

Links between the TSI and national public administration reforms

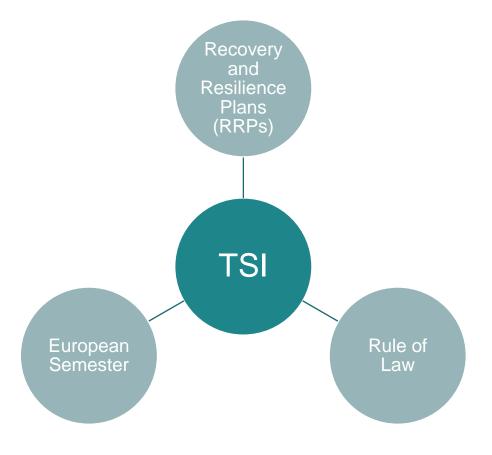
Athina MANTA, policy officer, Unit B2: Governance and Public Administration

Directorate General for Structural Reform Support (DG REFORM)

TSI and European Semester, Rule of Law and RPPs

EU Member States can request technical support under the TSI linked to:

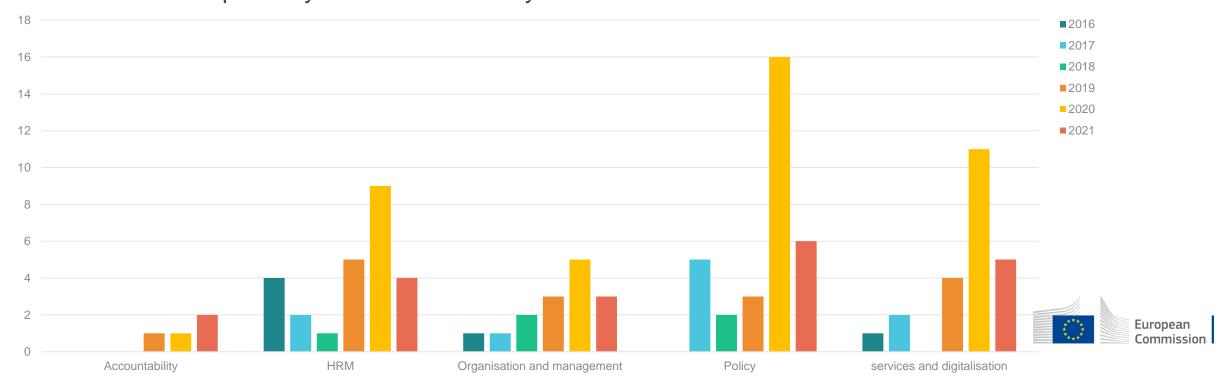
- EU objectives and policies
- National reforms
- Implement resilience-enhancing reforms in the context of EU economic governance, such as those arising from country-specific recommendations under the European Semester
- Address recommendations from Rule of Law reports
- Prepare, amend, implement and revise National Recovery and Resilience Plans (RRPs) under the Recovery and Resilience Facility





