

## ANNEX 1

### EXAMPLES OF POTENTIAL PROJECTS

*Examples below are provided only for illustrative purposes. They are not to be understood as a real representation of the specific services that might be requested during the implementation of the Framework Contract.*

**Support for implementation of governance:** The contractor can be asked to provide support to a public administration in the design and implementation of governance for a specific issue(s). Support covers analysis of the context as well as suggestions to implement a system of governance, which can improve supervision and decision-making in a given area of expertise. Assistance can also cover support for the implementation of governance through the preparation of meetings and the training of teams that will support the decision-making bodies.

Deliverables: report(s), training(s), presentation(s)

**Assistance for monitoring and supervision of reforms:** The contractor can be asked to provide support to the entity responsible for the coordination of reform programmes. Support covers assistance for the creation of detailed planning for the implementation of reforms and for data collection from all entities responsible for the implementation. Support can help to create monitoring documents and assist in the preparation of steering committees and the communication of decisions taken by the supervising authorities. Assistance may involve transfer of information and training.

Deliverables: report(s), training(s), presentation(s)

**Assistance for improving the HR management of the State:** The contractor can be asked to provide support to the ministry responsible for the definition and implementation of human resource management of the State. Support can cover assistance for the design and development of the system of selection, mobility, assessment and planning of human resources. It may also address the development and revision of a wage grid for civil servants.

Deliverables: report(s), training(s), presentation(s)

**Knowledge and learning on quality of public administration:** The contractor can be asked to provide expertise and facilitate the exchange of knowhow related to quality of public administration. This might include: collecting and structuring country information and relevant data; supporting development of an assessment framework for public administration; supporting development, moderation and facilitation of knowledge exchange and a learning platform; facilitating mutual learning events with the participation of experts, Member States and the Commission; collecting good practice examples and

analysing reform challenges in specific country contexts; assessing the public costs of a lack of quality administration.

Deliverables: report(s), workshop(s)

**Support for the preparation of an eJustice strategy:** The contractor can be asked to provide support to Member States in the preparation of a digital strategy in the field of eJustice (or any other sectoral area like eHealth). Support would cover the recording of the existing situation (legal, operational, organisational, technical), the identification of good practices, the recording of (measurable) business objectives and the co-design with the beneficiary authority of the strategy and associated action plan. The contractor may use desk research, interviews, workshops and/or exchange visits.

Deliverables: report(s), strategy(ies), roadmap(s), workshop(s)

**Support for a digital transformation:** The contractor can be asked to provide support to Member States in the transformation of operations in any area of government which involves the use of digital technologies (digital transformation). Support would cover the recording of the existing situation “as-is” (legal, operational, organisation, technical) including (if not available) the current business processes and IT architecture; the identification of good practices in other Member States, the recording of (measurable) business objectives for transforming the service, the co-design of the “to-be” situation (legal, operational, organisational, technical) including the “to-be” business processes and IT architecture and the co-design of a transition plan. The contractor may use desk research, interviews, workshops and/or exchange visits to fulfil their mission. Such projects do not involve IT development (coding), IT maintenance or IT operations.

Deliverables: report(s), IT architecture map(s), roadmap(s), workshop(s), technical specifications

**Social welfare reviews:** The contractor can be asked to provide support for the evaluation of social welfare programmes in a country with a view to generating savings and improving its effectiveness and targeting. Welfare reviews should identify policy options to reform benefits and assess the estimated benefits, and the distributional impact of the proposed reforms (based on distributional impact analysis). The recommendations should be based on international best practices and successful experiences in other countries

Deliverable: report(s), training(s), presentation(s)

**Improvement of active labour market policy:** The contractor can be asked to provide support to cover the analysis of existing labour market policy measures and provide an assessment of their effectiveness and efficiency based on data and factual elements. The assessment will provide also suggestions for changes or for additional measures that can increase the efficiency of the programmes and provide a roadmap for implementation. The

recommendations should be based on international best practices and successful experiences in other countries.

