



# **3<sup>RD</sup> FORUM FOR MANAGING AUTHORITIES BUILDING ADMINISTRATIVE CAPACITY**

2021 - 2027

Session 1

Cohesion policy:

**GOVERNANCE MATTERS**

09:40 – 10:10 CET

# Anna WAGNER

Head of Unit, Policy Development and  
Economic Analysis, DG REGIO



# 9<sup>th</sup> Cohesion Report - Focus on “Better Governance”

European Commission

Directorate General for Regional and Urban Policy

*Anna Wagner*

Head of Unit, Policy Development and Economic Analysis Unit

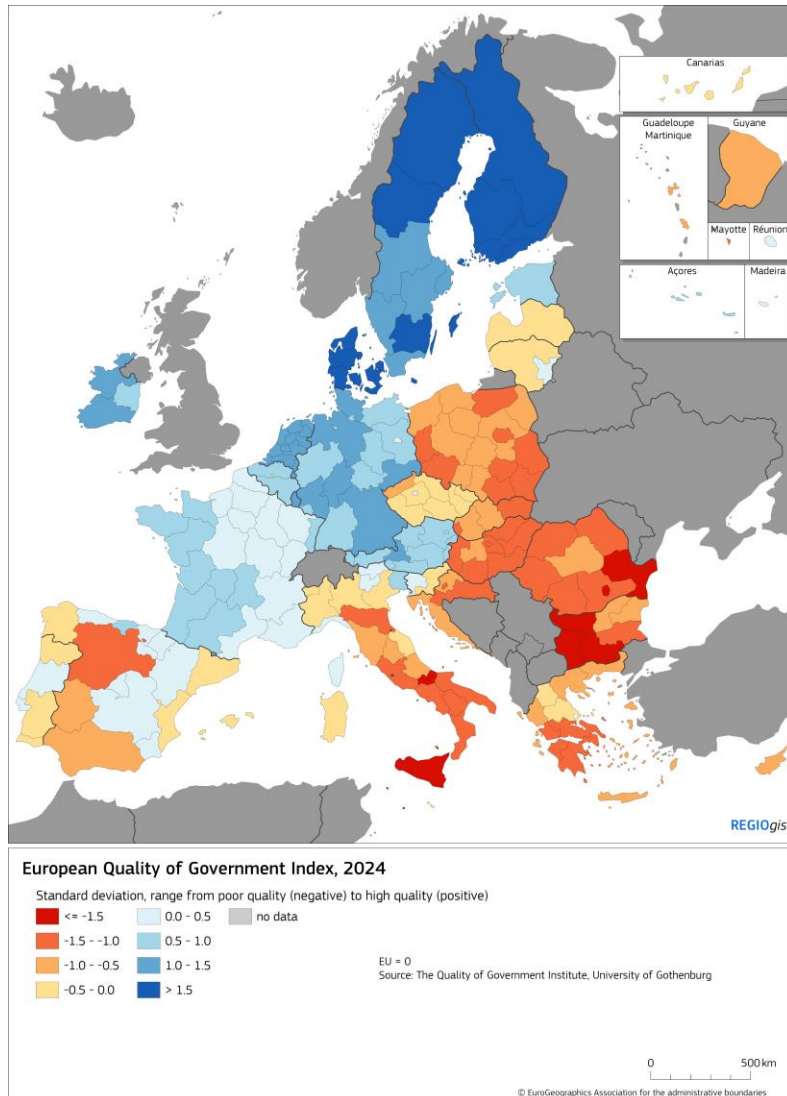
*3<sup>rd</sup> Forum for Managing Authorities on  
Building Administrative Capacity 2021-2027*

*Brussels, 24 April, 2024*

# Governance matters

- **Quality of government** significantly **affects the overall economic performance** of countries and regions of the EU
  - European Quality of Government Index (EQI) 2024 - **wide disparities** across EU regions;
  - Less developed regions in general lag behind with worsening performance since 2021
- **E-government - strong** potential to improve transparency, to encourage interaction between governments and people, and so to increase public trust
  - Online interaction with public authorities varies markedly between regions and lowest in less developed regions.
- Tackling regional disparities requires **addressing the structural root causes - through reform agendas** taking into account subnational contexts/specificities
  - **the relevance of the regional dimension** of the EU's growth and resilience agenda and the disparities across regions – as highlighted a.o. in the European Semester

# A marked spatial pattern across EU regions



- Regions in north-western areas score highest, in terms of quality of their governance...
- ...with large differences between regions in Bulgaria, Greece, Italy, and Spain.

**Average EQI scores by category of region, 2010-2024**

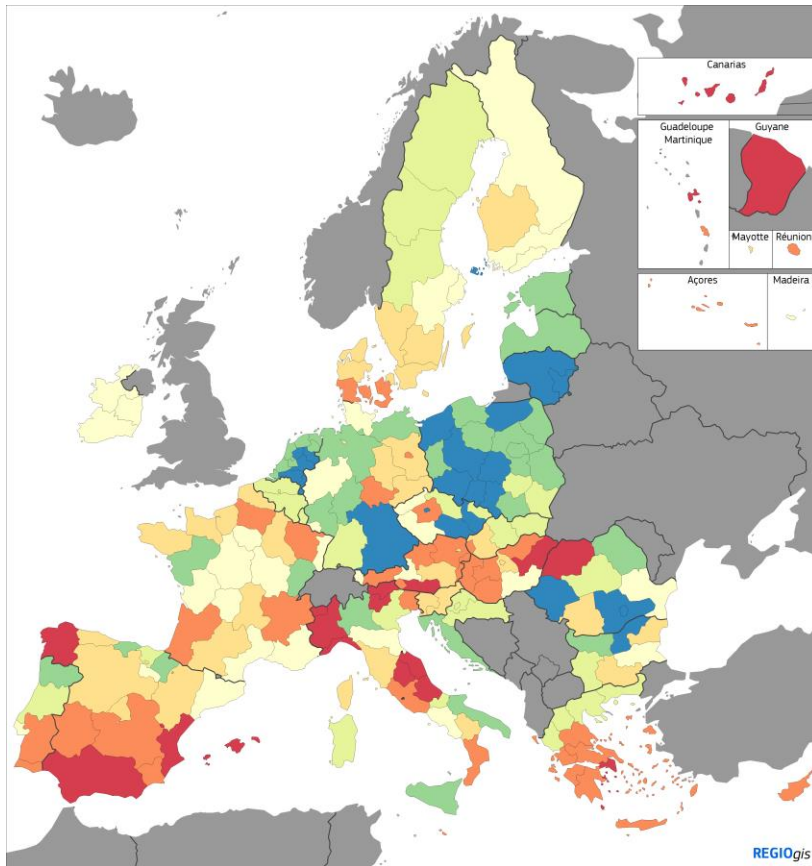
Region category	Year				
	2010	2013	2017	2021	2024
Less developed	-0.98	-0.92	-0.84	-0.89	-0.92
Transition	0.41	0.23	0.25	0.35	0.24
More developed	0.44	0.54	0.54	0.47	0.52

Note: All years (EU average = 0).

Source: DG REGIO based on data from the Quality of Government Institute, University of Gothenburg.

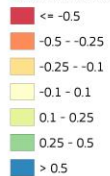
- **Less developed regions:** below EU average in all years - improved until 2017; worsened since then
- **Transition regions:** scores fluctuated over the 5 editions of the index, but worsened relative to the EU average between 2021 and 2024

# While some regions have improved, others deteriorated



Change in the European Quality of Government index, 2010-2017

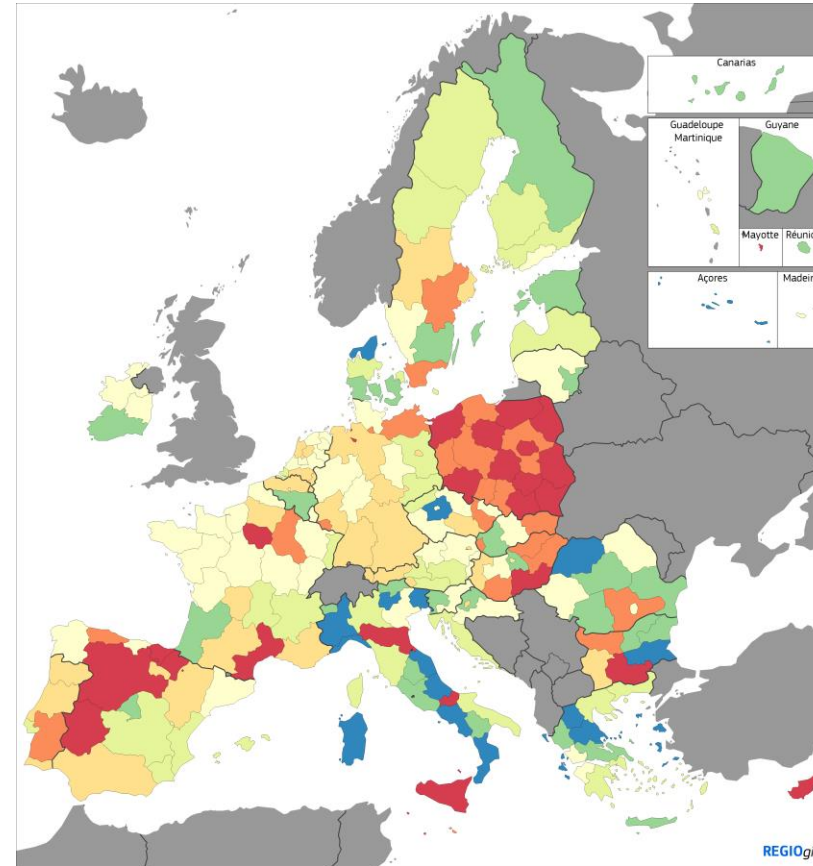
Difference in index



Source: The quality of Government Institute, University of Gothenburg

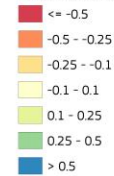
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Change in the European Quality of Government index, 2017-2024

Difference in index

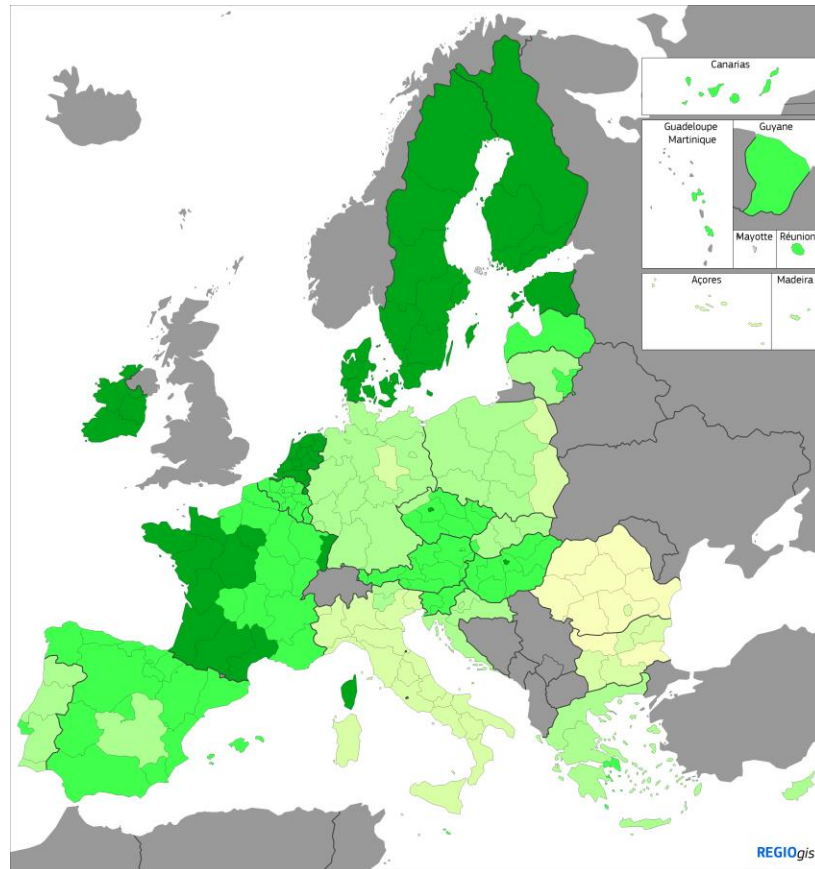


Source: The quality of Government Institute, University of Gothenburg

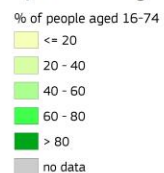
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# E-government is growing, but big gaps remain



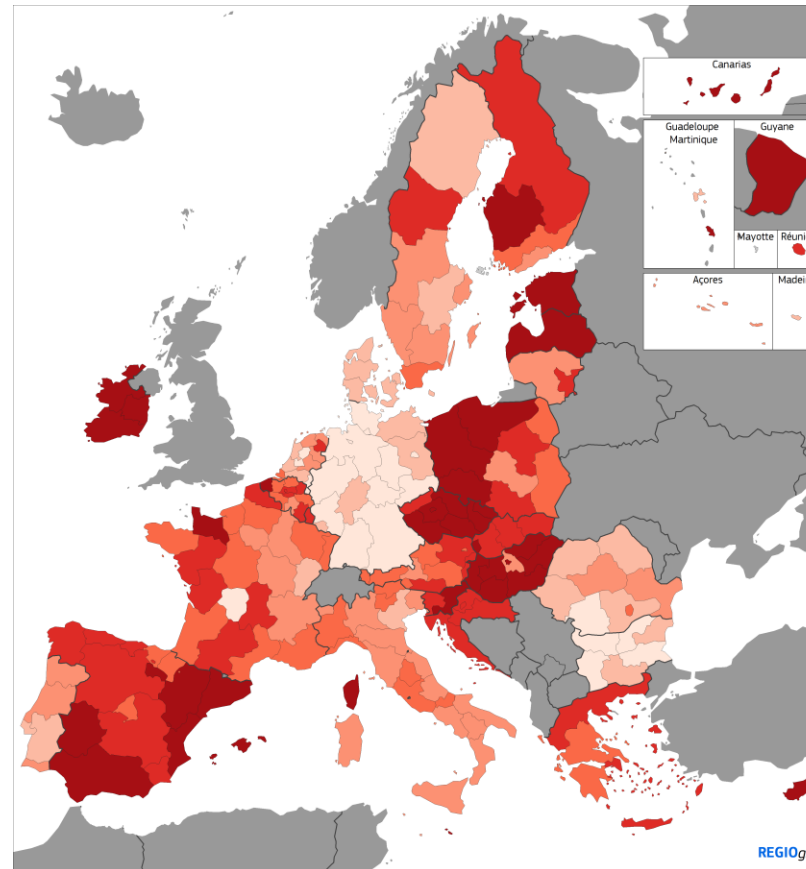
People interacting with public authorities via the internet in the previous 12 months, 2021



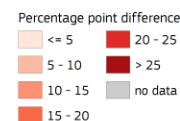
EU-27 = 58.5  
Source: DG REGIO based on Eurostat data (isoc\_r\_gov\_i and isoc\_clegi\_ac)

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Change in the proportion of people interacting with public authorities via the internet, 2013-2021



EU-27 = 17.0  
FR: 2014-2021; FR (RUP), SI: 2015-2021.  
Source: DG REGIO based on Eurostat data (isoc\_r\_gov\_i and isoc\_clegi\_ac)

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- Online interaction with public authorities varies markedly between EU regions and is lowest in the less developed regions of the EU.

