understandable information on public administration, and disseminate information about the possibilities and ways for the society to take part in the public administration processes.

With regard to tackling corruption, the planned actions will provide support for the development and launching of anti-corruption measures in public administration areas identified in the National Anti-Corruption Programme as most affected (e.g. public procurements, health care, law enforcement, etc.); improvement of management of these measures; improvement of corruption developments' monitoring processes; improvement of management of professional ethics in public administration institutions; and implementation of measures towards impeccable compliance with the standards of professional ethics. In addition to that, the plans also cover strengthening staff competencies of the public administration institutions in the areas of ethics, prevention and investigation of corruption, and promotion of initiatives stimulating society's disapproval of corruption, etc. (e.g. drafting, launching of standards, codes, registries of private interests, etc.); monitoring, assessment and risk management with regard to breaches of ethics (due to conflict of private and public interests, or unethical behaviour of those working at public administration institutions); and development and launching of consulting and training systems with regard to coordination of interests, avoiding of conflicts of interest, compliance with norms of ethics, strengthening competencies of the staff of public administration institutions in ethics areas, etc.

This measure should contribute to: more active consultations with the society on national and municipal levels; an increase in the number of people who have expressed their opinion on the issues important to them and received information about the operations, activities and results of the public administration institutions; fewer cases of corruptions in the most affected areas of public administration; and better perception and deeper intolerance of corruption and violations of professional ethics among the staff of public administration institutions and society members.

Funding is envisioned with regard to the activities aimed at transparency and efficiency of public procurements, i.e. the activities in relation to the development of electronic and centralised public procurements, improvement of public procurement risk management and monitoring, and launching of all kinds of supportive methodological measures for the contracting authorities.

The following **examples of actions** are foreseen in 2014-2020:

- **Promoting involvement of the society into the public administration processes:** Funding will be provided for the improvement of existing, and testing of new, public consultation mechanisms of the public administration institutions, launching of public consultations and building up of institutional capacities to perform such consultations. Support will be provided for communication of information to society on the existing possibilities to participate in public administration processes (decision-making and law enforcement), encouraging the public, in particular NGOs and local communities, to participate in public administration processes and building up the relevant capacities needed for such participation. Support will also be provided for the monitoring of society's participation in public administration processes, as well as for the activities related to assessment of relevance of the public information to society and communication of such information.
- **Strengthening efficiency of prevention and investigation of corruption:** Support will be provided for the development and launching of anti-corruption measures in public administration areas identified in the National Anti-Corruption Programme as most affected (e.g. public procurements, health care, law enforcement, etc.), development and delivery of initiatives to increase intolerance for corruption within the society. Funding will be provided for studies and assessments of corruption developments; actions to strengthen monitoring and prevention of corruption; management of measures for corruption studies (planning, implementation, coordination, monitoring and evaluation); and identification and management of corruption risks and factors. The planned interventions also include strengthening competencies of the staff of public administration institutions in the areas of prevention and investigation of corruption, communication of information related to prevention, and studies of corruption to the society.
- **Improvement of the public procurement system:** Funding is envisioned with regard to the activities aimed at transparency and efficiency of public procurements, i.e. activities in relation to the development of electronic and centralised public procurements, improvement of public procurement risk management and monitoring, and launching of all kinds of supportive methodological measures for the contracting authorities. Funding will be provided for activities aimed at building institutional capacities of the participants of the public procurement system (including staff competencies) needed for the delivery of actions to improve the above mentioned public procurement system, etc.
- **Strengthening integrity and professional ethics in public administration institutions:** Support will be provided for actions aimed at improving ethics management in public administration institutions (e.g. drafting, launching of standards, codes, and registries of private interests, etc.); monitoring, assessment and risk management with regard to breaches of ethics (due to conflict of private and public interests or unethical behaviour of those working at public administration institutions); development and launching of consulting and training systems with regard to coordination of interests, avoiding of conflicts of interest, compliance with norms of ethics, strengthening competencies of the staff of public administration institutions in ethics areas, etc.

Customer-centred service delivery

(SO 10.1.3: Improve the quality of services and make them more customer-oriented)

Public administration institutions are not sufficiently active in terms of improving the services provided to the public; they lack integrated, coordinated actions whereby service quality matching the needs of the public. So far, there have been no quality standards established, the services are provided without considering the most user-friendly methods for their provision, and the delivery level of services in accordance with one-stop principle is insufficient. The implementation of this objective is expected to contribute to adoption of service quality standards, encouraging public administration institutions to issue citizens' charters (the target for 2020 is 90%), more actively engage them in measuring the public's satisfaction with the level of provided services, and more efficiently apply the one-stop shop principle. Staff competencies needed for a better provision of services and servicing of people will also be strengthened.

The following **examples of actions** are foreseen in 2014-2020:

- **Development and delivery of initiatives with regard to improving the quality of public services and servicing of individuals:** Support will be provided for activities related to analysis of services and their provision procedures, assessment of the relevance of services, optimisation of services and development of quality standards. Support is also envisioned for: the issuing of citizen's charters and the activities related to quality assessment and improvement of services and servicing of individuals; measuring consumer satisfaction with the provided services; more efficient application of one-stop shop principle; increasing accessibility of services, and concentrating (centralising) provision of services in the relevant site/ territory (which is acceptable to the public or contains concentrated competencies); and developing & launching other smart measures to improve the quality of services and servicing of individuals. The interventions will also cover: building up institutional capacities (including staff competences) as needed for the establishment, implementation and coordination of the initiatives aimed at improvement of services and servicing of individuals; and strengthening the client-orientation of staff.

Business environment & judicial efficiency

(SO 10.1.4: Improve business regulation environment)

Due to overregulation, irrational and complicated legal rules, businesses and people have to bear an unnecessary administrative and/or regulatory burden. There is a lack of sufficient and systemic administrative and/or regulatory burden assessments and reductions of this burden, while other business environment promotion initiatives are progressing slowly. Given the above, it is planned to improve the quality of legislation, reduce the administrative and/or other regulatory burden, and improve the quality of information about services available to businesses.

The efficiency of business supervision system is not sufficient therefore planned interventions include continued reforms of the institutions engaged in the supervision of economic entities, reducing economic entities burden that result from supervisory functions, and promoting

consultations between the economic entities and their supervisory institutions, thereby raising businesses' satisfaction with the activities of the above institutions.

To develop a business-friendly environment, the planned measures will aim to improve the efficiency of the justice system by facilitating a simpler and more efficient litigation process, encouraging legal mediation and other alternative dispute resolution methods, and so forth. This will contribute to a stronger trust in judicial institutions by society.

The following **examples of actions** are foreseen in 2014-2020:

- **Launching of better regulation measures:** Improvement of law enforcement procedures and legal regulation will be sought, in order to implement better regulation principles. Support will be provided for activities related to deregulation and regulatory simplification; improving the quality of legislation; impact assessment of draft decisions; and development of measures to assess/monitor the impact of changes/results brought about by regulation reforms, etc. Funding will be granted for the assessment of administrative and/or other burdens, and drafting and delivering measures aimed at reducing these burdens. The capacities of public institutions needed for proper development and implementation of aforementioned better regulation measures, and the coordination of actions, will be reinforced. Funding will also be provided for actions aimed at improving quality of information that is provided to businesses about the services available and their legal regulation.
- **Increasing the effectiveness of the business supervisory system:** Support will be provided for activities related to: launching risk assessment and management systems by the supervisory institutions; development, launching and improvement of common consulting and inspecting systems; development of information technologies to ensure the quality and effectiveness of control actions; and launching and improvement of other advanced supervision measures, coordination and monitoring of the processes. Funding will be provided for the development and launching of a single information system of supervisory institutions, as well as for activities to reinforce cooperation between these institutions. Institutional capacities needed to improve the effectiveness of the business supervisory system (including improvement of competence of the supervisory staff) will be further strengthened.
- **Improvement of the judicial system:** Support will be provided for activities aimed at promoting effectiveness of the judicial system, including activities contributing to increasing the openness and independence of courts (e.g. developing a strategy for improving public trust and confidence in courts and implementing the necessary measures, monitoring of the results, and actions related to the involvement of members of the public in judicial activities). Financing will be allocated to launching alternative dispute resolution options, encouraging people to rely on these options more. Funding will also be channelled to the improvement of the judicial system, and building up institutional capacities (e.g. the competence of judges, and the staff of the Ministry of Justice) needed for coordination and monitoring of the process, etc.

The Lithuanian public service is still overly oriented towards processes and their legal regulation. It lacks result-orientation, innovativeness, flexibility, strategic capacities and efficient management of human resources. In 2009, the OECD/SIGMA report identified the lowest compliance of public service to the European public administration principles in senior public service areas, and insufficient compliance in the employees' performance assessment area. The payroll system was also assessed as uncompetitive and insufficiently linked to the results of the employees.

To address these problems, the public service needs immediate changes in the management of human resources and their competencies. The implementation of this objective will include development and launching of qualitatively new management of senior civil servants, a transparent and competitive payroll system, advanced motivation measures, and improvement of the system for selection of public servants by orienting it towards assessment of skills and competencies. The interventions will include promotion of advanced personnel management instruments at the institutional level, and strengthening of strategic competencies of the staff which are regarded as priority by the Government.

Priority will be given to projects that contribute to the launch of a competence-based human resources management model²¹. Support will be provided for the improvement of professional competencies of the staff at state and municipal institutions or agencies, to the extent needed to ensure the staff competences that are required for the establishment of the necessary competence model in the institution.

The following **examples of actions** are foreseen in 2014-2020:

- **Improvement of human resources management at public service:** Investments will be made into launching smart human resource management strategies, promoting development and implementation of new personnel management standards, and expanding existing and developing new public service values within the organisational culture, etc. On the system level: interventions related to the improvement of selection into public service, career planning, performance assessment, training, payroll and motivation systems will be supported; different mobility initiatives will be encouraged; capacities of state and municipal institutions and agencies in charge of personnel management will be reinforced; and implementation and upgrading of information systems necessary for improving the efficiency of human resources management, etc. On the institutional level, funding will be provided for the improvement of human resource management within state and municipal institutions or agencies, namely actions aimed at: improving the identification of the needed institutional competencies and positions, and identification of lacking competencies and

²¹ The 'competence-based human resources management model' refers to a human resources management instrument whereby competences needed for the achievement of institutional goals and delivery of functions are identified and subsequently human resources are planned, selected, trained, educated, assessed and their careers are planned on the basis of the identified competences.

training needs, career planning; developing and launching smart institutional personnel management tools (e.g. organisational mentoring, remote training, non-financial motivation, ensuring of staff's feedback), as well as measures to improve institutional staff selection (competition) and performance evaluation processes. Priority will be given to projects that contribute to launching a competence-based human resources management model. Support will be provided for the improvement of professional competencies of the staff at state and municipal institutions or agencies to the extent needed to ensure the staff competences that are required for the establishment of the necessary competence model in the institution.

- **Strengthening capacities of the chain of senior public servants and public officials:** Support will be provided for activities aimed at developing and launching smart management instruments for senior public servants (managers), mobility programmes and cooperation networks. Interventions will include efforts to facilitate the spreading of an inter-institutional cooperation culture, by developing interactive information and communication measures necessary for the management of cooperation networks. Managerial (supervision and management) and leadership skills of the senior public servants and public officials will be strengthened, training projects will be implemented in cooperation with the administrations of EU countries, and exchanges of experience will be promoted.
- **Reinforcing strategic staff competencies at state and municipal institutions or agencies:** Support will be provided for the training of policy-makers, judges, public officials, different categories of public servants, and contractual staff, to ensure realisation of the priority training targets important for the state in the relevant period (2014-2017 and 2018-2020), and development of training programmes and innovative training measures for the purposes of the above training activities. Investments in the 2014-2017 period will be directed towards improvement of strategic staff competencies related to management, leadership and change management, strengthening of analytical and communication capacities and skills, and development of other specific strategic competencies. To ensure efficiency of the training, participants will be selected on the basis of the mandatory competencies specified in job descriptions and the needs for staff training identified by institutions.



MALTA

Malta has one OP for all ESF Thematic objectives. There are five priority axes (PAs), of which PA 4 (*“Building the Institutional Administrative Capacity”*) falls under TO11. Malta has a separate OP for its ERDF investment priorities covering **TO2**.

OP Investing in human capital to create more opportunities & promote the well-being of society (CCI 2014MT05SFOP001)

Rationale of support for public administration reforms

The investments in TO11 contribute towards the Country Specific Recommendation to increase the efficiency and reduce the length of the public procurement procedures, and to increase the efficiency of the judicial system. They also address the need:

- to strengthen efficiency within the Public Administration with a view to ensuring simplified and improved service delivery;
- to increase the technical capacity for stakeholders delivering education (including lifelong learning and training), employment and social policies in the design and implementation of legislation as well as policies.

Intervention logic of support to public administration reforms

Priority axis	Specific objectives	Results indicators
PA 4: Building the institutional administrative capacity	SO 4.1: Strengthening the role and capacity of the public administration, with a view to improve the efficiency of public service delivery through improved leadership and better utilisation of public resources, as well as simplification and better regulation (TO11)	Number of public bodies/departments with improved processes; Participants gaining a qualification/certification in training related to the judicial reform;
	SO 4.2: Improving the efficiency of the judicial system (TO11)	Participants gaining a qualification/certification upon leaving
	SO 4.3: Strengthening the capacity of stakeholders involved in the delivery of education (including lifelong learning & training), employment and social policies (TO11)	Participants within stakeholder organisations delivering ESF related policies gaining a qualification/certification upon leaving

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
4	ESF (TO11)	8,800,000	2,200,000	2,200,000	0.00	11,000,000

Outline of measures and examples of actions

Capacity-building of the public administration

(SO 4.1: Strengthening the role and capacity of the public administration, with a view to improve the efficiency of public service delivery through improved leadership and better utilisation of public resources as well as simplification & better regulation)

This measure will seek to improve the efficiency of the service and achieve a more customer-oriented approach towards service delivery, thereby requiring investment targeting simplification of processes and procedures and the reduction of red tape. Investing in human capital within the administration will also seek to improve managerial and leadership skills, and meet up standard delivery services, including back office services. In addition, measures aimed at improving public procurement with a view to improve its efficiency will also be supported.

Throughout the 2014-2020 programming period, the Government will direct investment towards enhancing the public administration, both as a service provider and as a regulator. Such investment will focus on the enhancement of skills and competencies of staff, as well as on the improvement of processes within entities and departments. In addition, Government has also embarked on an ongoing simplification process with a view to reduce administrative burdens, thus ameliorating service delivery. Within this context, Government will seek to invest in its workforce with a view to ensure that it is equipped with the necessary skills and expertise to deliver its objectives. These interventions will be complemented with the necessary ICT infrastructure (including, where relevant, the National ICT Interoperability Framework), as well as e-government facilities (financed under Priority Axis 2) which will contribute towards reducing administrative burdens, thus creating the necessary conditions to increase and strengthen the competitiveness of the Maltese economy. Measures will also be undertaken in order to have a more socially-inclusive public administration which also caters for vulnerable and disadvantaged employees.

The following **examples of actions** are foreseen in 2014-2020:

- **Reducing administrative burdens and increasing efficiency of operations including public procurement:** Pursuing ongoing administrative reforms with a view to contributing towards simplified administrative processes and working towards a seamless government approach so as to obtain increased customer satisfaction; targeted investment aimed at changing internal cultures and structures to support the introduction of innovative solutions for continuous improvement; an integrated approach between Government departments and entities alike to work together through a coordinated and collaborative system that is focused on results and the provision of excellent service experience to its clients; ensuring that ICT will continue to be leveraged through appropriate capacity-building interventions to achieve simplification and reduction in administrative burden, providing employees within the public administration with the necessary skills, so as to reach the main aims of the National ICT Interoperability Framework (NIF), leading to better-aligned departmental business processes, standardisation, discovery and reuse of ICT assets, as well as to an improved level of trust in the services provided by the public sector (complemented through ERDF mainly through ICT infrastructure and enhanced e-services); further investing in e-

procurement; and continuous monitoring of public finances and interventions aimed at addressing financial discipline through the enhancement of monitoring and implementation systems.

- **Strengthening managerial and administrative levels within the public administration, including local councils:** Enhancing and expanding its training programmes for its employees, including internships (both locally and abroad), and specialised academic and professional training programmes; allocating resources to local councils with the aim to strengthen their institutional and administrative capacity, which may include continuous training programmes addressed towards those providing a local service (councillors, executives and supporting staff); enhancing policy design and planning, as well as project management; creating strong leadership skills to achieve a rapid policy response and to conduct the necessary policy planning; furthering the development of the public administration with a view to ensuring the required efficiency and effectiveness in participation within European and international fora; strengthening the quality of employment and well-being of persons employed within the public administration; and providing the necessary support structures to vulnerable employees and to the entities within which these employees are engaged, leading to a more cohesive, socially-inclusive and productive public administration.

Efficient justice system

(SO 4.2: Improving the efficiency of the judicial system)

According to the EU Justice Scoreboard 2014, Malta has been identified as one of the countries having the lengthiest proceedings for civil, commercial and administrative cases to be resolved, low clearance rates, and the smallest number of judges participating in continuous training in EU law or in the law of another Member State. Within this context, steps are required to improve the current judicial system. The Government therefore committed resources to achieve the desired results and has already embarked on a major Justice Reform. Through this reform, Government aims to improve the judicial system by means of reducing bureaucracy, mainly by cutting down on disposition time, and improving the clearance rates, as well as enhancing institutional capacity of the judiciary.