Deliverable: report(s), training(s), presentation(s)

**Definition of projects for the fight against undeclared work:** The contractor can be asked to provide support to assess the extent of undeclared work, the elements that may contribute to the situation in a given geographical area and provide recommendations to strengthen the fight against undeclared work. Suggestions should take into account country specificities but should also be based on international best practices and successful experiences in other countries.

Deliverables: report(s), training(s), presentation(s)

**Support to the Ministry of Migration in the field of reception:** The contractor can be asked to provide support to setting up a sustainable state run reception system for asylum seekers. Support can cover an analysis of the national and European legal framework; a mapping, gaps and good practices analysis of existing processes; development of a working plan to establish the necessary standards, standard operational procedures, and internal procedures, provision of training to staff of the Ministry.

Deliverables: report(s), internal and operational procedures, training(s).

**Health system performance assessment.** The contractor can be asked to support the development and the implementation of tools and methodologies to assess the performance of the health system of a given country. The support may include the definition of dimensions and/or domains of analysis, and of the indicators that will populate each of them, the methodologies to regularly collect those indicators, the governance mechanisms that ensure the sustainability of the assessment over time, and the ways to present the findings of the assessment. The contractor can be also asked to provide awareness raising events/material targeted to the relevant stakeholders.

Deliverables: assessment framework with dimensions and domains, indicators, methodology of data collection, assessment reports, training, governance models.

**Reform of primary care.** The contractor can be asked to support the design and implementation of a reform of the primary care system in a given country. The support may include analyses of the health needs of the population, of the supply of primary and secondary care, and of the competences of the primary care providers. It may then include recommendations on the structure of delivery of primary care on the territory, on the envisaged skill-mixes and competences of providers, and on the link and referral mechanisms with other levels of care provision. In addition, support may include the elaboration of business guidelines and tailor-made hands-on and consultancy services to

founders of multi-disciplinary primary health care units. The contractor may be asked to propose tailored financing and governance models for the provision of primary care.

Deliverables: assessment of care needs and healthcare supply, recommendations for better delivery of primary care, financing and governance models, business guidelines and consultancy services for primary care.

Deliverables: report(s), strategies, roadmap, training(s), presentation(s).

**Health Technology Assessment (HTA) capacity and function.** The contractor may be requested to provide advice on the organizational setup of a Health Technology Assessment (HTA) capacity and function, including aspects such as institutional and management arrangements, balancing the development of national capacity and outsourcing/referring to international networks, human resources needs and development for HTA, capacity building on the valuation of health outcomes in HTA, technical facilities and data sources, and work processes such as guidelines for assessment processes and advice on the development of Standard Operational Procedures.

**Diagnoses Related Groups (DRGs) systems.** The contractor may be asked to provide support, advice and capacity building in the development and further refinement of case mix based systems, including assessment and improvement of DRG coding quality, DRG claims auditing, review and upgrading of national cost-weight adaptation methodology and related hospital cost-accounting systems, development of billing guidelines.

Deliverables: report(s), strategies, roadmap, training(s), presentation(s).

**Centralised procurement of health goods.** The contractor can be requested to assist in the development and/or transformation of the procurement systems at a strategic level to set out a vision and medium-term strategic plan and associated work programme, at policy level on the development of guidelines, policies and procedures for the governance of health procurement, and at operational level by supporting the set up of structures to deliver complete whole-life contracting services for health supplies. Topics to address may include: review and advice of a procurement agency's organisational structure to develop its strategic planning, coordination, control and monitoring of procurement of health goods, funding strategy, risk management framework, human resources strategy and skills development, efficiency and effectiveness of the tendering management and processes, development of technical specifications and coding systems for medical products.

Deliverables: report(s), strategies, roadmap, training(s), presentation(s).