# The role of subnational reforms

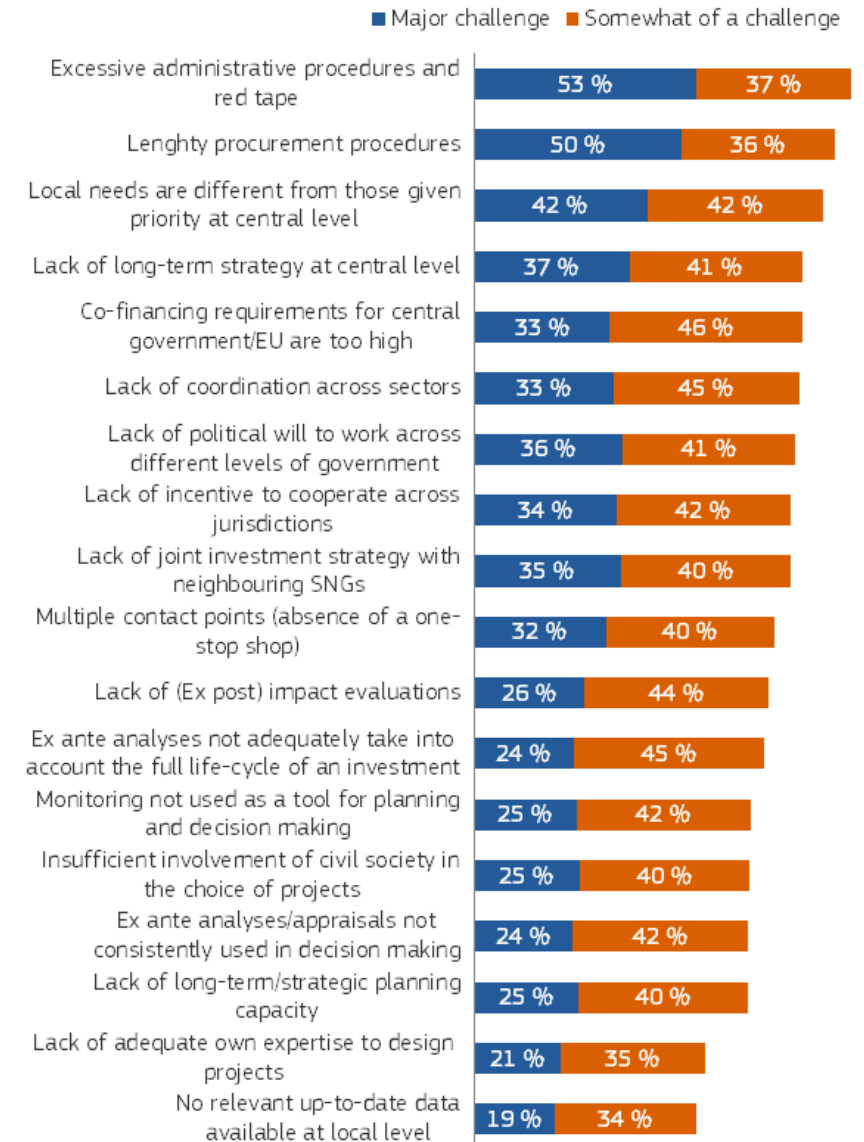
Relevance of the regional dimension of the EU's growth and resilience agenda – European Semester country reports

- Sub-national reforms: those **carried out by subnational governments or national with a strong subnational impact**
- Subnational reforms can enhance the capacity of institutions and improve the institutional, regulatory and socio-economic contexts of European regions

**Example:** The results of a survey of EU subnational governments conducted by OECD and the Committee of the Regions showed that “lengthy procurement procedures” was the second most frequently identified challenge

- Reforms for strengthening subnational capacities in public procurement can include a mixture of decentralization measures, mutualization of procurement and digitalization (e.g. electronic procurement).

Figure 7.9 Challenges in the strategic planning and implementation of infrastructure investment in municipalities in the EU



Source: OECD-CoR survey [OECD-CoR (2016)]. Results of the survey on regional and local obstacles to investments.

## Take aways for the future policy

- ✓ More comprehensive support to administrative and institutional capacity needed
- ✓ Improve the quality of institutions to enhance the effectiveness of the policy
  - ... possibly through enhanced linkage with reforms
    - To overcome obstacles to regional growth and investment
    - Building on lessons from Recovery and Resilience Facility
- ✓ Making the delivery more effective and simpler
  - Further exploring performance-based delivery mode, decoupling payments from expenditure
- While modernising, cohesion policy will keep building on its main constituents : partnership, multilevel governance and place-based approach

# Thank you

Directorate General for Regional and Urban Policy  
European Commission

REGIO-B1-HEAD-OF-UNIT@ec.europa.eu



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# Session 2

## INSPIRING LEADERSHIP & POWER OF NETWORKING

10:10 – 11:10 CET

# The Future of Public Service Leadership

## 3rd Forum for Managing Authorities on Building Administrative Capacity 2021-2027

**Dónal MULLIGAN**

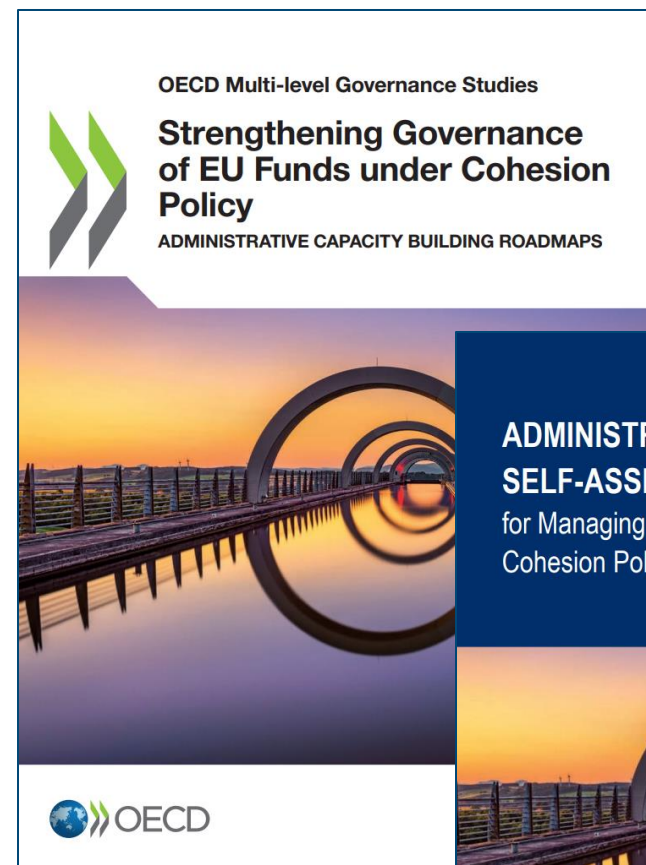
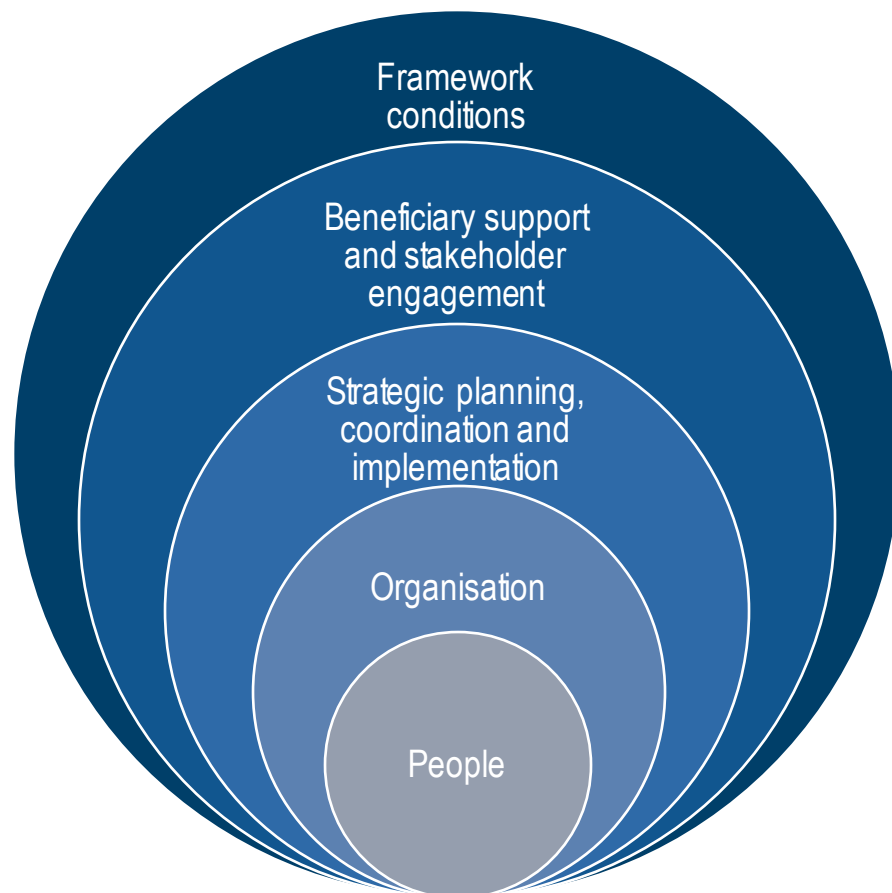
**Analyst, Public Employment and Management  
OECD Directorate for Public Governance**

24 April 2024





# Leadership and networks: at the heart of administrative capacity-building



# What is LEADERSHIP?

+

## Transformation...

### Innovation

Developing and bringing forward new ideas for changes to organisational processes, functions, policies and services.

### Implementation

Transforming political direction into effective and efficient processes and services.

## ...through others

### Vertical

**Top-down:** using people management to implement change in teams and organisations.

**Bottom-up:** leveraging the insights and wisdom across your organisation, influencing decision makers for better policies and services.

### Horizontal

**Inside-out:** convening stakeholders and negotiating collective action

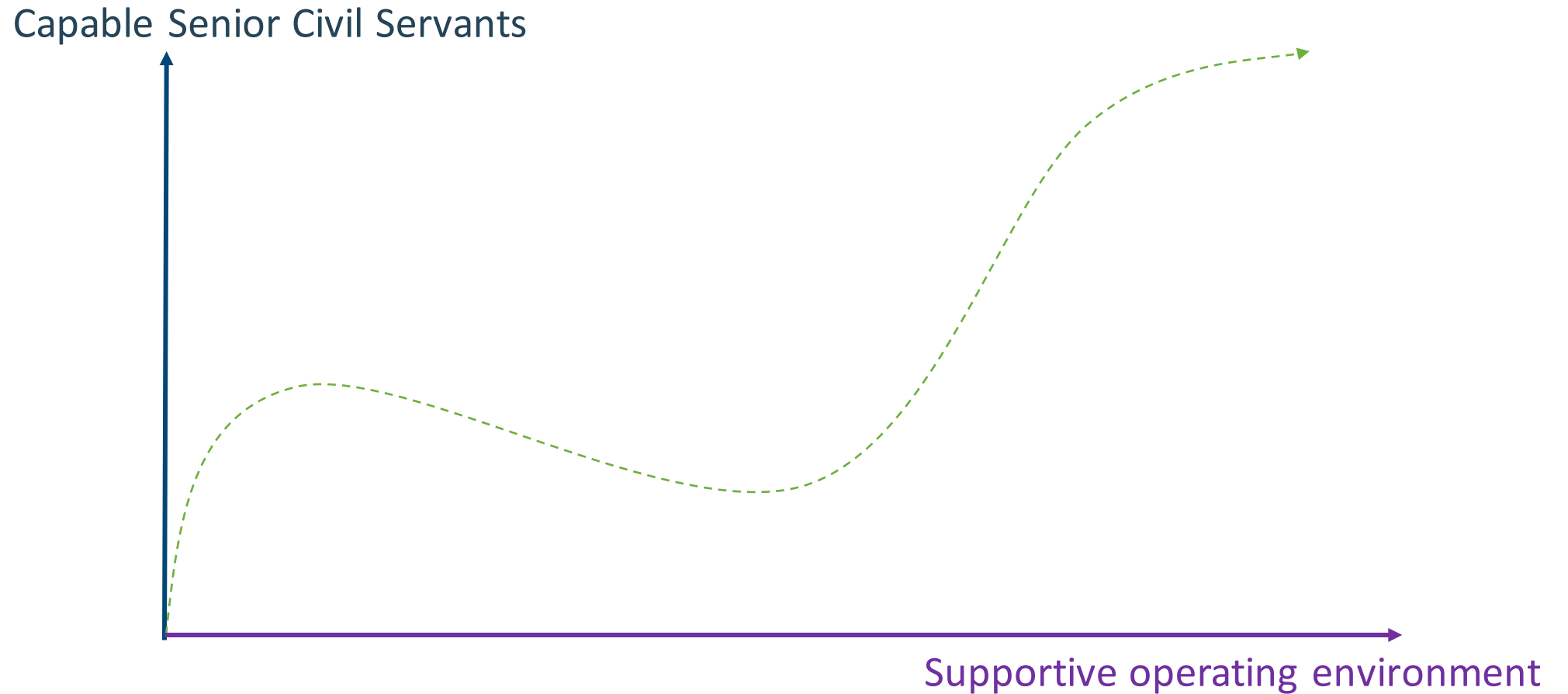
**Outside-in:** leveraging the wisdom of the crowd and external competencies to achieve government objectives



