



Administrative Capacity Building Tools

**REGIO Competence Centre for
Administrative Capacity Building**

26 June 2024

Capacity Building for EU Cohesion Policy

Tools to help MS to make the best possible use of cohesion policy funding.

Tools for developing ACB roadmaps

A practical toolkit helps Member States to develop roadmaps that include strategies and actions on how to build capacity. A self-assessment instrument helps to identify capacity gaps, actions on how to tackle them, and to self-evaluate progress over time.

REGIO Peer2Peer+

The REGIO peer learning scheme for short-term exchanges and communities of practice.

Anti-fraud and corruption

The EU Funds Anti-fraud Knowledge and Resource Centre provides guidance and tools – including the ARACHNE data mining IT tool – to help Member States to detect and prevent fraud in the use of EU funds.

Integrity Pacts

An innovative tool to ensure efficient, transparent and strategic public contracts that involves civil society monitoring.

Competency Framework

A tool to help programme authorities identify and address potential competency gaps in as managing cohesion policy funds.

Training

Training sessions for programme authorities on key topics related to the management of cohesion policy funds.

State aid

Actions to support knowledge and skills in state aid to ensure the correct granting of public aid implementing Cohesion Policy programmes.

Public Procurement

Actions to support knowledge and skills in public procurement to ensure efficient, transparent and strategic public contracts.

Partnership and citizen engagement

The involvement of stakeholders, including citizens, in partnership with the managing authorities is a key principle of EU cohesion policy.

Events and studies

Seminars and conferences on good governance of EU regional policy.
Studies to improve the understanding of administrative capacity issues.

https://ec.europa.eu/regional_policy/policy/how/improving-investment_en

Overview of presentation

ACB Roadmaps

REGIO
Peer2Peer+

Strategic Training
Programme

Integrity Pacts

Tools for Public
Procurement

Selection of
operations

Studies & Pilot
actions

EU Funds Anti-
Fraud
Knowledge &
Resource Centre

ACB Events &
Information



ACB Roadmaps

Practical toolkit

Self-assessment instrument

Study on ACB Roadmaps

Practical Toolkit for developing Roadmaps for Administrative Capacity Building



Builds on the experience of the *Pilot action on frontloading administrative capacity building to prepare for the post-2020 programming period*.

Helps Member State administrations seeking to develop roadmaps for building administrative capacity of programme authorities, beneficiaries, partners.

It sets out the rationale for investing in capacity building, outlines the various options in the legislation for funding capacity building, explains the roadmap development process and how to involve stakeholders, how to measure performance and how to structure the roadmap etc.

Available in 14 languages:

https://ec.europa.eu/regional_policy/policy/how/improving-investment/roadmap-admin_en

Self-assessment instrument for MAs

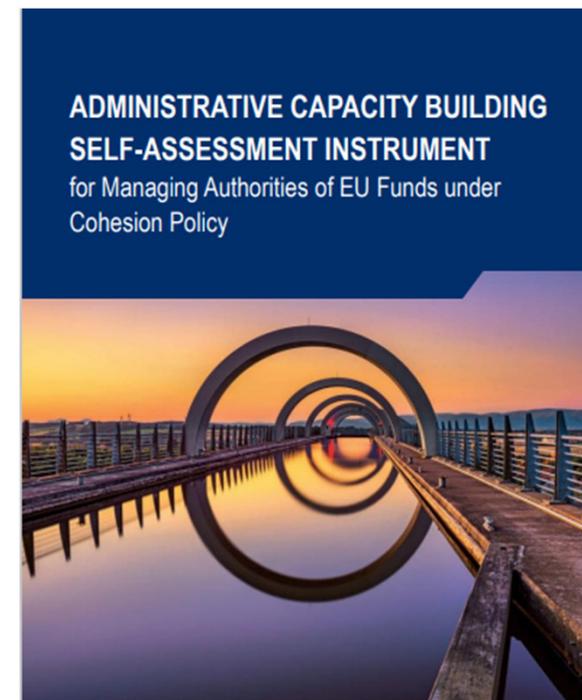
As part of a pilot action on development of roadmaps for administrative capacity building, the OECD developed a self-assessment instrument.

It helps all MAs (not only those developing roadmaps) to assess their strengths and weakness, to develop targeted solutions to address capacity gaps and to self-evaluate performance over time.

What areas does it cover ?

- I. People management;
- II. Organisation management;
- III. Strategic planning, coordination and implementation; and
- IV. Beneficiaries and stakeholders

InfoREGIO: [InfoREGIO - Roadmaps for Administrative Capacity Building \(europa.eu\)](https://europa.eu/info/info-regio-roadmaps-administrative-capacity-building_en)



New

Study on Roadmaps for Administrative Capacity Building

The study will provide an overview of ways in which ACB Roadmaps have been developed and designed and are implemented. It will

- gather information, **analyse, draw conclusions, and identify good practices and challenges** encountered by MS;
- **analyse and assess** how the development of roadmaps have contributed to **a more strategic use** of funding used for capacity building that supports effective administration and use of the cohesion policy Funds, and identify pre-conditions, enablers and barriers for successful development and implementation of roadmaps; and
- **provide recommendations** for Member States and the Commission.