Moreover, as part of the Justice Reform, various measures have been identified, including infrastructural investments, such as the upgrading of existing infrastructure and investment in ICT technology, as well as capacity-building and training initiatives targeting court personnel and other personnel employed in relevant key stakeholder organisations. The continuous training of the judiciary is also seen as an important factor in the achievement of this objective. Within a changing milieu, reforms need to be progressive and continuous, coupled with investment in the public sector including its human resources. In this regard, Government's aim is to pursue its mission to provide an efficient and cost-effective service to its citizens as well as strengthening the quality of employment.

The following **examples of actions** are foreseen in 2014-2020:

- **Investing in human capital and the strengthening of professional competencies within the**

judicial system: Providing the necessary skills, training and capacity; reforming the justice sector with a view to improving the administration and delivery of justice, and investing towards an efficient and effective judicial system; identifying the knowledge and skills gaps of the stakeholders within the justice sector, with a view to provide the necessary tools for the design and implementation of training programmes and knowledge-sharing to the relevant stakeholders; strengthening competencies and updating skills through different training programmes, thereby equipping the judiciary to successfully implement the Justice Reform; and offering training programmes to the various stakeholders operating within the justice sector such as Ministry officials, court employees, etc., with tailor-made content to specifically address the needs of each target group.

The **potential beneficiaries** of the above measures will be the public administration, including its ministries, divisions, departments, public sector entities and authorities that provide a public service, including back office operations since this function is considered as an important part of the chain within the service delivery process. Local government will also be targeted with the aim to improve service delivery at the local level.

Capacity-building among stakeholders

(SO 4.3: Strengthening the capacity of stakeholders involved in the delivery of education (including lifelong learning and training), employment and social policies)

The concept of public dialogue within the Maltese socio-economic fabric has undergone a major transformation in recent years. The setting up of the Malta Council for Economic and Social Development (MCESD) and the Malta European Union Steering Committee (MEUSAC) has contributed towards this change, as has also the inclusion of public consultation as part of the process of drafting key policy documents. These initiatives have been critical in the broadening of public consultation in diverse segments of Maltese society.

While several improvements were registered in recent years in terms of participation in social dialogue, Government plans to provide the necessary skills to stakeholders with a view to further enhance a system that is transparent, participatory and informed. Throughout the 2014-2020 programming period, Government aims to channel assistance via a two-pronged approach: first, by providing assistance to further enhance the capacity of social partners and civil society organisations delivering education, lifelong learning, training, employment, and social policies; and second, by investing in Government's own services, including local government, which can contribute towards improved policies in these areas.

The following **examples of actions** are foreseen in 2014-2020:

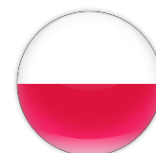
- Necessary capacity-building measures including **training, research, studies, support for networking and communication** initiatives, which enhance the development of the human resources complement within stakeholder organisations. Improved technical capacity is expected to enable social and civil partners to reach out to their respective members more efficiently, thus generating more interest and active participation on national issues. Interventions will provide stakeholders with the required information and knowledge they

need in order to assist them in formulating an opinion on proposed reforms and policies in a timely manner.

- The Government aims to **strengthen the key platform for national consultation**, mainly MCESD, which brings together a significant number of local stakeholders on a regular basis, thus providing the widest consultation possible. The Government is responsible for policy formulation and implementation, as well as ensuring adequate public consultation in these processes. Such an approach contributes towards ensuring that policies are successfully implemented on the ground. For this purpose, the Government will continue to invest in the bodies delivering ESF-related policies to ensure that employment, education and social policy-related targets set for Malta are achieved.
- The Government will seek to enhance the policy formulation and the implementation of ESF-related policy structures (including local government), also within the wider context of collaborative **partnership processes and multi-level governance**. To support the achievement of sustained growth and enhanced competitiveness, the Government will also seek to improve its own services with the aim of **improving coordination and collaboration** with the social and civil stakeholders, so as to strengthen **policy formulation** nation-wide. Within this context, MEUSAC, which manages consultation processes and provides support to civil society and ordinary citizens on EU-related **decision-making processes**, will continue to be strengthened. This is considered as an essential step, in order to enhance civil and social dialogue in Malta in terms of the ESF-relevant policy areas (including education, lifelong learning, training and employment and social policies).

The **potential beneficiaries** will be social partners and civil society organisations, and public administration bodies involved in the delivery of education, lifelong learning, training and employment and social policies.

POLAND



Poland has one OP at the national level for ESF, covering TOs 8-11 through six priority axes (PAs). Good governance falls primarily within **PA 2**, but PA4 on social innovation and transitional cooperation will also support measures falling in the scope of TO11. There are no **TO2** priority axes within this OP, but its measures are intended to be complementary to the activities planned in the national OP 'Digital Poland', which involves the construction of broadband networks, popularising the use of ICT and development of e-government.

OP Knowledge, Education and Development (CCI 2014PL05M9OP001)

Rationale of support for public administration reforms

The support to public administration addresses Country Specific Recommendation from 2014 to take further steps to improve the business environment and to improve tax compliance, in particular by improving the efficiency of the tax administration. It also addresses the need:

- to improve the quality of regulation;
- to improve access to justice;
- to improve the efficiency and quality of the judiciary; and
- to strengthen the role of civil society, as an active partner of the government.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 2: Effective public policies for the labour market, economy and education	SO 2.1: Strengthen the capacity of actors involved in the law-making process at national level (TO11)	Number of public administration employees who have acquired expertise in regulatory impact assessment; Number of units of public administration introduced to improve the legislative process Number of representatives of social partners who have acquired expertise in the field of legislation and the law-making process; Number of representatives of NGOs who have acquired expertise in the field of legislation and the law-making process; Number of watchdog organisations that participated in the process of monitoring the law, after leaving the operation; Number of social partner organisations that participated in the monitoring of the law, after leaving the operation; Number of institutions that have applied active forms of public consultation during the project or up to 6 months after its completion;
	SO 2.2: Improve management and communication processes in the judiciary and prosecution (TO11)	Number of organisational units of the courts and the prosecutor's office, in which improvements in management and communication were implemented
	SO 2.3: Improve the quality of decisions & increase the effectiveness of their enforcement (TO11)	Number of members of the judiciary who improved competence in the field of civil and commercial law; Number of new and modernised central court records; Number of Arbitration and Mediation Centres functioning for 2 years after completion of the project on the basis of uniform standards of operation; Number of cases submitted through ADR providers platform in the field of alternative dispute resolution;

	SO 2.4: Improve quality and monitor the provision of administrative services relevant for business (TO11)	<p>Functioning universal system of monitoring public services;</p> <p>Number of local governments that have implemented solutions that improve the work of the office in the area of tax services business;</p> <p>Number of local governments that have implemented solutions that improve the work of the office in the area of real estate management;</p> <p>Number of local governments that have implemented or modernised procedures for handling investors;</p> <p>Number of units of the tax administration, which implemented a tool to improve the quality of operation and service businesses;</p> <p>Number of units of public administration, which implemented a tool to improve the quality of functioning of the administrative supervision;</p> <p>Number of government employees, local government and its subordinate units and control institutions that have raised the level of knowledge in the field of public procurement;</p> <p>Number of institutions whose employees have raised their knowledge about public-private partnerships.</p>
	SO 2.5: Strengthen the institutional capacity of public administration on land-use planning and streamline processes for investment & construction (TO11)	<p>Number of public administration units whose employees have been trained to develop acts of planning and monitoring of spatial phenomena based on the data contained in spatial information systems;</p> <p>Number of local governments that have submitted for approval documents for planning developed jointly with NGOs;</p> <p>Number of administrative units in architecture and supervision of construction whose employees have been trained to apply current legislation, building or construction products or use of the newly created / upgraded electronic registers;</p> <p>Percentage area of Polish maritime areas covered by zoning plans with the support of the EU.</p>
PA 4: Social innovation and transnational cooperation	<p>SO 4.1 Increased use of social innovations to improve the effectiveness of selected aspects of public policies in the area of influence of the ESF</p> <p>SO 4.2 Strengthening professional competence and stakeholders with the use of transnational mobility programs</p> <p>SO 4.3 Implementation of new solutions, particularly in the field of professional activation, lifelong learning and the formation and implementation of public policies, in cooperation with foreign partners</p>	<p>Number of tested social innovation at the micro level;</p> <p>Number of persons who have acquired professional or key competences upon leaving;</p> <p>Number of institutions that have implemented new solutions through cooperation with foreign partner.</p>

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
2	ESF (TO11)	152,972,707	28,523,786	28,523,786	0.00	181,496,493
4	ESF(TO11)	19,330,318	1,171,011	1,171,011	0.00	20,501,329
Total	ESF (TO11)	172,303,025	29,694,797	29,694,797	0.00	201,997,822

Outline of measures and examples of actions

Better policy and law-making

(SO 2.1: Strengthen the capacity of actors involved in the law-making process at national level)

Emphasis will be placed on further reform of the law-making process, in line with the strategic intention to strengthen the legislative services and further develop the regulatory impact assessment (RIA) system. In addition, the programming process will be streamlined, so that decisions taken at the central level on policy design can be decided with the widest possible involvement of stakeholders and in cooperation with them, in line with the strategic direction to improve the process of consultations and other forms of citizen involvement in governance. This indicated the need for an efficient and transparent model for social consultations, support the involvement of citizens in the process of governance, the development of new mechanisms of public participation, enhance communication, social dialogue and civic dialogue, or the development of cooperation between public administration and NGOs.

The following **examples of actions** are foreseen in 2014-2020:

- **Better law-making:** Training for analytical services in order to ensure adequate expertise in handling impact assessments; training for lawyers dealing with the legislative process; training for staff working for the improvement of the legislative process; harmonising the legislative techniques, and improving the legislative methodology, as well as improving the management competences for the legislative process; designing and implementing tools to improve the coordination of work on draft laws and to facilitate analysis of the impact of proposed changes to planned legislation and the current system of legal acts, and the generation of consolidated texts taking into account the proposed amendments; and developing information on the application of legislative techniques, rules of law-making, correctness of language in normative acts.
- **Stakeholder consultation:** Raising the competences of: expert representatives of NGOs and social partners to the extent necessary for proper participation in the law-making process, in particular in the fields of commercial law, economics with elements of industrial policy, labour law, economics, and financial analysis; watchdog organisations carrying out monitoring activities of law at the national level; social partners carrying out monitoring activities of commercial law and labour law; and expanding the public consultation process through the implementation of active forms of public consultation (including permanent / standing conferences, deliberative surveys, citizens' panels) based on the principles of public consultation.

Judicial management and communication

(SO 2.2: improving management and communication processes in the judiciary and prosecution)

The OP provides no additional information on this measure, other than to provide types and examples of projects.

The following **examples of actions** are foreseen in 2014-2020:

- **Training:** This will be aimed at judges, officials and other servants employed in the ordinary courts, prosecutors, officials and other servants of the general organisational units of the Prosecutor's Office and the Ministry of Justice, supporting the implementation of models of human resources management, financial management, information and communication, IT services, as well as management and operation of their control;
- **Financial & HR management, organisational development:** Introducing a financial management model for organisational units of the Prosecutor's Office, based on budgeting processes and outcomes; developing a methodology for the management of certain categories of cases to support the public prosecutor at the stage of investigation (pre-trial) and prosecution (trial); developing labour standards for the administrative staff at the prosecutor's office – a system of job description and periodic evaluation; developing a tool for examining the impact of legislative changes in prosecutorial and judicial practice and the identification of training needs; creating and developing service centres for the management of financial and human resources, and IT management (common data processing) within the general judiciary; implementing standards and operating procedures within the general judiciary; implementing standards and procedures of customer service and registry service in the organisational units of the Prosecutor's Office; and creating and developing Service Offices in courts.

Quality of the justice system

(SO 2.3: Improve the quality of decisions and increase the effectiveness of their enforcement)

This measure is aimed at achieving an effective justice system and Prosecutor's Office in line with the Better Government Strategy, and in particular: enhancing the judiciary (organisational activities aimed at a rational structure for organisational units of the judiciary and the efficient deployment of human resources); increasing the efficiency and effectiveness of judicial enforcement; promoting alternative dispute resolution methods (increasing the accessibility of mediation services); and an effective Public Prosecutor's Office. The measure is in line with the Strategy for Modernisation of Justice in Poland for the period 2014-2020, adopted by the Minister of Justice and the Attorney General to *inter alia* improve client handling, increase the accessibility and openness of the judiciary, improve the efficiency and quality of case law, improve the performance and quality of the activities of the prosecutor's office and reinforce the effectiveness and quality of internal processes within the Ministry of Justice.

The following **examples of actions** are foreseen in 2014-2020:

- **Training and post-graduate programmes:** These will be aimed at judges, officials and other servants employed in the ordinary courts, prosecutors, officials and other servants of the general organisational units of the Prosecutor's Office in commercial law, mediation in commercial matters, digital forensics, consumer protection and crime prevention, combating and preventing economic and fiscal crime, intellectual property rights, and bankruptcy/insolvency law.

- **Process development (including ADR):** Creating and modernising central court records; creating Arbitration and Mediation Centres and standardising the work in already existing Centres; establishing and supporting the operation of digital platform for consumer ADR; starting up and supporting the operation of the focal point of contact for consumer ADR; and training participants in the system of consumer ADR through the digital platform and new regulations relating to the ADR online dispute resolution service

Business environment

(SO 2.4: Improve quality and monitor the provision of administrative services relevant for business)

The planned activities are reflected in the Strategy for Better Government, in particular the objectives for functional and effective public administration offices, and increasing efficiency by improving institutional management (governance) standards in the administration, and introducing monitoring tools for customer satisfaction in administration offices.

The following **examples of actions** are foreseen in 2014-2020:

- **Performance monitoring:** Introducing a comprehensive system of monitoring the performance of public services by municipalities in the areas of, *inter alia*: local taxes and charges; property management; road and transport; environmental protection; investments and construction, geodesy and cartography, and the creation of a repository of best practices; and implementation of information and training in local government, oriented to the practical possibilities of using the monitoring system to undertake modernisation in local government, using benchmarking and exchange of experiences in the form of organisation of groups.
- **Implementing solution to improve PA efficiency in managing services to business:** (a) taxes and local fees - computerisation of tax offices of local government units, automation of accounts and improving access to information on the action taken and progress of the case; improving staff competencies in such areas as tax services, the use of electronic tools, customer service, satisfaction management, and case law; implementation of solutions management at local government offices to improve the quality of services to entrepreneurs in particular customer satisfaction management, quality management, process management, access to public information; (b) the management of real estate, in particular as regards the management of premises used – implementing solutions with local authorities to improve access to administrative services and information on business premises and land properties held for investment, and improve customer service by using, among others, satisfaction management tools; improving competence of local government staff, including the management of real estate stock, the Treasury property resource, customer service, satisfaction management, and case law; and support local government in drawing up plans of resource use, property development, effective implementation of vacancy rental and leasing contracts, the supply of online services and real estate records, and improve the process of cooperation and control of property managers' estate stocks; (c) handling investors - to develop and implement minimum rules (procedures) for the cooperation with the investor; improvement of competences of the local authorities' staff in

the development and operation of investment propositions and investor services; construction of local networks handling investors with the participation of business environment institutions and public employment services; computerisation of the process of investor services in particular access to information about investment offer; and training activities to promote a strategic approach to managing economic development in local governments.

- **Tools and training for public & tax administrations:** Implementation of the organisational units of tax administration, particularly in the area of process management and resource allocation processes, management by objectives, benchmarking tools, communications management, and management by competences; organising and conducting specialised training for tax administration employees involved in issuing administrative decisions on the issues of legal and procedural; implementation of organisational solutions in public administration, particularly in the area of process management and resource allocation processes, management by objectives, communications, benchmarking management tools, and management by competences; and organising and conducting specialised training for government employees (i.e. control services and surveillance) with legal and procedural issues.
- **Public procurement:** Conducting training sessions and workshops for contracting authorities (including internal auditors) and audit institutions on selected issues related to the award of public contracts, including the use of electronic tools, non-price evaluation criteria, tender evaluation criteria which reward innovative products and services, socially-responsible procurement, green public procurement, non-competitive modes, threats of corruption and so on; organising conferences, seminars and meetings for representatives of the authorities and audit institutions, allowing for the exchange of knowledge, experiences, presentation of best practices, and discussions on selected topics related to the award of public contracts; preparing tools for data analysis on the functioning of the public procurement markets and to produce publications addressing important issues regarding public procurement system in Poland and other countries; extending the level of sustainable public procurement; preparing and publishing on the website of the Public Procurement Office - a repository of knowledge in the area of public procurement, including examples of good practice and model documents, for example records of the specifications, using social clauses or procurements reserved, examples of audit results, interpretation of rules, recommendations, guidelines, etc., decisions on public procurement with the case-law of the national chamber of appeal courts, the Constitutional Court, the Court of Justice of the European Union and the extension of the database with the maintenance of its functioning, and an electronic tool that can be used in the procurement planning process and its modification or maintenance operation; and materials promoting solutions for sustainable public procurement resulting from new EU Directives, with examples of their effective application in public procurement procedures; producing a study on the feasibility and the benefits/risks of the implementation of the major public procurement procedure, including the preparation of recommendations in this field, and the preparation of two guides (one on anti-corruption issues in public procurement, the second relating to conflicts of interests in public procurement) and their dissemination at the conference; organising training courses

and workshops for workers of the public administration in the country, including on the preparation and implementation of PPP projects, risk assessment of PPP projects, *inter alia*; organising training workshops and seminars for civil servants abroad to learn about the experiences of other countries, in order to support the development of PPP; creating standard procedures and information material, including models of PPP contracts, guidelines on the preparation of PPP projects, preparation of tenders, and examples of effective preparation and implementation of PPP projects (best practice); promotion of knowledge about PPP through participation in economic events in Poland and abroad, and promotional activities, including the PPP; preparing studies for announced projects and contracts signed (including the number of PPP projects and their value, and sectors in which PPPs is implemented), project financing models, barriers to the development of PPPs and identifying sectors in which PPPs could be applied; organising and implementing competition law training for employees of public administration (central and local) involved in carrying out public procurement procedures; and developing and launching an e-learning platform that facilitates access to knowledge on the substance and how to detect collusive bidding in public procurement procedures.