## OECD Leadership Capability Framework



## Senior Civil Service Systems: 2 Axes





# Capable Senior Civil Servants

Capable Senior Civil Servants

- Leadership competencies and job profiles
- Selection and appointment
- Pipeline development
- Diversity

Supportive operating environment

Capable Senior Civil Servants

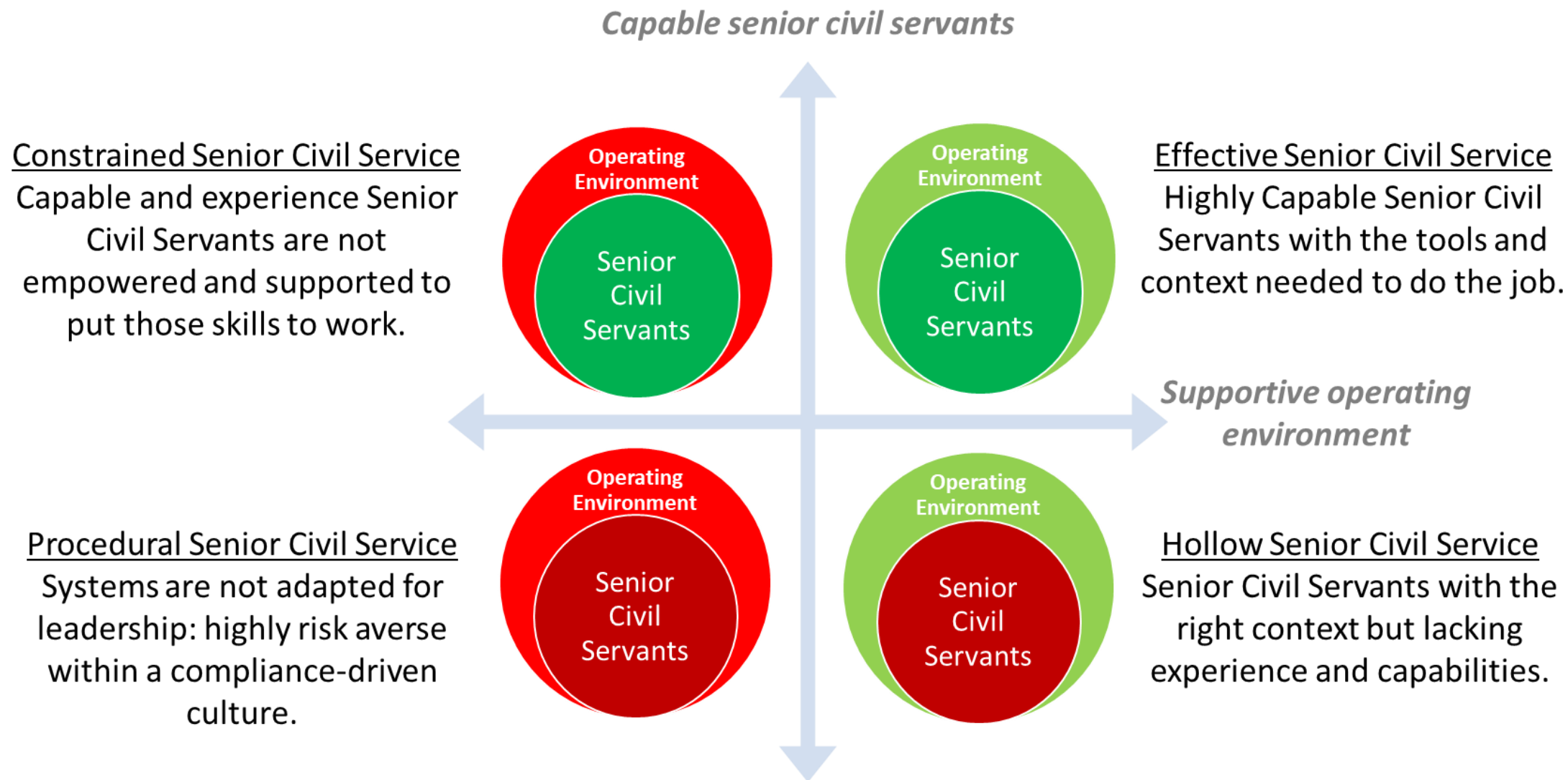
- Objectives, autonomy and accountability
- Learning opportunities/peer support
- Management tools
- Political Admin Interface

Supportive operating environment





# Senior Civil Service Systems



# Thank you

[Donal.MULLIGAN@oecd.org](mailto:Donal.MULLIGAN@oecd.org)



# Rūta DAPKUTĖ-STANKEVIČIENĖ

Former Head of Managing authority, Cohesion policy attaché,  
Permanent Representation of Lithuania to the EU

# Liezelotte DESCHRYVERE

State aid advisor to the ERDF Managing Authority , Flemish  
Agency for Innovation and Entrepreneurship (Belgium)

# Stefan APPEL

Head of Unit, Administrative Capacity  
Building and Solidarity Instruments, DG  
REGIO

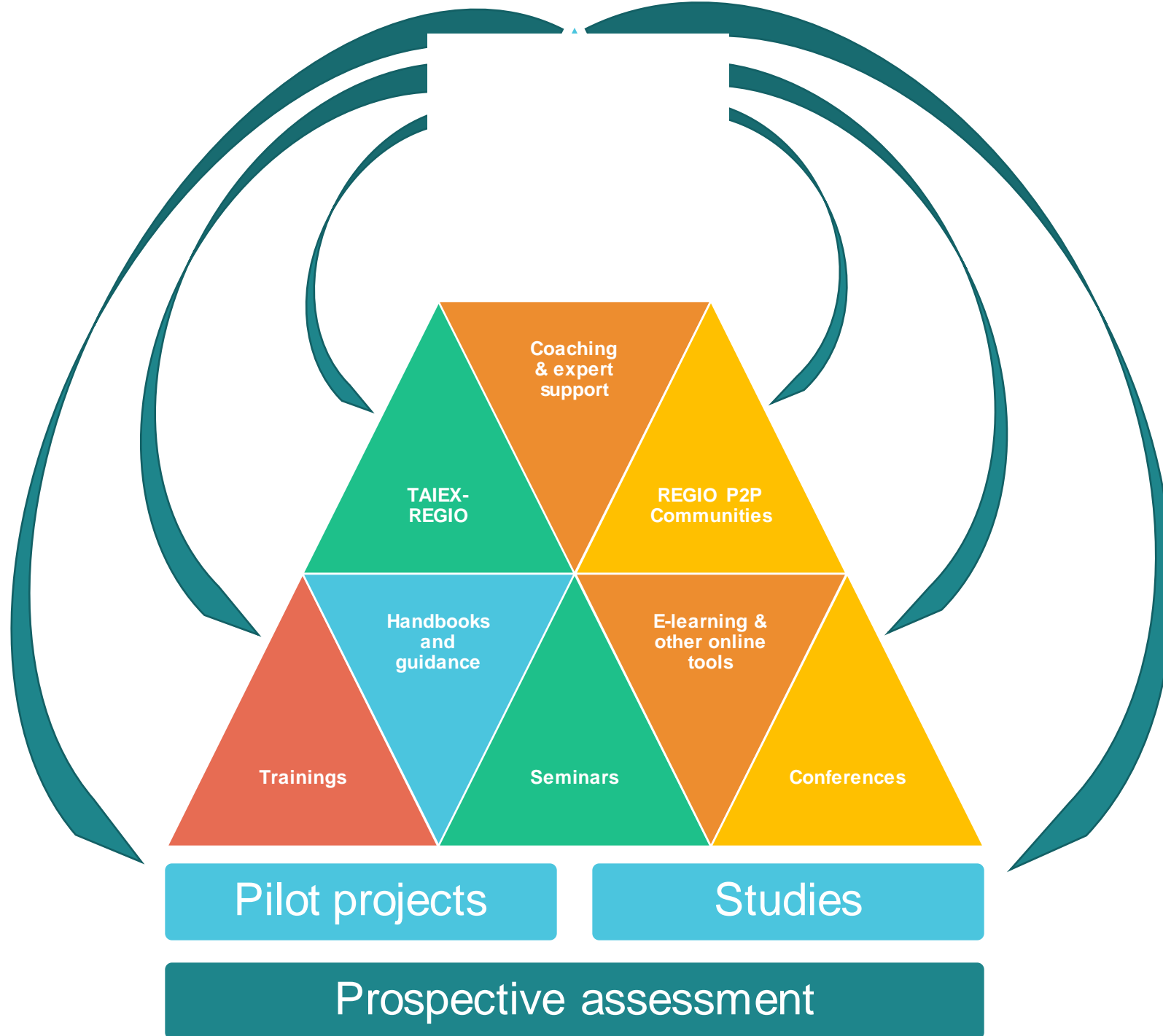
# Network of Leaders of Managing Authorities

*Stefan APPEL, Head of Unit, Administrative Capacity  
Building and Solidarity Instruments, DG REGIO*

# Rationale

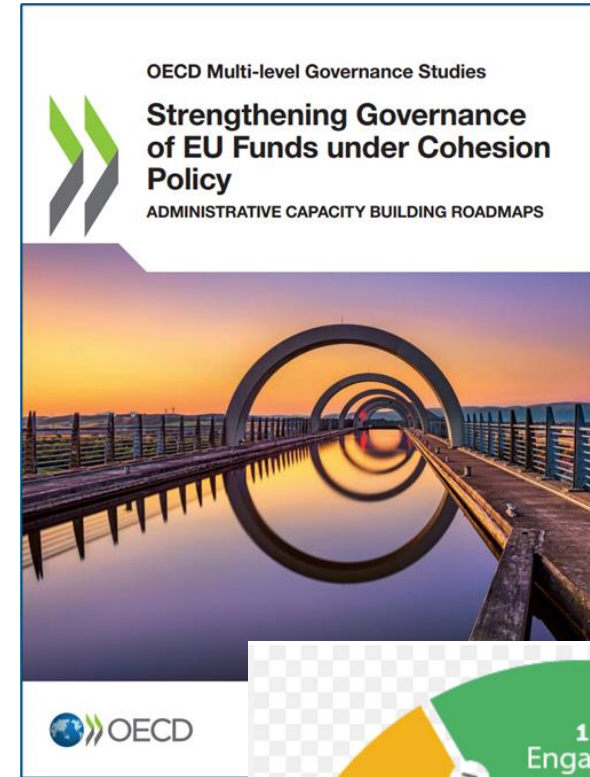
- Effective networking is all about:
  - building **trusted relationships**, **exchanging new ideas**, supporting others and **access to honest information & feedback**.
  - strong professional network is vital for today's leaders of Managing authorities
- Just few of many reasons why networking is important:
  - Informed Decision-Making
  - Policy Advocacy & Influence
  - Problem-solving and Learning





# Need confirmed

- **The OECD report** closing the pilot project on Frontloading Administrative Capacity Building, identified the need to approach administrative capacity building at a more strategic level
- **Co-design exercise** to redesign our capacity building services confirmed the need and in a certain sense the gap of ACB tools for top managers.



# Network of the leaders of the Managing authorities

- The Network of Heads of Managing Authorities will aim to provide a **platform for networking and leader-to-leader experience sharing** to enable the exchange of good practices within a **single leadership hub**.
  - This hub can enable leadership development through the design and delivery of conferences, webinars and meetings.
- The Network is created in dialogue with Managing authorities (focus group) and OECD
- **First inaugural meeting** - 25 April 2024



**COFFEE BREAK and NETWORKING**

We will be back at 11h30 CET

Session 3

**TRANSFORMATIONAL POWERS OF  
TECHNOLOGY**

11:30 – 12:30 CET



# Transformational powers of technology

Professor Ulrika H. Westergren  
Umeå university, Sweden

The background of the image is a deep purple gradient. Overlaid on this is a complex network of thin, light-colored lines connecting numerous small, glowing white dots. These dots represent nodes in a network, and the lines represent the connections between them. The network is dense and sprawling, filling most of the frame. The text "Everything is connected" is centered in the middle of the image in a clean, white, sans-serif font.

Everything is connected

The image is a digital artwork with a blue color palette. It features a curved horizon line that separates a dark, textured upper half from a lower half filled with glowing binary code (0s and 1s). A bright light source on the right creates a lens flare and illuminates the scene. Swirling, ethereal lines of light and more binary code are visible in the lower right quadrant.