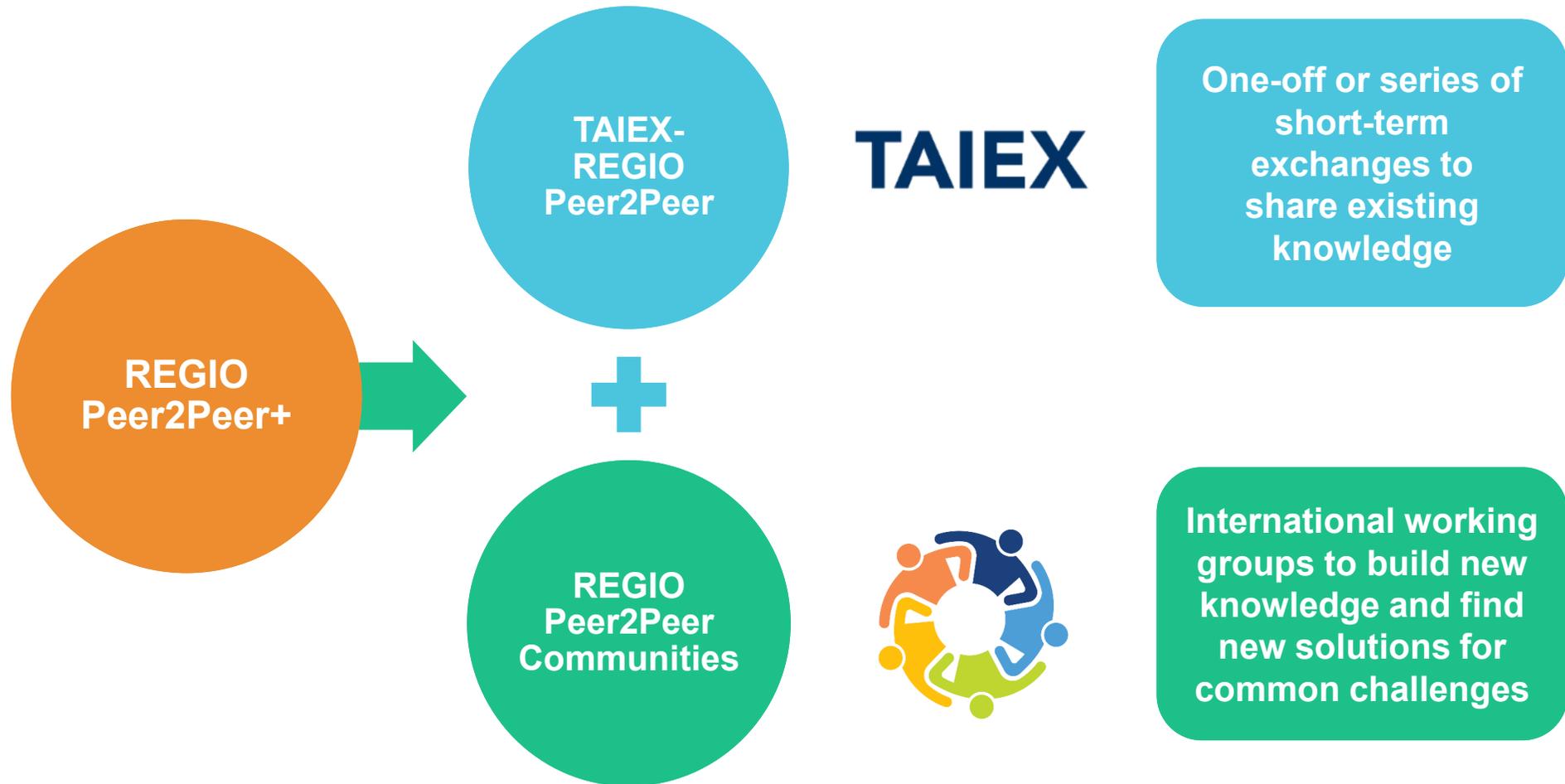
Expected duration: 12 months, until end of April 2025





REGIO Peer2Peer +

REGIO peer-learning scheme



TAIEX-REGIO Peer2Peer

What is it about?

Exchange of experience and good practices between programme authorities and other bodies involved in the management of the programmes.

What do we do?

We fund and organise **short-term exchanges** on specific topics upon request from eligible authorities in a tailored and timely manner.

Where to find more info?

Inforegio: [Inforegio - TAIEX-REGIO Peer2Peer \(europa.eu\)](https://inforegio.europa.eu/TAIEX-REGIO/Peer2Peer)

Link to application form:

<https://webgate.ec.europa.eu/TMSWebRestrict/applicationForm>

<p>Expert missions</p>  <p>2-5 Days</p>	<p>Study visits</p>  <p>2-5 Days</p>
<p>Workshops</p>  <p>1-2 Days</p>	<p>Online events</p>  <p>1-5 Days</p>

REGIO Peer2Peer Communities

What is it about?