Spatial planning, investment & construction

(SO 2.5: Strengthening the institutional capacity of public administration on land-use planning & the streamlining of processes for investment & construction)

This measure aims to simplify the requirements for construction permits, within the context of the Better Government Strategy 2020 and the National Spatial Development Concept 2030, and their implementing documents. The key tasks in the context of improving the investment process are the introduction of mechanisms to ensure coherence of the programme of socio-economic and spatial development, spatial planning, including repair of the rules of space management, the protection of the public interest, the processes of adopting spatial development plans and investment planning in functional areas, including maritime areas, and supporting the use of spatial information available through digital technologies. It is important to link investment processes and procedures for issuing individual decisions for the development of local urban spatial policy while ensuring social control, eliminating unnecessary administrative procedures and removing inconsistencies.

In order to get a more complete picture of progress in terms of changes to be implemented on the above-mentioned problem areas, in addition to monitoring data, cyclical **evaluation** activities will be carried out in the projects. As part of the first report, the methodology will be developed to measure the effects of investment priority TO11. In subsequent stages, evaluation of the effectiveness and usefulness of support will be made at least twice, as well as the impact of ESF interventions on the evolution of the situation in the above areas. Furthermore, considering the importance of the risks associated with the transparency of the functioning of public sector institutions in the course of updating the substantive scope of support under each specific objective under TO11, account will be taken of the conclusions and recommendations contained regular reports of the European Commission to the Council and the European Parliament on **corruption** in the EU.

The following **actions** are foreseen in 2014-2020:

- **Systems development:** Elaborating and developing solutions (legal, organisational, technical) for the construction of a single national integrated monitoring system and evaluation processes; and developing spatial plans of Polish maritime areas, along with the environmental impact assessment required by the law and all public consultations required by law and international and national arrangements.
- **Training and capacity-building:** The development of training and educational programmes aimed at improving the skills and knowledge of staff of the central and local administrations for spatial information and spatial planning; improving the competence of personnel planning in terms of: (1) techniques to record local spatial development plan and forecast real demand for land and its method of use; (2) analysis, processing and presentation of spatial data; (3) a single national integrated monitoring system of spatial processes; strengthening the analytical capacity of the public administration with further development of geo-information techniques; supporting training of the Governor as the supervisory authority over local governments to examine the legality of resolutions of municipal councils in matters of planning, architecture and construction, and compliance-testing of construction projects with the provisions of local zoning plans; raising the competence of employees of the architecture and construction administration and construction supervision on current building regulations, building products and the use of newly created or upgraded electronic records; and developing expertise and analysis in the area of regulatory investment & construction process (e.g. technical construction standards, introducing the possibility of dealing with matters arising from the construction law via the Internet).
- **Information (online) and consultation:** Developing publications containing examples of "good practice" in terms of spatial planning and the use of ICT in the field of geo-information, monitoring access to infrastructure for spatial information and spatial data as well as their promotion; strengthening public consultation and social monitoring in the field of activities by local governments in the area of land-use planning and management; introducing public access to a register of applications and decisions on building permits; creating an online/web-based information service of the General Office of Building; creating a central system for market surveillance of construction products along with an Internet service for a "contact point for construction products"; starting a registry system in the field of energy performance of buildings; and developing and distributing a practical guide for investors in the field of construction law and its distribution.

The potential beneficiaries of all TO11 measures under priority axis 2 will be: the ministries responsible for public administration, justice, economy, family, labour & social protection, development, construction and infrastructure, and maritime affairs; the Head of the Chancellery of the Prime Minister; the Head of the Civil Service; local government units and their organisational units; national associations of local government bodies; NGOs; social partners; the Government Legislation Centre; the Prosecutor General's Office; the Head Office of Geodesy and Cartography; the National School of Public Administration; the Public Procurement Office; the General Office of Building; and the Office of Competition and Consumer Protection.

Social innovation and transnational cooperation

All the TOs within the OP, including TO11, are also covered by **PA 4** on social innovation and transnational partnerships. PA4 aims to test and develop new more effective solutions to the problems in the area, among others, employment, social inclusion, lifelong learning, health, and the modernisation of public administration, where past actions were not sufficient or require a new approach. In developing new solutions, they can also use transnational cooperation as an instrument to draw on the experience and expertise of foreign partners, as well as joint work to solve identified problems, depending on the needs identified. Projects might include micro-innovation (the seed incubation of new ideas, including their development and deployment, and testing and dissemination, and to take actions to integrate into policy and practice) or macro-innovation (ensure that changes to existing practice by entities with greater potential and projects enabling the development of innovation policy).

The potential beneficiaries are organisations responsible for the creation, implementation and monitoring of public policies and control and supervision of these policies.

PORTUGAL



Portugal's use of TO11 is programmed in the national OP for competitiveness and internationalisation as well as at the regional level through six OPs for the NUTS II regions of Alentejo, Algarve, Azores, Centro, Madeira and Norte. This approach is in line with the Portuguese Government's strategy for the decentralisation and modernisation of the public administration. Moreover, each OP uses both ERDF (TO2) and ESF (TO11).

OP Competitiveness and Internationalisation (CCI 2014PT16M3OP001)

The OP supports the modernisation and capacity building of public administration with ESF TO11 under substantive PA5. This axis is dedicated to increasing the qualification of human resources and their involvement in the reorganisation and change processes. Part of PA2 complements this support with ERDF TO2 for strengthening of the use of ICT and increase of efficiency and quality of service to citizens and businesses.

Rationale of support for public administration reforms

The OP responds to the following Country Specific Recommendations from 2014:

- Continue to rationalise and modernise central, regional and local public administration. Implement the reforms to enhance the efficiency of the judicial system and increase transparency. Step up efforts to evaluate the implementation of reforms undertaken under the macroeconomic adjustment programme as well as planned and future reforms. In particular, insert mandatory systematic ex ante and ex post assessments in the legislative process. Set up a functionally independent central evaluation unit at government level, which assesses and reports every six months on the implementation of these reforms, including consistency with the *ex-ante* impact assessment, with corrective action if needed.

The strategy of the OP focuses on:

- Deepening the modernisation initiatives, reorganisation and upgrading of public administration, increasing the supply of digitised public services and their access and use, thus contributing to a decrease in context costs (bureaucracy, length of procedures, etc.) of the economic operators;
- Empowerment of public administration services within the framework of regulatory simplifications or new organisational models to achieve efficiency gains;
- Empowerment of workers in the public sector with view to increased adaptability to the more demanding working environments, and facilitating the success of strategies for modernising and restructuring of public administration;
- Re-skilling of workers in the public services involved in reorganisation proceedings (requalification system).

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 2: Improve the quality of public services, whether by training the services or training workers in public functions	SO 2.4: Reduce administrative costs through enhanced availability and encourage the use of network services of the public administration and improve the efficiency of the administration	Persons aged between 16 and 74 years who have completed and transmitted by the Internet official forms over the past 12 months on the total of individuals; Enterprises with 10 or more persons employed who used the Internet to interact with public authorities, entities and bodies in total enterprises with 10 or more employees
PA 5: Improve the capacity of workers integrated into the rehabilitation system with a view to redeployment	SO 5.1 Improve public service provision, through improving the capacity of services and the training of workers in the public sector	Public-sector workers who are considered more capable after the frequency of training
	SO 5.2. Reinforce personal skills and professional requalification workers, with a view to increasing their employability and relocation, by means of effective investment in their professional development.	Workers who start functions in public administration up to 24 months after entering the requalification system out of total employed

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
2	ERDF (TO2)	199,865,000	35,270,294	-	-	235,135,294
5	ESF (TO11)	162,315,973	28,643,996	28,643,996	0.00	190,959,969

Outline of measures and examples of actions

Online service delivery

(SO 2.4: Reduce administrative costs through enhanced availability and encourage the use of network services of the public administration and improve the efficiency of the administration)

The measure will support: the promotion of online administrative and public services; the simplification and re-engineering of processes in the back office and the front office; interoperability, investment in equipment, and development of software systems, as well as awareness and information campaigns. Also support will be provided for cooperation and coordination between networked services, through the development of e-Government projects (e-Gov).

The following **examples of actions** are foreseen in 2014-2020:

- Fully integrated public services to be provided online, using electronic identification;
- New working models, including integration of technological systems for provision of public services, development and management of back offices necessary for delivering services to citizens and business;

- Provision of online services on mobile devices using an electronic identification key;
- Reengineering, simplification and digitalisation of processes of interaction between government and citizens & businesses, supporting the delivery of public services, creating the conditions for access by electronic identification;
- Re-engineering, simplifying and streamlining of internal processes which promote efficiency gains within the administration, in particular those implemented through an approach based on mainstreaming (multi-sectoral and/or multi-tier);
- Development of integrated technological infrastructure support (e.g. development and integration of internal systems and back offices between different sectors and levels of administration);
- Provision of electronic services in Points of Single Contact by multi-channel technologies, using an integrated and interoperable logic, for handling and/or communication within the government and between the government and citizens & businesses using electronic identification;
- Cross-cutting platforms that support the delivery of electronic services;
- Interoperability between the various public administration information systems;
- Consolidation of electronic authentication mechanisms for mobile devices;
- Implementation of priorities agreed at European level in the area of e-government (the link of government to citizens and businesses);
- Development of integrated communication solutions that ensure connectivity between public administration services, based on appropriate security mechanisms, based on streamlined infrastructure communications services; and
- Implementation of ICT solutions creation and dissemination of common and shared services.

The **potential beneficiaries** will be central state administration bodies, providers of public services, as well as other levels of government or other public bodies and private non-profit-making under protocols concluded with the central administration.

Reorganisation, simplification & training

(SO 5.1 Improve public service provision, through improving the capacity of services and the training of workers in the public sector)

This measure aims to speed up the process of administrative modernisation, in particular through improving internal efficiency and the institutional capacity of public administration, introducing new organisational models and procedures, decentralisation and more collaborative models of interaction and networking between the various departments of the administration, by promoting mechanisms of public sector innovation, monitoring and evaluating policies.

The following **examples of actions** are foreseen in 2014-2020:

- Studies and implementation of strategies to rationalise structures and foster synergy between public services (rationality and efficiency);
- Diagnostic measures and action plans for legislative simplification and procedural rationality (simplification of procedures and reduction of bureaucratic burden for citizens and economic operators — new generation of the Simplex initiatives for better regulation);
- Implementation of action plans in the areas of promotion of transparency, good governance and risk management of corruption;
- For actions to promote new models of innovation and experimentation in the public sector (e.g. innovation labs, launch pads and accelerators, collaborative co-creation of innovative solutions, etc.), promoting international co-operation in the public sector and responses to societal challenges;
- Promotion and dissemination actions of initiatives for the dissemination of best practice and the sharing of knowledge of new forms of internal organisation and provision of public services for citizens and businesses;
- Development and implementation of evaluation systems of the provision of public services and of user satisfaction, monitoring of service levels and quality certification, and introduction and dissemination of best practice geared to citizens and businesses;
- Implementation of management instruments, monitoring, follow-up and evaluation of public policies, as well as infrastructures and collective equipment;
- Training linked to administrative modernisation projects (falling under Axis II — TO 2) and increasing the efficiency of public services delivery for the sake of improved public attendance (e.g. in the context of the improvement of managerial competencies, reorganisation, restructuring processes and organisational innovation, strengthening of ethics in the public service or better integration of new frameworks for public administration), in terms of improving back office and ICT skills;
- Training linked to the implementation of governance reforms in key areas, such as justice, under the national reform programme in the context of the European Semester.

The **potential beneficiaries** will be central state administration, public authorities, providing public services, as well as other levels of government or other public entities under protocols concluded with the central administration.

Reorganisation, simplification & training
(SO 5.2 Reinforce personal skills and professional requalification workers, with a view to increasing their employability and relocation, by means of effective investment in their professional development)

This measure will support the requalification system through which public sector workers are integrated in the various existing careers in public administration. Participants in the requalification system are individually supported by a manager within the career and professional development process. Specific training programmes aim to strengthen personal and professional skills of the participants, with the ultimate objective of their reassignment to another public administration body or service (including the state-owned enterprise sector).

The specific training programme consists of two strands: general basic training with a view to standardise the level of knowledge on issues that cut across the public administration; and specific training, geared to the specific needs of the future recruitment. The actions under the programme are conducted in a face-to-face training system and/or remotely.

The following **examples of actions** are foreseen for support:

- Development and implementation of training plans, for workers integrated into the requalification system, based on diagnostics need skills in public administration;
- Actions supporting the management of the process, including the identification of the recruitment needs;
- Grants for training given to workers in the requalification system, based on the duration of the training (irrespective of the time in which workers are placed on the requalification system).

The **potential beneficiaries** will be central state administration, including subordinated and devolved administrative bodies.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 9: Institutional capacity and administrative modernisation	SO 9.1: Improved public service provision through capacity building and training of workers in the public sector (TO11)	Public sector workers who consider themselves more capable after the completion of training
	SO 9.2: Strengthen the capacity of actors and networks for the promotion of territorial development actions (TO11)	Institutions involved in projects promoting institutional capacity and regional development supported
	SO 9.3: Increase the availability and use of online services by the public administration and services and improve the efficiency of the administration, contributing to a further improvement in the performance of the functions of State interaction with citizens and economic operators (TO2)	Municipalities that provide the completion and submission of forms on the Internet in Total Chambers; Persons aged between 16 and 74 years who have completed and transmitted by the Internet official forms over the past 12 months on the total of individuals

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
9	ESF (TO11)	4,200,000	741,177	741,177	0.00	4,941,177
9	ERDF (TO2)	7,097,579	1,252,514	1,252,514	0.00	8,350,093

Outline of measures and examples of actions

Reorganisation, simplification & training

(SO 9.1: Improved public service provision through capacity building and training of workers in the public sector)

This measure is about improving the effectiveness and efficiency of public administration to provide quality services to citizens and businesses, by reorganising and simplifying administrative structures & processes, and promoting the training of public sector workers. The training will reinforce technical and soft skills, linked to the ability of workers to adapt to the new demands of the digital age and more demanding working environments, and raise their levels of motivation. The measure will also invest in mechanisms for monitoring and assessing activity in the context of results-oriented management, involving issues such as user satisfaction, achieving service levels, quality assurance and the dissemination of best practice. The measure is expected to contribute to enhancing transparency in public administration, the prevention of fraud, the robustness of the public procurement procedures and better governance.

The following **examples of actions** are foreseen in 2014-2020:

- **Improving internal efficiency and institutional capacity of public administration** by interventions including: studies and implementation of strategies for streamlining structures and promoting synergies between public services; implementation of action plans in the areas of promotion of transparency, good governance and risk management of corruption; actions to promote new models of innovation and experimentation, in areas such as international cooperation and response to societal challenges; initiatives with a view to disseminating best practices and sharing of knowledge of new forms of internal organisation and provision of public services for citizens and economic operators, at national or international level; development and implementation of systems of evaluation of public service delivery and satisfaction of users, monitoring of service levels and quality certification, and disseminating best practices targeted at citizens and economic actors; implementation of management instruments, monitoring and evaluation of public policies, as well as of infrastructures and collective equipment;
- **Training of public sector workers** linked to administrative modernisation projects and increasing efficiency in the delivery of public services (in particular linked to projects under TO2), namely reinforcing management skills, improving skills in the context of restructuring & reorganisation processes and organisational innovation; integrating new staff / officials better; and improving customer service / service to the public, linked in particular to the procedures of back office and ICT skills.

The **potential beneficiaries** will be the decentralised State administration in Alentejo and local public administrations.

Stakeholder capacity-building

(SO 9.2: Strengthen the capacity of actors & networks for the promotion of territorial development actions)

This measure is concerned with developing capacity and partnerships among stakeholders for ESF interventions (education, employment and social policies).

The following **examples of actions** are foreseen in 2014-2020:

- Technical support to co-ordination, leadership, implementation and monitoring of territorial and sectorial action plans, including the regional pact on education, employment and social inclusion and the territorial pacts for employability of NUTS III level;
- Pilot initiatives and innovative projects of best practice networks of institutional players, including those aimed at strengthening the international cooperation capacities of regional institutions;
- Reinforcement projects in cooperation and networking, promoting regional and sub-regional 'policy mix' competence development, and adjusted to the role of each authority, in order to maximise its contribution to regional development;

- Empowerment of bodies responsible for the pacts for development and territorial cohesion and by local development strategies (local action groups), in view of their better performance as determinants of regional development strategy;
- Monitoring and follow-up of territorial dynamics and policy evaluation.

Online service delivery

(SO 9.3: Increase the availability and use of online services by the public administration & services and improve the efficiency of the administration, contributing to a further improvement in the performance of the functions of State interaction with citizens & economic operators)

To promote a greater uptake and use of ICT in public services, this measure is concerned with investing in equipment and developing software systems & services linked to process re-engineering and simplification, awareness and information actions. The aim is to: increase the availability of fully integrated public services online, using e-ID, by ensuring greater interoperability, mainstreaming and integration of supply; increase the levels of use of ICT by citizens via a user-friendly, intuitive and secure offer, and the establishment of a single access point for resolution of all issues with the public administration; increase efficiency in the functioning of the internal services of the administration, through an optimal use of resources and technological infrastructure, coupled with new organisational and/or procedural models, and improved inter-service cooperation and interface; and provide greater proximity and quality of services to citizens and businesses, arising from the physical presence of public administration services in the various municipalities and the implementation of mobility solutions to locations of medium/low or very low population density.