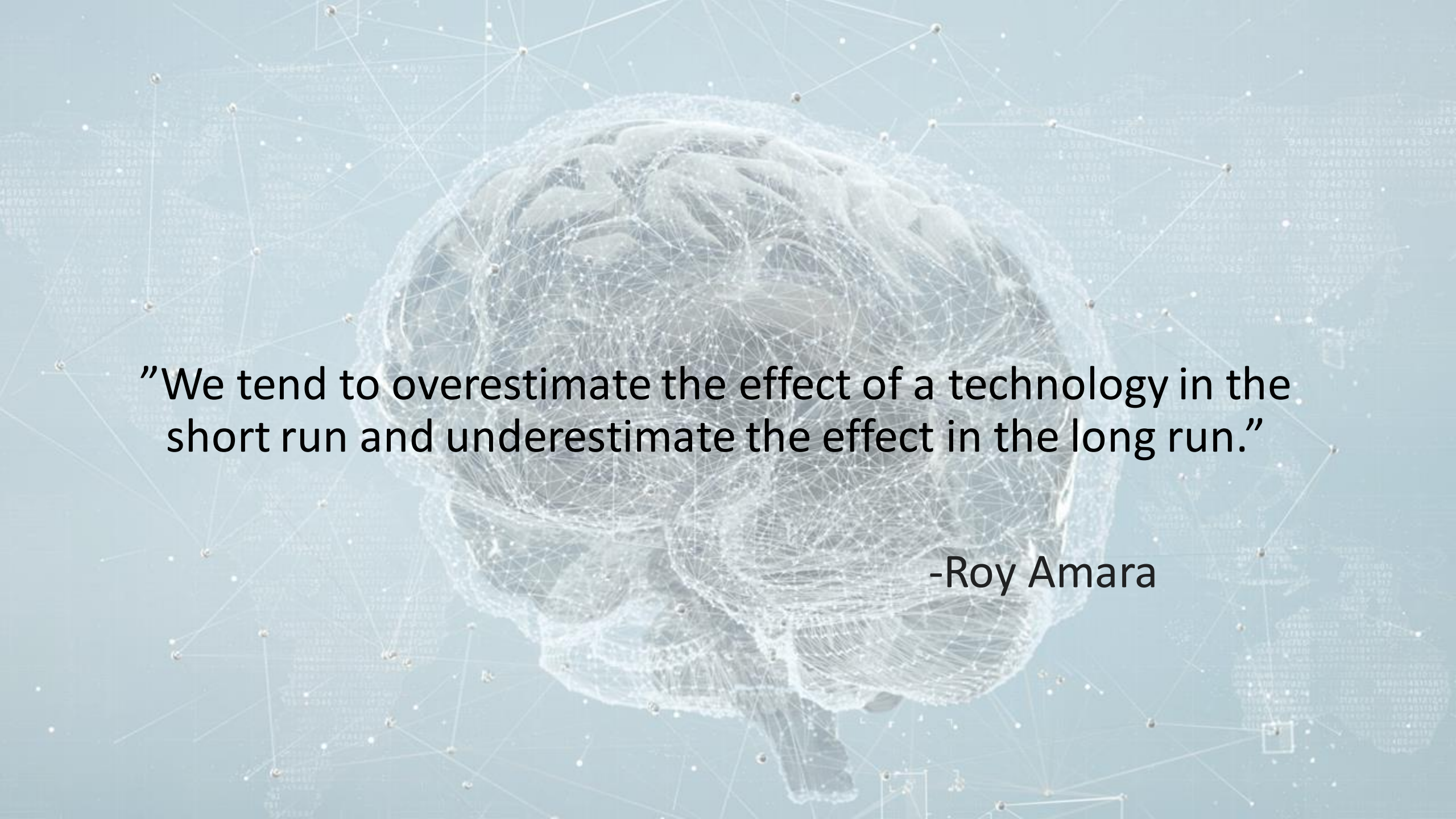
Everywhere is here



Everyone is Artificial Intelligence

The background is a dark green gradient with a complex network of small, light green dots connected by thin, light green lines, creating a web-like or molecular structure. The dots vary in size and are distributed across the entire frame.

Everyday is change



"We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run."

-Roy Amara

# URMO MERILA

Deputy Director General, State Shared Service  
Centre (MA), Estonia

Transformational powers of technology?

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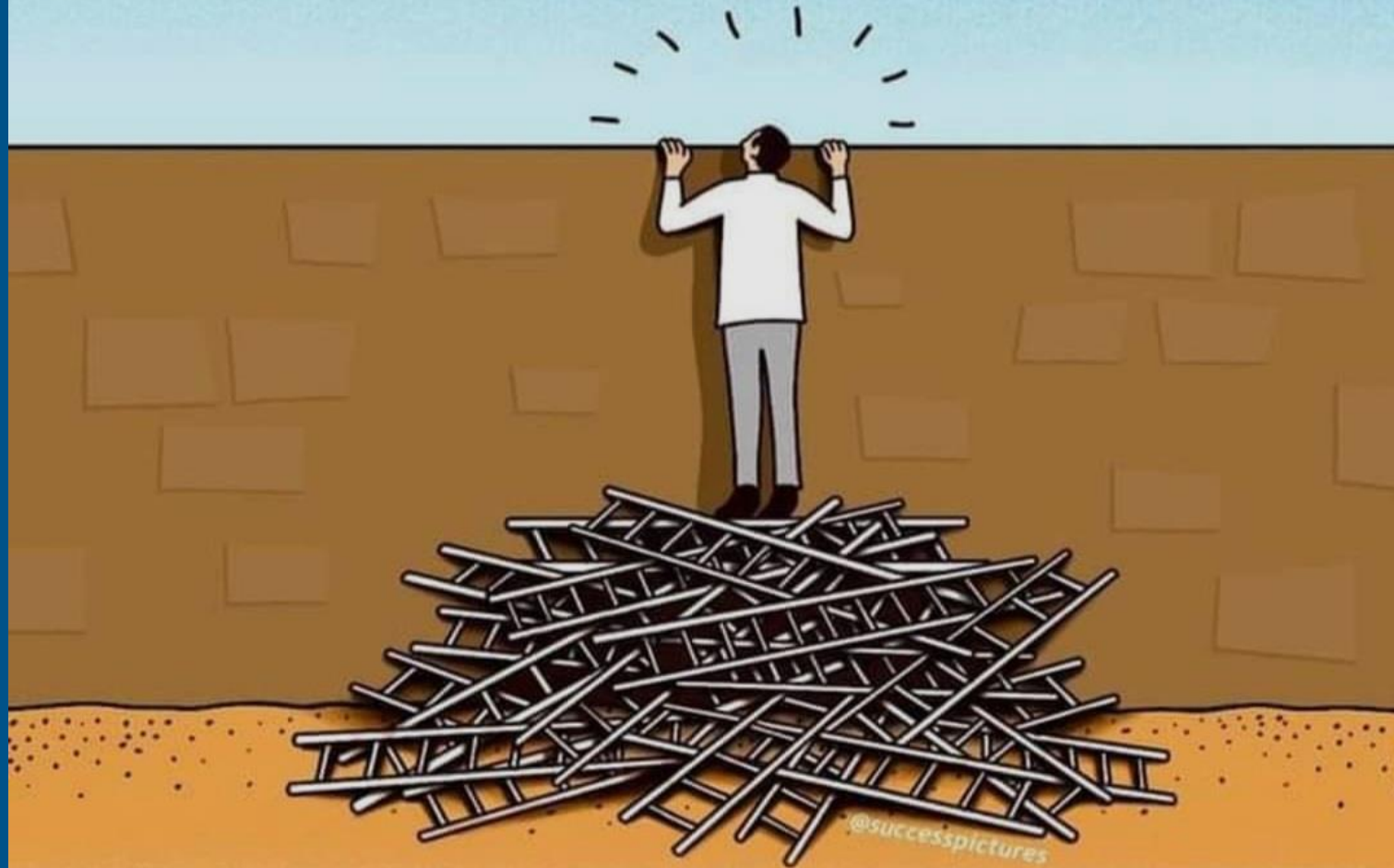






IT DOESN'T MATTER HOW MANY  
RESOURCES YOU HAVE.

@successpictures



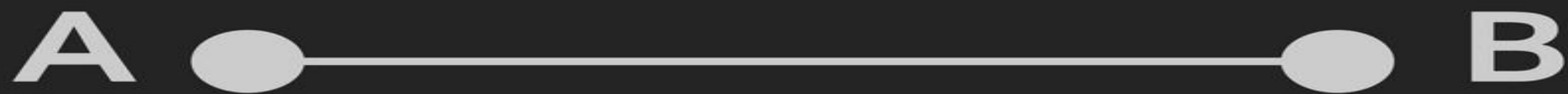
@successpictures

IF YOU DON'T KNOW HOW TO USE  
THEM, IT WILL NEVER BE ENOUGH.

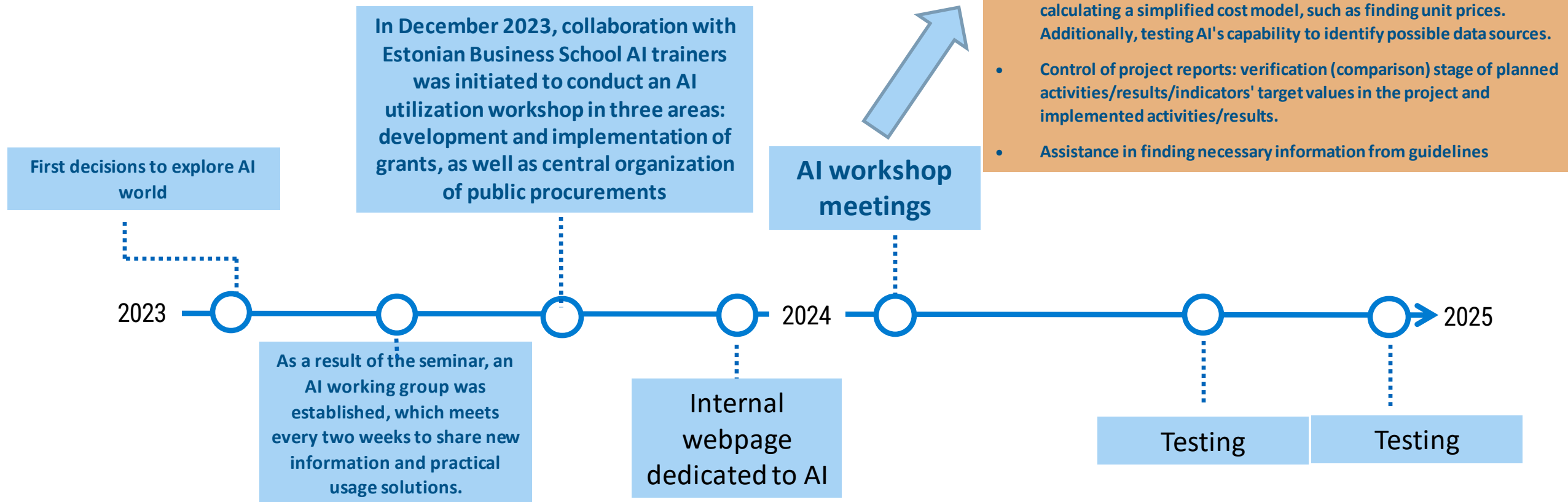
Tools

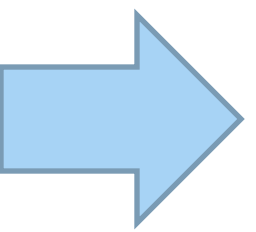
Resources

Processes



# AI timeline



- 
- **Determining company size for de minimis aid and state aid purposes and consolidating the links of a single entrepreneur based on the Business Registry**
  - **Grants information chatbot or virtual assistant**
  - **Review of applications: compliance check of applicant and application, background check, connection to other companies, duplication of activities, etc.**
  - **Creation of simplified cost methodologies: data analysis for calculating a simplified cost model, such as finding unit prices. Additionally, testing AI's capability to identify possible data sources.**
  - **Control of project reports: verification (comparison) stage of planned activities/results/indicators' target values in the project and implemented activities/results.**
  - **Assistance in finding necessary information from guidelines**

**DO YOU  
WANT TO  
ACHIEVE  
MORE?**





RIIGI TUGITEENUSTE  
KESKUS

# Thank You!

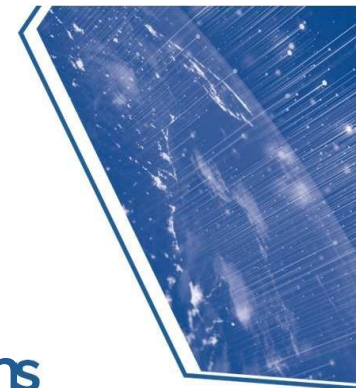
Urmo Merila  
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+37256 454 828



REPUBLIC OF ESTONIA  
STATE SHARED SERVICE CENTRE

# Daniela FERRARA

Responsible for the Coordination of ERDF and ESF  
Funds, Emilia-Romagna region, Italy



# Testing the use of AI for management verifications in cohesion policy programmes: the experience of Emilia-Romagna Region

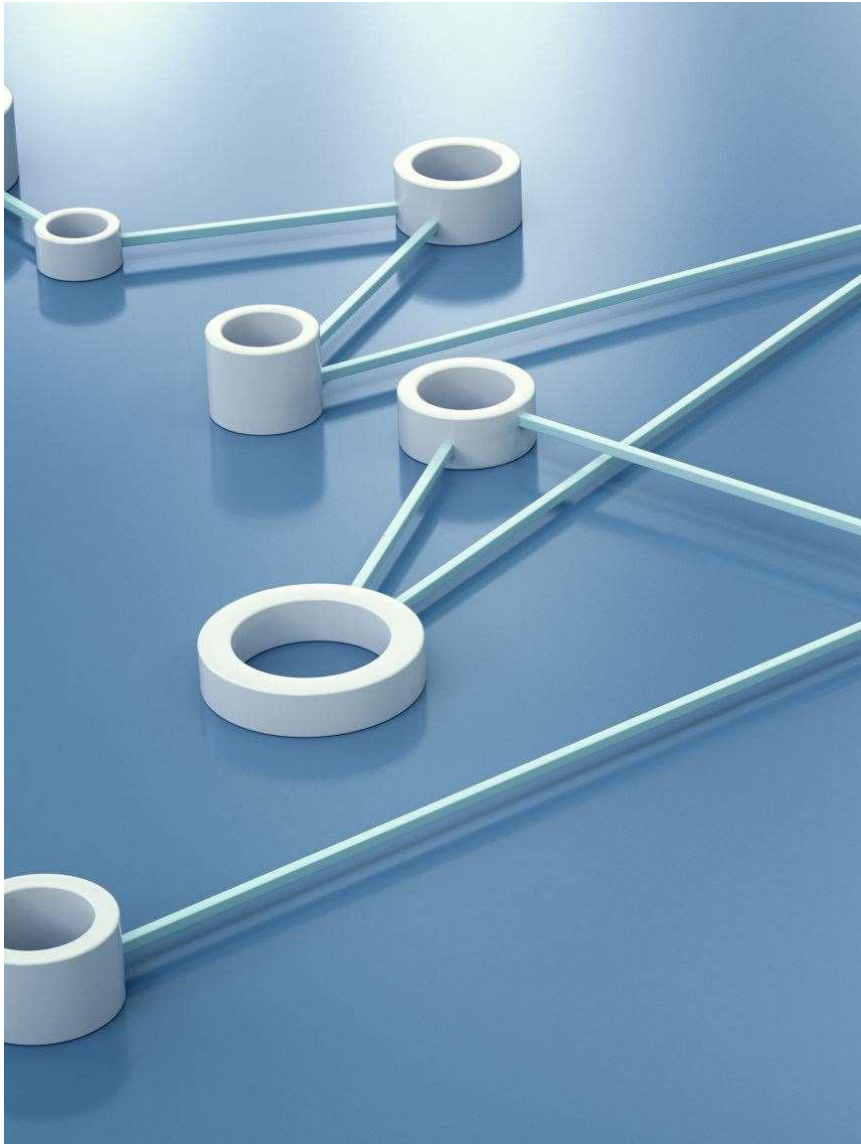


Daniela Ferrara

Manager of EU Funds Department  
ERDF and ESF Managing Authority Staff

Emilia-Romagna Region





## KEY WORDS

- **DATA**
- **CHALLENGES**
- **PROCESSES AND TOOLS**
- **OPPORTUNITIES**
- **CHANGING MINDSET**
- **NEW SKILLS & REQUALIFICATION NEEDS**

