BETTER POLICIES FOR BETTER LIVES

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23SK04 - INCREASE ESIF ABSORPTION, ELIMINATE GOLD-PLATING AND PROVIDE RESULT-ORIENTED INVESTMENTS IN THE 2021-2027 PERIOD

Output 4 – Implementation report

Implementation Report

Activity 4.4: Produce the implementation report

The OECD will compile the various materials developed through this output, including workshop materials (activity 4.1), the monitoring mechanisms (activity 4.2), status updates and meeting minutes (activity 4.3) into an implementation report

1. Introduction and background

This short cover note provides a high-level overview of the work conducted during the implementation phase of the project, and expected outcomes and impacts of the work, vis-à-vis the efficient management of EU funds in Slovakia.

Slovakia has long struggled with low capacity to absorb Cohesion Policy funds. To address this in the 2021-2027 period, the Slovak Republic merged all programmes into one unified initiative, known as Programme Slovakia 2021-27, in this way overhauling the governance structures responsible for managing the funds. This project delivered by the OECD with funding from the European Commission's Technical Support Instrument, supported the governance redesign and execution of Cohesion Policy investments in the Slovak Republic. The project began with a comprehensive review of the management and control system, including its legislative underpinnings and institutional structures, to identify ways to minimise duplication, reduce unnecessary complexity, enhance the overall administrative capacity of relevant parties, and better assess the needs and capabilities of beneficiaries.

Based on this analysis, and under the guidance of a Joint Working Commission (JWC) made up of senior leadership from relevant bodies (including the Managing Authority, Intermediate Bodies, and representatives of beneficiaries), the project identified three priority themes and established Working Groups for each to develop bottom-up solutions in their respective areas:

1. Strategic Programming, Project Preparation and Beneficiary Relations[1]
2. Human Resources

[1] Following consultation among the Slovak Republic, the European Commission and the OECD, on 29 October 2024 it was decided to merge the Strategic Programme, Call Design and Project Selection Working Group and the Beneficiary Capacity Building Working Group into one Working Group, called "Strategic Programming, Project Preparation, and Beneficiary Relations" because of the strong links between the proposed actions for the two Working Groups.

3. Public Procurement

The OECD worked with each a of these Working Groups to conduct a diagnostic analysis on the focus areas, and held workshops to prioritise challenges and potential solutions. This phase culminated in a detailed action plan developed by the Working Groups and validated by the JWC. The project then shifted to implementation, during which the OECD held regular check-ins with the Working Group chairs to support their implementation process, discuss progress, identify bottlenecks, and to share advice and good practices. During this time, the three Working Groups, steered by the JWC, progressed substantially in implementing the actions and related activities in the action plan:

- The **Strategic Programming, Project Preparation, and Beneficiary Relations** Working Group advanced work on Investment Plan Slovakia 2050 (IPS 2050) through sustained stakeholder engagement. An investment prioritisation framework was developed and a roadmap for enhancing project preparation was drafted. A pilot initiative on Integrated Territorial Investment (ITI) is currently underway, with a stakeholder workshop organised and an open-ended questionnaire disseminated among territorial actors to collect ideas for future criteria for ITI selection and implementation. Practical guidelines for participatory planning were finalised, offering adaptable tools to improve stakeholder involvement in call design and project development.
- The **Human Resources** Working Group focused on building administrative capacity for EU fund implementation. After an initial mapping stage, a flexible workforce methodology was developed to optimise job roles based on available system data. Initiatives to support staff mobility between institutions are underway, taken forward in part through the Coordination Committee on Administrative Capacity Issues. A draft proposal for increased mobility should be completed by September 2025. Regarding enhanced learning and development, a mapping stage was completed, and four specialised new topics were introduced to prioritise and better target learning content.
- The **Public Procurement** Working Group developed regional training sessions and targeted workshops across 7 regions, particularly on risk-based approaches and ITMS functionalities. An evidence-based training strategy is being shaped by systematic feedback collection from beneficiaries and Intermediate Bodies (IBs), fostering stronger stakeholder collaboration. The strategy will inform future capacity-building initiatives for IBs and beneficiaries. Efforts to promote transparency and standardised practices are underway with the development of a methodological guide based on the most frequently asked questions regarding recurring issues and common errors on the risk-based approach, set to be published on the MIRRI website. Continued rollout and training on ITMS21+[2] functionalities are improving digital skills and system efficiency among users. The risk-based methodology for procurement processes is also under review, with PPO and MIRRI collaborating closely to bring improvements for better detection of high-risk procurement processes.