The following **examples of actions** are foreseen in 2014-2020:

- Developing and managing back offices necessary for proper handling of citizens and businesses, with 2nd line support; evaluation of public services provided; raising awareness and providing information for the use of digital public services by citizens and enterprises; provision of online services on mobile devices using electronic authentication mechanisms (e.g. key digital mobile); re-engineering, simplifying and streamlining of internal processes which promote efficiency gains and processes of interaction between government and citizens & businesses; development and integration of internal systems and back office between different sectors and levels of administration; provision of electronic services in Points of Single Contact; experimentation and dissemination of innovative technologies in public administration, in particular in the development of mechanisms for participation and strengthening of e-government in the exercise of citizenship;
- Supporting cooperation and coordination between services of ICT networks and services through the development of integrated and/or interoperable e-Government projects, as well as improving the web interface between the State and citizens / businesses through cross-cutting platforms that support the delivery of electronic services, using e-ID, open standards, open data, and common dissemination of shared services;
- Implementation of new models for providing integrated and inclusive public service solutions, including: 'citizen's shop'; digitally-assisted 'citizens' call' which is an online access

point; and 'station wagon' to extend coverage to regions with low or very low population density, poor accessibility and territorial configuration.

The **potential beneficiaries** will be local public administration authorities and devolved from central government.

ROP Algarve (CCI 2014PT16M2OP007)

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 8: Modernise and empower the administration	SO 8.1: Improve public service provision through the empowerment of services and training of public sector workers (TO11)	Public sector workers who consider themselves more capable after the completion of training
	SO 8.2: Strengthen the capacity of actors and networks for the promotion of territorial development actions (TO11)	Institutions involved in projects promoting institutional capacity and regional development supported
	SO 8.3: Increase the availability of online services by the public administration and services, contributing to a further improvement in the performance of the functions of State interaction with citizens and economic operators (TO2)	Municipalities that provide the completion and submission of forms on the Internet in Total Chambers; Persons aged between 16 and 74 years who have completed and transmitted by the Internet official forms over the past 12 months on the total of individuals

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
8	ESF (TO11)	8,000,000	2,000,000	2,000,000	0.00	10,000,000
8	ERDF (TO2)	9,800,000	2,450,000	2,450,000	0.00	12,250,000

Outline of measures and examples of actions

Reorganisation, simplification & training

(SO 8.1: Improve public service provision through the empowerment of services & training of public sector workers)

For better service delivery and increased competitiveness, it is crucial to have trained, qualified and motivated staff. In parallel, priority should also be given to interventions with a view to increasing efficiency, and the organisation and management of services (including good governance, quality, independence and efficiency of the justice system and transparency). This measure aims to strengthen the adaptability of workers in the public sector to new working environments and increase levels of motivation and productivity, measured by the percentage of public sector workers who have completed training actions that are linked to the modernisation and/or reorganisation supported. It is also expected to contribute to enhancing transparency in public administration, the prevention of fraud, the robustness of the public procurement procedures and better governance.

The following **examples of actions** are foreseen in 2014-2020:

- Support to training courses on public functions linked to administrative modernisation projects (within the scope of TO2) and the increased efficiency in the delivery of public services (e.g. in the context of the improvement of managerial competencies, reorganisation, restructuring processes and organisational innovation or better integration of new frameworks for public administration), for the sake of improved public attendance, in terms of improving back office and ICT skills;
- Support to studies and implementation of strategies to rationalise structures and foster synergy between public services (rationality and efficiency);
- Diagnostic support actions and action plans for legislative simplification and rationalisation of procedures.

The **potential beneficiaries** will be regional and local public administrations in Algarve.

Stakeholder capacity-building

(SO 8.2: Strengthen the capacity of actors and networks for the promotion of territorial development actions)

This measure aims to strengthen capacities of regional players operating in different sectors and territories, so that they can contribute to the successful implementation of public policies, including facilitating and implementing action plans, both by developing innovative projects and pilot initiatives of good practices.

The following **examples of actions** are foreseen in 2014-2020:

- Technical support to co-ordinating, leadership, implementation and monitoring of territorial and sectoral action plans;
- Innovative projects and pilot initiatives for good networks of institutional actors;
- Capacity-building actions in terms of monitoring and follow-up of territorial dynamics and policy evaluation;
- Enhanced international cooperation capacity of regional institutions.

The **potential beneficiaries** will be deconcentrated central, regional and local administrations and other actors.

Online service delivery

(SO 8.3: Increase the availability of online services by the public administration and services, contributing to a further improvement in the performance of the functions of State interaction with citizens & economic operators)

Better service delivery and increased competitiveness implies modern and efficient public services, equipped with new technologies, tools and information, with an emphasis on the logic of the Simplex model in all policy areas and across sectors, complemented by interventions that create new links between those sectors. The measure will support initiatives to promote the provision of more and better digital services, by increasing access and use of digitalised State services by citizens and companies (in particular through the spread of Espaços do Cidadão) and the improvement of internal efficiency of public administration, accelerating the process of administrative modernisation, including reorganisation, new models of shared services, simplification and dematerialisation, re-engineering of internal processes.

The following **examples of actions** are foreseen in 2014-2020:

- Supporting digitalisation and availability of online services (including use of e-ID), process re-engineering (front office and back office functionality) and interoperability of platforms), in particular through investments in equipment and development of new software provision;
- Developing new decentralised models of networked public service, and responding directly to the twin constraints of digital literacy and access to / use of ICTs;
- Applications for online services available on mobile devices (smartphones & tablets);
- Re-engineering, simplification and streamlining of internal processes which promote efficiency gains within the administration, in particular those implemented through an approach based on mainstreaming (multi-sectoral and/or multi-tier);
- Re-engineering, simplifying and dematerialisation of processes of interaction between government and citizens & businesses;
- Development and integration of back office internal systems and between different sectors and levels of administration;
- Investing in infrastructure, for example 'Espaços do Cidadão'.

The **potential beneficiaries** will be deconcentrated central, regional and local administrations

ROP Azores (CCI 2014PT16M2OP004)

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 2: Improving access to ICT as well as its use & quality	SO 2.1 Reduce local costs by enhancing the availability & promoting the use of networked government services and improving management efficiency (TO2)	Individuals between 16 and 74 years who completed and sent by Internet or printed official forms in the last 12 months out of total individuals
PA 11: Institutional capacity & performing public administration	SO 11.1 Increase the skills of the human resources at regional and local public administration for the reorganisation and modernisation of the sector by increasing the quality of services provided to citizens, workers and job seekers (TO11)	Public sector workers who consider themselves more capable after the completion of training

SO 11.2: Enhance the coordination between the sectors of employment, social welfare & education through the integration of their systems' contact information (TO11)	Responses implemented or achieved relative to the number of alerts or warnings issued
--	---

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
2	ERDF (TO2)	12,000,000	2,117,648	2,117,648	0.00	14,117,648
11	ESF (TO11)	2,030,000	358,236	358,236	0.00	2,388,236

Outline of measures and examples of actions

Smart administration

(SO 2.1 Reduce local costs by enhancing the availability & promoting the use of networked government services and improving management efficiency)

It is intended that the Azores become a smart archipelago ("smart islands") that takes advantage of technological developments, applying them in promoting business competitiveness and the efficiency of public administrations, which will represent a strong contribution to minimise the effects of isolation and remoteness of the islands. It is recognised the investment made in terms of administrative modernisation, particularly in public services, and the availability of space and ICT, means it is crucial to continue increasing the supply of online services and promoting the large-scale use of ICT, including in particular among marginalised groups and people with disabilities. In fact, the positioning of the region in terms of ICT compares well with the national average, including as regards Internet connection via broadband. This measure will develop actions to promote a 'Smart Administration' and stimulate the demand and widespread use of ICT, which will reduce bureaucracy, inefficiency of management and procedural delays, either internally or in the connection to citizens and businesses, with positive and significant contribution to cost reduction, optimisation of resources and improved quality of life. The public service modernisation strategy will be achieved through complementary investments aimed at increasing the skills in the regional and local public administration set out in PA 11.

The following **examples of actions** are foreseen in 2014-2020:

- **Promoting a Smart Administration by way of investment in equipment and software development:** online service delivery projects, including dematerialisation and re-engineering of front office and associated back office processes as a form of administrative simplification, development of e-citizen platforms, creation of management services in the cloud, and increased efficiency in the management and performance levels of data storage systems; administrative modernisation resulting from actions funded under TO11 and giving rise to the improvement or organisational change in the regional or local administration; constructing a Citizen Relationship Management (CRM) platform for the creation of the

single student file; project e-Health, aimed at the dematerialisation of all clinical and administrative processes and the standardisation and computerisation of printed formats in health facilities in the region, as well as the development of the database for the respective regional health service; development of a cloud system for educational applications, promoting the sharing of knowledge between professionals from primary and secondary schools and professional; building a platform that identifies all cultural and sports facilities of the Azores and an integrated management of the equipment and transport for the community.

- **Fostering demand & widespread use of ICT through investment in infrastructure, equipment and software development:** available projects of public services integrated to citizens, such as the Integrated Network for Citizen Support (RIAC); project providing unique service desks to entrepreneurs, such as "Corporate Office" and "Shop Export"; available projects a network of areas specific to the use and development of ICT in to contribute to the full integration of citizens in society and the fight against info-exclusion (ICT programme for Tod@s), aimed at young people, disabled citizens and citizens with special needs; cross-sensitisation actions and information for the use of digitalised public services for citizens and businesses.

The **potential beneficiaries** will be regional & local public administration and other public entities.

Vocational training in public administration reform

(SO 11.1: Increase the skills of the human resources at regional & local public administration for the reorganisation and modernisation of the sector by increasing the quality of services provided to citizens, workers & job seekers)

The deep reforms in public administration impose a new way to manage, reinforcing the focus on issues such as strategic management, simplification and administrative modernisation, innovation, application of work methodologies optimised by information technology, knowledge and practice in social policies that emphasise the human dimension, as well as the deepening of a culture of meritocracy in public services, based on performance differentiation. Under the state modernisation effort and increasing the qualifications of public workers, vocational training emerges as a strategic element. The Training Centre for Public Administration of the Azores will assume the role of promoting the updated human resource development of common careers in public administration, with a view to improvement and development of services. This training is associated with two major goals: first, to ensure effective access to vocational training to all employees in public functions; and, second, to adjust the educational offer to the needs of workers and services. To achieve the first objective, training provision needs to be ensured across the whole archipelago, using, if necessary, distance learning. The second objective emerges from the introduction of innovations in the training of regional public administration, such as the reform of the training offer, the adoption of the National Qualifications Catalogue, promoting synergies with other providers and the use of training technologies. The introduction into the training offer of the National Qualifications Catalogue units not only takes you to a level of greater theoretical and practical knowledge of the required topics for employees, agents and contractors of public administration, but also increases the level of academic ability, aiming to double certification and the consequent increase in schooling.

The following **examples of actions** are foreseen in 2014-2020:

- Strategic training initiatives for management and efficiency in public administration, in the face-to-face and distance modalities, and specific training for some organisms of regional or local government, after identification of improvement aspects or organisational change aimed at this goal;
- Seminars, meetings, conferences, lectures and conferences, focusing on issues that prove to be strategic for modernisation / upgrade.

The **potential beneficiaries** will be regional and local public administrations and certified training providers.

Integrated information systems for HRD policy
(SO 11.2: Enhance the coordination between the sectors of employment, social welfare and education through the integration of their systems' contact information)

The integrated fight against unemployment, poverty, social exclusion, abandonment and school failure, advocated for the Azores, implies a permanently concerted action across the sectors of employment, solidarity & social security and education, and hence equipping these sectors with monitoring, control and measurement mechanisms to facilitate the success of the measures. With this, it is expected to achieve considerable efficiencies in the process, and at the same time, to alleviate bureaucratic & financial effects and functional arrangements resulting from an unarticulated operation divergent from the overall framework guidelines for the reform of public administration. In this context, the intention is to break with the traditional logic of operation of sub-systems, by creating and implementing, in a systematic manner, instruments, tools, oriented-processes and operational procedures, for the sake of more comprehensive system efficiency, able to meet the common needs of the three functional sectors.

The following **examples of actions** are foreseen in 2014-2020, focused on development and adaptation of computerised systems for decision support in the three sectors, such as:

- **System of school management:** creating & implementing a school management system within the public network (with possible extension to the private network), which allows monitoring of correlated data with the school population of the regional public education system, as a decision-making tool in the implementation of educational policies. This system will take, for example, the "electronic registration", which will be an important tool to get a base of reliable and objective data, to provide differentiated readings and monitor the evolution of various dynamics correlated with the school environment, for example, early withdrawal of education and training or transition rates.
- **Integration of features in the information system of social security:** enabling the monitoring of the history and characteristics of households, indicated by way of their social

problems and assigned social benefits, as well as its interconnection with the computer systems of education sectors and employment.

- **Reformulation of employment computer system to enable the articulation of information produced by the systems mentioned above:** technical and financial support for the creation of a tutors' mediators network aimed at monitoring systems of education, employment and social solidarity and acting as links between the three sectors, allowing the generation of alerts related problems of unemployment, exclusion social, neglect or truancy, etc.

The **potential beneficiaries** will be the regional administration.

ROP Centro (CCI 2014PT16M2OP002)

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 8: Strengthen the institutional capacity of regional entities	SO 8.1: Improved efficiency and quality in the delivery of public services through administrative reorganisation and modernisation processes (TO11)	Public sector workers who feel more able after completion of training.
	SO 8.2: Strengthen the capacity of actors to promote activities of territorial development and consolidation of networks of strategic cooperation (TO11)	Institutions involved in projects promoting institutional capacity and regional development supported
	SO 8.3 Modernisation of administrations and public services (TO2)	Municipalities that provide the completion and submission of forms on the Internet in Total Chambers; Persons aged between 16 and 74 years who have completed and transmitted by the Internet official forms over the past 12 months out of the total of individuals

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
8	ERDF (TO2)	28,784,236	5,079,572	5,079,572	0.00	33,863,808
8	ESF (TO11)	24,732,710	4,364,596	4,364,596	0.00	29,097,306

Outline of measures and examples of actions

Reorganisation, simplification & training

(SO 8.1: Improved efficiency and quality in the delivery of public services through administrative reorganisation and modernisation processes)

This measure seeks to improve productivity of staff members, their motivation & qualifications, tackle an insufficient evaluation culture, strengthen collaboration within the public administration, and empower officials to enable them to find new answers to promoting economic development,

the creation of businesses and employment, valorisation of local resources, promoting social inclusion, citizenship and sustainable development.

The following **examples of actions** are foreseen in 2014-2020:

- Support to the reorganisation and modernisation process, involving the training of staff providing services directly to citizens and businesses, and promoting innovation, change and creativity within restructuring entities;
- Training public administration leaders, and training technical-scientific staff;
- Supporting local authorities, notably through the development of human potential in line with the new priorities of local and regional development;
- Supporting the introduction and improvement of quality systems, practical self-assessment, managing change, promoting creativity and innovation benchmarking in different organisations; and
- Supporting the adaptation of workers in view of the obligation to use e-Procurement.

The **potential beneficiaries** will be decentralised State and local administrations.

Stakeholder capacity-building

(SO 8.2: Strengthen the capacity of actors to promote activities of territorial development and consolidation of networks of strategic cooperation)

This measure aims to empower actors and networks (including business associations and scientific-technological institutions, especially higher education) for the promotion of territorial development actions, including technical support to co-ordinate, leadership, implementation and monitoring of territorial and sectoral action plans. It is also intended to support initiatives of innovative pilot projects and best practice networks of key institutional actors in the construction and implementation of the regional development strategy adopted by the central region of Portugal. Cities need to enhance inter-municipal working models, ensuring effective representation of sub-regional territories.

The following **examples of actions** are foreseen in 2014-2020:

- Strengthening the international cooperation capacities of regional institutions, results-oriented, and aligned with the regional development strategy and priority relations across the Atlantic area and the Portuguese-speaking & emerging countries;
- Strengthened institutional capacity of public authorities and inter-municipal cooperation;
- Capacity-building of a wide range of entities of the Centro region, including local authorities, rural and third sector bodies, science and technology parks, business incubators, technological centres and technology transfer bodies, business clubs and business angels, etc.;
- Consolidation of higher education institutions;

- Strengthened institutional cooperation, capacity-building and networking by building mechanisms for cooperation at regional and sub-regional level;
- Greater dynamism of civil society and the participation of citizens in decision-making and development.

The **potential beneficiaries** will be de-concentrated central, regional and local administrations and other actors.

Online service delivery

(SO 8.3: Modernisation of administrations and public services)

The measure seeks to improve the effectiveness, efficiency and quality of services provided by local and decentralised State administration through the use of ICTs to enhance the implementation of a favourable environment for investment and employment within the framework of smart cities and communities. It will enhance the availability of network services by the administration, contributing to a further improvement in the performance of the functions of State interaction with citizens and economic actors. It will also improve the internal efficiency and institutional capacity of administration, as elements supporting the implementation of better responses to the needs of citizens and businesses and reduce costs. It aims to provide tools for combating the low levels of digital literacy and low ICT use by citizens

The following **examples of actions** are foreseen in 2014-2020:

- Supporting the purchase of equipment and development of systems for provision of public services online, including local government, and the provision of electronic services in Points of Single Contact, including re-engineering front office and back office processes directly linked to IT support platforms, interoperability, actions to experiment with new models of organisation of services, streamlining and simplification of internal procedures, promotion of shared services, improving web interface between public authorities and citizens and businesses;
- Supporting promotion and dissemination of initiatives with a view to disseminating best practices and sharing of knowledge on new forms of organisation and provision of public services for citizens and businesses;
- Support innovative projects in the use of ICT in the response of the public administration to emerging societal challenges (e.g. ageing of the population);
- Support to projects for the installation of community-based services, the provision of public services to citizens and economic actors in particular in areas of low density (Espaços do Cidadão) and promoting mobility of own services through the territory (e.g. vans with citizens);
- Support to awareness and dissemination actions, in particular for the local population with insufficient level of digital skills or motivation to use online services;
- Support for the purchase of equipment and development of systems for e-Procurement.

