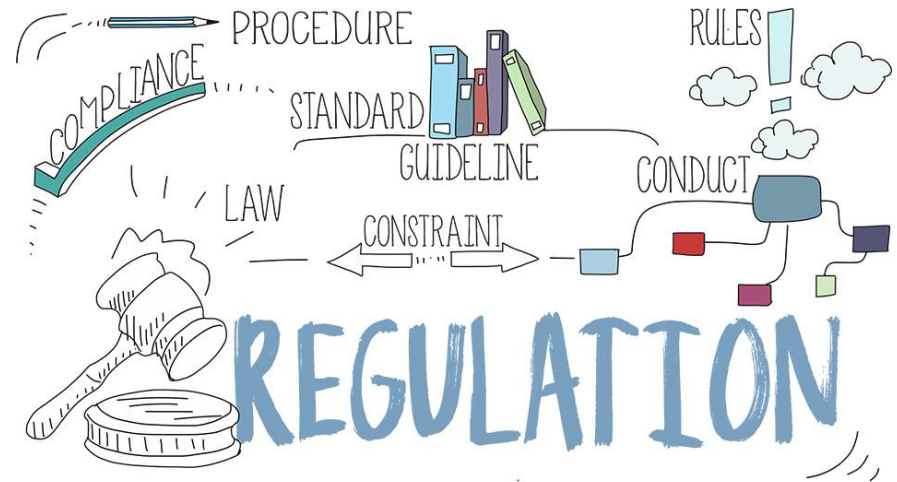


New Requirements for Capacity Building and Technical Assistance

DG Regional and Urban Policy - Unit E1 "Competence Centre for Administrative
Capacity-Building and the Solidarity Fund"

Context



- **Capacity matters!**
- **More emphasis on capacity building in 2021-2027**
- **Novelties:**
 - **Flat rate TA**
 - **Financing not linked to costs**
 - **A roadmap for administrative capacity building**

Opportunities for capacity building in 2021-2027

Stronger focus on ACB as proposed by COM:

Capacity building linked to investments

2 types of Technical Assistance

« Standard TA » - flat rate or real costs

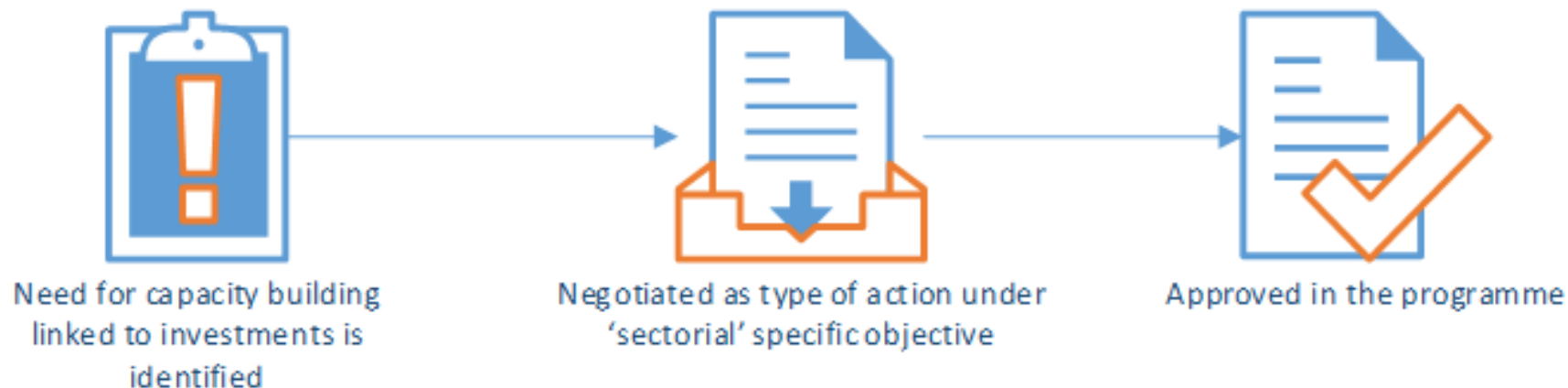
« Financing not linked to costs for TA»