These working groups will continue to work on certain elements of the actions plans beyond the end of the project, thereby helping to ensure a sustained commitment to implementing the project's deliverables and further developing a shared culture of continuous collaboration and improvement across the Slovakian MCS.

[2] The Information Technology Monitoring System (ITMS) is the IT system used for the management and control of EU funds in the Slovak Republic. ITMS has both a public component and a non-public component, which share a common database. The public component allows applicants and beneficiaries to submit documentation to the intermediate bodies, while the non-public component is accessible only to the EU funds authorities, allowing the processing of data submitted by applicants and beneficiaries

2. Summary of Key Outcomes and Impacts

The implementation of the Programme Slovakia 2021-27 has made substantial progress. Within two years – from the end of 2023 to July 2025 – over EUR 1 billion has been invested, representing 8.8% of the total programme allocation. The Managing Authority has contracted EUR 5.4 billion to more than 2 000 projects, marking a remarkable increase from just 13 contracted projects at the end of 2023. This momentum of accelerating implementation is expected to continue, particularly in project selection and contracting. As of July 2025, 307 calls for proposals have been launched, covering nearly 80% of the programme's total funds; over 5 600 applications have been submitted, indicating strong interest and uptake from potential beneficiaries.

Strategic Programming, Project Preparation, and Beneficiary Relations

The Slovak Republic has built a foundation for a holistic, strategic approach to enhance EU fund investment management, including strong, inclusive stakeholder engagement. The structured series of activities implemented by the Working Group – with support from the OECD – systematically addressed key challenges throughout the investment cycle: The development of IPS 2050 and the investment prioritisation framework (Activity 1) will help enhance investment planning and lead to more targeted resource allocation. The bottom-up ITI design and stakeholder engagement guideline (Activity 3 and 4) will help optimise EU fund management procedures. The project preparation roadmap (Activity 2) will address downstream beneficiary operational challenges in project preparation. The outcomes of these activities benefit not only the Programme Slovakia 2021-27 and programmes post 2027, but also broader public investment management in Slovak Republic. The Slovak team's successful implementation of a bottom-up, multi-stakeholder approach to implementing action plan activities facilitated extensive collaboration and engagement across various government departments and external stakeholders. This inclusive approach fostered a deeper understanding and commitment among stakeholders regarding results-oriented investment of EU funds. It also reinforced collaborative dynamics, essential for effective investment management for the current Programme Slovakia and post 2027.It is expected that the implementation of these activities will contribute to more sustainable outcomes and long-term institutional development.

Below are the outcomes and impact of each action plan activity of the Working Group:

- **Activity 1: Enhance evidence-based cross-sectoral investments prioritisation and coordination.** This includes developing a multi-criteria prioritisation framework to help assess investment priorities.

The Slovak Government has significantly advanced in strengthening evidence-based, cross-sectoral investment prioritisation and coordination. Important achievements include developing the Investment Plan Slovakia 2050 (IPS 2050) and establishing a practical, multi-criteria prioritisation framework. These outcomes can serve as building blocks for targeted resource allocation for Programme Slovakia post-2027. Notably, this prioritisation framework has already generated tangible results. Line ministries will identify and provide information on their strategic investment projects using this framework. The result of this framework is a clear overview of ongoing and planned strategic investments (above EUR 40 million) across all sectors within the next 10 years. This result is expected to lead to several outcomes: 1) a more substantiated and evidence-based Investment Plan (IPS 2050) as the list of priority projects will be included in the Plan; 2) optimised investment results post-2027 thanks to more targeted resource allocation to national priorities by using the prioritisation results; 3) improved public investment management practices as this tool facilitates better investment prioritisation and monitoring of public investment overall. The framework puts in place a "hardware" to facilitate better public investment management in the longer-term. As the framework is further used and refined, the evidence and data that it generates and accumulates

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could support national and subnational investment planning, serving an evidence-base for decision-makers across all sectors and among all government levels.