The **potential beneficiaries** will be the decentralised State administration, local government and businesses.

ROP Madeira (CCI 2014PT16M2OP006)

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 2: Improve access to information and communication technologies, as well as the take-up and quality	SO 2.1: Improve the availability of on-line public services (TO2)	Persons aged between 16 and 74 years who have completed and transmitted by the Internet official forms in the last 12 months out of the total of individuals
PA 10: Enhancing institutional capacity and efficient public administration	SO 10.1: Classifying the provision of public service by improving the capacity of services and the training of civil servants (TO11)	Public sector workers who feel more able after completion of training.

Allocation of respective financial support

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
2	ERDF (TO2)	5,130,000	905,295	905,295	0.00	6,035,295
10	ESF (TO11)	4,280,000	755,295	755,295	0.00	5,035,295

Outline of measures and examples of actions

Online service delivery

(SO 2.1: Improve the availability of on-line public services)

This measure aims to stimulate the use of online services by citizens and enterprises, through greater targeting to the needs of users, reorganisation through the One-Stop Shop concept (integration of service provision), increasing regional levels of readiness for the use of e-Government (improvement of digital literacy), and making efficiency gains in the internal functioning of the regional public administration (implementation of new models of shared services, simplification and dematerialisation, re-engineering of internal processes and operating models or multi-sectoral), particularly to better match the multi-level process of administrative modernisation and decentralisation of powers and tasks. The measure will mainly focus on health, social inclusion, culture and tourism.

The following **examples of actions** are foreseen in 2014-2020:

- Digitalisation and provision of online services for regional and local authority;
- Operations aimed at the provision of electronic services in Points of Single Contact;

- Integrated projects which reduce the costs of red tape and administrative burden to citizens and businesses.

The **potential beneficiaries** will be central, regional and local public administration, public and non-profit private bodies pursuing objectives of a public nature

Reorganisation, simplification & training

(SO 10.1: Classifying the provision of public service by improving the capacity of services & the training of civil servants)

This measure will strengthen the adaptability of public sector workers to new working environments, and increase levels of motivation and productivity, as measured by the proportion of workers involved in the processes of modernisation and/or reorganisation supported. It will reinforce the personal and professional skills of workers in a situation of reclassification, with a view to increasing their employability and relocation, and build the capacity of regional players as a prerequisite to efficiency and effectiveness of public policies. One of the results should be the increased use of e-Government services in the context of continuous improvement of public services and e-Procurement.

The following **examples of actions** are foreseen in 2014-2020:

- Training employees performing public duties linked to administrative modernisation projects, including complementing the decentralisation of public administration and regional processes of transition to e-Government (including the application of the public procurement directives, mandatory from 2016), back office and ICT skills;
- Activities covered in training plans for workers integrated into the requalification system, based on diagnosis of the need for expertise in regional and local public administration;
- Actions supporting the management of the process, including personalised career management for public sector workers;
- Dissemination and information-sharing on new forms of internal organisation and provision of public services to regional actors, citizens and businesses.

The **potential beneficiaries** will be regional and local public administrations, regional entrepreneurial public sector entities, and public and non-profit bodies pursuing objectives of a public nature.

ROP Norte (CCI 2014PT16M2OP001)

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 9: Institutional capacity and ICT	SO 9.1.1: Improved public service provision, through capacity building and training of workers, promoting a reduction in the costs of connection and creating a favourable environment for them to regional and local development (TO11)	Public sector workers who feel more able after completion of training.
	SO 9.2.1: Strengthen the capacity of actors and	Institutions involved in projects promoting

networks for the promotion of territorial development actions in the fields of education, employment and entrepreneurship, lifelong learning, training and social policies (TO11)	institutional capacity and regional development supported
SO 9.3.1: Increasing access to and the use of digital public services of local and regional nature and improving internal efficiency of public administration through ICT (TO2)	Persons aged between 16 and 74 years who have completed and transmitted by the Internet official forms over the past 12 months out of the total of individuals; Municipalities that provide the completion and submission of forms on the Internet in Total Chambers

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
9	ERDF (TO2)	32,247,872	5,690,801	5,690,801	0.00	37,938,673
9	ESF (TO11)	44,137,600	7,788,989	7,788,989	0.00	51,926,589

Outline of measures and examples of actions

Reorganisation, simplification & training

(SO 9.1.1: Improve public service provision through capacity building and training of workers)

This measure aims to ensure adequate training of employees of the devolved and local public administration in the process of administrative modernisation, to enable their institutions to reduce costs and create an environment which is conducive to regional and local development. This training is part of a wider administrative reorganisation and expansion of effective and efficient provision of new services to citizens and businesses, promoting the use of new decentralised models of public service networked and empowering regulatory simplifications, shared services, and monitoring and evaluation of public policies.

In terms of **examples of actions**, the training and processes of modernisation should be accompanied by the development of plans and programmes enabling a more transparent public administration, accountable to citizens and institutions that represent them and preventing risks of irregularities.

The **potential beneficiaries** will be the local administration.

Stakeholder capacity-building

(SO 9.2.1: Strengthen the capacity of actors and networks for the promotion of territorial development actions in the fields of education, employment & entrepreneurship, lifelong learning, training & social policies)

The measure aims to promote new models for partnerships and networks of public and private actors, and enhance the capacity of both actors and networks for the promotion of territorial development in these fields, for the organisation of collective action (promoting, for example,

networking actions, stimulating inter-sectoral relations and public-private and public-public partnerships and disseminating and adopting 'good practices').

The following **examples of actions** are foreseen in 2014-2020:

- Technical support to co-ordinating, leadership, implementation and monitoring of territorial and sectorial action plans;
- Modernisation and implementation of good practice of institutional stakeholders, including international benchmarking practices;
- Training of agents for territorial development;
- Strengthening of the powers of implementation, monitoring and follow-up of territorial dynamics and policy assessment; and
- Promoting territorial recovery.

The **potential beneficiaries** will be the decentralised State administration and other relevant regional and local actors.

Online service delivery

(SO 9.3.1: Increasing access to and the use of digital public services of local & regional nature and improving internal efficiency of public administration through ICT)

This measure seeks to improve the availability of, and stimulate the demand for, digital public services in the region, in order to address: the low visibility and maturity of the supply of digital public services at local and regional levels; the considerable differences between the levels of service of the municipalities of the region, creating unequal access to digital services between citizens of different districts; insufficient momentum for cooperation between public authorities, local, sub-regional and regional in the provision of digital public services; and low levels of use of digital public services by citizens of the region, still far behind targets of the Digital Agenda for Europe and the Digital Portugal Agenda; and operational inefficiencies at the various levels of government, combined with intense pressure to reduce administrative costs in this sector.

The following **examples of actions** are foreseen in 2014-2020:

- Making available electronic public services of regional and local scope for citizens and businesses that provide flexible and personalised ways of interacting with the public administration (e.g. digitalisation of municipal services and its provision through different platforms, using the electronic identification);
- Creating platforms or adopting solutions where users can access public services in electronic form;
- Implementing new models for providing collective services in the region, through innovative projects in the use of ICT in response to emerging societal challenges (e.g. experimentation and dissemination of innovative technologies in public administration by developing mechanisms for public participation);

- Setting up technical and institutional conditions necessary for the development of e-Government in the region and coordination between authorities, services, networks and ICT through the adoption of solutions for building open, flexible and interoperable digital public services (e.g. development and integration of internal systems and back offices between different sectors and levels of government);
- Implementing ICT as an instrument of change to improve organisational processes, reduce administrative costs and reduce the carbon footprint of public entities in the region through the adoption of solutions which promote greater internal efficiency of public services (e.g. actions for re-engineering, simplifying and streamlining of internal processes which promote efficiency gains and the elimination of restrictions on local government).

The **potential beneficiaries** will be local and devolved public administrations, and public enterprises.



OP Administrative Capacity (CCI 2014RO05SFOP001)

Romania has one OP focused exclusively on TO11, with three priority axes, of which the third is dedicated to technical assistance.

Rationale of support for public administration reforms

The OP addresses the main development needs in public administration and justice identified in socio-economic analyses. The OP addresses the country specific recommendations from 2014:

- Specific recommendation 7 - Step up efforts to strengthen the capacity of public administration, in particular by improving efficiency, human resource management, the decision-making tools and coordination within and between different levels of government; and by improving transparency, integrity and accountability. Accelerate the absorption of EU funds, strengthen management and control systems, and improve capacity of strategic planning, including the multi annual budgetary element. Tackle persisting shortcomings in public procurement. Continue to improve the quality and efficiency of the judicial system, fight corruption at all levels, and ensure the effective implementation of court decisions.

The general and specific objectives of the OP are closely linked to the Strategy on Public Administration Consolidation 2014-2020 (SCAP), *ex ante* conditionality for interventions under thematic objective 11, the Strategy for Better Regulation 2014-2020, and in the Legal System Development Strategy 2015-2020.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 1: Efficient public administration and judiciary	SO 1.1: The development and introduction of common systems and standards in the public administration to optimise decision-making processes geared towards citizens and business consistent with SCAP (TO11)	Central public authorities and institutions which have implemented the strategic planning and budgeting by programmes on the basis of common methodologies and tools Central public authorities and institutions which have implemented unitary quality and performance management systems;
	SO 1.2: The development and implementation of unitary and modern policies and instruments for human resources management (TO11)	Central public authorities and institutions which have developed policies based on evidence, including the ex-ante impact assessment; Legislative acts systematised; NGOs and the social partners, which made alternative proposals to promote public policies undertaken by the Government;
	SO 1.3: The development and implementation of standard systems and modern and efficient instruments of management in the institutions of the judiciary system (TO11)	Staff from the central public authorities and institutions was certified after leaving the training related to SO 1.1; Central public authorities and institutions which have implemented methods in human resource management unit;
	SO 1.4: Increasing transparency & accountability of the public procurement system for the uniform application of rules and	The staff of public authorities and institutions at the leaving certificate in training related to SO 1.2; Integrated management at the level of the judiciary introduced; The judicial institutions which have implemented tools and systems of quality and performance standard developed under

	procedures for public procurement and reducing irregularities in this area (TO11)	<p>the programme;</p> <p>Standard tools for integrated management introduced at the level of courts;</p> <p>Improved clearance rate, by the courts covered by the project;</p> <p>Pending cases reduced at court level, 6 months after reaching the purpose of the projects;</p> <p>Discharge rate (disposition time) improved at court level 6 months after reaching the aim of projects;</p> <p>The rate of acceptance of award documentation submitted by public authorities and institutions supported by the programme by the authority responsible for monitoring public procurement;</p> <p>The staff of public authorities and institutions at the leaving certificate in training related to SO 1.4</p>
PA 2: Accessible & transparent administration and judicial system	<p>SO 2.1: Introduction of common systems and standards in local public administration to optimise processes geared towards beneficiaries in line with SCAP (TO11)</p> <p>SO 2.2: Increasing transparency, ethics and integrity in public authorities and institutions (TO11)</p> <p>SO 2.3: Enhanced integrity and transparency in the judiciary system in order to improve access to and the quality of the services provided (TO11)</p>	<p>Public authorities and institutions which have submitted data and public information in standardised formats;</p> <p>Local public authorities and institutions which have implemented mechanisms and standard procedures for informing decisions and long-term strategic planning;</p> <p>Local public authorities and institutions which have implemented quality management systems and uniform performance developed by the programme under the action plan for prioritisation and sequencing of the implementation of quality management;</p> <p>Local public authorities and institutions which have implemented measures to simplify procedures for citizens in accordance with integrated plan to simplify procedures for citizens developed at national level;</p> <p>Partnerships between NGOs/social partners and local authorities that shall be operational 6 months after completion of projects;</p> <p>Participants from NGOs and social partners that have been certified to leaving training;</p> <p>Participants in training related to SO 2.1;</p> <p>Public authorities and institutions which have adopted anti-corruption operational procedures on preventive measures and related indicators;</p> <p>Staff from public authorities and institutions attended training in the area of prevention of corruption, transparency, ethics and integrity;</p> <p>Specialised training for the unification of jurisprudence;</p> <p>Cooperation framework implemented to improve information, legal assistance and access to justice for citizens;</p> <p>The institutions of the judiciary operate standard systems where it developed/improved/updated;</p> <p>IT systems developed/improved/updated communication with the parties' access to the files, information and documentation to courts and other judicial institutions;</p> <p>Standardised procedures implemented to increase the ethics and integrity of the judiciary.</p>

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
1	ESF (TO11)	326,382,979	62,242,846	62,242,846	0.00	388,625,825
2	ESF (TO11)	187,697,657	35,794,871	35,794,871	0.00	223,492,528
Total	ESF (TO11)	514,080,636	98,037,717	98,037,717	0.00	612,118,353

Outline of measures and examples of actions

Systems, standards, simplification and stakeholder involvement

(SO 1.1: The development and introduction of common systems & standards in the public administration to optimise decision-making processes geared towards citizens & business consistent with SCAP)

This measure is expected to lead to: strategic planning and budgeting for public authorities and institutions on the basis of common methodologies and tools; mandates and roles clarified both at the competent administrative level and between administrative levels; uniform quality management systems and performance in the central public authorities and institutions; evidence-based policies for the central public authorities and institutions, including *ex ante* impact assessment; the framework for development support at local level and to increase the quality of public services implemented; systematic and active progressively simplified legislation; simplified procedures to reduce the administrative burden for the business environment implemented, consistent with the strategy for better regulation; simplified procedures to reduce red tape for citizens implemented at central level, in line with the integrated to simplify administrative procedures for citizens; reduced administrative burden for citizens and business; increased capacity of NGOs and the social partners to be involved in formulating and promoting alternative proposals in public policies undertaken by the Government; alternative proposals in public policies from NGOs accepted; and knowledge and skills of staff of public authorities and institutions to support Central improved measures/actions under this specific objective.

The following **examples of actions** are foreseen in 2014-2020:

- **Strategic planning and budgeting programmes at central level:** drafting & updating procedures & methodologies on strategic planning and budgeting programmes; preparation of the strategic documents at Ministry level for priorities listed in the AP 2014-2020 and public institutions that are responsible for *ex ante* conditionalities; supporting the implementation of programme budgeting at the level of ministries in particular priority in AP 2014-2020; development and implementation of mechanisms for coordination within and between different levels of government, and cooperation between the relevant actors; development of instruments/mechanisms for enhancing the efficiency of public expenditure and revenue collection and taxes; cooperation with accredited higher education and research institutions for identifying and implementing innovative concepts and methods;
- **Development of systems and tools for management:** establishing and implementing actions needed to strengthen the legislative framework for implementing quality management in public administration, with a focus on self-assessment and a single system, e.g. CAF, ISO, BSC; developing an action plan for prioritising and sequencing the implementation of quality management by type of institution; implementing quality management and performance of the central public authorities and institutions; developing and implementing a monitoring and evaluation mechanism of the impact of using systems and tools for quality management in public administration; preparing analysis and studies to identify and develop tools and mechanisms to improve decision-making processes; producing guidelines, manuals, work

organisation, promotion and dissemination of good practices (e.g. benchmarking/bench-learning networking) on innovation and public administration;

- **Improving the quality of public policies and regulations:** preparing studies and impact assessments, including the SME test (if appropriate), and systemic evaluation of the regulatory framework on specific areas, to inform the public policies and quality regulations; carrying out studies, analyses, instruments to clarify mandates, roles and powers at the same administrative level and between administrative levels; coordination mechanisms for monitoring and evaluation of the exercise of powers of public authorities and institutions; development and implementation of systems, processes and mechanisms for coordination and consultation with stakeholders on the implementation, monitoring and evaluation of policies and strategies; active fund management and simplification of legislation; supporting the development of minimum standards for informed policy making at local level; elaboration/update of cost and quality standards for public services, primarily in the areas managed by the Ministries of AP 2014-2020 priorities;
- **Simplifying the administrative burdens which hamper the business environment:** further reducing administrative burdens by simplifying legislation concerning employment (labour, employment, pensions and social insurance, safety and health at work), health (pharmaceuticals authorisation & health inspection), education, environment (climate change, forestry), justice (trade register, liberal professions), tax administration, customs, and construction; measuring administrative costs imposed on business by the authorities under the government/coordination and to Parliament, which were not included in the previous measurements; development and implementation of new tools for measuring and reducing administrative burdens, red tape (detection measurement of compliance costs, guillotine of regulations);
- **Simplifying administrative procedures for citizens:** Implementing, monitoring and evaluation of the integrated plan for the simplification of administrative procedures for citizens (in line with the Strategy for Public Administration Consolidation -SCAP); analysis and studies for the development of uniform procedures, operational requirements and identification of ICT solutions to address life events; analysis to identify public services which can be provided in an integrated manner (e.g. one-stop-shop scheme at sector level and/or at administrative level);
- **Supporting NGOs and social partners:** development of independent monitoring and evaluation of public policies; development of mechanisms/instruments to strengthen the social and civil dialogue; development of forms of alternative proposals and promote public policies initiated by the Government, according to SCAP; development of procedures, mechanisms to support and promote initiatives to reform public administration and interaction with public administration authorities and institutions; developing the capacity of social partners and NGOs through training activities carried out jointly, participation and the development of thematic networks of local/national/European; and developing citizenship, involvement of local communities in public life and participation in decision-making

processes, to promote equal opportunities and non-discrimination, as well as sustainable development;

- **Developing skills and knowledge of staff in public authorities and institutions (including the central decision-makers at political level) to support the actions under this measure:** exchange of experience/networking with authorities/institutions/bodies of national and international public administrations.