More strategic use of TA/capacity building – possibility to develop roadmaps on ACB

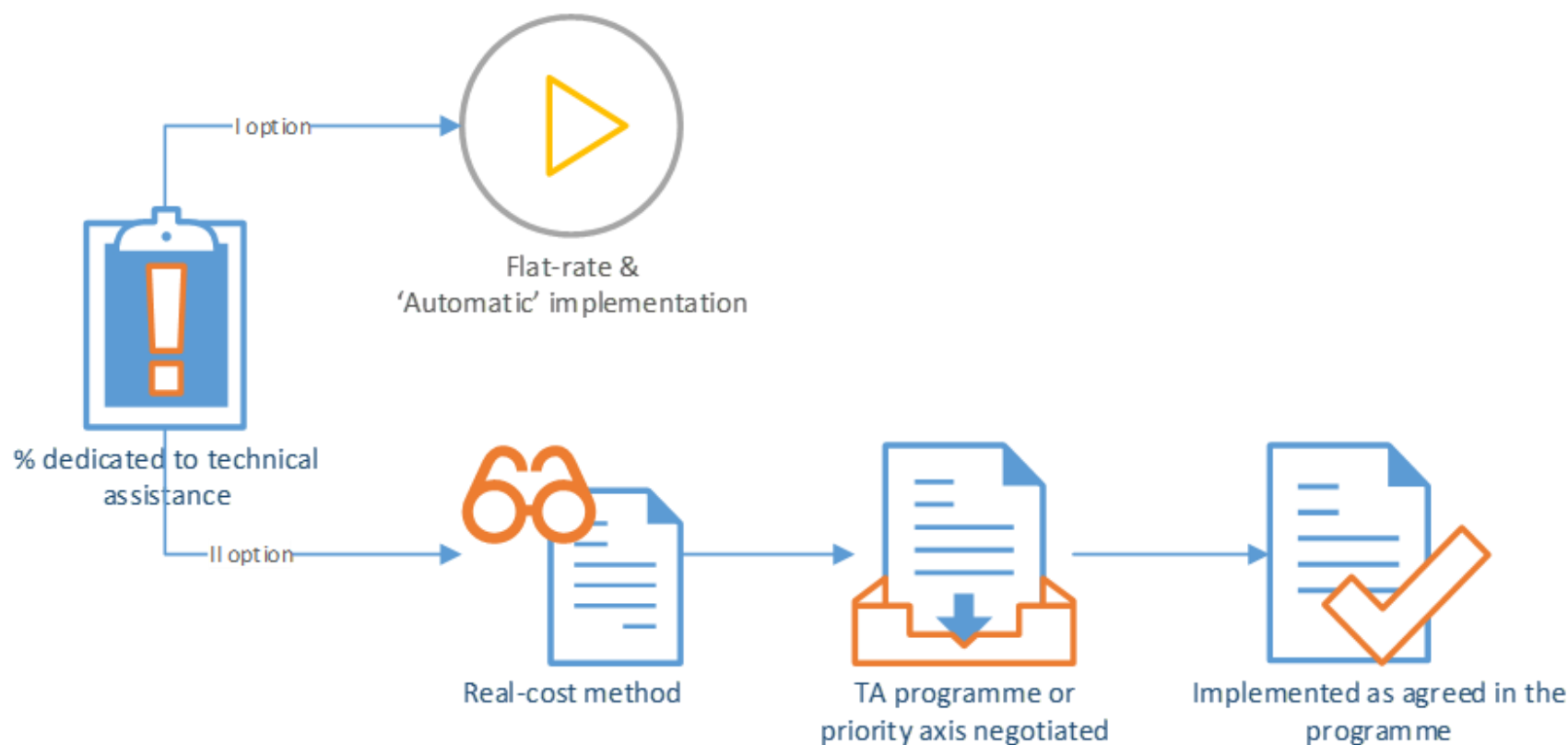
Capacity building directly linked to investments

To address sectorial and/or territorial (PO5) administrative capacity challenges and enable more effective ERDF/CF investments

- Needs are identified in 2019 European Semester Country reports (Annex D) and other relevant sources.