The development of the IPS 2050 and the prioritisation framework involved multiple bi-lateral and multi-lateral consultations with a broad range of stakeholders, fostering greater cross-sectoral and multi-level dialogue. The process included discussions at the political and technical levels, consultations with socio-economic and territorial partners and experts and multi-stakeholder workshops, collecting inputs from a wide range of national and subnational stakeholders.

- **Activity 2: Develop a Roadmap for enhancing project preparation and beneficiary support.** This included developing an evidence-based analysis of the specific project preparation obstacles; developing a roadmap based on broad stakeholder inputs; and publishing the roadmap and monitor its implementation

The Slovak Government has significantly advanced in developing an actionable roadmap for enhancing project preparation and beneficiary support – raising awareness of the importance of project preparation at all levels of government and generating practical actions to accelerate EU fund absorption. Main achievements include completing an evidence-based analysis of the specific project preparation obstacles and developing a roadmap based on broad stakeholder input. The roadmap is expected to be finalised and launched at the end of July 2025. The roadmap could lead to improved project preparation practices for EU funds investment in the current programming period and post-2027, especially for investments in transport, digitalisation, and regional development.

A notable outcome of this roadmap development activity was an increase in stakeholder recognition of the importance of optimised project preparation for Cohesion Policy fund investment. Prior to the activity, programming was generally considered as the most important phase for EU fund absorption and thus insufficient effort was placed on project preparation. Through active participation and exchange in interviews, discussions, and a multi-stakeholder workshop to identify the most feasible actions to improve project preparation, Working Group members and stakeholders grew more acutely aware of the importance of sound project preparation.

- **Activity 3: Launch a pilot call for Integrated Territorial Investment (ITI).** This includes preparing the criteria for a pilot ITI project.

The Slovak team adopted a bottom-up and experimental approach to enhancing the design and implementation of ITI, fostering a shared understanding among stakeholders on the concept of ITI and tailoring ITI implementation in the Slovak Republic. Territorial stakeholders at the regional and Sustainable Urban Development strategy levels were brought together to discuss how to ensure the effective delivery of ITI under Programme Slovakia 2021-27. Regions were invited to submit proposals for reallocating funds to better respond to regional priorities; the methodological guidance were updated to better harmonise implementation and solve common issues in calls. Participants also shared best practices and innovative approaches. Through open dialogue and collaboration, the event strengthened alignment between regional implementation structures and national strategic direction, helping to ensure that future ITI investments remain responsive, efficient, and results driven. . Building on these outcomes, the Slovak team launched an open-ended questionnaire in May 2025, receiving over 40 responses from Working Group members and territorial partners. This initiative generated comprehensive, actionable information reflecting diverse insights on the ITI processes. Specifically, respondents identified important bottlenecks, offered concrete suggestions for improvement, and provided opinions and ideas for strengthening the integrated approach to ITI implementation. The findings from the seminar and the questionnaire will directly contribute to refining ITI implementation strategies in the current programming period, especially the design of the selection criteria. The findings also lay a solid foundation for enhanced ITI beyond 2027.

- **Activity 4: Develop a practical guideline for the MA and IBs to improve their stakeholder engagement practices.** This includes supporting the Office of the Plenipotentiary of the

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Government of the Slovak Republic for the Development of Civil Society to develop the practical guideline to promote the engagement and participation of stakeholders from the side of the MA and IBs.

The Slovak team successfully produced a comprehensive and practical guideline that could help significantly enhance stakeholder engagement practices for the MA and IBs (Activity 4 of the action plan). This guideline is user-friendly and action-oriented, providing detailed, step-by-step instructions and concrete examples on essential topics, including participatory call design, stakeholder mapping and selection, and participatory engagement methods. It is designed for immediate use but also remains adaptable, allowing for updates in future programming periods. In addition, active stakeholder engagement in the guideline's development process (e.g. over 40 constructive comments were received on the draft) demonstrated solid institutional buy-in and a clear commitment to stakeholder-driven programme implementation. This guideline serves as a starting point. The Slovak Government will deliver additional seminars and trainings to the MA and IBs to help them use the guideline, strengthening the momentum to improve stakeholder engagement in programme implementation. Additionally, the government plans to develop a tailored version of the stakeholder engagement guideline specifically for large strategic investment projects.