The **potential beneficiaries** will be: central government authorities and institutions; autonomous administrative authorities, NGOs, social partners, accredited higher education and research institutions and the Romanian Academy.

Human resources management

(SO 1.2: The development and implementation of unitary and modern policies and instruments for human resources management)

The expected results of this measure are: evidence-based human resources policies; a unitary and coherent human resources management implemented in public authorities and institutions; a law on the unified payment with the introduction of uniform, revised sets of rules; revised procedures on planning, recruitment, selection, appraisal, career development and training of staff in public authorities and institutions; and improved knowledge and skills of staff in human resources departments and senior management in public authorities and institutions.

The following **examples of actions** are foreseen in 2014-2020:

- **Legal and institutional framework on the management of human resources:** preparing studies, analyses and strategies for policy-making in the field of human resources management; preparing studies & analyses for the review of the functional, institutional and legal framework for management of public administration staff; clarifying roles and responsibilities associated with each staff category and for the consequential revision of legislation; analysing the current situation of the existing system of recruitment, evaluation and career development in civil service; supporting the revision of the regulations on unitary management of public administration staff, including recruitment and evaluation; supporting the redefinition of the vocational training system; establishing motivational policies on human resources in public administration, including career opportunities; and supporting competences in strategic areas of standardisation activities in the administration;
- **Instruments of modern human resources management to increase professionalism and the attractiveness of public administration:** developing tools, mechanisms, procedures, guidelines for implementation of the regulations of human resources management, including the unified wage law, and implementation of a staff appraisal system based on performance criteria; developing & implementing human resources strategies and adapting the skills of the staff compartments and the development of human resources; developing, monitoring and coordination mechanisms for the implementation of policies and strategies for human resources; implementing occupational competence frameworks/standards in

strategic areas of common activities in the administration; developing skills at staff level responsible for decisions of human resources and human resources management; promoting best practices in public administration and encouraging exchange of experience, networking on human resources management; and supporting the development of single national system of employment in public administration.

The **potential beneficiaries** will be central public authorities and institutions, accredited higher education and research institutions, and the Romanian Academy.

Strengthening the justice system

(SO 1.3: The development and implementation of standard systems and modern & efficient instruments of management in the institutions of the judiciary system)

Capacity-building of judicial bodies will be supported to continue the reform of the justice system, as well as streamlining the management processes, and alignment of certain segments of the judicial system to new standards of efficiency and effectiveness, namely the probation and prison systems, the recovery of criminal offences and the trade register system / Insolvency Proceedings Bulletin. This measure is expected to integrate the strategic and operational management system to ensure key decisions relating to the administration of justice, and reinforce institutional capacity of the judiciary to improve performance and quality, including the continuation of implementation of the new codes.

The following **examples of actions** are foreseen in 2014-2020:

- **Integrated strategic and operational management system, to ensure key decisions relating to the administration of justice:** developing and applying methods of analysis/diagnosis and/or strategic guidelines on the basis of which organisational management decisions are based; specialisation in strategic and organisational management (management of human resources, budgetary planning, etc.) and the development of specific methodologies, procedures and manuals; achieving the optimal volume of work of the courts and prosecutors' offices; strengthening resource efficiency, including improving cost/quality of management systems; assessing the implementation of the new codes; integrated development of the judicial statistics system (mj-csm- mp-îccj); and implementation of business intelligence solutions (interpretation, analysis and forecasting) to contribute to the decision-making process.
- **Reinforced institutional capacity of the judiciary to improve performance, including continued implementation of the new codes:** improving the recruitment, evaluation and promotion of magistrates; improving the education system (indicators for quality assessment training curricula to the requirements, improving the identification of training needs, etc.), and the development of a platform for testing and psychological assistance to the judiciary; strengthening the institutional capacity of the (Supreme Council of Magistracy (CSM), the National Institute of the Magistracy (INM) and National Clerks School; capacity-building of the Judicial Inspection (IJ) by increasing speed of reaction, ensure speed control and verification procedures with regard to the findings concerning the conduct of

magistrates; developing the national system of management, follow-up and recovery of crime, including by developing/updating the integrated case management information system of claims; periodic independent evaluations; training staff of the institutions concerned, based on a holistic and interdisciplinary approach; elaborating methodologies for the implementation of internal management control standards, working procedures and specific management instruments; developing / modernising IT systems and ensuring interoperability/integration with other IT systems: developing systems for operational evaluation/monitoring and security processes management;

- **Developing IT solutions for expansion/improvement/development/management re-profiling of the cases (ECRIS)** by: analysis and interpretation of statistical data; electronic archiving of files; automatic writing to dictation to speed up the drafting of decisions and instruments issued by the public prosecutor during the criminal prosecution; other functionalities required to increase the capacity of the judicial system; Public Ministry, National Anti-Corruption Directorate and Directorate for Investigation of Organised Crime and Terrorism structures for conducting investigations and searches, including through the purchase/development of a software for data analysis and information available in corruption cases; management of related professionals; collateral development of IT systems.

The **potential beneficiaries** will be: Council of Magistrates, Judicial Inspection, High Court of Cassation and Justice, Prosecutor's Office attached to the High Court of Cassation and Justice, National Anticorruption Directorate for Investigating Organised Crime and Terrorism, National School of Clerks, National Institute of Magistracy; Courts and prosecutor's offices; Ministry of Justice and the institutions subordinated / coordinated by the Ministry of Justice: National Office for Crime Prevention and Cooperation for Asset Recovery, National Administration of Penitentiaries; National Probation Directorate; National Trade Register; National Institute of Forensic Expertise; National Citizenship Authority. They may enter into partnerships amongst themselves and with other relevant organisations/institutions.

Public procurement

(SO 1.4: Increasing transparency & accountability of the public procurement system for the uniform application of rules & procedures for public procurement and reducing irregularities in this area)

This measure is expected to lead to a legal and institutional framework that is stable, efficient and coherent, in full compliance with EU public procurement legislation, providing adequate legislative stability for public procurers and economic operators. It should also produce competent public authorities able to implement EU rules on public procurement more efficiently, resulting in fewer irregularities and financial corrections, and improved knowledge and skills of staff of public authorities and institutions in the field of public procurement.

The following **examples of actions** are foreseen in 2014-2020:

- **Improving the legal and institutional framework in the area of public procurement, *inter alia*:** preparing studies & analyses to identify appropriate options for reform of the legal,

institutional and functional conduct of public procurement to eliminate the existing obstacles to effective competition (e.g. legal barriers, bad practices); harmonising existing legislation containing provisions on public procurement; identifying options for transposition of the new EU Directive and ensure consistency in national legislation with sector-specific legislation; developing standardised documentation of public procurement; identifying the existing overlaps of competences, possible inter-institutional conflicts and clarification of responsibilities of institutions responsible for public procurement; in-depth critical analysis followed by concrete measures to make the internal working practices of competent authorities, eliminating red tape, *inter alia*, encouraging the exchange of best practices with other Member States; developing mechanisms and procedures which aim to improve intra and inter-institutional cooperation; and strengthening the legal status of public officials to protect them from external interference;

- **Improving the preparation and management of procurement procedures, and ensuring correct execution of the contracts, *inter alia*:** updating/reviewing best practice guidelines both for contracting authorities and for economic operators, regardless of the source of funding; identifying measures to develop more competitive procurement markets; establishing systems for monitoring and managing public procurement; ensuring accessibility and proximity to users of judicial practice, in particular the National Council for Solving Complaints (CNSC) decisions; developing initiatives to encourage and support green procurement; supporting active solutions for the prevention and detection of the conflict of interest, including for contracts with national financing ex ante controls (e.g. by using electronic tools to support procurement processes, promoting the independence and the transparency of processes); specific actions on verification and control of public procurement and prevention of conflicts of interest; identifying and promoting good practice; supporting the development of strategic documents.
- **Developing skills and knowledge of staff in public authorities and institutions (including policy-makers):** delivering training (e.g. on the market, estimation of contract value, specific issues of EU law — e.g. contracts amendments, preparation of technical specifications, define adequate selection and award criteria, evaluation of tenders); and exchange of experience/networking with authorities/institutions/bodies of national and international public administrations.

The **potential beneficiaries** will be public authorities and institutions relevant to the field of public procurement, and autonomous administrative authorities.

Local capacity-building

(SO 2.1: Introduction of common systems & standards in local public administration to optimise processes geared towards beneficiaries in line with SCAP)

This measure is expected to lead to: mechanisms and standard procedures at the local level for informing decisions and long-term strategic planning; management performance and quality linked to the action plan being implemented in stages in local public administration; simplified procedures to reduce red tape for citizens at local level, linked to integrated plan for the simplification of

administrative procedures for citizens; increased capacity of NGOs and the social partners to be involved in drafting and promoting local development; and knowledge and skills of the staff of local public authorities and institutions, to support improved measures/actions covered by this specific objective.

The following **examples of actions** are foreseen in 2014-2020:

- **Strategic and financial planning:** introducing / expansion of mechanisms, tools, procedures to inform the decision — impact assessment, cost-benefit analysis, assessment of the financial implications of decisions in accordance with the measures developed at central level; developing & implementing mechanisms for cooperation and consultation between the relevant actors on the specific areas of expertise to support development at local level; linking the budgetary component of the strategic decision-making at local level and implementing the multi-annual financial planning; designing & implementing policies and strategies at the local level;
- **Support for the introduction of instruments & management processes in local public administration:** introducing / expanding the use of quality management tools and performance of systems and tools (the use of quality management in local public administration on the basis of the phased action plan for implementing quality management developed at national level); developing the implementation cost and quality standards for public services; implementing mechanisms for enhancing the efficiency of public expenditure and boost local tax and revenue collection; mechanisms/effective planning and management of budget implementation; implementing measures to simplify administrative procedures for citizens (in line with the integrated to simplify procedures for citizens, analysis of events); exchange of experience/networking with authorities, institutions, national and international public bodies;
- **Support to NGOs and social partners:** developing tools for monitoring and independent evaluation of policies and strategies at local level; developing procedures & mechanisms to support and promote grass-roots development and interaction with the authorities and public administration institutions; developing / implementing mechanisms of consultation with NGOs, public authorities and institutions, the social partners and higher education institutions accredited in the drafting of policies and strategies at local level; developing mechanisms, procedures & tools to strengthen social and civil dialogue; developing the capacity of social partners and NGOs in joint training activities and thematic networks, participation of local/regional/national/European partners; and supporting initiatives for the development of civic responsibility, involvement of local communities in public life and participation in decision-making processes, to promote equal opportunities and non-discrimination, as well as sustainable development;
- **Skills development:** developing staff in public authorities and institutions (including local decision-makers at the political level) on specific issues of concern (e.g. strategic planning, budgetary planning, internal management control, local public policies, support to the development, implementation, monitoring and evaluation of decisions at local government

level); exchange of experience/networking with authorities/institutions/bodies of national and international public administrations.

The **potential beneficiaries** will be public authorities, local counties and municipalities, NGOs & social partners, accredited higher education and research institutions, the Romanian Academy, local authorities and public beneficiary The National Institute for Research & Development in Informatics (ICI).

Ethics & anti-corruption

(SO 2.2: Increasing transparency, ethics and integrity in public authorities and institutions)

This measure is expected to lead to: standardised presentation of data and information managed by public authorities and public institutions; enhancing the implementation of the internal management control in public authorities and institutions; uniform application of rules, mechanisms and procedures on ethics and integrity in public authorities and institutions; increased level of implementation of measures related to prevention of corruption and evaluation indicators in public authorities and institutions; increased awareness of corruption both among citizens and employees in the public administration; and improved knowledge and skills of the staff of the public authorities and institutions in preventing corruption.

The following **examples of actions** are foreseen in 2014-2020:

- **Increasing the transparency of public administration:** developing & implementing measures, procedures and tools for the identification, management, publication and dissemination of datasets and information managed by public authorities and institutions (e.g. public authorities and institutions, public services managed by them and the use of personal data); developing & implementing relevant standards for the submission of data and information by public authorities and institutions (e.g. data availability, timeliness and easy to use); developing & implementing training courses, support materials and additional material (guidelines, best practice collections, etc.) on the management of data and information of public interest, in particular public authorities & institutions and their staff; and developing public services, guides for recipients of public services, information and promotional campaigns;
- **Administrative arrangements:** updating/development & implementing tools, methodologies and procedures to improve the audit and control activity, particularly in priority for AP 2014-2020; analysis and assessment of the management control system and simplify it to more effective enforcement; training courses for the staff of national audit and control structures / integrity / disciplinary boards; introducing additional control measures / mechanisms for vulnerable sectors to corruption and for institutions which have recurring incidents (e.g. reduction of informal payments, using the standard instruments of control, monitoring and feedback system for patients);
- **Administrative capacity to prevent and reduce corruption:** updating the general framework for the definition and monitoring of compliance with the rules of conduct; supporting the

development and implementation of mechanisms to facilitate the implementation of the legal framework in the field of ethics and integrity (guides, handbooks of good practice, collections of test cases, standards of ethics and integrity, etc.); supporting measures for the implementation of anti-corruption measures governed by national law and monitored by the National Anticorruption Directorate (DNA); increasing the operational capacity of the Technical Secretariat of the DNA to act as a genuine anti-corruption resource centre; developing analytical capacity to carry out risk assessment activities on sectorial action plans to fight corruption; conducting European surveys on public perception, studies, analyses and scientific research on corruption issues; developing & implementing mechanisms for cooperation with business and civil society and between public authorities on the monitoring and assessment of the implementation of anti-corruption measures; developing guides to good practice on combating corruption, preventing conflicts of interest; and raising public awareness and education campaigns on anti-corruption;

- **Anti-corruption education:** enhancing anti-corruption education for staff of public authorities and institutions through specific training programmes and curricula; and training on ethics and integrity addressed in particular to staff from public authorities and institutions (e.g. ethics counsellors, elected officials, managers).

The **potential beneficiaries** will be central government authorities and institutions, local counties and municipalities, autonomous administrative authorities, NGOs & social partners, accredited higher education and research institutions, the Romanian Academy, local authorities and public beneficiary ICI.

Judicial access, quality and integrity

(SO 2.3 Enhanced integrity & transparency in the judiciary system in order to improve access to & the quality of the services provided)

This measure will help facilitate access to justice and improve the quality of justice, including measuring public confidence (through the use of different instruments, such as surveys and questionnaires, information campaigns, as well as the publication of judicial decisions and access to them), but also measures to improve integrity, ethics and deontology at system level. Initial and continuous training of staff of the judiciary and legal practitioners and legal professionals will be supported. This measure is expected to: enhance professional knowledge and skills, in particular as regards the new legal codes, and increase access to justice for citizens through the provision of legal information/education campaigns and offer support services, including legal assistance available to citizens; and increased transparency and integrity of the judiciary, in line with best practices.

The following **examples of actions** are foreseen in 2014-2020:

- **Improving the quality of services provided by the judiciary:** reinforcing staff training of the judiciary on the new legislative framework and changes in judicial practice; developing support materials such as guides, training manuals, IT tools (e-learning, audio-visual systems, etc.), mobile applications etc.; organising conferences, seminars, training sessions and specialisation for training of staff in the judiciary and legal practitioners (including related

legal practitioners); in order to ensure a coherent jurisprudence at national level, training in the implementation of the new codes, implementation of laws for the enforcement of sentences and measures ordered by judicial bodies, insolvency, public procurement, protection of the EU's financial interests, national and European case law, the fight against corruption and organised crime, and economic and financial recovery, extended confiscation; and other areas (e.g. mediation, communication and relations with the media);

- **Strengthening the capacity of institutions that have a key role in increasing the quality of justice (High Court of Cassation and Justice, the judicial inspection) & access to justice:** developing & implementing policy on enhanced legal assistance, quality assessment and monitoring of the assistance; organising information campaigns, legal education and awareness, developing guidelines/information material on the provisions of the new codes, citizens' rights, promoting information on the institutions of the judiciary and the services they provide (e.g. advertising, information material, websites, mobile apps, interactive other actions), special attention will be paid to vulnerable groups (women, children, the disadvantaged communities, etc.); developing & diversifying the range of services of legal advice and assistance appropriate to the needs of the citizen, through cooperation with authorities of central and local public administration/other entities with relevant expertise/civil society, including by setting up offices/legal advice services and information to citizens, accessible prior to going to court and promoting their work; promoting and consolidating alternative methods of settling disputes by conducting information campaigns to individuals and the judiciary, training of practitioners; improving the enforcement of judgments by improving the regulatory framework on the organisation and functioning of the judicial officers and the development of IT applications to provide information on the status of the execution of a court judgment, the national court bailiffs, their work, etc., to improve institutional management of judicial officers;
- **Increasing transparency, ethics and integrity of the judiciary and other professionals associated with justice:** continuing the monitoring of DNA on the judiciary; developing risk analysis at the level of the judiciary; specific remedial programmes of risks and vulnerabilities identified; adapting vocational programmes corresponding to the evaluation on the degree of knowledge of standards of transparency and integrity, training for the judiciary on integrity, ethics and deontology, other measures necessary to implement modern anti-corruption mechanisms; developing the computerised systems needed to ensure transparency and accessibility of the service provided by the judicial system, e.g. improving access to case law in online through the publication of judicial decisions, improving access to files in electronic system (e-File costs), improving the quality and accessibility of services provided by the National Trade Registrar by developing and strengthening trade register/Insolvency Proceedings Bulletin (e.g. integrated electronic archiving of documents, and electronic tool for simplified procedures for advertising of professionals); surveys/analysis on public perception of justice, the perception of the users (individuals), and the main actors of the judicial system and the use of results to improve some key areas (communication with the public, legal education, and the conduct of the Magistrate's Court, services provided etc.);

- **Update and implement communication strategies** for the institutions in the judicial system, also in view of the new legal provisions (the new codes) and other developments in case law (ECHR, S.A.).