« Standard » Technical Assistance



Financing not linked to costs

- Additional actions to **reinforce capacity and efficiency** of Member State *public authorities and bodies, beneficiaries and relevant partners* necessary for the effective administration and use of the Funds
- Support for such actions shall be based on **conditions** to be fulfilled or **results** to be achieved
- Actions, deliverables and corresponding Union payments can be agreed in a **roadmap**

* * *

There is no ceiling for how much funding can be allocated to this type of capacity building actions

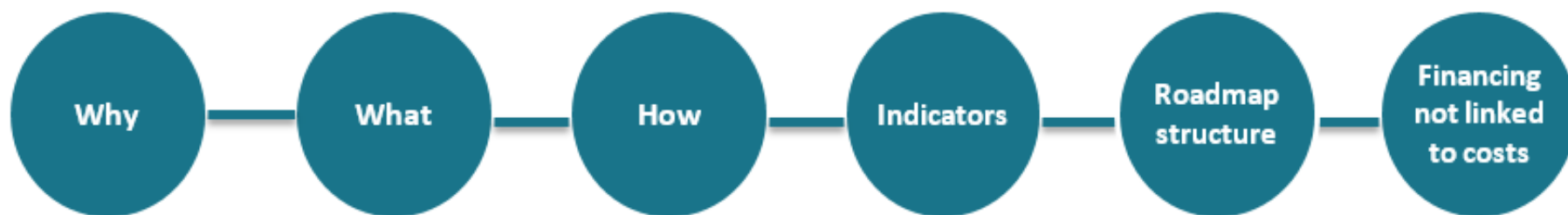
COM and MS audits will only verify if conditions are fulfilled or results achieved

The practical toolkit

The toolkit is designed to provide inspiration for those seeking to develop the roadmaps

It must not be regarded as a formal set of guidelines containing legal interpretation of the cohesion policy regulations 2021-2027. Therefore it cannot be used by auditors to define eligibility.





Introduction

- 1 Administrative capacity for cohesion policy*
- 2 Context and purpose of roadmaps*
- 3 Defining roadmaps for building administrative capacities*
- 4 The search for indicators*
- 5 Suggested structure of a roadmap*
- 6 Financing that is not linked to costs*
- 7 Summary of takeaways*
- 8 References*

ANNEXES

What is an ACB roadmap?

- A roadmap is to be seen as a **strategic** document that can include **all types of capacity building actions** linked to the management and use of the Funds combining funding options provided in the Regulations as well as national resources, or other technical support mechanisms
- It is a **voluntary document** - regarded as **good practice**
- It is flexible in format and structure, and can be developed at national, regional or programme level

Roadmap

Action A

Action B

Action C

Action D

Action E

Action F

Action G

Individual actions leading to payments for results achieved or conditions fulfilled are to be approved/adopted by COM as part of the programme