Connecting the staff from programmes authorities (and other bodies) to **exchange on common challenges** related to programme implementation and **co-create innovative solutions** to address them.

Communities run at the initiative of the members, with the support of external facilitators ('community managers') who accompany staff from programme authorities to set up and run communities on specific topics through **online and in-person meetings**.



Where to find more info?

Inforegio: https://ec.europa.eu/regional_policy/policy/how/improving-investment/region-peer-2-peer_en

Futurium: [REGIO Peer2Peer Communities | Futurium \(europa.eu\)](#)

Which Communities are active now?



State Aid



Administrative
Capacity Building



Citizen
participation



Digital
administration and
IT systems in
managing
Cohesion funds



Public
Procurement



Selection of
Operations



NRRP – Cohesion
Policy



Circular Economy



DNSH Principle



Embedding
cooperation

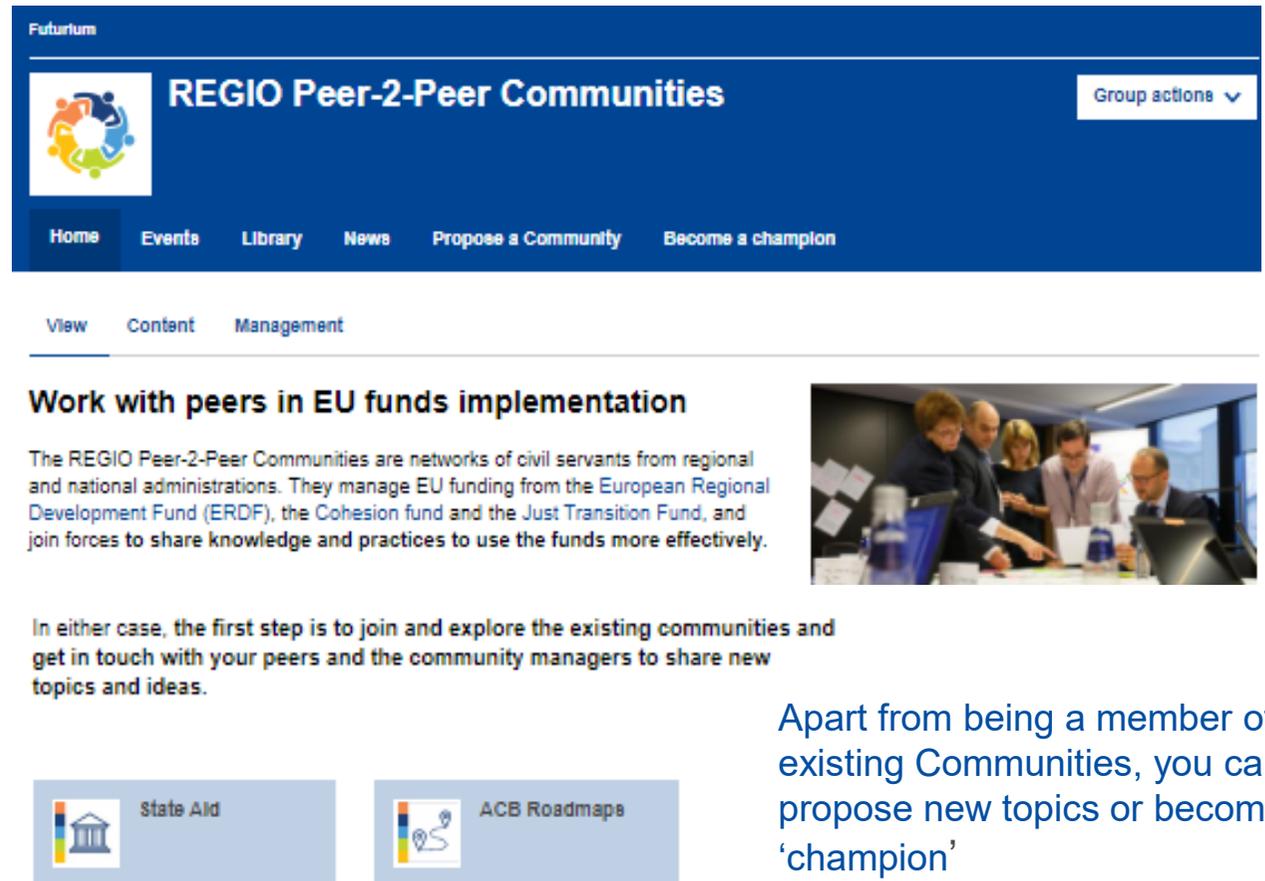
How do I join a Community?

Go to the Futurium webpage

<https://futurium.ec.europa.eu/en/regio-peer-2-peer-communities>

First the 'EU login', and then simply **click to join a Community** and discover all info, next events and published materials!