## DATA

# REGIONAL R&I ECOSYSTEM NETWORK



### HIGH TECHNOLOGY NETWORK

79 Industrial Research Laboratories  
16 Innovation Centres



### TECHNOPOLES NETWORK

10 Infrastructures  
20 Locations



### INCUBATORS NETWORK

75 Public and Private  
organisations



### DIGITAL MANUFACTURING NETWORK MAK-ER

22 Fab Labs and  
Maker Spaces



### OPEN LABORATORIES NETWORK

10 Equipped Areas with hi-tech  
solutions



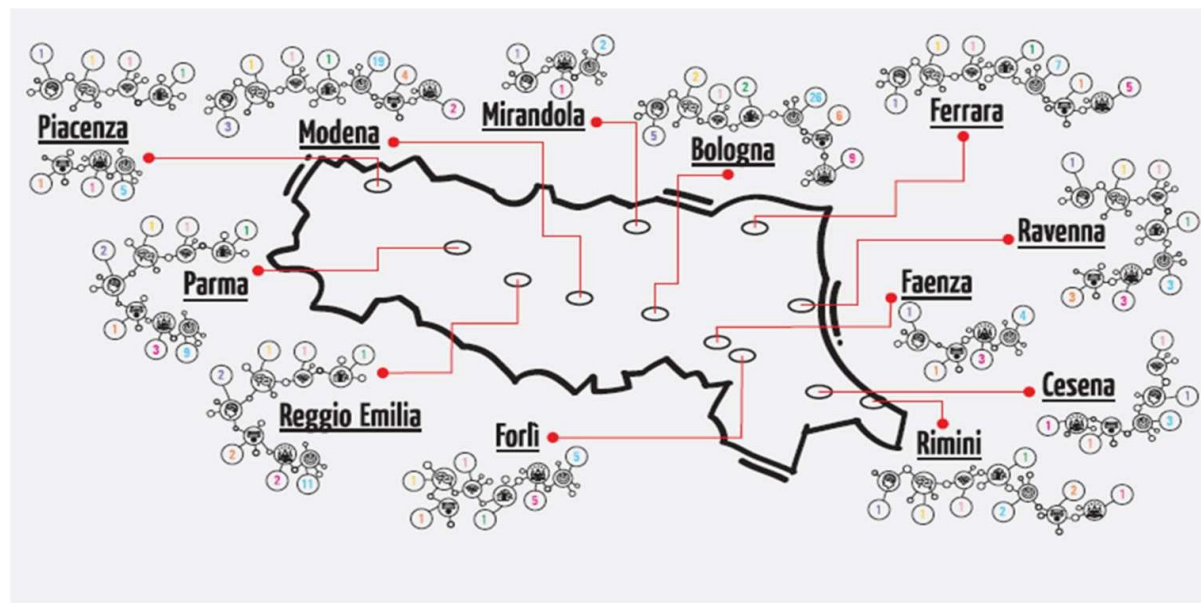
### LOCAL NETWORK "SPAZI AREA S3"

10 Offices located in the Technopoles  
to assist highly-skilled (young) people



### ITS NETWORK

7 Hi-Tech Schools

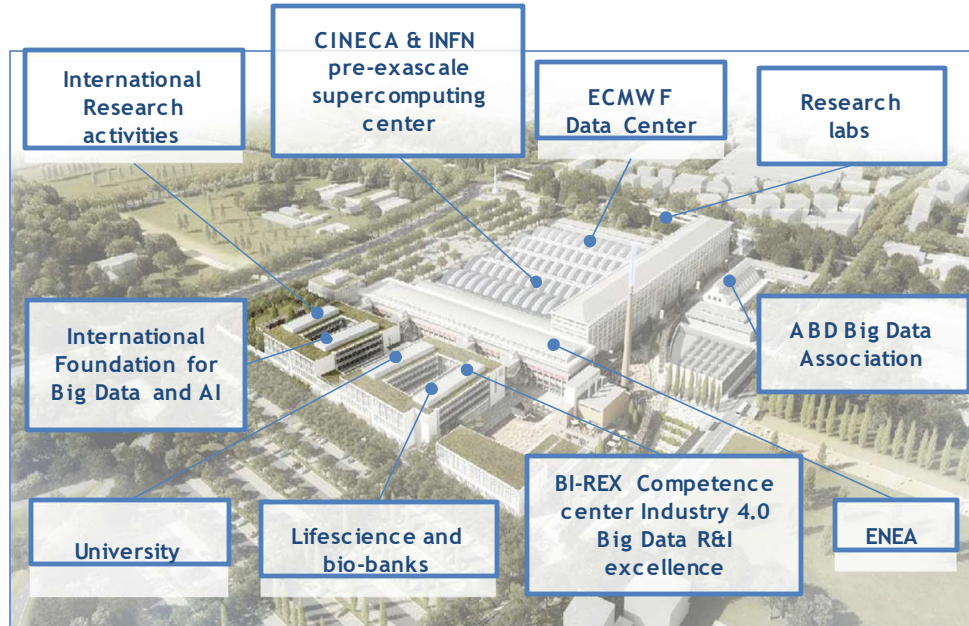


**CLUST-ER AGRIFOOD** **CLUST-ER MECH** **CLUST-ER BUILD** **CLUST-ER INNOVATE** **CLUST-ER GREENTECH** **CLUST-ER HEALTH** **CLUST-ER CREATE** **CLUST-ER TOURISM** **CLUST-ER URBAN**  
 AGROALIMENTARE MECCATRONICA E MOTORISTICA EDILIZIA E COSTRUZIONI INNOVAZIONE NEI SERVIZI ENERGIA E SOSTENIBILITÀ SALUTE E BENESSERE CULTURA E CREATIVITÀ TURISMO E TERRITORIO ECONOMIA URBANA



DATA

## DATA VALLEY HUB: BOLOGNA TECHNOPOLE



> 1 billion euro from European, National and Regional investments for DATA ECONOMY

## CHALLENGES



**INCREASE IN REGIONAL PROGRAMME BUDGET:** from 480 Meuro in 2014-2020 to 1 billion euro in 2021-2027



**REDUCTION IN NUMBER OF DAYS FOR PAYING BENEFICIARIES** (art. 74 Reg. 2021/1060)



**HUGE NUMBERS OF PROJECTS RECEIVED FROM BENEFICIARIES** (about 3.000 selected operations in the first two years of implementation, more than 20.000 documents to be verified)



**REDUCTION OF RESOURCES FOR TECHNICAL ASSISTANCE**



**RISK ANALYSIS ON MANAGEMENT VERIFICATIONS TO BE ASSESSED**



**LACK AND RAPID TURNOVER OF STAFF ASSIGNED TO MANAGEMENT VERIFICATIONS**



**REPETITIVE WORK WITH NO PARTICULAR ADDED VALUE IN TERMS OF SKILLS IMPROVEMENT**

## PROCESSES AND TOOLS

# Testing the use of Artificial Intelligence for management verifications

## Objectives

Increasing the efficiency of management verifications of MA through the introduction of technical solutions able to integrate the work of operators to improve administrative performances

## Approach

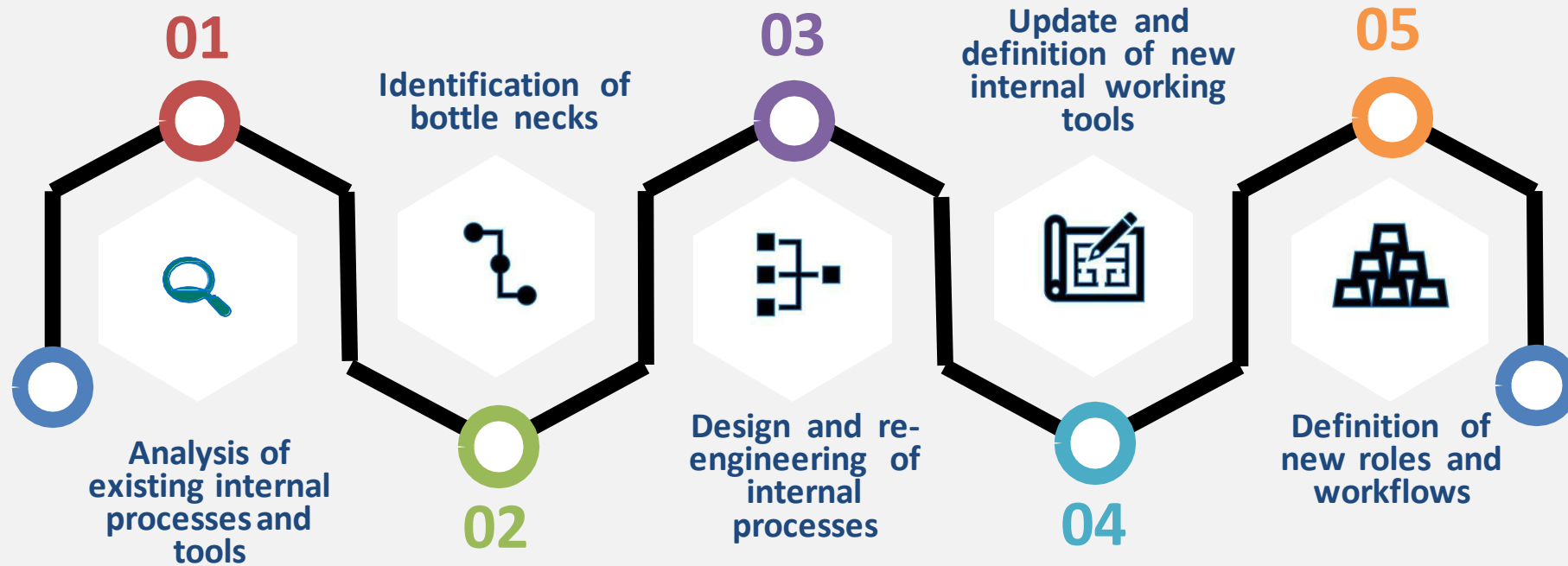
Analysis and deconstruction of procedures to evaluate innovative solutions able to generate value for the administration in terms of increased performance for:

- Increased productive capacity (n. of verifications for time unit)
- Quality of verifications
- Increased efficiency

## Testing

3 Proof of Concepts/Pilot Projects: ERDF RP, ESF RP, ERDF/ESF RP

## PROCESS





## 3 PROOF OF CONCEPTS/PILOT PROJECTS



### ERDF RP

Pilot project for the  
integration of AI tools in  
management  
verifications of the call  
for projects  
“Digitalisation of SMEs”

### ESF+ RP

Pilot project for the  
integration of AI tools in  
management  
verifications of vouchers  
for summer camps for  
fragile families

### ERDF/ESF+ RPs

Pilot project for the  
integration of AI tools in  
management  
verifications of public  
procurement



## POTENTIALITIES



**Efficiency:** Focus of staff on content verifications, reducing time of verifications.



**Accuracy:** Using AI for verifications of data guarantees reliability of verifications



**Scalability:** AI solution may be scaled up to manage a huge volume of verifications also at the same moment



**Protection of data:** AI solution guarantees security of personal data during collection, processing and keeping, in coherence with GDPR



**Transparency:** Creation of logs recording activities made by AI

## **FUTURE CHALLENGES**



**TESTING AI FOR SELECTION PROCEDURE**



**DEVELOPPING CHAT BOT SUPPORTING  
BENEFICIARIES IN FAQ RESOLUTION**



**TESTING PREDICTIVE AI TECHNOLOGY TO SUPPORT  
POLICY DECISIONS THROUGH A NEW USE OF DATA**

# THE HUMAN FACTOR: CHANGING MINDSET

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**SUPPORT THE CHANGE WITH TRAINING  
AND STRONG COMMITMENT**

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**INTRODUCING NEW PROFILES, SKILLS AND  
COMPETENCES**

---

**USING TECHNOLOGY RATHER THAN BE  
USED BY IT**





## FIRST EVIDENCES

- Analysing processes before using AI (no AI is sufficiently mature to be used without deep preliminar specific analysis)
- Time is needed to find the appropriate provider with relevant experience on public administration
- Political and managerial commitment is needed to motivate staff for the transition
- Starting with pilot projects may help to compare work loads and to implement a gradual transition
- Informing stakeholders of the efforts made by the public administration in adopting AI technologies to get them committed in the process
- Financial resources are needed to invest in solid programme of transition to AI



THANK YOU FOR YOUR ATTENTION!