The **potential beneficiaries** will be: the Superior Council of Magistracy, the judicial inspection, the High Court of Cassation and Justice, the Prosecutor's Office attached to the High Court of Cassation and Justice, the National Anti-Corruption Directorate and the Directorate for investigation of organised crime and terrorism, National School of Clerks, the National Institute of Magistracy; courts and prosecutors; Ministry of Justice and institutions subordinate/coordination of the Ministry of Justice (the National Office for the Prevention of Crime and Cooperation in the Recovery of Claims, the National Administration of Prisons, probation, the National Trade Register Office, the National Institute of Forensics, the National Authority for Citizenship); professional associations and bodies with justice activity (e.g. the National Union of Public Notaries from Romania, National Union of Judicial Enforcement Officers, the Mediation Council, professional associations of magistrates, mediators, etc.); civil society; accredited higher education institutions, and the Romanian Academy. These beneficiaries may conclude partnerships amongst themselves and with other institutions/organisations relevant to achieve the objective.



OP Effective Public Administration (CCI 2014SK05SFOP001)

The Slovak Republic has one national OP that is fully dedicated to TO11 with ESF financing. There are two substantive priority axes (the 3rd is for technical assistance), of which PA 1 is concerned with public administration, and PA 2 is focused on the judiciary and law enforcement. There is a total of five specific objectives under these two PAs.

Rationale of support for public administration reforms

The OP focuses on the need to modernise PA and improve client oriented public services for citizens. It is based on the Country Specific Recommendation 6 for the years 2013 and 2014:

- To increase the independence of the public service; improve the management of human resources in public administration; strengthen analytical capacity with a view to adopting evidence-based policies, and improving the quality of policy impact assessment; take steps to fight corruption and accelerate efforts to improve the efficiency and quality of the judicial system; improve the business environment including for SMEs; improve the efficiency of public procurement.

The reform will mainly focus on central government bodies of PA and improve the overall quality and efficiency of PA and good management of public affairs. The support is programmed taking into account:

- the National Reform Programme;
- the Strategy Paper for the area of the growth of digital services and infrastructure of the Next Generation Access (2014 - 2020);
- the Strategic framework for public administration reform in the Slovak Republic;
- the National Quality Programme;
- the Informatisation Strategy of PA;
- the National Concept of Informatisation of PA;
- the National Strategy of Informational Security in the SR; the Lifelong Learning Strategy; and
- the Strategy for modernisation of customs crossings and capacity building in customs for 2014 - 2020.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 1: Strengthened institutional capacity & effectiveness of public administration	SO 1.1: Improved systems and optimised processes of public administration (TO11)	Number of trained employees who received competencies in innovative processes (with a certificate); Number of district offices, which implemented innovative processes; Number of organisations, which received support and implemented the QMS. Rate (%) of accessibility of services of newly established client centres offering pro-client oriented services to citizens and

		businesses; Number of subjects with implemented or enhanced satisfaction measurement system; Functional RIA system implemented.
	SO 1.2: Modernised HRM and increased competencies of employees (TO11)	Number of supported central public administration bodies with effective HRM; Number of employees working in newly implemented and/or strengthened analytical units 2 years after their establishment.
	SO 1.3: Transparent and effective application of public procurement rules and rigorous application of the 3E principles (TO 11)	Number of subjects whose employees attended green public procurement training and implementing green public procurement a year after; Number of subjects whose employees attended training on social aspect in public procurement and implementing the social aspect in public procurement a year after.
PA 2: Efficient judicial system & increased law enforceability	SO 2.1: Improved effectiveness of the judicial system (TO11)	Rate of appeal settlements in courts; Decreased time needed to settle a case; Time needed to process a bankruptcy case; Increased use of ADR; Decreased number of 1st instance court decisions, which were cancelled by an appeal court; Number of employees (administrative, executive and supportive personnel), who gained a qualification; Number of courts with improved communication; Number of courts with implemented QMS
	SO 2.2: Increased quality and enhanced independence of the judicial system (TO11)	Number of judges who gained a qualification; Number of employees working in a judicial analytical unit two years after the end of the project; Number of partners who gained competencies in the relevant areas

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
1	ESF (TO11)	234,100,925	47,860,154	43,660,153	4,200,001	281,961,079
2	ESF (TO11)	33,210,388	6,789,612	6,789,612	0.00	40,000,000
Total	ESF (TO11)	267,311,313	54,649,766	50,449,765	4,200,001	321,961,079

Outline of measures and examples of actions

There are also three cross-cutting themes that run through the OP: prevention of corruption and the promotion of transparency; promoting partnership and social dialogue through capacity-building and cooperation of the public administration with social and economic partners and NGOs; and Evaluation of the impact of regulatory framework.

Measures related to **TO2** are dealt with in Slovakia's OP "Integrated Infrastructure", and are intended to complement PA 1 of this OP.

Improved processes and systems

(SO 1.1: Improved systems and optimised processes of public administration)

This measure is aimed at structures and processes crucial for the provision of public services. The

realisation of the stated objective requires a number of changes in the way PA is realised and supports good governance of public affairs. The core task is to support the change of the system of PA organisation and focus on its processes, which in the past were built vertically and controlled by sectors, to a model of horizontally integrated services. All changes will need to be realised with respect to increased accessibility and quality of provided services and the prevention of corruption. One of the changes supporting the effectiveness of PA is the integration of cross-cutting and servicing activities. This requires changing the approach to organising and managing these activities, defining a new rationale and setting of processes. Such purposeful fusion will enable a gradual reduction and optimising of expenditures of PA operational costs, consumption of goods and services as well as optimise the quality and availability of services for recipients. The realisation of activities aimed at the optimisation of tax and duties collection, including deductions, is also planned. It is necessary to prepare financial administration in terms of organisation and processes for the implementation of tools simplifying administrative procedures and communication with clients, as well as with the external environment.

The following **examples of actions** are foreseen in 2014-2020:

- Creating analyses, inputs for reform policies, assessments of policies and legislation impacts, analysis of the current situation of the PA in order to obtain initial information for further reform policies;
- Simplifying administrative procedures, removing bureaucracy and lowering the regulatory burden, proposing processes with the orientation on horizontal management and optimising the public administration structure;
- Introducing a system of performance measurement, support to digitalisation of the public administration performance and interconnectedness of individual systems with the emphasis on removing the paperwork burden of clients and the organisation itself;
- Analysis of processes from the viewpoint of solution of life situations of citizens to acquire a comprehensive view on processes performed in the PA and uncovering of weaknesses and problems citizens come across;
- Improving public administration services – activities focusing on innovations (including social innovations) in public services with the focus on fulfilling the specific needs of their beneficiaries;
- Improving the accessibility of public services (elimination of barriers in access to services, cost reduction linked to the use, extending the network of client centres and services provided in client centres);
- Building and strengthening institutional capacities;
- Implementation of quality management systems (self-assessment according to the CAF model, EFQM or other relevant tools)
- Education of employees;
- Client satisfaction survey;
- Electronic public services (link with OP Integrated Infrastructure).

The OP also identifies examples of actions on a sector or cross-cutting basis:

- **Sectorial topics:** Increasing the efficiency and unification of tax and customs duty collection; creating a system of integrated health care, a functional model of regional management of health care and public health and other public services;
- **Partners:** Involving social and economic partners, non- governmental and non-profit organisations in the preparation, implementation and assessment of processes in PA; supporting international cooperation
- **Reducing corruption:** Implementing measures directed at the prevention, detection and elimination of corrupt behaviour in the public administration; strengthening the system of independent audits; strengthening support to the NGOs in supervising public entities in implementing policies, programmes, projects and in working with public funds;
- **Regulatory Impact Assessment (RIA):** Implementing the assessment of the regulatory framework's impact on the process of public administration's policy creation and optimisation; involving employees in the preparation of the reform policy; using the potential of municipalities in performing educational, social and environmental tasks in society
- **Establishing preconditions for introduction of electronic public services:** Updating the "Single methodology for assessing selected impacts", introducing mandatory consultations; identifying alternative solutions; institutionalising impact assessment quality control

The **potential beneficiaries** will be institutions and entities of the public administration, associations of corporate entities representing social and economic partners, non-governmental and non-profit organisations.

Human resources management

(SO 1.2: Modernised HRM and increased competencies of employees)

This measure focuses on supporting the reform of the HRM system and increasing the professionalism of the PA's employees. High-quality management of the PA is a significant prerequisite for sustainable growth. It is therefore necessary to realise structural changes in PA which will result not only in the provision of high-quality services for its clients, but also increase the quality of the policy-making and realisation process. This will not be possible without preparing and realising measures in the field of HRM, supporting their independence from undesired political pressures and strengthening the professionalism of human resources in the PA. In the field of HRM, it will be necessary to realise changes aimed at the professionalisation and de-politicisation of the PA. The key will be the implementation of such systemic changes and measures in HRM that will reduce the impact of the political cycle on staffing decisions, will support key reform processes and activate the potential of human resources in PA for the benefit of further development of its services. In order to optimise policies, effectively manage the individual sectors and make the right decisions, professional analytical capacities are important to be able to form policies and support their methodological implementation. Strengthening the analytical and methodological capacities of PA will therefore be one of the main priorities.

The following **examples of actions** are foreseen in 2014-2020:

- Selection procedures, as well as supporting the performance, motivation and their career growth in the public administration;
- Establishment of a conceptual system of continuous lifelong learning;
- Unification and increase of efficiency of the system, through the new act on the civil service;
- Increasing transparency and independence of the HRM system (the intention to establish the Council for Civil Service as the coordination and monitoring body);
- Supporting analytical capacities and creating public policies;
- Specific educational activities (communication with disabled persons; support for activities aimed at extending professional skills of employees at analytical units of all departments; language education, ICT education, training in the fight against corruption, maintaining gender equality, in the fight against discrimination at all levels of the public administration);
- Training in regulatory frameworks' impact assessment;
- Coordination and participation in the field of European affairs and protection of financial interests;
- Increasing awareness of PA employees about policies focused on reducing and adjusting to climate changes;
- Training in the field of assessment of impacts of policies, project management, programme budget planning, monitoring and assessment, measurement of performance and efficiency of organisation and human resources in the public administration;
- Establishment of an analytical unit for performing the RIA including SME test (Centre for Better Regulation);
- Educational and training activities at all levels of the professional hierarchy;
- Creating a working platform supported by a central information system of the civil service,

The **potential beneficiaries** will be institutions and entities of the public administration, associations of corporate entities representing social and economic partners, non-governmental and non-profit organisations.

Public procurement

(SO 1.3: Transparent and effective application of public procurement rules & rigorous application of the 3E principles)

This measure focuses on the simplification of public procurement rules and processes, the introduction of effective processes of project planning and selection, as well as in the increased use of green public procurement and tools to support innovation and the social aspects of public procurement. Effective public procurement should also stimulate the intensification of innovation when it comes to products, services and technological processes. By using public procurement methods, it is possible to acquire the best available technologies considering effective, perspective and competitive trends, as well as environmental aspects. Supporting activities aimed at detecting and minimising corruption related to the use of public resources is also planned, accompanied with increased possibilities for public oversight and monitoring of the transparent and effective

application of public procurement rules by the public.

The following **examples of actions** are foreseen in 2014-2020:

- Increase in public oversight over public procurement;
- Introduction of active measures to prevent corruption in public procurement, inter alia, by means of introducing electronic tools to support public procurement processes, support the independence and increase transparency of processes in this field;
- Digitalisation of processes;
- E-procurement and e-invoicing;
- Strengthening capacities in line with international best practices;
- Pilot projects with the application of innovative tools on the basis of analyses that will lead to identification of those effective tools and measures on the market;
- Building databases with “best practices” that may serve as role models;
- Green public procurement;
- Further education for PA employees on innovations and optimised policies and procedures of public procurement, education of target groups involved in those processes addressing innovations, anti-discrimination and anti-corruption measures;
- Increasing the availability of support tools in the context of public procurement – e.g. electronic support tools for small and medium enterprises.)

The **potential beneficiaries** will be institutions and entities of the public administration, associations of corporate entities representing social and economic partners, non-governmental and non-profit organisations.

Efficiency of the judicial system

(SO 2.1: Improved effectiveness of the judicial system)

This measure focuses on the insufficient efficiency of the judicial system, which results, in particular, in delays in court proceedings and related non-transparency or low enforceability of the law. Individual measures will be oriented mainly on optimisation of processes, reducing the length of court proceedings, increase of the clearance rate, reduction of pending cases and administrative burden. It is also focused on the field of HRM and on an improved system of education and remuneration of employees in the judicial system (court employees with the exception of judges, high court officials and other professional court staff involved in court decision making; employees of the Ministry of Justice and its budgetary organisations that are in charge of policy-making related to the judicial system).

The following **examples of actions** are foreseen in 2014-2020:

- Reform of the structure and optimisation of processes in the judicial system;
- Establishment of a system of continuous education and implementation of education activities for administrative and executive staff at courts and other organisations of the judicial system;
- Budget planning in a uniform environment that is served by the information system for

recording different types of information;

- Human resources;
- Introduction of quality management in the judicial system organisation without affecting the independence of the judiciary (implementation of the CAF model or other quality management models, certification in the field of quality management);
- Electronic court record and exchange of information;
- Providing legal assistance to socially and financially excluded groups;
- Information centres of courts.

The **potential beneficiaries** will be judges from district courts, regional courts, Supreme Court, Constitutional Court, prosecutors from the Prosecutor General office, district and regional prosecutor offices) including their employees and court staff (judges, court officers and other court staff), employees of the Ministry of Justice and its budgetary organisations responsible for policies in the field of justice, and members of professional associations in the field of justice (notaries, executors, trustees in bankruptcy, lawyers, mediators, etc.).

Quality and independence of the judicial system

(SO 2.2: Increased quality and enhanced independence of the judicial system)

This measure focuses on establishing a modern system of education of judges, prosecutors and other professional staff involved in the decision making activity of courts. Furthermore, support will be provided to measures aimed at reducing the number of decisions of courts of first instance cancelled by an appeal court, at increasing the quality of court decisions and possibilities of alternative solutions of court disputes. As a part of the specific goal, support will also be provided to implementation of the system of quality assessment and strengthening of analytical and methodological capacities in the judicial system. Last but not least, the specific goal focuses on measures that will support transparency of the system of law.

The following **examples of actions** are foreseen in 2014-2020:

- Quality of court decisions (preparation of methodologies and education aimed at procedural aspects of actions in the judicial system, preparation of methodologies and education in the field of decision making activity, preparation of qualified and consistent decisions, etc.);
- Modernisation of the system of education and provision of education activities to judges, prosecutors and other expert employees of the judicial system;
- implementation of the RIA system in the judicial system;
- Improving the legislative activity;
- Streamlined and transparent system of law and better transposition of the EU *acquis*;
- System of monitoring and evaluation;
- introduction of strategic planning and support of capacities of strategic planning;
- Alternative methods of dispute settlements;
- Transparency and independence of the judicial system;
- Training in relation to gaining skills to use electronic court records and court management system;

- Involvement of the non-governmental sector in the process of monitoring;
- Involvement of the non-governmental sector in the legislative process

The **potential beneficiaries** will be judicial system entities (54 district courts, 8 regional courts, Supreme Court, Constitutional Court, Prosecutor General Office, district and regional prosecutor offices), including their employees, prosecutors and court staff (judges, court officers and other court staff) and public administration entities responsible for policies in the field of justice, non-governmental and professional associations focused on the field of justice (notaries, executors, trustees in bankruptcy, lawyers, mediators).



OP Implementation of the EU Cohesion Policy (CCI 2014SI16MAOP001)

Slovenia has one OP covering all of its ESF, ERDF, Cohesion Fund and Youth Employment Initiative investments, and hence all thematic objectives. There are synergies between TO11 and TO2.

Priority axis 2 under **TO2** will be used to support two specific objectives, financed by ERDF (including investing in broadband infrastructure). Priority axis 11 under **TO11** will support altogether six specific objectives addressing public administration, judiciary, as well as capacity of NGOs and social partners.

Rationale of support for public administration reforms

The primary objective of Slovenia in the area of public administration is to improve legislative environment, enhance implementation of measures for free movement of services (removal of disproportionate obstacles, liberalisation of regulated professions etc.) adopt measures seeking to bring down corruption and improve the transparency and quality of the public administration. The key challenge in this context is to improve the efficiency of the public administration by gradually decreasing public resources. The financial support addresses Council Recommendation for Slovenia from 2014:

- Recommendation 7 - Reduce obstacles to doing business in Slovenia in key areas for economic development rendering the country more attractive to foreign direct investment particularly through accelerated liberalisation of regulated professions, reduction of administrative burden including leaner authorisation schemes.
- Recommendation 8 - Take effective measures to fight corruption, enhancing transparency and accountability, and introducing external performance evaluation and quality control procedures.