Human Resources

The activities undertaken by the Human Resources Working Group represent a coherent and strategic effort to strengthen administrative capacity for more efficient management of EU funds. By improving workforce flexibility, promoting mobility, defining clearer career paths, and modernising training systems, these initiatives are addressing long-standing structural and operational challenges within the management and control system. These activities have already resulted in improved communication and coordination mechanisms that support a more responsive and adaptive administrative environment. Once all the activities are fully implemented, they will help ensure that public servants working with EU funds are better allocated, more skilled, and motivated - leading to faster, higher-quality programming, call design, and project implementation. Collectively, these reforms are expected to enhance the effectiveness of the administrative system and contribute directly to improved absorption of EU funds in the current and future programming periods.

Below are the outcomes and impact of each action plan activity of the Working Group:

- **Activity 1: Design a methodology for allocating personnel ('administrative capacities') in Intermediate Bodies (IBs).** Do this through mapping the current distribution of Full-Time Equivalents (FTEs) and designing a methodology for a more effective distribution of staff working on EU funds management in Slovakia.

The Working Group, led by the MA, has made significant progress on developing a methodology that will enable more flexible allocation of the workforce involved in EU fund implementation. The potential impact of the action is to improve the matching of skilled civil servants to MA and IB needs, to avoid processing bottlenecks and thereby speed up the timeline from call to project implementation. Such a methodology will also enable a more standardized approach to people management across the MCS, thereby providing a foundation for improved mobility and career development (see activity 3), and may also benefit beneficiaries who can rely on a more consistent and better resourced group of EU funds professionals. Finally, this methodology could also be applicable to EU MS in other countries, once developed, as a model to adapt to address these common challenges.

To achieve this, the MA and the Working Group have developed a draft version of the methodology, focusing on job positions that can be identified through the ITMS21+ system. To address gaps in data coverage, the Managing Authority plans to engage an external provider to help finalise the methodology

and expand it to positions not visible in the system. This work will also involve a broader analysis of related processes and outputs, with the overall aim of optimising, standardising, and improving the efficiency of administrative capacity within Programme Slovakia.

- **Activity 2: Create a strategy for the coordination of workforce management between the Managing Authority and Intermediate Bodies**. Do this through defining coordination tasks; conducting a prioritisation workshop; improving staff mobility across the Management and Control System; creating career paths; and synthesising these and existing actions in a consolidated Roadmap.

The MA, through the Working Group, is advancing two interlinked actions in parallel - enhancing employee mobility and developing career paths for the EU Funds staff. Personnel sharing between the Managing Authority and Intermediary Bodies has been prioritised by the working group and is being promoted to foster knowledge exchange and expand career opportunities. Here, the impact will be to better engage and retain skilled staff, who are likely to be motivated through horizontal mobility – to learn new skills and take on new challenges. There are also organisational benefits to harness, including a better use of talent, particularly if one area faces spikes in demand while others experience lags, or in cases of reprioritization of resources, demanding a transfer of people from one area to another. In parallel, work is underway to define clear career paths for employees working with EU funds. The impacts of this are likely to be improved retention of skilled employees by ensuring future-oriented development pathways for MA and IB staff. , It also stands to improve managerial culture and standards in the MCS, ensuring that employees get the experience and training needed to be great managers, capable of driving more innovation to meet the needs and expectations of citizens and beneficiaries.

To achieve this, the MA and the working group are collecting materials to inform the update of the MIRRI SR methodological guide on administrative capacities, alongside the preparation of a formal mobility proposal. Currently MIRRI is working with legal experts in the Government Office to determine whether there will be a need to change relevant legislation (e.g. the Civil Service Act) to enable this flexibility. The MA is also working with the Group to set cooperation priorities and obtain further materials to develop a conceptual strategy for career paths. A survey in this area has already been developed that is gathering insights to inform this work.