**Health sector master planning and capacity planning.** The contractor may be asked to provide advice and/or assist the authorities in the development of a sector-wide capacity

planning process, including the review and adaptation of the health sector regulatory framework, the development of methodologies and processes for conducting healthcare facilities audits, the development of a quality healthcare data system to support an effective and health needs-based planning system, prioritisation, accountability and associated regulations, determination of criteria for a needs-based geographical distribution of resources, including human resources, the development and support in the implementation of strategies and roadmap for the transformation of health service delivery at local level.

Deliverables: report(s), strategies, roadmap, training(s), presentation(s).

**Roll-out of new/reformed social policies:** The contractor can be asked to provide support with the roll-out of new, or reformed, social policy in order to ensure the most effective and efficient use of resources, to minimize social costs, and introduce innovative financing and delivery tools. Support can include the preparation of change management plans, organisation of consultations with stakeholders, development of communication and IT strategies, the mapping of institutional capacity gaps and training needs, as well as the preparation of monitoring and evaluation strategies. In addition to advice, the provider can also be asked to provide practical support with the implementation of the above, including the preparation of roadmaps and the definition of priority actions for the implementation of the reform.

Deliverables: report(s), strategies, roadmap, training(s), presentation(s).

**Reform of social service delivery:** The contractor can be asked to provide support for the assessment and reform of systems of social service delivery with the aim of increasing efficiency and effectiveness, as well as equity, and improve beneficiaries' access. Support can include horizontal and vertical functional reviews of institutions involved in service delivery, assessments of the impacts of delivery and beneficiaries' satisfaction, as well as recommendations based on best practices for the design of more effective solutions.. In addition to advice, the provider can also be asked to provide practical support with the implementation of the above and, when appropriate, evaluation of reform.

Deliverables: report(s), training(s), presentation(s).

**Support to the Curriculum Reform:** The contractor can be asked to provide support to the Ministry of Education in the planning and in the implementation of a new curriculum. The support can include review of curriculum documents, development of teacher training and training the trainers in specific competences and skills, and the provision of customised methodologies and training material. In addition, the provider can also be asked to provide technical support to design or fine-tune monitoring and evaluation tools and to evaluate the implementation and impact of the reform.

Deliverables: reports, operational plans, recommendations, trainings, on-site support, presentations

**Support of the implementation of the National Qualification Framework in Vocational Education and Training:** The contractor can be asked to provide support to the relevant national institutions (ministry of education, ministry of employment and/or national agency for qualification) in order to ensure an effective implementation of the National Qualification Framework aligned with the labour market and growth strategy needs as well as with the European Qualification Framework. The support can include an analysis of the national needs and gaps in the different processes (such as the definition of the education standards, list of professions or list of occupations), and the drafting of recommendations to address them. In addition, the provider can also be asked to provide training to the relevant stakeholders to support the implementation of the recommendations.

Deliverables: reports, recommendations, trainings, on-site support.

**Support to the design of a new financing system for higher education:** The contractor can be asked to make an assessment of the national financing system of Universities and other higher education institutions and explore alternative ways to make the system more efficient in its spending and more effective. The provider can be requested to make a cost-benefit analysis of the different options, including student's loans or employers' contributions, and draw conclusions and recommendations. In addition, the provider can also be asked to provide technical support to evaluate the implementation and impact of the reform.

Deliverables: cost-benefits analysis and recommendations, trainings, on-site support

**Implementing a tax compliance risk management programme:** The contractor can be asked to provide support to evaluate the areas of tax non-compliance within a country. Working with the revenue administration, the contractor would use statistical tax gap analysis to identify those sectors of the economy at highest risk of non-compliance and introduce measures to combat this. Using international best practice, the contractor would lead the revenue administration in implementing a compliance risk management strategy to fight evasion and increase State revenues.

Deliverables: reports, statistical analysis, presentations, training

**Full-scale spending reviews:** The contractor can be asked to provide support for the evaluation of a policy field with a view to generating savings and improving performance. The reviews should be based on an assessment of the quality of public service based on benchmarks and on an analysis of the resources used. Spending reviews should identify reforms and assess their estimated benefits.