Funding options

'Standard' technical assistance

National funding, or other technical support mechanisms

Capacity building directly linked to investments under ERDF/CF

'Financing not linked to costs' technical assistance

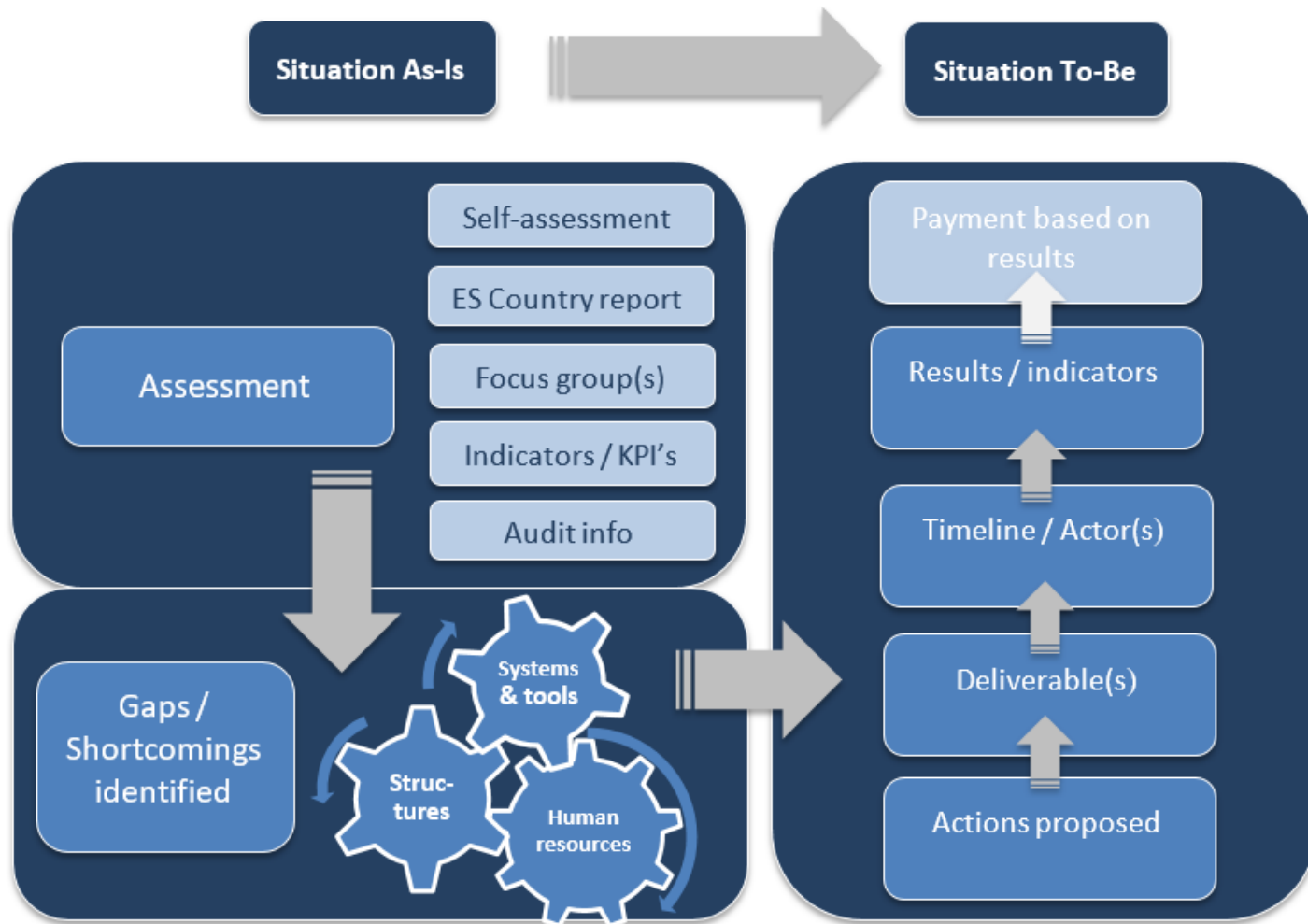
Action G
Appendix 2
of Annex V
Tables A&B

Action F
Appendix 2
of Annex V
Tables A&B



European
Commission

Developing ACB roadmaps – a process involving stakeholders



➤ **Section 1: General aim and structure of the roadmap**

Introduction

➤ **Section 2: Methodology used to design the roadmap**

- Major stages in designing the roadmap
- Stakeholder involvement
- Info/data sources used
- Timing
- Consent and approval