Click and join!



The screenshot shows the Futurium website interface. At the top, there is a blue header with the Futurium logo and the title "REGIO Peer-2-Peer Communities". Below the header is a navigation menu with options: Home, Events, Library, News, Propose a Community, and Become a champion. A "Group actions" dropdown menu is visible in the top right corner. Below the navigation menu, there are tabs for "View", "Content", and "Management". The main content area features a section titled "Work with peers in EU funds implementation" with a sub-header "Work with peers in EU funds implementation". The text below the sub-header reads: "The REGIO Peer-2-Peer Communities are networks of civil servants from regional and national administrations. They manage EU funding from the European Regional Development Fund (ERDF), the Cohesion fund and the Just Transition Fund, and join forces to share knowledge and practices to use the funds more effectively." To the right of this text is a photograph of a group of people in a meeting room. Below the text, there is a paragraph: "In either case, the first step is to join and explore the existing communities and get in touch with your peers and the community managers to share new topics and ideas." At the bottom of the page, there are two buttons: "State Aid" and "ACB Roadmaps".

Apart from being a member of existing Communities, you can propose new topics or become a 'champion'



Strategic Training Programme

Strategic Training Programme

What is it about?

In order to support the MS in programme implementation, DG REGIO is organizing a **series of training modules** for national and regional programme authorities implementing ERDF, CF, and the JTF

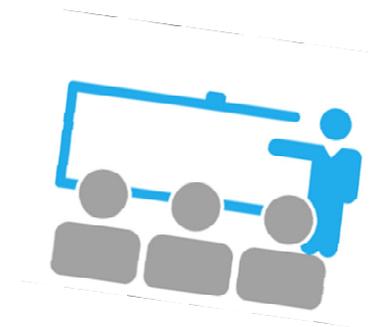
- Topics covered: State Aid, Public Procurement, Prevention of fraud and corruption, Integrity Pacts
New topic: citizens' engagement
- Free for the Member States (except travel and accommodation when in person),

2-3 sessions a year per topic, online or Face2Face in Brussels

New features for wider dissemination: eLearning and “Ambassador” packages.

Where to find more info?

Info: https://ec.europa.eu/regional_policy/policy/how/improving-investment/training_en

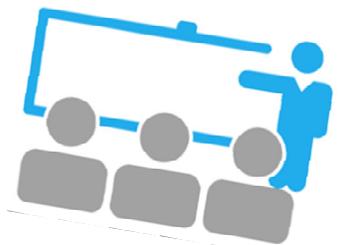


Next training sessions in 2024:



- To register:

https://ec.europa.eu/regional_policy/policy/how/improving-investment/training_en





Integrity Pacts

Integrity Pacts:

Innovative ways to engage the civil society through **civic monitoring of procurement**

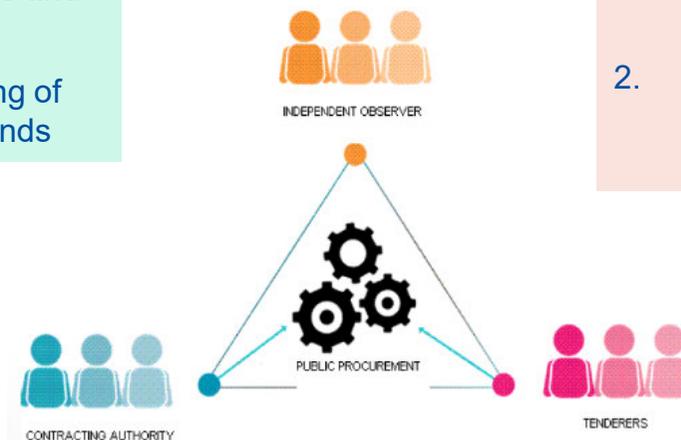
TO ENSURE TRANSPARENCY AND TRUST...

- Make **public procurement** more **transparent** and accountable
- Increase **public policy transparency and accountability**
- Increase **citizens trust** in the process and in their administrations
- **Involve civil society** in the monitoring of public procurement and use of EU funds

A FRAMEWORK FOR A PARTNERSHIP WITH CIVIL SOCIETY

2 key elements:

1. **Agreement** between:
 - ✓ **Contracting authority** (beneficiary, project owner), and
 - ✓ **Bidders** to abstain from corrupt practices and conduct a transparent procurement
2. External **independent monitor – CSO** – monitors that all parties comply with commitments



The Integrity Pact Toolbox



WHY?
A guide for decision makers

Answers to questions:

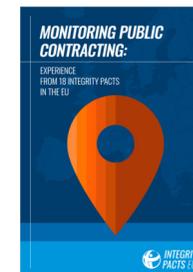
- Which projects are suitable for an Integrity Pact?
- When should an Integrity Pact start?
- Who can lead the monitoring mechanism?