Deliverables: report(s), training(s), presentation(s)

**Support for Public Financial Management process analysis and streamlining:** The contractor can be asked to provide support for the description of a process, the quantification of its cost and the measurement of its efficiency. The support will help with identifying control gaps and/or eliminating red-tape and bottle necks. It can include the formulation of recommendations based on international good practices and the specification of IT applications to automatise some activities.

Deliverables: report(s), training, presentation(s)

**Support for the design of key performance indicators:** In a defined budget area, the contractor can be asked to support the design of key performance indicators used to assess the effectiveness and efficiency of a policy. The support could include a review of data available, the provision of a framework to assess the relevance of various indicators, the description of the processes to set the targets, collect the information, calculate the indicators and analyse deviations as well as the design of scorecards and reports to present the results to various stakeholders.

Deliverables: report(s), training, presentation(s)

**Support for measuring tax compliance costs:** the contractor can be asked to develop a methodology for measuring tax compliance costs in dialogue with the national tax authorities. In addition, the contractor can be asked to implement a study on the tax compliance cost based on the developed methodology, analyse the results and propose recommendations for improvement. The contractor may be asked to transfer knowledge and build the capacity of the national authorities for performing the study on a regular basis.

Deliverables: report(s), training, presentation(s)

**Support for assessing the Impact of the Digital Economy on Taxation:** the contractor can be asked to design a quantitative model for assessing the impact of the digital economy on Taxation. The model should address the needs of the national authorities to understand what exactly is behind the numbers that the model provides and to develop relevant strategies and processes. In addition, the contractor may be asked by the national authorities to deliver capacity-building activities such as seminars, workshops and trainings on the application of the model.

Deliverables: report(s), training, presentation(s)

**Support for reforming and implementing an effective tax administration practice and taxpayers' voluntary compliance to fight aggressive tax planning:** The contractor can be asked to support a revenue administration in the design and implementation of the reform of its core functions (e.g. audit, assessment, collection, risk assessment and transversal functions such as training and IT functions). He may also be asked to support efforts to fight international aggressive tax planning. Support can cover: analysis of gaps, advise on aspects

dealing with the treatment of mass data and exchange of information, reform of audit practice and collection, improvement of voluntary compliance, capacity building of the revenue administration to identify risk situations, proper assessment and education of taxpayers, conduct of tax audit, management of dispute resolutions and management of performance (including monitoring and KPI aspects).

Deliverables: report(s), training, presentation(s)

**Governance of investment projects and investment licensing:** The contractor can be asked to provide support to the public administration for enhancing its capacity to prepare, launch, monitor and evaluate investment projects. Assistance covers the whole life-cycle of an investment project, from inception to ex-post assessment. Support includes also the removal of unnecessary barriers to investment through licences and permits for starting and running a business in key sectors. Technical support also includes the development of institutions, business processes and tools to allow the public administration to monitor and sustain streamlined investment procedures.

Deliverables: report(s), training(s), presentation(s)

**SOE governance and regulatory authorities:** The contractor can be asked to provide support to the public administration on establishing and strengthening entities charged with managing and/or monitoring SOEs (state-owned enterprises). Support includes also enhancing capacity of SOE corporate governance, as well as strengthening the capacity of regulatory authorities for economic regulation, including the design of regulatory strategies and development of tools and business processes. The support will be based on good practices of Member States and on principles of corporate governance as well as on the EU acquis.

Deliverable: report(s), training(s), presentation(s)

**Investment and export promotion:** The contractor can be asked to provide support for reforms of national authorities to improve the regulatory system for promoting investment. Support can include preparing an overview of existing investment conditions, mapping the investor journey and developing an appropriate framework to encourage investment. Also, the contractor, can be asked to provide support to improve the public services for (potential) exporters of a specific Member State and thus to contribute to the increase in exports. Such support can involve, setting up information portal(s), help-desk(s), and developing targeted promotional export activities and training /consultation programs for exporters.

