



# Germany

## Implementation structure

Germany represents a heavily decentralized model, with high-level coordination of operational programs at a federal level and factual implementation of the ESIF at regional level. This structure is given by the federative character of Germany consisting of 16 independent and equal states, which manage their affairs independently and in mutual partnership. Implementation varies between states, between states and the federal level, and sometimes also between programs in one region that are strictly separated organizationally. At regional level, there is an effort to link programs funded from national and ESIF sources, in particular by integrating the thematic implementing bodies that also manage national programs.



### Positive aspects

- ▶ Stability and continuity of the implementation
- ▶ Clear delimitation of competencies within the IS
- ▶ There is little need for coordination between programs and institutions
- ▶ Direct application of the European Regulation
- ▶ Good organization of controls and audits not burdensome for the implementation structure

### Negative aspects

- ▶ High total cost of the implementation structure across all states due to limited economies of scale
- ▶ Very low interconnection of IT systems and associated high costs
- ▶ Low support for and slow pace of introducing new tools such as integrated or financial instruments

## Key aspects of the implementation structure

### Fragmentation

**1** There are significant differences across Germany in the actual setting of the OP, the type of institutions involved in implementation or in IT systems used. The ESIF reflects regional specificities, with ESI funds being more important in Eastern states than in Western states.

### Autonomy & Independence

**2** Operational programs operate independently and central (federal) coordination is weaker compared to the CR. Individual states are highly independent in setting up implementation rules, developing IT systems, and using resources. As a result, there is considerable diversity between regions and operational programs.

### Partnership & Collaboration

**3** Representatives of the implementation structure's institutions meet formally at (bi)annual coordination meetings organized by the federal bodies responsible for coordination. Additionally, there are informal communication channels to eliminate overlays in programming.

### Direct application of the EU Regulation

**4** Germany is able to apply the EU Regulation directly without the need to adopt national duplicate regulations. There are few discrepancies between European and national regulations; compliance with the Regulation is thus ensured.



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