- **Activity 3: Build an effective learning and development ecosystem**. Do this through improving communication and coordination (e.g. working groups/communities of practice) and reviewing the allocation of training responsibilities between the MA, IBs and Regional Centres; Map the current learning and development offer; prioritise and target better training content; move toward flexible, on-demand training;

The MA, through the working group, is making significant efforts to modernise training systems and enhance coordination among institutions involved in EU fund management. This has already resulted in improved communication among actors, with a shared space now in place for dialogue and problem-solving. The MA and working group have also developed 7 new e-learning topics for new hires, and have accelerated the process of preparing and implementing advanced training programmes tailored to the needs of specific groups, resulting in the development of four new advance training courses (two in person and two online). This kind of tailored approach to training stands to result in improvements to help address many of the bottlenecks related to EU funds management, by ensuring that staff have access to the learning and information resources they need, when they need them.

Plans are underway to build and expand on these results, by, for example, strengthening the role of contact persons, enabling them to act as education managers who identify training needs and oversee the delivery of content in appropriate formats. The current training system has been mapped and confirmed as a distinct, closed ecosystem that merits further independent development. The focus now shifts to refining training content, making it more targeted and responsive to current needs, and developing flexible, on-

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demand formats. Preparations are in progress to build internal training capacity and identify technical solutions to manage and deliver educational content more efficiently.

Public Procurement

The activities of the Working Group on Public Procurement represent a coordinated and strategic effort to improve the capacity and consistency of procurement practices across the EU fund management system. Through targeted training sessions delivered to beneficiaries and Intermediate Bodies (IBs), the WG has contributed to increased professional awareness and strengthened competencies in applying risk-based approaches and using the new ITMS functionalities. Feedback gathered through structured questionnaires and regular exchanges within the Coordination Committee supports a more evidence-based and responsive approach to shaping future training and guidance. This open communication has enhanced collaboration among stakeholders and promoted greater alignment in procurement procedures.

In parallel, the preparation of a methodological guide based on frequently asked questions—planned for publication on the MIRRI website—demonstrates a commitment to transparency and offers a standardised reference for the consistent interpretation of procurement risks. Systematic presentation and discussion of new ITMS21+ functionalities have further improved digital competencies and operational efficiency.

Finally, the seminar organized jointly by the PPO and the OECD on July 11th, 2025, and attended by 22 representatives from both IBs and beneficiaries has helped improved both their understanding of the importance of capacity-building and risk-analysis in public procurement, but also their awareness of the activities implemented so far under the action plan, and future activities to be implemented. Taken together, these initiatives are contributing to a more professional, transparent, and effective public procurement environment—ultimately supporting the timely and compliant use of EU funds in the current and future programming periods.

Below are the outcomes and impact of each action plan activity of the Working Group:

- **Design a robust training and capacity-building program tailored to the needs of IBs and beneficiaries.** Do this through assessing training needs of IBs and beneficiaries; conducting capacity-building workshops; establishing a centralized Q&A repository; and monitoring the effectiveness of training sessions through feedback.

Significant progress has been made on developing a capacity-building programme for intermediate bodies and beneficiaries. PPO has first prepared a questionnaire to identify their training needs and, based on the results of the questionnaire, launched targeted tailored trainings and support activities. As such, a total of 8 training sessions across 7 regions were delivered, which helped strengthen IB's and beneficiaries' knowledge regarding risk-based approaches in public procurement and regarding the new functionalities of the ITMS system.

To evaluate the impact of those training sessions, PPO also conducted training impact evaluations by disseminating a questionnaire to training attendees. The evaluation shows that most attendees considered the training either useful or very useful. As such, the collection and analytical evaluation of questionnaires from both beneficiaries and IBs supports an evidence-based approach to shaping future training needs, as findings from the evaluation included: 1) a need for more training and learning activities; 2) a need for better communication and guidance on risk-based approaches; 3) a simplification of processes and clearer rules; and 4) technical improvements of the systems used. The PPO regularly gathers feedback from IBs through the Coordination Committee, which strengthens interaction and collaboration among stakeholders.

Finally, as part of this action, the PPO prepared a methodological guide based on the most frequently asked questions regarding recurring issues and common errors on the risk-based approach. This guide is

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expected to be published on MIRRI's website and will provide a standardized interpretation for assessing procurement risks.