*Homepage — Programma regionale — Fondo europeo di sviluppo regionale -  
Fesr ([regione.emilia-romagna.it](http://regione.emilia-romagna.it))*



# Patricia BORGES

Member of the Board, Cohesion and  
Development Agency, Portugal



# Transformational powers of technology

3rd Forum for Managing Authorities on Building  
Administrative Capacity 2021-2027

24 April 2024



PORTUGAL  
2030



Olá, sou o Ivo.  
Posso ajudar?



Os Fundos Europeus mais próximos de si.

ChatGPT (beta) ⓘ



Olá, sou o Ivo.  
Posso ajudar?

Escreva uma nova pergunta



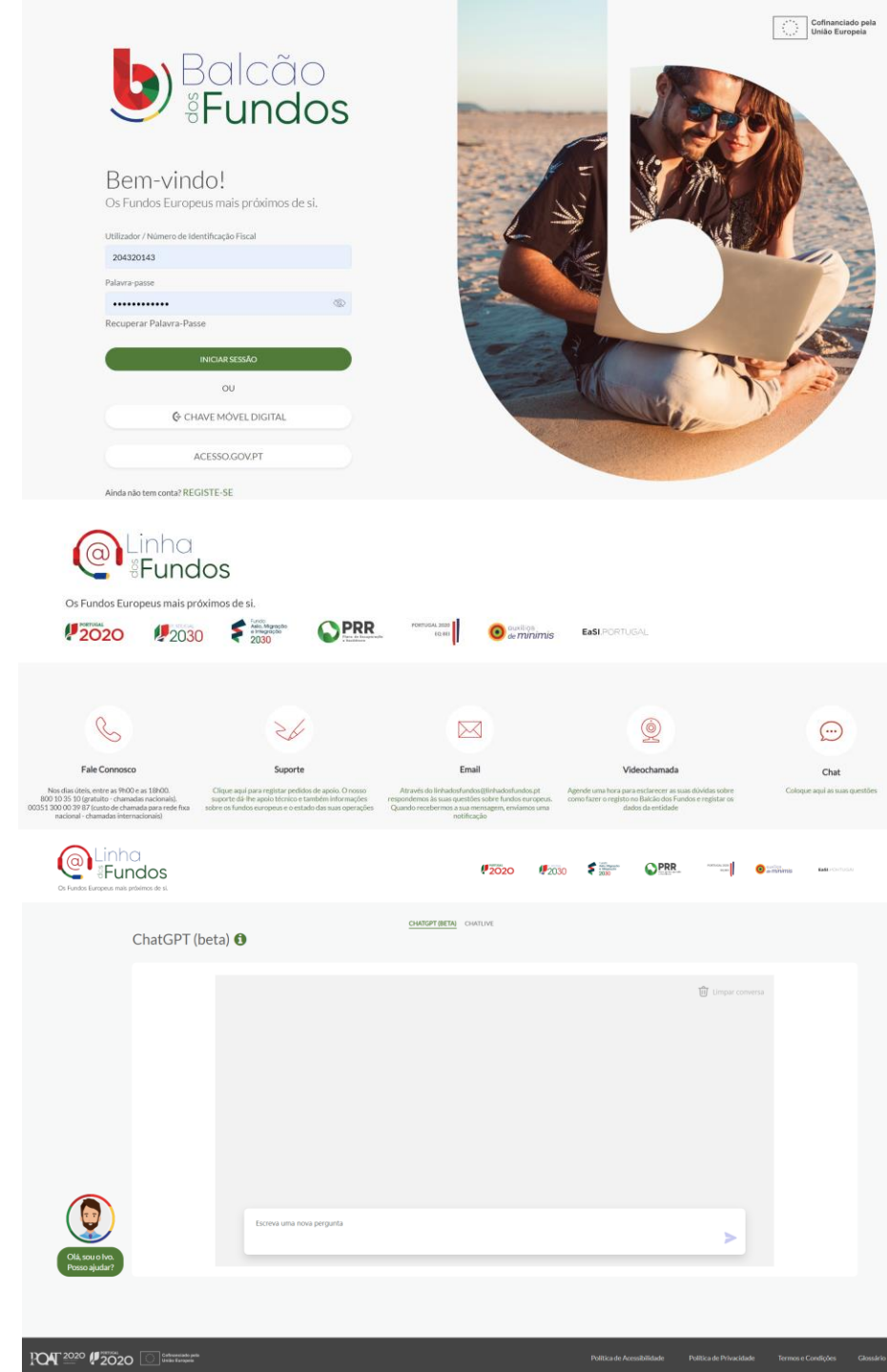
The journey of bringing Ivo to life and future challenges

Generative AI services for the whole ecosystem

# Portugal 2030

## Background & proposal

- A single access point for all beneficiaries of European cohesion funds, **Balcão dos Fundos**
- Multi-channel service to support all those who interact with European cohesion funds, **Linha dos Fundos**
- A common data HUB for all European cohesion funds
- A chatbot with a virtual assistant guided by AI, **IVO**, that replaced the chatbot of Linha dos Fundos



The image displays two screenshots of Portuguese government portals related to European funds.

The top screenshot shows the **Balcão dos Fundos** (Balcão dos Fundos) login page. It features the logo, a welcome message "Bem-vindo! Os Fundos Europeus mais próximos de si.", and a login form with fields for "Utilizador / Número de Identificação Fiscal" (204320143) and "Palavra-passe". Below the form are buttons for "INICIAR SESSÃO", "OU", "CHAVE MÓVEL DIGITAL", and "ACESSO.GOV.PT". A link "Ainda não tem conta? REGISTE-SE" is at the bottom.

The bottom screenshot shows the **Linha dos Fundos** (Linha dos Fundos) chatbot interface. It features the logo, a welcome message "Os Fundos Europeus mais próximos de si.", and a row of service icons: "Fale Conosco", "Suporte", "Email", "Videochamada", and "Chat". Below these icons are descriptions of each service. The chatbot interface includes a "ChatGPT (beta)" header, a "CHATGPT BETA" button, and a "CHATLIVE" button. A large text input field with a placeholder "Escreva uma nova pergunta" and a blue arrow button is visible. A small circular icon with a person's face and the text "Olá, sou o IVO. Posso ajudar?" is in the bottom left corner.

# Ivo: Proof of concept (PoC)

## Implementation



Olá, sou o Ivo.  
Posso ajudar?

### Interface App UX

Provide a simple Question-Answer (Q&A) chat, with a user-friendly interface

### Ingestion, transformation and indexing

Ability to ingest, in batch, from a limited set of files

Ability to index the entire identified text

### Curation, consumption and settings

Ability to curate textual representation, and its conversion to Adobe PDF

Ability to summarize the transcribed text to further consumption

# Next task for Ivo...

... helping to explore planned calls for proposals

PORTUGAL 2030

Cofinanciado pela União Europeia

O Portugal 2030

Programas

Autos

Plano Anual de Avisos

Ajuda

Eventos

Notícias

Plano Anual de Avisos

537

Avisos programados de janeiro a dezembro de 2024

7.053.917.317 €

Para apoiar projetos de janeiro a dezembro de 2024

Descarregue aqui o ficheiro com todos os Avisos previstos no Plano Anual de Avisos do Portugal 2030, em formato aberto, pesquisável e editável.

Portugal 2030 num minuto - O que é o Plano Anual de Avisos?

O que é o Plano Anual de Avisos?

Ver no YouTube



CENTRO



CENTRO

## Resumo de Aviso do Plano Anual de Avisos

Aviso a publicar em: -

Natureza do aviso: Concurso

Âmbito de atuação: Operação

### Designação do aviso

Centros para o Empreendedorismo de Impacto

### Finalidades e objetivos

A tipologia de operações tem como objetivo dinamizar os ecossistemas locais e regionais de inovação social, estimulando a criação e o desenvolvimento de entidades promotoras de processos de incubação, aceleração e capacitação para o empreendedorismo de impacto.

### Programação

Programa	Programa Regional do Centro 2021-2027
Prioridade do Programa	AA - PEDS
Objetivos específicos	ESO4.8 - Inclusão ativa e empregabilidade
Tipologia de ação	ESO4.8-05 - Inovação social
Tipologia de intervenção	ESO4.8-05-02 - Empreendedorismo e inovação social
Tipologia de operação	4070 - Centros para o Empreendedorismo de Impacto

### Dotação Indicativa

Programa	Fundo	Dotação Fundo	Taxa Máxima Cofinanciamento	Financiamento Nacional	Dotação Nacional	Total
CENTRO2...	FSE+	1 700 000,00 €	85,00%	OS5	300 000,00 €	2 000 000,00 €
Total		1 700 000,00 €	-		300 000,00 €	2 000 000,00 €

## Enquadramento em instrumentos territoriais

Instrumento Territorial:

Enquadramento:

### Região

Centro.

### Período de candidaturas

De Janeiro 2024 a Fevereiro 2024

### Observações

Janeiro a fevereiro de 2024

### Modalidade de apresentação

Individual; Parceria.

### Legislação nacional

Este Aviso tem política pública regulada ou contribui para Agenda ou Estratégia Nacional?

Não

Este Aviso tem Regulamentação Específica?

Portaria n.º 325/2023 de 30 de outubro

### Ações elegíveis

São elegíveis as ações de criação, desenvolvimento e crescimento de projetos que tenham como finalidade dinamizar os ecossistemas locais ou regionais de inovação social e empreendedorismo de impacto através de processos de incubação, aceleração e capacitação, em colaboração com entidades públicas, privadas e da economia social, e que contem com o apoio e cofinanciamento de investidores sociais.

A comparticipação dos investidores sociais é de pelo menos 20% das necessidades de financiamento da operação e releva para efeitos de contribuição privada no cálculo da operação.

### Tipificação Entidade beneficiária

Pública; Privada.

### Entidades beneficiárias (incluindo destinatários, quando relevante)

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FA0157/2023 V3



pág 2/3

PAA202401 / 08-01-2024 19:20:39  
FA0157/2023 V3



pág 1/3

Limpar filtros

Pesquisa livre

Ordenar por:

Ordenar por

Quem se pode candidatar?

Tipo de promotor

A que se pode candidatar?

Prioridade

Objetivo específico

Tipologia de ação

Tipologia de intervenção

Tipologia de operação

Quando são lançados os avisos?

Data de lançamento

Onde se pode candidatar?

Regiões

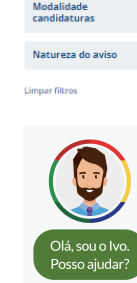
Programa

Como se pode candidatar?

Modalidade candidaturas

Natureza do aviso

Limpar filtros



	<b>Títulos de Impacto Social</b>	Objetivo específico: ESO4.8 - Inclusão ativa e empregabilidade Tipo de promotor: Pública, Privado Região: Alentejo Valor disponível: 510.000 €
	<b>Centros para o empreendedorismo de impacto</b>	Objetivo específico: ESO4.8 - Inclusão ativa e empregabilidade Tipo de promotor: Pública, Privado Região: Alentejo Valor disponível: 510.000 €
	<b>Títulos de Impacto Social</b>	Objetivo específico: ESO4.8 - Inclusão ativa e empregabilidade Tipo de promotor: Pública, Privado Região: Centro Valor disponível: 1.965.000 €
	<b>Centros para o empreendedorismo de impacto</b>	Objetivo específico: ESO4.8 - Inclusão ativa e empregabilidade Tipo de promotor: Pública, Privado Região: Centro Valor disponível: 1.700.000 €
	<b>Regime de Compensação dos Custos Adicionais para os Produtos da Pesca da Região Autónoma dos Açores – 2023</b>	Objetivo específico: FSO1.5 - Condições equitativas para as regiões ultraperiféricas - produtos de pesca e aquicultura Tipo de promotor: Privado Região: RAA Valor disponível: 4.899.300 €
	<b>Estudos e Avaliações do Plano Global de Avaliação do Portugal 2030: coordenadas pela AD&amp;C</b>	Objetivo específico: TAS07.1 - Assistência técnica Tipo de promotor: Pública Região: Extra-Região NUTS II Valor disponível: 2.000.000 €
	<b>Avaliações do Plano Global de Avaliação do Portugal 2030: avaliações coordenadas por uma Autoridade de Gestão(AG) e que envolvem mais do que uma AG</b>	Objetivo específico: TAS07.1 - Assistência técnica Tipo de promotor: Pública Região: Extra-Região NUTS II Valor disponível: 1.000.000 €
	<b>Centros especializados em qualificação de adultos e processos de RVCC (Centros Qualifica)</b>	Objetivo específico: ESO4.7 - Aprendizagem ao longo da vida e transições profissionais Tipo de promotor: Pública, Privado Região: Norte, Centro, Alentejo Valor disponível: 86.000.000 €
	<b>Reinstalação e admissão por motivos humanitários 2023</b>	Objetivo específico: HSO9.4 - Solidariedade Tipo de promotor: Pública Região: Norte, RAM, RAA, Alentejo, AML, Centro, Algarve

# Next steps

## Generative AI services for the whole ecosystem

### Interface App UX

Possibility for users to assess the reliability of responses through citations, tracking source content, etc.

Possibility of carrying out settings directly in the UX App to expand users' options

Possibility of authenticated access, based on profiles and permissions

### Ingestion, transformation and indexing

Possibility of ingesting an unlimited set of multiple information sources (files, APIs, databases, web addresses, among others)

Possibility of uploading additional files and/or configuring other sources of knowledge

### Curation, consumption and settings

Possibility of finetuning Microsoft Azure OpenAI's optimization parameters (maximum response length, temperature, among others) directly in the UX App

Possibility of storing the conversation history of each user

Possibility of configuring multiple Personas

# Next steps

## Possible use cases

- Copilot helping MA using the IT system
- Selection of operations, providing analysis that support assessments and decisions
- Public procurement, providing: (1) Documents analysis, and (2) Checklist filling with explanation
- Linha dos Fundos, handling contacts and calls



PORTUGAL

2030

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PORTUGAL  
2030



AD&C  
Agência para o  
Desenvolvimento e  
Coesão, I.P.