HOW?
A guide for implementation

Practical guide to:

- Achieving broader recognition and adoption across the EU
- Designing fit-for-purpose Integrity Pact
- Ensuring effective monitoring



MORE?
Other support tools

Other support tools:

- Compilation of good practices
- Training
- REGIO Peer2Peer+
- IP Helpdesk (*Coming soon: call for proposals closed on 2/4/2024*)

New

Where to find more info?

Inforegio: https://ec.europa.eu/regional_policy/policy/how/improving-investment/integrity-pacts_en



Tools for Public Procurement

Public procurement

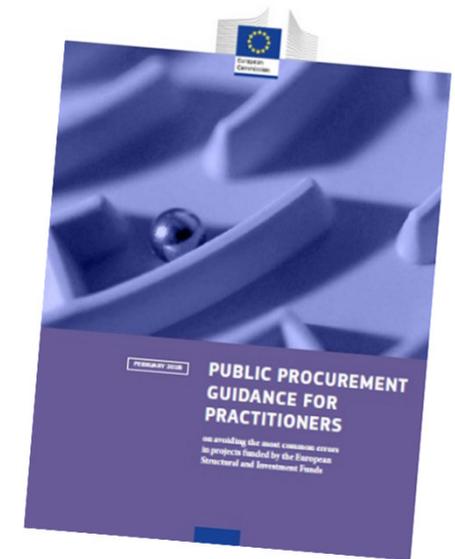
If **used in a strategic manner**, public procurement can provide **better value for money** for Cohesion Policy investments, contribute to addressing many of major challenges in the regions and **supporting the achievement of Cohesion policy objectives: smarter, greener and more social Europe.**

We support Member States with an Action on Plan on PP:

- **Guidance** on most common errors
- **Pilot Project** with OECD for the uptake of Strategic PP
- **Training**
- **Communities**
- **Integrity Pacts...**

Where to find more info?

Inforegio: https://ec.europa.eu/regional_policy/en/policy/how/improving-investment/public-procurement/



Tools for Strategic Public Procurement

Public Procurement Guidance for Practitioners

- [Guidance](#) structured around the **main stages** of a public procurement process + **Toolkit** of resources addressing specific topics with concrete examples, checklist, links
- **Practical document** with "alert icons"



Risk of error!



Advice!



DG GROW on PP policy: [e-competence centre](#)

Innovation procurement

Guidance and connecting public buyers to innovation ecosystems

- [Guidance on Innovation Procurement](#)
- [Innovation Partnership: Quick Guide from Practitioners](#)
- Public Procurement Procedures and Instruments in Support of Innovation
- [Innovation procurement brokers](#)



Green Public Procurement

Buying Green guide and Helpdesk

- [DG ENV GPP Helpdesk & GPP Training Toolkit](#)
- [Buying Green guidance](#)
- [Circular Procurement Guidance](#)
- [GPP Criteria for 20 product groups](#)



Socially responsible procurement

Buying social guide and good practices

- Making SRPP Work – [71 good practices](#)
- [Videos on SRPP good practices](#)
- [#WeBuySocialEU talks on our YouTube channel](#)





Selection of operations

Handbook and study on selection of operations

This is a study taking stock and disseminating information on the practices and procedures that authorities managing the ERDF, ESF and CF apply in selection of operations, in 2014–2020.

Main deliverables:

- ✓ **analytical report** covering the **analysis of practices and procedures** used for the selection of operation in selected programmes
- ✓ **a handbook** of **good practices** for selection of operations

Where to find more info?

Inforegio:

Study: https://ec.europa.eu/regional_policy/sources/reports/KN-04-23-199-EN-N.pdf

Handbook: https://ec.europa.eu/regional_policy/sources/policy/how/improving-investment/studies/KN-03-23-121-EN-N.pdf