Deliverables: report(s), training(s), presentation(s)

**Better regulation, business development, single market for goods and services, trade, business development, digital economy, industry and innovation:** The contractor can be asked to provide support for better regulation policies with a view to reducing



administrative burden in Member States, and policies related to the single market, fostering competition and trade. Support includes reviews and assessments of policies and practices and recommendations for their improvement through institutional and operational reforms. Also, the contractor can be asked to provide support to develop strategies for developing the digital economy, industry and innovation. The assessments take account of the effectiveness and efficiency of the practices and the regulatory framework of public administrations. The recommendations include time-bound and costed action plans for implementation.

Deliverables: report(s), training(s), presentation(s)

**Support related to reforms in the area of energy, with focus on the Energy Union strategy:**

The contractor can be asked to provide support to the transposition and the implementation of EU regulations, directives, communications and guidelines related but not limited to the contents of the Third Energy Package and the Energy Union strategy. Among others, this includes: energy efficiency policies; renewables in electricity and alternative fuels; regulation of electricity and gas markets to increase competition and active participation of consumers; national plans on energy and climate; and interconnections and EU projects of common interest. The support takes into account the specificities and peculiarities of the Member States (i.e. insulated systems/bottlenecks, energy mix, dependency on imports for energy sources).

Deliverables: report(s), training(s), presentation(s)

**Support related to reforms in the area of the environment:** The contractor can be asked to provide support to the transposition and implementation of EU regulations, directives, communications and guidelines in the area of environment, as well as complementary initiatives at the national level. The support aims to identify implementation gaps in national and EU environmental policy and law, provide recommendations based on good practices of Member States, and assist in overcoming implementation challenges through the strengthening of institutions, business processes and tools (including capacity building)..

Deliverables: report(s), training(s), presentation(s)

**Support related to access to finance for SMEs:** The contractor can be asked to provide support to cover analysis and recommendations for national administrations to facilitate access to finance for Small and Medium Enterprises through alternative finance, supply-chain financing, retirement savings and the development of venture capital through the development of strategy advice and action plans.

Deliverables: report(s), training(s), presentation(s)

**Support related to capital market development:** The contractor can be asked to provide support for the analysis of the current state of development of national capital markets, with

identification of impediments to further development and providing associated policy recommendations for their removal. Assistance can also cover the development of a reform plan, with associated action plans. Areas covered could include, for example, market infrastructure, supervision, information provision and supply-side analysis.

Deliverables: report(s), training(s), presentation(s)

**Support for creating a national development agency:** The contractor can be asked to provide support for the analysis of current market gaps and to develop a feasibility study on the creation of a national development agency. Assistance can also cover the development of a detailed strategic plan and a corresponding business plan for the agency.

Deliverables: report(s), training(s), presentation(s)

**Support for the management of NPLs:** The contractor can be asked to provide support to Member States in the management of non-performing loans (NPLs). Assistance could take the form of policy recommendations to address any of the following areas: improvement of supervision of NPLs developing guidance for the banks on handling of NPLs and developing a wider legal framework, such as sale of loans, securitization, etc.

Deliverables: report(s), training(s), presentation(s)

**Financial sector modelling development:** The contractor can be asked to provide support for the development of models that can assist a supervisor in his/her supervisory assessment. This can include data analysis and can require the development of clear output from the model to inform supervisory decisions. Assistance can also cover training on the utilisation of the model.

Deliverables: report(s), models, training(s), presentation(s)

**Assessing crisis response:** The contractor can be asked to provide support for the assessment of the current functioning of information flows in a hypothetical crisis process among relevant national authorities (e.g. supervisor, resolution authority, DGS, etc.) and to develop, as appropriate, suggestions for improvements. Support could assess the legislative framework in place, as well as developing a hypothetical test-case for examining the critical functioning of the authorities.

Deliverables: report(s), training(s), presentation(s)