



Estonia

Implementation structure

Estonia's model is highly centralized. The implementation structure is concentrated in a single Managing Authority (Ministry of Finance, MF), instead of three MAs in the previous programming period. The number of OPs has also declined from three to one. There is a visible continuous effort to simplify, unify and centralise in Estonia. Concentrated structure brings more effective communication, reduction of the administrative burden for the actors, knowledge concentration, procedure harmonisation and more straightforward coordination system. The steps for simplification of the implementation structure are followed by involvement of the State Shared Service Centre (SSSC), which is going to cover all kinds of subsidies and function as a second-level Intermediate Body, as well as overtake part of MA's agenda. Individual subjects (especially line ministries) appreciate that they can focus on substantive goals and results thanks to lower administrative burden.



Positive aspects

- ▶ Stability and continuity of the implementation system – development aiming for centralisation and simplification
- ▶ Clear formal and informal declaration of implementation subjects' competencies
- ▶ Harmonisation of approach towards beneficiaries and cost savings due to SSSC
- ▶ Communication, cooperation and experience sharing
- ▶ Low administrative burden perceived by most stakeholders

Negative aspects

- ▶ Somehow weaker position of the Intermediate Bodies in comparison to the Managing Authority and Implementing Bodies
- ▶ Low coordination of ERDF, ESF, CF vs. EAFRD and EMFF
- ▶ Currently low rate of absorption

Key aspects of the implementation structure

1

State Shared Service Centre (SSSC)

Since the second half of 2018 the technical implementation tasks of implementing bodies are being transferred to the SSSC (government agency subordinate to the MF). The centre covers all kinds of subsidies (ESIF, national etc.) and is going to act as a MA, Implementing body and CA, while MF will continue to carry out planning, evaluation and monitoring activities.

2

Communication and cooperation

Effective communication and cooperation is supported by formal meetings and experience sharing among individual actors of the structure. They reside in a single building, which makes the communication highly effective. Effective communication and cooperation decreases audit costs and time spent on administration.

3

Centralisation and concentration

The leading role in the implementation structure is concentrated in a single MA – Ministry of Finance. Its sub-departments furthermore carry out the activities of AA and CA. Strong position of the MF provides coordination, synergy and complementarity.

4

Effective IT system

There is an effective IT system for drafting legislation (not limited to ESIF) in Estonia. It significantly lowers administrative burden connected with ESIF legislation. For implementation of ESIF there is a single monitoring system with interface for applicants and beneficiaries, which actors perceive also positively.



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