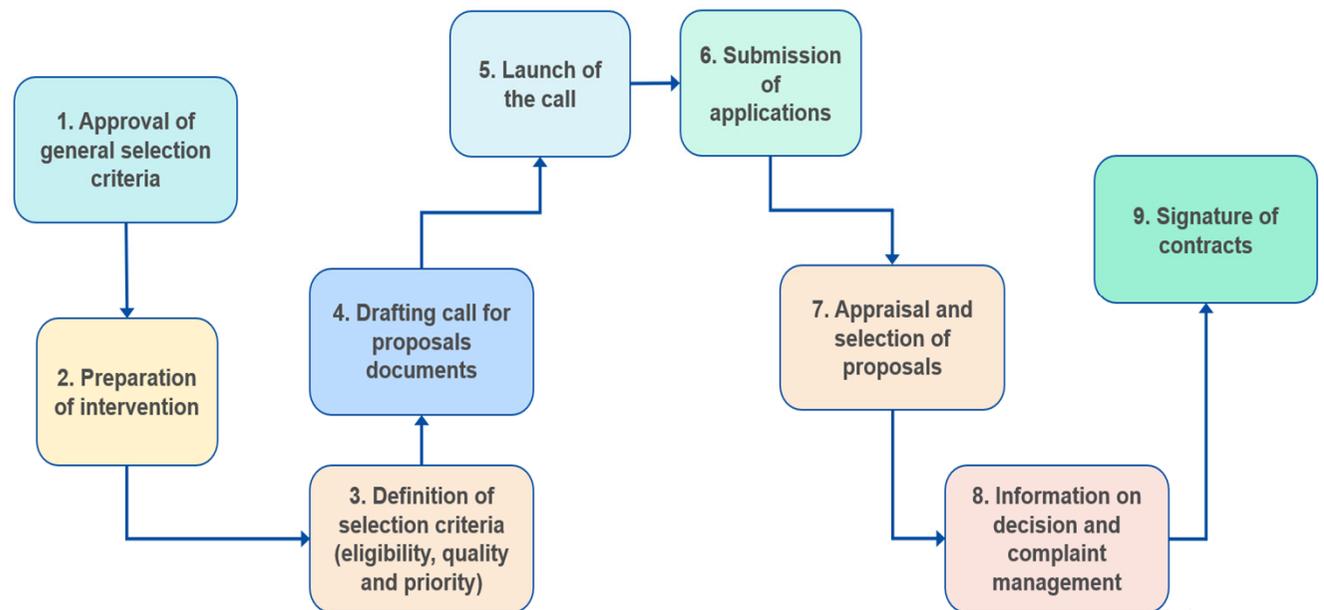


Handbook: what is it about?

9 practical steps

18 good practices based on the selection steps covering 16 programmes and Member States

A source of inspiration and peer-learning opportunities, to further explore through TAIEX-REGIO Peer2Peer





Studies and pilot actions

Study on the organisational models of MAs

This study is collecting evidence on major **changes in the organisation** of MAs between 2000 and 2020, contextualising them and projecting to potential challenges in 2021-2027.

It includes an in-depth analysis of 33 MAs/IBs in 13 MS and a survey covering all ERDF MAs (no Interreg).

21/03/2024: presentation of results

<https://webcast.ec.europa.eu/study-on-organisational-models-of-programme-authorities-managing-eu-cohesion-policy-2000-2020>

Study to be published soon

Strand	Purpose	Key focus
Staff / people	Key information about MA's human resources	Number of staff, key demographical information, working conditions (salaries, types of contract, turnover), competences (extent and nature of different types of training)
Processes and internal organisation	The way in which the MA is internally structured, and ways in which it goes about its daily work	Information on processes and procedures in key areas of the organisation, most important structural aspects (typology, number/responsibilities/functions of units, structure of senior management)
Leadership	The way in which the MA is led	Information on goals, role of leader/board, employee involvement, politicisation, leaders' profile, appointment and performance
Stakeholders and partners	Organisations or individuals that have interest/concern/involvement in MA's work	Stakeholder and partner identification, information on their management (communication, trust building, COI management practices)

New

Pilot action on Capacity building of/Support to beneficiaries

A new pilot action launched - implemented in cooperation with the OECD

Overall objective: develop and identify good practices for further dissemination

6 MAs selected following Call for expression of interest

- **FR:** Programme Corse ERDF-ESF+ 2021-2027
- **IT:** ERDF RP Emilia-Romagna 2021-2027
- **PL:** Operational Programme Technical Assistance
- **PT:** Thematic Program for Climate Action and Sustainability – Sustainable 2030
- **RO:** 2021-2027 North East Regional Programme
- **Interreg:** Danube Region Programme

Deliverables will include: one beneficiary capacity building Action Plan per MA; a toolkit/handbook containing a self assessment component/checklist; and a synthesis report

Expected duration: until April 2025

Pilot action – Innovative implementation of the Partnership Principle

What is it about?

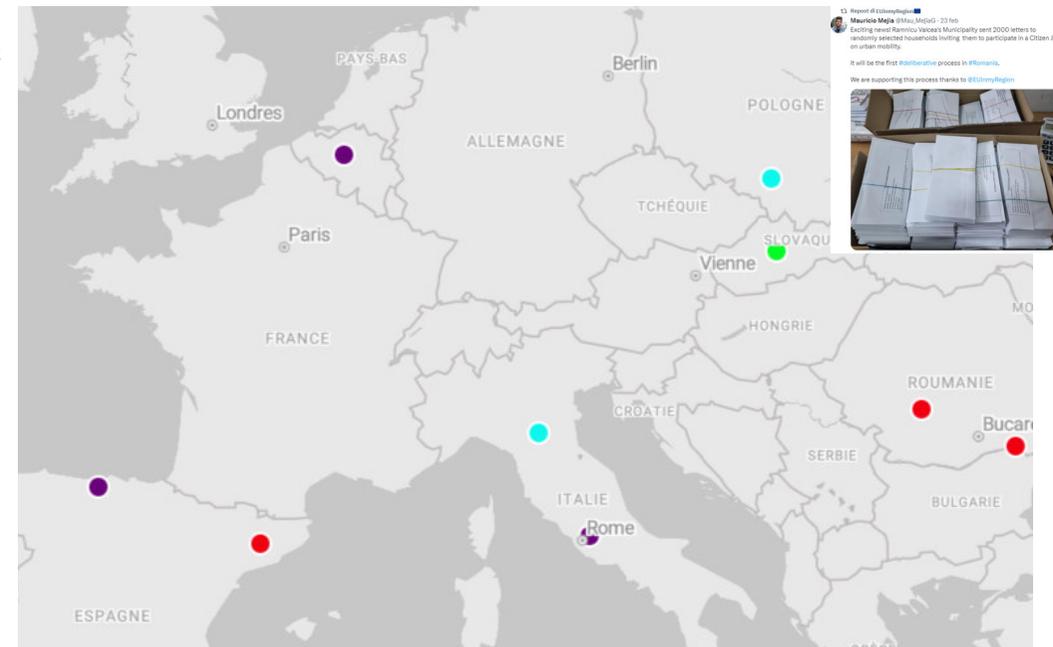
Public authorities and civil society organisations (CSOs) work together to activate citizens on public investment decisions.