➤ **Section 3: State of play (situation AS IS)**

Brief description of the analysis conducted and the main issues identified

➤ **Section 4: Mapping the future (situation TO BE)**

Outline of the changes to be achieved (*Section 4 can be merged with Section 3*)

➤ **Section 5: Identifying actions**

- Description of actions
- Indicators, timelines, parties responsible, budgets & source of funding

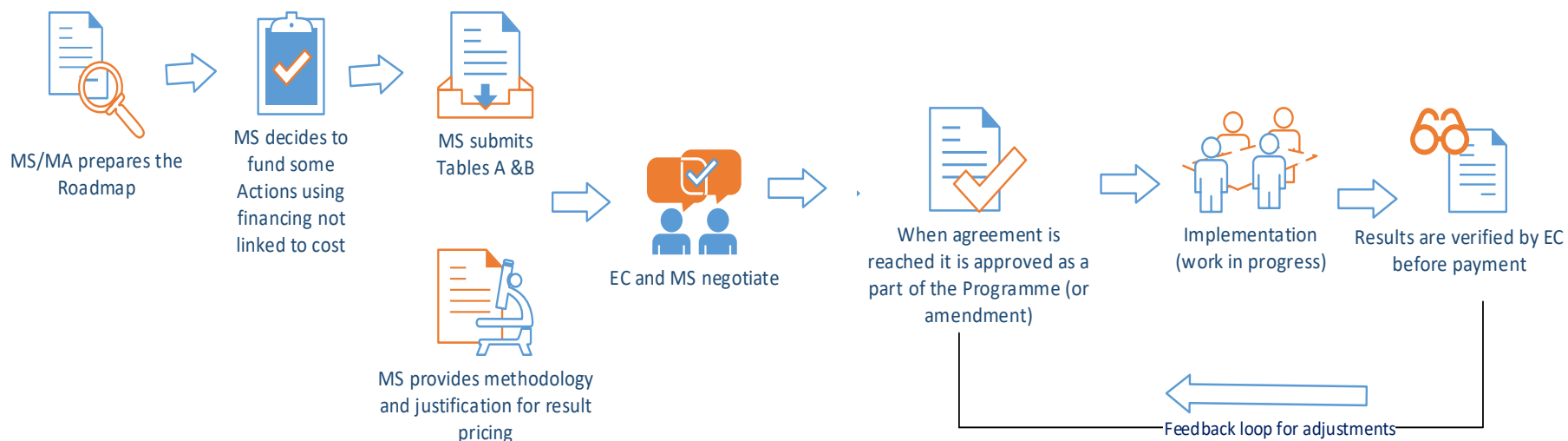
➤ **Section 6: Roadmap implementation**

- Supervision and monitoring arrangements
- Risks and mitigation measures
- Sustainability of results
- Communication strategy

Example

Structure of a roadmap

Financing not linked to costs and the roadmap



Information needed for linking payments to results achieved/conditions fulfilled

Identification of:

- the **conditions** to be fulfilled and/or the results to be achieved,
- the **timeline**,
- any **intermediate deliverables** triggering reimbursements,
- **indicators** and measurement units,
- overall **amount** and amounts linked to deliverables,
- the **schedule** for reimbursement,
- the **arrangements** for verification of the intermediate deliverables and of the **fulfilment** of conditions or achievement of results,
- the methods for **adjustment** of the amounts where applicable , and
- the arrangements to ensure the **audit trail**.

Pricing – an important component

‘Pricing’ means identifying an overall amount (price tag) for the results achieved or the conditions fulfilled, plus amounts corresponding to any intermediate deliverables.

It involves either:

- ☐ identifying amounts that are **proxies for actual costs**, or
- ☐ providing **an incentive** for performing the tasks.

**Thank you and
good luck !**