# Obrigado

[www.adcoesao.pt](http://www.adcoesao.pt)

[www.portugal2030.pt](http://www.portugal2030.pt)



**PAT** Programa  
Assistência Técnica  
2030

PORTUGAL  
2030

 Cofinanciado pela  
União Europeia

# Diana MADILL

Moderator

LUNCH

We will be back at 14h00 CET

# Session 4

## CAPACITY TO CHANGE, IMPROVE AND SIMPLIFY

14:00 – 14:50 CET

# Haralds BEITELIS

Head of the Department foreign Financial  
Instruments, Cabinet of Ministers, Latvia



State Chancellery  
Republic of Latvia

**FIRST INSIGHTS IN EXECUTION OF:**

# **The Roadmap for Administrative Capacity Building for Cohesion policy implementation 2021-2027**

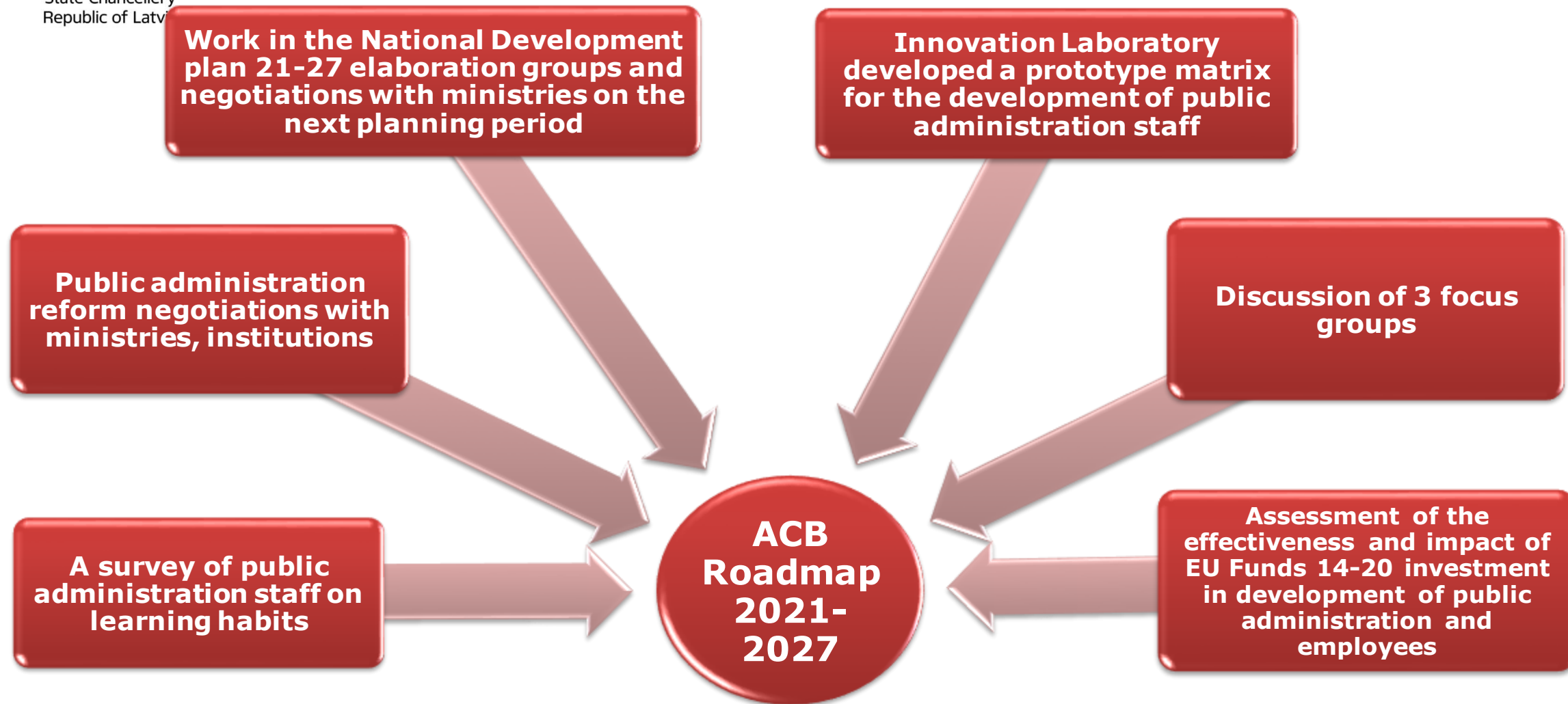
24 April, 2024

**LATVIA**



State Chancellery  
Republic of Latvia

# Planning of the Administrative Capacity Building Roadmap





State Chancellery  
Republic of Latvia

# Aim of the Administrative Capacity Building Roadmap:

to strengthen mutually linked capacities –

**analytical**

**regulatory**

**delivery**

**coordination**

of public administration, management and control system, stakeholders and financial beneficiaries:

- ✓ to **plan and implement** Cohesion policy investment strategies
- ✓ to achieve the set **policy objectives**
- ✓ to have **improved capacity to define and implement strategies**, ensuring the impact on the basis of reliable data and achieving results that are compliant with EU law, such as rules on public procurement and State aid.



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# Key facts about the Administrative Capacity Building Roadmap

## FNLC PART

**Measures:** 23 capacity building measures

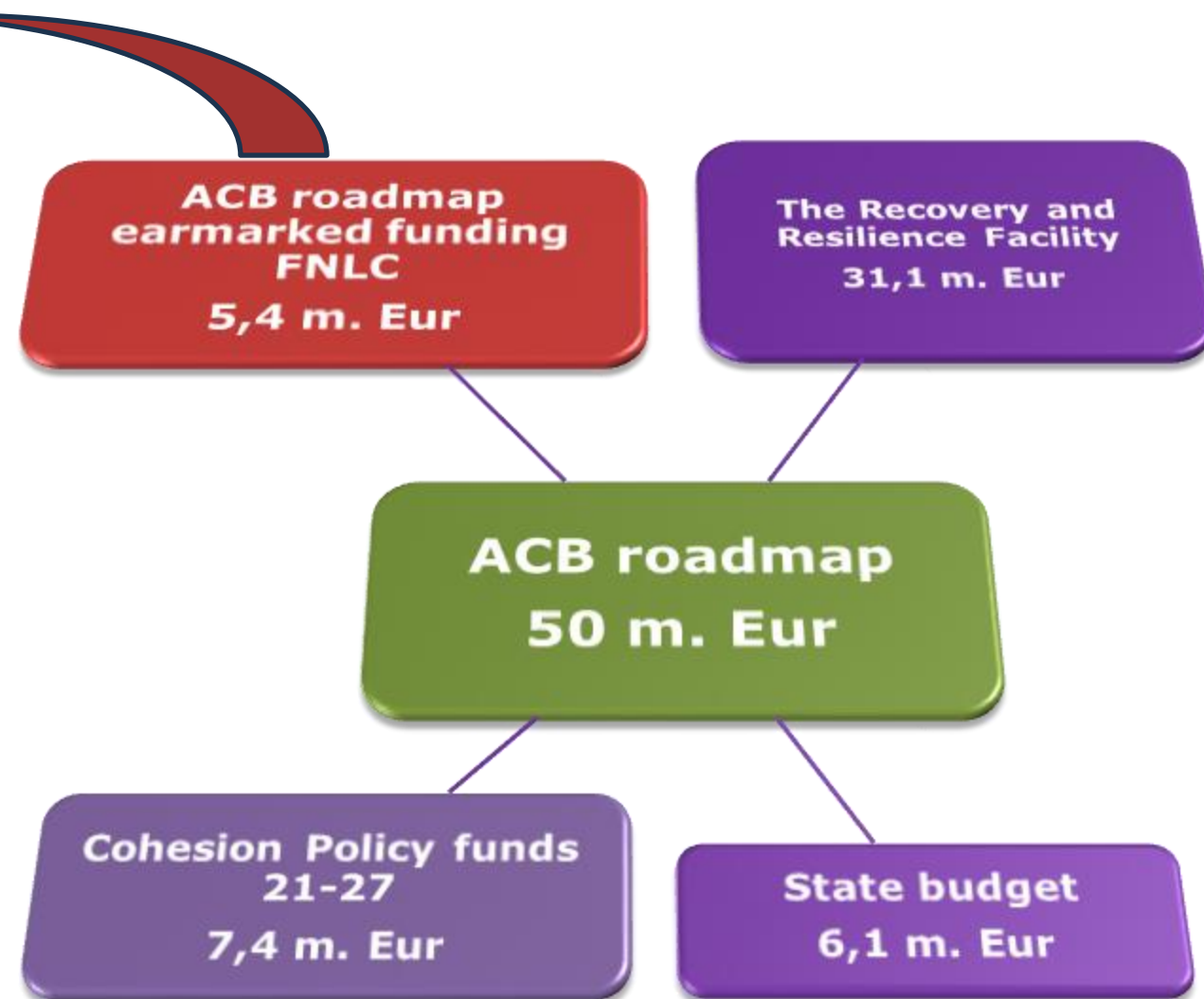
**Funding scheme:** Financing not linked to costs

**Funding:** 5 463 351 Euro

**Timeline:** 25.11.2022. – 31.12.2029.

### Some of the planned results:

- More than 5000 employees trained
- Integrity Pacts implementation standards developed
- 7 think tanks organized to strengthen partnership principle
- 2 competency frameworks developed
- 4 e-learning courses developed
- Cohesion policy management system developed





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# Strategic priorities of the Administrative Capacity Building Roadmap

## I Strategic priority: STRENGTHENING INSTITUTIONAL CAPACITY

The aim of first priority is to **promote the performance** or capacity of the institutions.

## II Strategic priority: DEVELOPMENT AND PROFESSIONALISATION OF HUMAN RESOURCES

The aim of second priority is to **promote the development and professionalisation of human resources** skills directly and indirectly involved in Cohesion policy implementation activities

## III Strategic priority: DIGITALISATION, DATA AND INFORMATION SYSTEMS

The aim of third priority is to **create information technology systems, tools and methods** to support and better manage the implementation of Cohesion Policy.



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# Stakeholders of the Administrative Capacity Building Roadmap



# ACB ROAD MAP

## *Implementation so far*



Agreements have been concluded with co-responsible authorities on the implementation of the ACB road map measures



Meetings with Monitoring Committee and its members, NGOs and municipalities to inform about the measures planned in the ACB road map



Procurement procedure for implementation of training activities



Development of the training plan in accordance with the target group request, EU funds management and control system employee competency framework, and the learning and development plan for employees in the Public Administration for 2021 – 2027



Execution of the Road map's measures. Trainings on application of State Aid rules, simplified cost options, horizontal priorities, data analysis, effective work with information, avoidance of conflict of interest situations etc., as well as development of guidelines for HR management, standards for Integrity Pacts' implementation.



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## COMPETENCY FRAMEWORK

E-learning courses, video materials,  
online training



Practical training, workshops,  
summer schools



Expert sessions, think tanks



# Lessons learned so far

Develop network with co-responsible authorities and delegate them implementation of ACB roadmap measures

Include ACB roadmap as an integral part of national HR strategy

Implement in structured way similar activities

Outsource external service to perform organizational and technical functions (for example, in training events)

Use every opportunity to inform stakeholders and beneficiaries on ACB roadmap's measures and proposed activities

Attract experts in specific fields from responsible national authorities instead of private sector entities

Set ambition to develop ACB roadmap at national level



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# Key steps for successful implementation of the Administrative Capacity Building Roadmap

## 1. Assessment of Current State

- Assessment of current administrative capacity, existing administrative processes, systems, and structures to understand where improvements are needed. Feedback from employees, stakeholders, and clients is important.

## 2. Define Goals and Objectives

- Clearly define what you aim to achieve through enhancing administrative capacity. Your goals should be specific, measurable, achievable, relevant, and time-bound (SMART)

## 3. Identify Priority Areas

- Based on the assessment and goal-setting, identify priority areas for improvement. Consider both short-term quick wins and long-term strategic initiatives.

## 4. Develop Action Plans

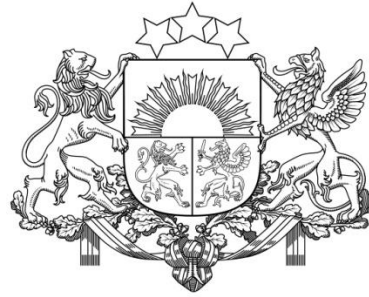
- Break down each priority area into specific action items. Assign responsibilities, set deadlines, and allocate resources for each action item.

## 5. Implementation

- Execute the action plans according to the established timelines and milestones. Delegate implementation of specific activities to responsible authorities and create network of co-responsible institutions.

## 6. Evaluation and Feedback

- Establish mechanisms for continuous monitoring and evaluation of Road map's progress and achieved results. Gather feedback from employees, stakeholders, and clients to measure satisfaction levels and identify areas for further improvement.