What do we do?

In cooperation with OECD experts, we offer technical support to set-up and institutionalise participatory processes, like students' assembly, citizens' voting, citizens' jury, citizens' budgeting, citizens' commission, civic monitoring .

Where to find more info?

Inforegio: https://ec.europa.eu/regional_policy/whats-new/tenders-and-grants/calls-for-expressions-of-interest_en



Pilot action - EU Teens4Green

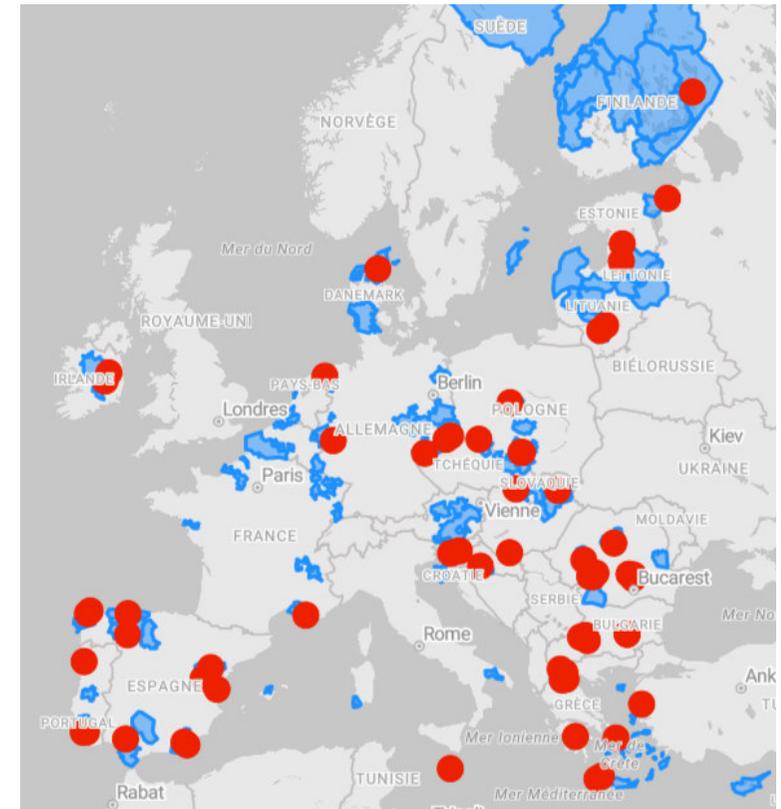
This is about understanding the conditions for active participation of young people in EU Cohesion Policy, and in particular in the Just Transition regions.

What we do?

We support 70 projects active in 19 countries from 15 and 24 years old. A consortium composed by SERN, YEE and Bankwatch offers assistance to young people.

Where to find more info?

Web: <https://participate.euteens4green.org/>





EU Funds Anti-Fraud Knowledge & Resource Centre

EU Funds Anti-Fraud Knowledge & Resource Centre

What is it about?

“To be genuinely effective, the fight against fraud must take a holistic and comprehensive approach and include all the steps in the anti-fraud cycle”. 31th Annual PIF Report (published 2020)

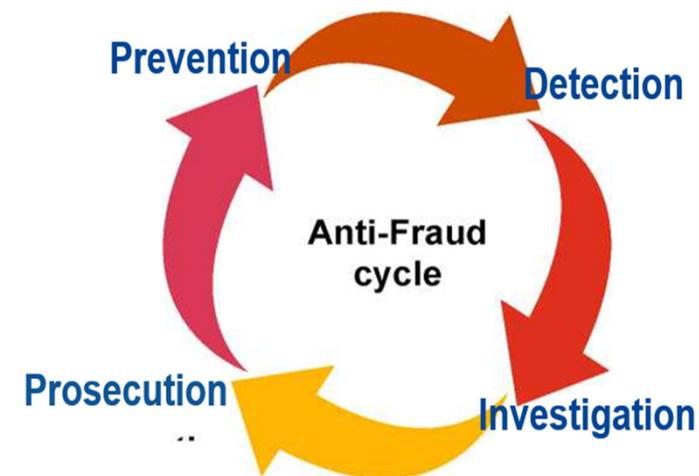
What we do?