Focus of reforms 2016-2021

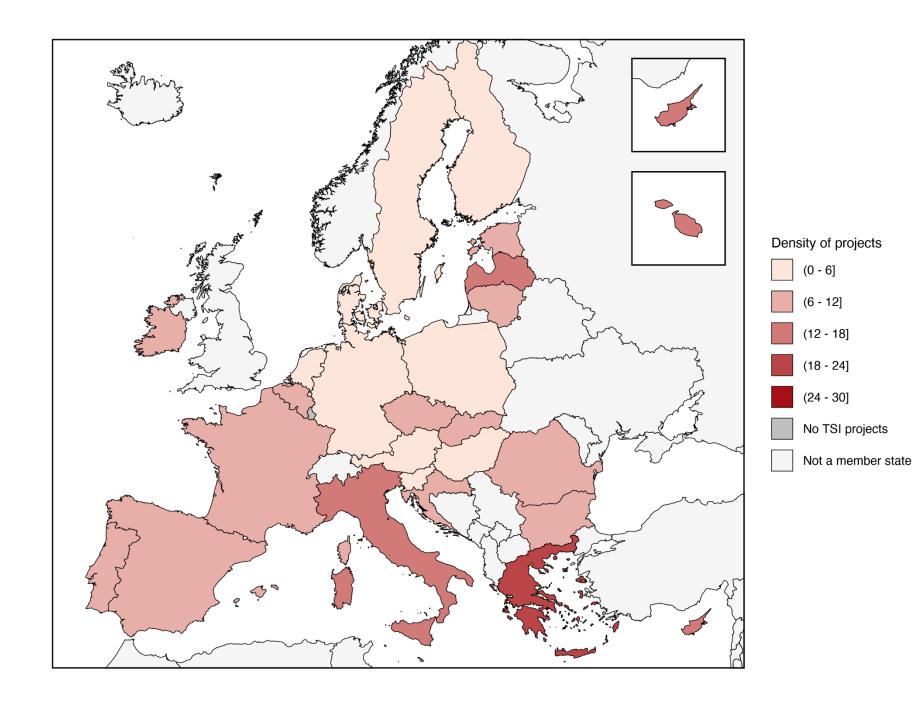
- Overall, continued relevance of administrative reforms
- Large, system-wide reforms replaced by more focused, thematic initiatives
- Major focus on policy making, service delivery and digitalisation, organisation, HRM
 while transparency and accountability received somewhat less attention



Technical support

2017-2022:

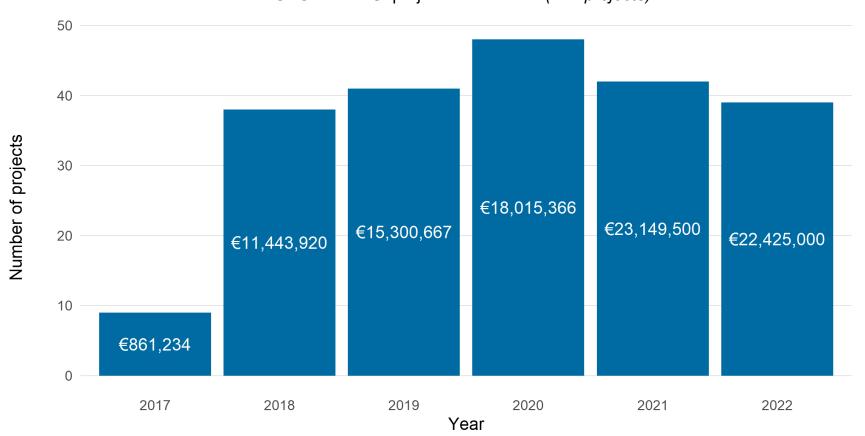
217 support projects in26 Member States



Technical support 2017-2022

Number of projects per year

SRSP and TSI projects 2017-2022 (217 projects).



Since 2018, DG REFORM has taken on **around 40 projects** on public administration and governance **per year**

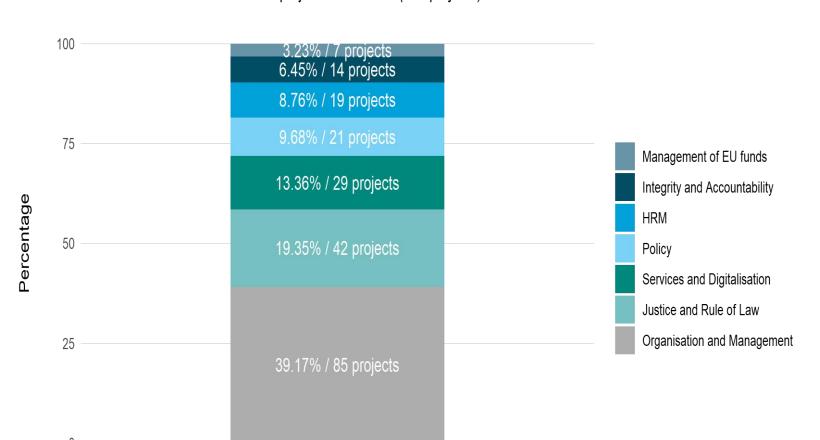
Starting in 2021, DG REFORM has consciously selected fewer, but more impactful and multicountry projects



Technical support 2017-2022

Support projects per policy area

SRSP and TSI projects 2017-2022 (217 projects).