Intervention logic of support to public administration reforms

Priority axis	Specific objective	Results indicators
PA 2: Enhancing access to, and use & quality of, information & communication technologies	SO 2.2.3: Access to broadband electronic communications services in areas where broadband infrastructure has not yet been established and where there is no interest in the market to establish such infrastructure (TO2)	100 Mbps broadband penetration (share)
	SO 2.2.4: Enhance transparency and efficiency of spatial planning, construction and real-estate management (TO2)	Share of established IT infrastructure for local community members, enterprises and public administration in the field of spatial planning, construction and real-estate registration
PA 11: Rule of law, enhancing institutional capacity, efficient public administration	SO 11.3.1 Improve the quality of judicial proceedings by optimising them and improve the competences of the justice system staff (TO11)	Share of established systems used in courts; Share of participants to complete the supported training in justice system
	SO 11.3.2: Improve the level of qualification and integrity of public administration staff by	Share of public administration staff to complete the supported training

and capacity building of social partners and NGOs	upgrading the human resources management and training system (TO11)	
	SO 11.3.3: Improve governance and transparency in public administration by introducing new tools, methods and interoperable solutions (TO11)	Share of bodies to apply the CAF model; Share of building blocks and fundamental data records implemented within the government cloud
	SO 11.3.4 Improve the legislative framework and upgrade e-services for a user-oriented public administration (TO11)	Share of ministries with an implemented measurement system and use of SCM methodology
	SO 11.4.1: Build capacity of NGOs for advocacy and provision of public services (TO11)	Share of supported structures with at least one employee six months after completion, who performs support activities for an NGO
	SO 11.4.2: Enhance competence of social partners in social dialogue processes, in particular in the area of labour market policies and lifelong learning (TO11)	Share of participants to complete training or gain a qualification

Allocation of respective financial support in the OP

Priority axis	Fund (TO)	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of national counterpart		Total funding (e) = (a) + (b)
				National public funding (c)	National private funding (d)	
2	ERDF (TO2)	68,518,277	17,129,570	8,564,785	8,564,785	85,647,847
11	ESF (TO11)	62,073,980	15,518,496	15,518,496	0.00	77,592,476

Outline of measures and examples of actions

Regarding **TO2**, SO 2.2.3 is purely about investing in the fast broadband infrastructure that will enable online services to flourish, and hence only SO 2.2.4 that concerns development of ICT applications is considered further below.

Regarding **TO11**, SO 11.4.2 regarding social partners is also not considered further below, given its policy specificity.

ICT applications for e-Government

(SO 2.2.4: Enhance transparency and efficiency of spatial planning, construction and real-estate management)

This measure will support the implementation of the programme of eProstor (eSpatial) projects, to establish a uniform IT infrastructure for spatial and real estate information in Slovenia in accordance with the INSPIRE Directive, using horizontal e-Government functions developed under TO11 for setting-up services. Network services for spatial information and real estate data will be established (search, discovery, download, transformation, etc.). Real estate records will be renovated, including modernisation and conversion of analogue spatial information and geodetic data into digital form. By introducing e-commerce, the action will speed-up administrative procedures. Upon completion, users will have access to the most important spatial information, collected in a single location, which will be easy to access and understand as well as linked and standardised, to obtain building permits (eConstruction), prepare spatial planning documents (ePlan) and register real estate. The measure will thereby establish the necessary conditions to address structural weaknesses and administrative

obstacles in the field of spatial planning and construction, which will improve the efficiency of public administration, creating a friendly environment for foreign and national investments, as greater transparency and efficiency in spatial planning, construction and real estate management will be provided.

The following **examples of actions** are foreseen in 2014-2020:

- IT renovation of the existing real-estate records;
- Improvement in the positional accuracy of land cadastre maps;
- Setting up a spatial IT system (establishing databases and e-commerce in public administration in the field of spatial planning and construction);
- Identification of cultural heritage protected areas, updating the records and procedures in the field of cultural heritage protection and nature conservation, as well as the records and procedures related to limiting the use of space in conservation areas, protected areas, brownfield sites, endangered and other areas for optimisation of processes in the field of spatial planning and construction;
- Establishing coordination mechanisms necessary for the operation of a single infrastructure for spatial information in accordance with the Infrastructure for Spatial Information Act;
- Establishing a network of data providers and data users, and dialogue between them;
- Monitoring the deployment and use of spatial information infrastructure;
- Providing conditions for the unimpeded flow of spatial data between the Slovenian public administration authorities and data exchange with the European Commission bodies and other EU Member States;
- Establishing a network of services related to spatial information

The **potential beneficiaries** will be the public administration.

Strengthening the justice system

(SO 11.3.1: Improve the quality of judicial proceedings by optimising them & improve the competences of justice system staff)

This measure aims to improve the efficiency of the justice system, with special emphasis being put on enhancing competitiveness. Investments will be made in actions to reduce the length of proceedings in the justice system for the purpose of accelerating decision-making by defining and monitoring time standards. ESF funds will support investment in the development and upgrade of tools for the identification of key bottlenecks hindering the efficiency of the justice system. To enhance the efficiency of the justice system means establishing high standards throughout the judicial chain. This measure will thus focus on investments to reform the operation of the justice system, develop the competences of justice system staff, and promote the application of alternative dispute resolution (ADR) methods.

The following **examples of actions** are foreseen in 2014-2020:

- **Promoting & ensuring quality:** Missing tools will be identified and existing tools upgraded to identify bottlenecks “such as data warehouse, interactive and dynamic analytical tools – business intelligence, etc.”, IT systems will be upgraded with “functionalities that support triages and the fast track procedure”, and satisfaction and the level of confidence in the services of the justice system measured, aimed at raising confidence in the justice system.
- **Improving business processes:** (Missing) IT solutions in the justice system will be “identified, renewed and upgraded, such as registers, additional e-services, web portal, digitalisation of case files, access to external records, and payment of court fees”. There will be “development of tools for a uniform exchange of data relating to criminal and minor offences, establishing voice recognition for audio recording of main hearings and other court hearings; optimisation of the legislative procedure in the justice system, including the development of specific tools for identifying problems in relation to the implementation of regulations in the justice system.
- **Promoting ADR methods:** Activities related to informing and notifying enterprises about the possibilities, methods and advantages (lower costs compared with court disputes, this type of dispute resolution does not limit business opportunities, this type of dispute resolution enables business entities to influence the resolution of disputes according to their needs) brought about by alternative dispute resolution methods and identification and implementation of the tools to promote the implementation of court-affiliated mediation; training representatives and other persons responsible at enterprises on the methods of the amicable resolution of disputes (also through employer associations);
- **Raising qualification levels:** Introduction of a competency model covering the knowledge and skills and the motivation of justice system staff; training and education within the competency model focusing on four vertically (hierarchically) set levels: staff working in courts, the state prosecutor’s office and state attorney’s office (level 1); judges, state prosecutors and state attorneys (level 2); heads of internal organisational units, directors (level 3); court presidents, heads of state prosecutor’s and state attorney’s offices (level 4); and training for the use of the system which will be developed under action 1 and 2; training and educational courses are intended for developing general and specific/professional competences as well as for introducing new business models; establishment and introduction of permanent support for users, including the establishment of a support IT system.

The Ministry of Justice will act as the Intermediate Body to implement the actions, and the Supreme Court of the Republic of Slovenia and the Ministry of Justice are the **potential beneficiaries**. Implementation will take place via direct approval of projects/programmes.

Human resources management (HRM)

(SO 11.3.2: Improve the level of qualification & integrity of public administration staff by upgrading the human resources management & training system)

This measure aims to ensure a more rational HRM through a single IT system for human resource management and strategic planning in state administration bodies, which will be carried out in the 2014–2020 period on the basis of functional analysis findings. A modernised system will simplify recruitment procedures, enable a swifter adaptation to changes in the field of human resources, and provide support for management, decision-making and strategic planning. A significant element in the upgrade of the civil servants' system will be the introduction of a competence model in the public administration, as part of the system-wide normative regulation of the employment and promotion of civil servants and the training of competence assessors, which will contribute to better use of the knowledge and skills of civil servants, the identification of training needs and the consequent formation of an efficient, modern and cheaper public administration. Slovenia will therefore strengthen training in key identified areas, such as management skills, strategic and project management, better regulation, quality management, public procurement and public finances and digital competences by introducing new programmes, increasing the number of persons included in training and strengthening cooperation with the academia.

The measure also supports the goal of fighting corruption by taking a zero tolerance approach. By implementing the planned activities and actions to increase the level of integrity and limiting corruption risks, Slovenia pursues a vision of a professional and efficient public administration which is characterised by the predictable and comprehensive management of corruption risks. Additional training of heads and employees in the public administration is planned which will have a significant contribution to achieving the set targets, with an emphasis on integrity and the prevention of corruption or areas with increased corruption risks, such as public procurement procedures.

The following **examples of actions** are foreseen in 2014-2020: upgrading the human resources system by building on the competency model; upgrading the human resources IT system; and training heads and employees in the public administration at all levels with respect to the key identified areas, such as management skills, strategic and project management, better regulation, quality management, integrity and the reduction of corruption risks, public procurement and public finances, digital competences.

The **potential beneficiaries** of the implemented actions are the ministry responsible for public administration, the Commission for the Prevention of Corruption and the Information Commissioner.

Quality, performance & risk management

(SO 11.3.3: Improve governance & transparency in public administration by introducing new tools, methods & interoperable solutions)

There are no system-wide actions to monitor and control the quality in public administration bodies at all levels, no measurable objectives and process indicators. Through this measure, Slovenia will introduce internal work quality assessments, external performance assessments (peer assessment) and processes to monitor and control quality via proper IT support. Standardised semantic and technical tools for enhancing the quality of inspections and administrative operation will also be developed. Analytical, semantic and technical actions to reduce corruption risks will be implemented in cooperation with the Commission for the Prevention of Corruption and NGOs. A central unified

web platform for monitoring all risks (operating risks, corruption risks, risks at work) will be set up in public administration, including an information tool for effective monitoring of the use of public finances (internal audit). The latter will facilitate mutual communication (exchange of best practices) among public administration institutions in one place, and transparent and efficient activities to reduce corruption risks. Transparency of public procurement procedures and the calls for proposals procedures will be established by upgrading e-public procurement and contract notification system.

In efforts for more open and transparent public administration and to ensure proper implementation of the Directive on the re-use of public sector information, the technical and semantic interoperability of back office IT systems will be improved– common building blocks, horizontal applications, basic data registers and open data publishing platform. Compliance with the needs of the environment and users will be established, including the possibilities for a highly automated and reliable publication of data in open formats and their efficient reuse. New common building blocks, tools and services will be put in place over the 2014-2020 period (in particular for e-dissemination of data, trust services, e-payments and e-archive) and existing building blocks upgraded in accordance with the needs (e.g. eIDAS, TEN TELE). All the building blocks, horizontal applications, and basic data registers will be implemented within the new government IT cloud, which will significantly improve interoperability of systems and key data, their reliability, flexibility and accessibility. As a horizontal platform, the government IT cloud will also be used for the installation and operation of products developed under other priority axes.

The following **examples of actions** are foreseen in 2014-2020:

- Introduction of quality management tools with an emphasis on the use of measurable objectives and process indicators, including the proper IT support for quality system management;
- Introduction of an external performance assessment system (peer assessment) and internal audits/assessments of the quality of the functioning of administrative authorities;
- Introduction of semantic and technical tools to enhance efficiency, transparency and interaction of inspection bodies; raising awareness to enhance transparency with respect to the utilisation of funds by the wider public sector (organisation of events, comparative analyses, etc.);
- Establishment of a single risk register by upgrading the existing corruption risk register of the Commission for the Prevention of Corruption for monitoring all types of risks (operating risks, corruption risks, etc.) in the public administration and more effective control over the use of public finances (internal audit module);
- Upgrading the IT system for e-public procurement with additional modules for the publication of contracts and the transparency of the entire public procurement procedure and calls for proposals procedure;
- Upgrading the Supervisor application with the inclusion of public commercial institutes, public undertakings, and 100% government-owned companies;
- Upgrading and transferring the common building blocks and horizontal applications, developed during the previous financial perspective to the new government cloud;
- Development of new common building blocks, tools and services (primarily for the e-delivery of data, trust-based services, e-payments and e-archive);

- Improving the semantic interoperability and connectivity of the fundamental data registers which serve as a primary source of data within a certain thematic area and are used also in other areas (e.g. civil register, vehicles register, etc.) and their gradual migration to the new government cloud;
- Upgrading the open data publication system, thereby facilitating the automated publication of data from the fundamental data registers and real-time big-data operations (transfer, publication and mega data processing without significant delays) and improving access, processing and reuse of such data.

The **potential beneficiaries** of the implemented actions are ministries and the authorities affiliated to the ministries, the Commission for the Prevention of Corruption and the Information Commissioner.

Regulatory reform & service delivery

(SO 11.3.4: Improve the legislative framework & upgrade e-services for a user-oriented public administration)

The programme of actions to eliminate regulatory obstacles has been systematically implemented in Slovenia and has brought significant results in simplifying the business environment. However, increased intensity in implementing key actions will be required in order to ensure a friendly and stimulating environment for entrepreneurs, and to enhance their competitiveness. Ongoing surveys of entry and other conditions set out by all the regulations will be the basis for system-wide proposals for deregulation, also taking into account proposals for the rationalisation of processes prepared on the basis of the functional analysis of public administration, continue measuring administrative costs and burdens in regulations based on the SCM methodology, informing and notifying the public and preparing comparative analyses of regulations (also at the EU level) by including external partners. Thus a tool to improve regulations will be developed covering the establishment of an IT system to design a comprehensive (quantitative and qualitative) assessment of the impacts of regulations, primarily through the so-called SME test. The modernisation of the legislation governing administrative processes will be carried out, namely by putting in place an IT system to support administrative operations.

With the development of new integrated solutions (computerisation of the entire process, the one-stop-shop concept, uniform editorial policy), the public administration will provide simplified e-public services, also in areas that have yet to be sufficiently developed. To that end, the measure will fundamentally upgrade the existing e-public administration mechanisms in terms of proving active involvement of users (in the form of co-creation or co-production) in giving priority, planning, testing and improving new integrated e-public administration services according to the life events concept ("everything in one place" or one-stop-shop).

The following **examples of actions** are foreseen in 2014-2020:

- Measuring administrative costs and regulatory burdens on the basis of the SCM methodology;

- Establishing an IT system to develop an integrated (quantitative and qualitative) assessment of the effects of regulations, including the SME test;
- Establishing an IT system to support administrative operations with customers;
- Improving digital channels to provide public administration services to end users in terms of a more comprehensive coverage of user needs according to the life events concept ("everything in one place" or one-stop-shop).

The **potential beneficiary** of the implemented actions is the ministry responsible for public administration

Capacity-building of NGOs for advocacy & provision of public services (SO 11.4.1: Build capacity of NGOs for advocacy and provision of public services)

The focus in the previous financial perspective was to establish a comprehensive service for capacity building of NGOs, provided by the so-called support environment entities: horizontal networks, regional hubs and content networks. The visibility of NGOs increased among policy decision-makers and their position in the legislation and development policies drafting strengthened. Cooperation and networking among NGOs at the national and regional level and at the level thematic areas increased, alongside cooperation with the commercial sector and public sector). In light of new challenges and reforms (e.g. transition from institutional to community-based services), the competences of NGOs will need to be further developed. The measure will build on the existing capacities of NGOs, where relevant, and develop new capacities, mainly focusing on strengthening sectoral and inter-sectoral cooperation, the visibility of NGOs in their local environment, raising the level of expertise and professionalism for the provision of specialised services, and advocacy, in particular in light of the participatory governance.

Unlike social dialogue, civil dialogue in Slovenia is not institutionalised, making it more complex and requiring greater involvement, greater level of innovation, searching of alliances, etc. A more complex approach and a more long-term process are needed for its enhancement, while the result may have a significant impact on the quality of adopting public policies. On the other hand, the integration and cooperation of NGOs in implementing public policies will have a positive impact on the economic strength and human resources reinforcement of the non-governmental sector, namely by increasing the revenue of the non-governmental sector and the number of employees within the non-governmental sector.

The following **examples of actions** are foreseen in 2014-2020:

- Raising the level of expertise and professionalism and on strengthening the sectoral and inter-sectoral cooperation, advocacy and recognisability/visibility of NGOs in the local environment, including consultancy and mentorship associated with identified specialised areas where NGOs have potential (sharing the knowledge of experienced NGO practitioners, new forms of cooperation, such as for example co-working, coaching, job-shadowing);
- Tailored training for the transfer of specific public services to NGOs;
- Reinforcing the capacities of strategic management and the business development of organisations, strengthening advocacy skills and lobbying;

- Encouraging advocacy: training, mentorships, consultancy, and promoting the cooperation of NGOs for the provision of professional advocacy aimed at more effective cooperation when drafting, implementing and evaluating public policies, in particular in light of influencing the position and development of NGOs, and the transfer of public services and authorisations to NGOs;
- Providing comprehensive support to NGOs with respect to the provision of information that is relevant for the growth and development of NGOs and the reinforcement of their role;
- Campaigns aimed at improving the recognisability (profile) of NGOs in their local environment by contributing to improving the conditions for the so-called “grass root NGOs”.

The **potential beneficiaries** will be NGOs.

HOW TO OBTAIN EU PUBLICATIONS

Free publications:

- one copy:
via EU Bookshop (<http://bookshop.europa.eu>);
- more than one copy or posters/maps:
from the European Union's representations (http://ec.europa.eu/represent_en.htm);
from the delegations in non-EU countries
(http://eeas.europa.eu/delegations/index_en.htm);
by contacting the Europe Direct service
(http://europa.eu/eurodirect/index_en.htm) or calling 00 800 6 7 8 9 10 11
(freephone number from anywhere in the EU) (*).

(*) The information given is free, as are most calls (though some operators, phone boxes or hotels may charge you).

Priced publications:

- via EU Bookshop (<http://bookshop.europa.eu>).

Priced subscriptions:

- via one of the sales agents of the Publications Office of the European Union
(http://publications.europa.eu/others/agents/index_en.htm).