Website to assist **Managing Authorities** and anti-fraud practitioners to improve their capacity to detect and prevent fraudulent use of **EU** funds:

- concrete examples
- tools that have proven to be effective
- sharing knowledge
- connects practitioners

Where to find more info?

Inforegio: https://ec.europa.eu/antifraud-knowledge-centre/index_en



What will you find?

Video modules

Tools

Definitions

Good
practices

Case
studies

EU Funds Anti-Fraud Knowledge & Resource Centre
https://ec.europa.eu/antifraud-knowledge-centre/index_en



ACB events and information

Annual series of events - 'Good Governance for EU Regional Policy'

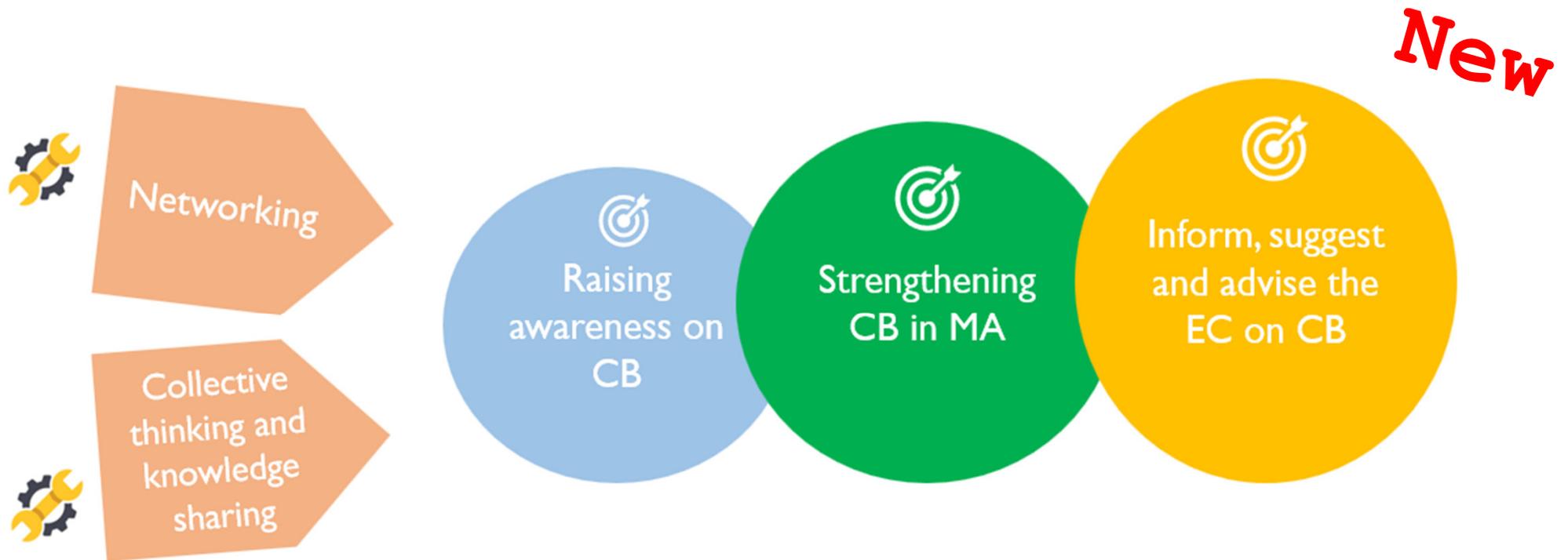
Organised annually in March-April:

- Annual Forum for Managing Authorities: Building Administrative Capacity (since 2022)
- Webinars / Workshops presenting administrative capacity building initiatives
- Webinar presenting tools for Administrative Capacity Building – updated with new tools

Where to find most recent info: [Good Governance for EU Regional Policy](#)



ACB Network for Heads of Managing Authorities



Launched 25 April in Brussels. Next meeting in Algarve, Portugal 24-25 October 2024.

The REGIO ACB Newsletter

Let's keep in touch

What is it about?

Newsletter about any ACB related matters: events, trainings, calls for proposals, publications...

What we do?

- Distributed to Programme Authorities, stakeholders, training participants, etc.
- Mailing list of over 2000 contacts

Who to contact in E1? REGIO-E1-ADMINISTRATIVE-CAPACITY@ec.europa.eu

Where to find more info?

Inforegio: <https://ec.europa.eu/newsroom/regio/newsletter-archives/view/service/2645>

To register: <https://ec.europa.eu/newsroom/regio/user-subscriptions/2645/create>