The TSI supported reforms in several policy areas

Around 75% of the project were related to:

- Organisation and Management,
- Justice and the Rule of Law,
- Services and Digitalisation



Organisation and management



Reforms

- Limited reforms in the structures
- Priority in central steering and horizontal coordination by strengthening the capacity of CoG and shared services
- The continuing trend of decentralisation and devolution with a reduction in the number of local governments

TSI

CoG, Optimisation (BG, LT, IT)

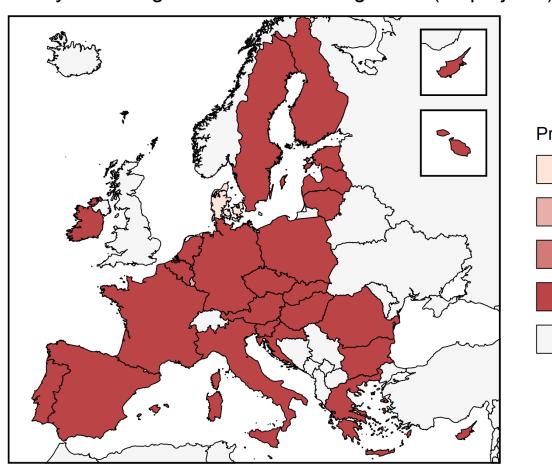
Barnahaus (ES, SI, IE)

Local administration (EL, LT, SK, SE, HU)

Shared services (PT, LT)



Policy area: Organisation and Management (85 projects)



Projects linked with national reforms

No reform, no project(s)

Reform but no project(s)

No reform but project(s)

Both reform and project(s)

Not a member state

Since 2018 DG REFORM has supported
Organisation and
Management reforms in 25 out of 27 MS

All MS initiated reforms in the area between 2017 and 2022



General trends: service delivery and digitalisation



Reforms

- Digitalization of services is a key aspect
- Yet, care for all channels of delivery
- Both provision (life events, access) and infrastructure (such as electronic identity and portals, OSS)
- Human-centric services through quality management or innovation initiatives (such as innovation labs)

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Data protection (CZ, SK, LT, PT

Business processes (LT,

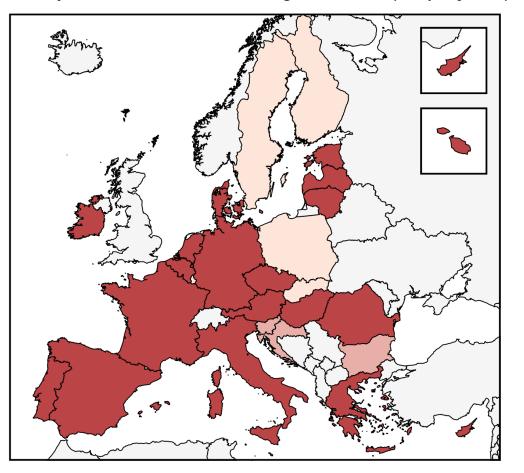
Governance (LT

Specific systems

AI (SK), Blockchain (MT, PL)



Policy area: Services and Digitalisation (29 projects)



Projects linked with national reforms

No reform, no project(s)

Reform but no project(s)

No reform but project(s)

Both reform and project(s)

Not a member state

DG REFORM supported reform projects in the area in most MS



Civil service management



Reforms

- From downsizing to increasing professionalism (decreasing politicisation), meritocracy (including the initiatives related to the top civil service), attractiveness
- New ways of work after COVID
- Aim at more flexibility in the employment conditions of civil servants

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HRM Function (CY, IE)