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**Thank you for your attention!**

Haralds Beitelis  
Head Of Foreign Finance Instruments Department,  
State Chancellery, Republic of Latvia  
[haralds.beitelis@mk.gov.lv](mailto:haralds.beitelis@mk.gov.lv)

# Markus McDowell

Head of Managing Authority Team, Austria



Kofinanziert von der  
Europäischen Union

IBW/EFRE & JTF Österreich 2021-2027

EU-Förderung für regionale Entwicklung  
Für Innovation, Wohlstand und Klimaschutz

# 3rd Forum for Managing Authorities: Experiences from flat rate TA and financing not linked to costs

Brussels, 24. April 2024

[www.efre.gv.at](http://www.efre.gv.at)

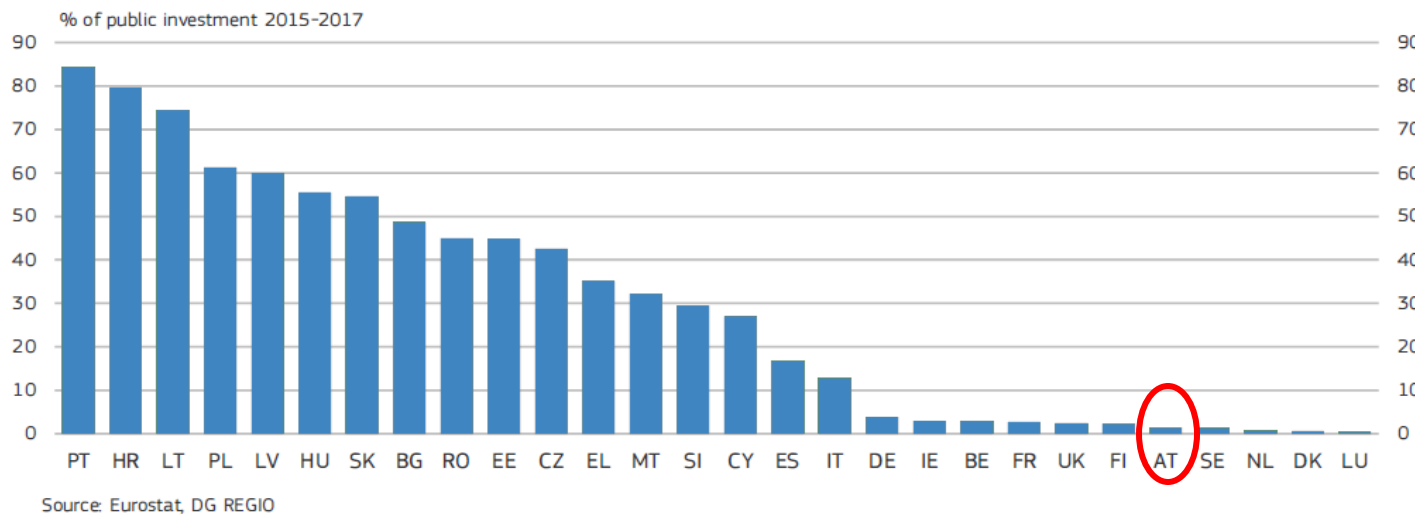


# FNLC in 2014-2020: Why did Austria implement a ‚pilot‘

## Setting of ESIF implementation in Austria (in particular ERDF):

- 1995 / Austria's accession to the EU → Cohesion Policy ‚Framework Regulation‘ 2081/93 – Art. 4 (1):  
„Community operations shall be such as to complement or contribute to corresponding national operations.“
- Austria: the weight of ESIF ↔ national public funds

**Figure 1 Cohesion policy funding as an estimated share of public investment, 2015-2017**



Source: 7th Cohesion Report

# Austrian pilot on FNLTC in 2014-2020: CO<sub>2</sub> reduction

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## ‘Corner stones’...

- **Delegated Act 2019/694:** only covers energy efficiency & renewable energy
- Focus of the Austrian pilot: reduction of CO<sub>2</sub> → no new activities introduced in the OP, but continuation of an already existing ‘measure’ of the OP
- Fixed ERDF contribution of EUR 250 per reduced ton of CO<sub>2</sub> – agreed with the European Commission, enshrined in the OP!
- ‘earmarking’ of a total of EUR 14,625 million ERDF → total costs of about EUR 54,16 million
- Related reduction goal until 2023: 58.500 tons CO<sub>2</sub> / year
- ‘Financing conditions’ (= re-imburement steps by the EC): jury meetings (2x), verified annual savings in tones of CO<sub>2</sub> emissions (3x)!

# Austrian pilot on FNLTC in 2014-2020: CO<sub>2</sub> reduction - current state

- 'pilot's' budget increased 3 times (incl. REACT EU)
  - starting from 58.500 Tonnes CO<sub>2</sub> / year to 214.882,69 Tonnes of CO<sub>2</sub>
  - starting from EUR 14,625 million ERDF to EUR 53,72 million ERDF
- currently finalization of management verification of the last milestones 5 and 6
- Milestone 1 2019: Jury-meeting → 3.656.250 Euro (= ca. 6,81%)
- Milestone 2 2020: Jury-Sitzung → 2.193.750 Euro (= ca. 4,08%)
- Milestone 3 2022: 45.065 Tonnes of CO<sub>2</sub> saved per year → 14.000.000 Euro (= ca. 26,06%)
- Milestone 4 2023: 108.156 Tonnes of CO<sub>2</sub> saved per year → 14.000.000 Euro (= ca. 26,06%)
- Milestone 5 2024: 179.164,65 Tonnes of CO<sub>2</sub> saved per year → 12.000.000 Euro (= ca. 22,34%)
- Milestone 6 2024: 214.882,69 Tonnes of CO<sub>2</sub> saved per year → 7.870.672 Euro (= ca. 14.65%)

# Austrian FNLC in 2021-2027

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Currently two „appendix 2“ in the Austrian IJG/ERFF & JTF programm:

- CO<sub>2</sub> reduction

- adapted to the new CPR → different definition of the beneficiary to 2014-2020
- Milestones similar to 2014-2020 → jury-meeting and Tonnes of CO<sub>2</sub> saved per year

- R&D infrastructure

- since April 2024
- Milestones, focus on process:
  - the funding agreements registered in the Monitoring system
  - R&D infrastructures agreed in the respective funding agreement have been put into operation

# Technical Assistance Flat Rate

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- Beginning of the periode implementation with real costs operation
  - Challenge who will be responsible for the management verification → discussions already during the designation procedure with AA
  - Developement of a funding guideline for the implementation of the TA and a flat rate on indirect costs for the MA
- Switch to flat rate after publishing the delegated act in 2014-2020
  - 3 payment claims by the MA
  - Compared to real costs → less administartive work in the MA → focus on content
  - Challenges:
    - Timeing of the calculation of the flat rate and integration in a payment application to the EC
    - How to deal with correnctions of the basis of the flat rate due to correction within the annual closure



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**IBW/EFRE & JTF Österreich 2021-2027  
Verwaltungsbehörde bei der ÖROK-Geschäftsstelle**

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# Francesco AMODEO

Policy Officer, Administrative Capacity  
Building and Solidarity Instruments, DG  
REGIO

Session 5

**CAPACITY BUILDING OF  
BENEFICIARIES AND PARTNERS**

15:00 – 15:50 CET

# Maria-Varinia MICHALUN

Head of Unit, Governance and Strategic  
Planning, OECD

# Alexia VERO

Deputy Director, Collectivity of Corsica



## ERDF – ESF+ 2021-2027



# Challenges when working with beneficiaries

Create a European and structural funds “culture”

Explain the specificity of the cohesion policy programmes

Increase skills and knowledge within small sized beneficiaries

Insure the involvement of all relevant staff in the beneficiary

Good project definition and timing

Disseminate knowledge about prevention of conflict of interest

Involve new beneficiaries

# Develop effective relations with beneficiaries



Thank you for listening !

# Alex SEEMANN

Policy Analyst, Digital, Innovative and Open  
Government, OECD

# Innovative Implementation of the Partnership Principle in Cohesion Policy

3rd Forum for Managing Authorities on Building Administrative Capacity 2021-2027  
24 April 2024

Alex Seemann, Policy Analyst  
Innovative, Digital and Open Government Division  
Public Governance Directorate  
OECD

# Innovative Citizen Participation

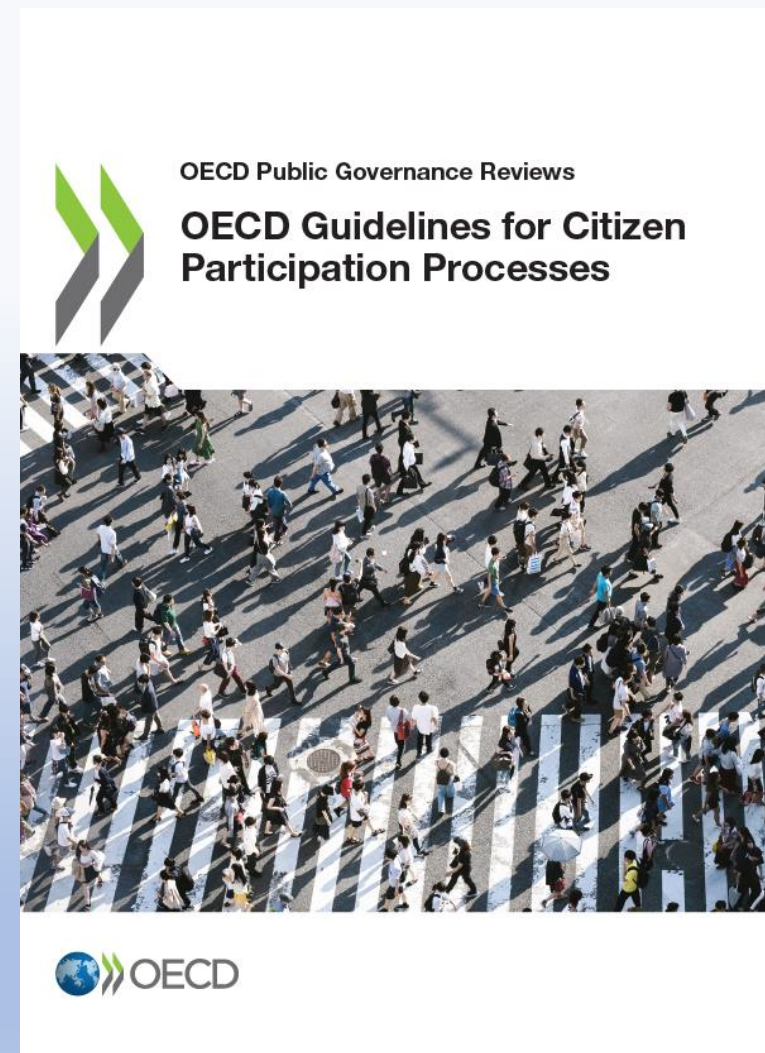
**EC RECOMMENDATION  
2023/2836 (2023)  
CITIZEN AND CSOs  
PARTICIPATION FOR POLICY-  
MAKING**

**OECD RECOMMENDATION OF  
THE COUNCIL ON OPEN  
GOVERNMENT (2017)**

**CRITICAL TO ADVANCE  
TOWARDS INCLUSIVE AND  
SUSTAINABLE POLICIES**

## The OECD Guidelines for Citizen Participation Processes

- Outlines **10-step** implementation plan
- Aimed at **all** levels of government
- Focused on **citizen** rather than stakeholder participation
- **Examples** from 15+ countries
- 9 Good Practice **Principles**



## Innovative Implementation of the Partnership Principle in Cohesion Policy

- Promoting **engagement of citizens and civil society** in the implementation of Cohesion Policy.
- Providing tailored assistance to explore innovative ways of **engaging citizens and civil society in strategic decisions** for Cohesion Policy.
- Working together with **15 MA from 8 countries** implementing citizen participation for Cohesion Policy including:
  - Guidelines for Citizen Participation
  - Deliberation for Strategic Priorities
  - Civic Monitoring for Territorial Strategies

## Key takeaways

- Citizen participation is core for democratic governance and can help governments deliver better policies and services:
  - Governments can deepen their **understanding of citizen expectations and needs** through innovative participation and **involve them in findings solutions**.
- Ensuring a thorough **identification of the problem to address and setting clear expectations** before selecting a methodology is crucial to achieve impactful outcomes.
- Governments can **integrate citizen participation into existing governance frameworks** to advance towards more sustainable and inclusive policies
  - **Political commitment is essential** to secure impactful and sustainable outcomes.

# Joanna JABUBOWSKA

Just Transition Policy Officer at CEE  
Bankwatch Network

# EUTEENS4GREEN

A NEW GENERATION OF YOUTH AMBASSADORS FOR AN INCLUSIVE GREEN TRANSITION

A **just transition** seeks to ensure that the substantial benefits of a green economy transition are shared widely, while also supporting those who stand to lose economically – be they countries, regions, industries, communities, workers or consumers.

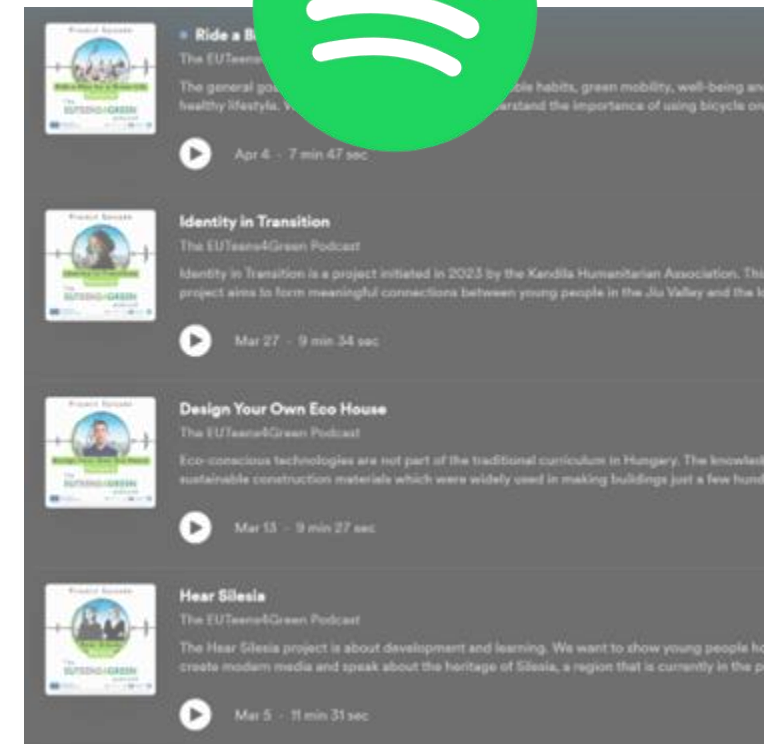


70 PROJECTS  
from  
19 Member States



# EUTEENS4GREEN

A NEW GENERATION OF YOUTH AMBASSADORS FOR AN INCLUSIVE GREEN TRANSITION



# EUTEENS4GREEN

A NEW GENERATION OF YOUTH AMBASSADORS FOR AN INCLUSIVE GREEN TRANSITION



## CLOSING CONFERENCE



**CONCLUDING REMARKS...**  
15:50 – 16:00 CET

# Nicola DE MICHELIS

Deputy Director-General (acting), DG REGIO  
European Commission



# **3<sup>RD</sup> FORUM FOR MANAGING AUTHORITIES BUILDING ADMINISTRATIVE CAPACITY**

2021 - 2027

**THANK YOU!**  
**SEE YOU NEXT YEAR !**