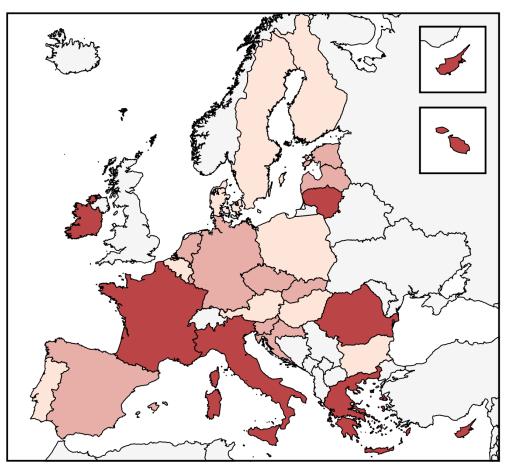
HRM Monitoring (BG, LV, LT)

CIO capacity (MT)

Attractiveness (FR)



Policy area: HRM (19 projects)



Projects linked with national reforms

No reform, no project(s)

Reform but no project(s)

No reform but project(s)

Both reform and project(s)

Not a member state

DG REFORM supported HRM reform projects in 8 MS

HRM reforms in 10
MS were not
supported by the TSI



Policymaking



Reform priorities

- Use of evidence and regulatory impact assessment
- Reduction of administrative burden,
- Stakeholder consultation and citizen participation
- Innovation an policy design

TSI

Use of evidence (multicountry)

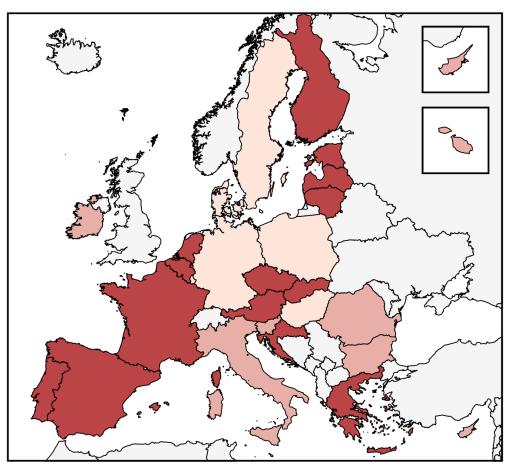
Modelling (AT, HR)

Policy labs and innovation capacity (LV, IE)

Foresight (FI, IE) Green (NL)



Policy area: Policy (21 projects)



Projects linked with national reforms

No reform, no project(s)

Reform but no project(s)

No reform but project(s)

Both reform and project(s)

Not a member state

DG REFORM supported HRM reform projects in 8 MS



Transparency and accountability



Reforms priories:

Interest in anti-corruption measures raising in many Member States in the last few years, after some slowdown in 2016-2018

- Broad government strategies for fighting corruption
- Freedom of information and open data to citizens and businesses

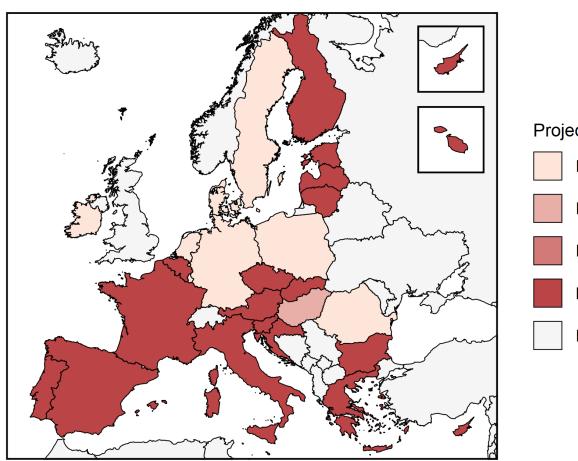
TSI

Internal audit (BG, LV, PL, RO)

Procurement (LT, MT, HR)



Policy area: Justice and Rule of Law (42 projects)



Projects linked with national reforms

No reform, no project(s)

Reform but no project(s)

No reform but project(s)

Both reform and project(s)

Not a member state

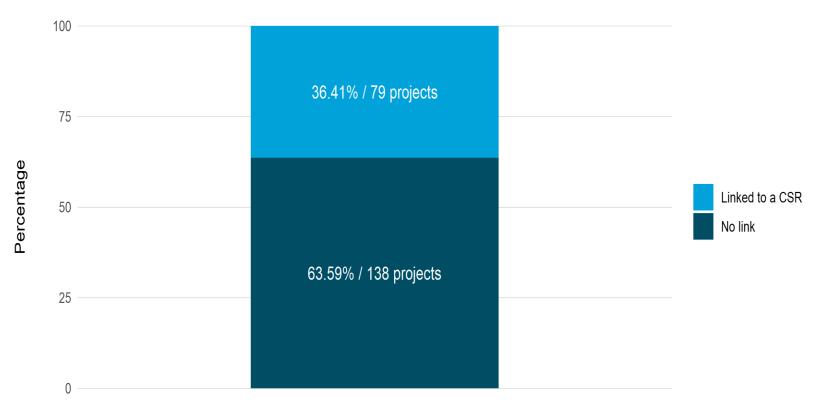
For reforms in the area of Justice and Rule of Law, fewer Member states implemented reforms, but most of the ones who did requested support



The TSI supports Member States' work on Country Specific Recommendations (CSRs)

Support projects per link with CSRs

SRSP and TSI projects 2017-2022 (217 projects).



In addition to national RRPs, DG REFORM projects are also supporting MS in addressing CSRs

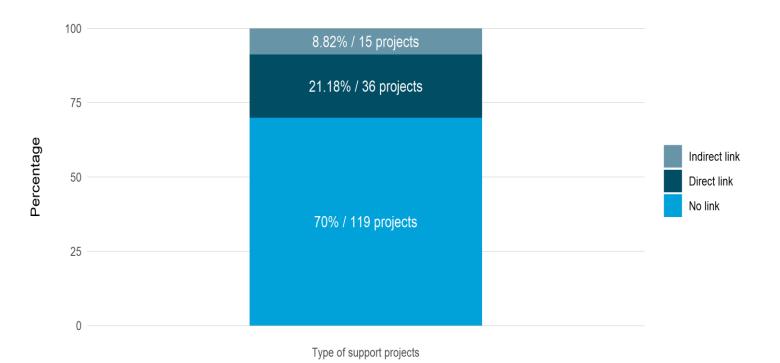
Around **40% of projects** are linked to CSRs



The TSI also supports both the design and implementation of Member States' national Recovery and Resilience Plans (RRPs)

Support projects per link with National RRPs

Only 2019-2022 projects (183 projects):
Links with RRPs were identified for projects starting in 2019.



MS have requested support from DG REFORM to design and implement their RRP

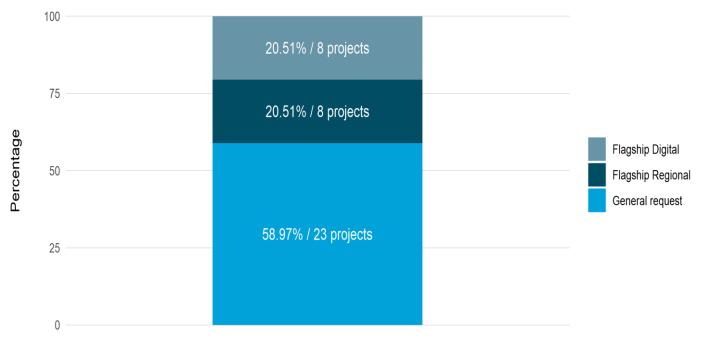
Around 30% of projects since 2019 are directly or indirectly linked to RRPs



In 2022, DG REFORM introduced flagship projects

Support projects per flagship

Only TSI 2022 projects (39 projects):
Flagship projects were introduced during the TSI 2022 call.



For TSI 2022, DG REFORM presented two flagships on public administration and governance

Around **40% of projects** selected in for TSI 2022 **were flagship initiatives**

For TSI 2023, three flagships on professionalisation in public procurement, Digital transition at the regional and local levels, and PACE – exchange of civil servants



Thank you



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