Effective capacity-building is essential to ensure that IBs and beneficiaries have the necessary knowledge and tools to correctly apply procurement rules and procedures. Activities under this action enabled the alignment of training activities with clearly identified needs, thus ensuring that resources are better targeted, and potentially reducing errors and delays in implementation. By reducing errors and promoting consistent interpretations of procurement rules as well as the new functionalities of the ITMS system, capacity-building lowers the risk of irregularities and delays. This in turn facilitates smoother project implementation and accelerates the disbursement of EU funds, contributing to higher absorption rates.

- **Validating and refining the risk-based methodology to address procurement challenges.** Do this through a review of the methodology and the risk indicators based on validation findings; leveraging and enhancing ITMS functionalities to support methodological refinements; and holding quarterly coordination meetings to ensure continuous improvement.

Activities under this second action are advancing. PPO made good progress in promoting the new functionalities of ITMS21+ among stakeholders, as this promotion was a separate module in each learning session under Action 1. These functionalities were also promoted during Coordination Committees, held in March and June of 2025. Regarding the risk-based methodology itself, PPO provided 9 proposals for improvement of the risk-based methodology, including *inter alia* the following:

- Adjustment of the Codebook
- Differentiate Exemptions by Financial Threshold
- Adjustment of Random Sampling for Small-Scale Contracts under § 1(14) PPA
- Complete Change in Random Sampling
- Adjustment of Addendum Risk Assessment
- Risk-assessment of above-threshold Contracts
- Additional training
- Ministry of Economy Notification

On June 27, PPO initiated a working group meeting with MIRRI during which these proposals were presented, as the review of the risk-analysis methodology falls under the competency MIRRI. PPO received a commitment that adjustments would be made in line with the proposals. PPO and MIRRI will prepare a timeline for planned revision of the Risk-Based Methodology.

MIRRI and PPO efforts under this action are crucial as a sound risk-based approach is a critical instrument for focusing administrative capacity and control mechanisms where they are most needed. By proactively identifying high-risk procedures, the updated methodology will enable authorities to prevent irregularities before they occur and to allocate oversight resources more efficiently. This not only reduces the likelihood of financial corrections but also builds trust with the European Commission and other stakeholders, thereby ensuring a more continuous and predictable flow of funds. Ultimately, improved risk management enhances both the credibility and effectiveness of EU fund disbursement.

Appendices / Attachments

List of files included in DPD specification (will share as a Onedrive folder)

General, for all WGs

- OECD Implementation workshop presentation JWC Jan 30 and WGs Jan 29 (ppt).

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- Meeting summaries: 14 February, 28 March, 14 April, 16 May, 20 June, 04 July.
- Slovakia JWC update 23 May ppt.

Working Group Strategic Programming, Project Preparation and Beneficiary Relations

General

- Monitoring mechanism_programming

Activity 1

- Slovak presentation on the development of IPS 2050_2025_04_28_ENG
- OECD research on technical questions on investment planning raised by Slovak team
- OECD Presentation_Cross-sectoral investment planning_2025_04-28 ***(Seminar 1)***
- Annex 1_IPS 2050 draft methodology one pager _ENG
- Annex 2_IPS form for strategic investment projects
- Annex 3_IPS 2050 Areas and Subareas
- Annex 4_Internal material_Proposal for the creation of the Investment Plan Slovakia 2050

Activity 2

- Draft roadmap to streamline project preparation
- OECD presentation for roadmap development workshop_2025_06_18 ***(Seminar 2)***
- Workshop summary_2025_06_18
- Project Preparation for Public Investments in the Slovak Republic_Diagnosis and Recommendations
- Stakeholder interview design
- Stakeholder mapping for project preparation analysis

Activity 4

- Slovak presentation of the guideline development by_2025-04-14_ENG
- Methodological Guidance on the Selection and Nomination of Civil Society Representatives
- Participatory creation of calls_Recommended material

Working Group Human Resources

General

- OECD progress report, June 05 2025 (pdf)

Activity 1

- Draft Methodology for personnel allocation_EN (excel tool)
- Preparation of methodology for setting the number of personnel_EN (ppt)
- Identification of the most common SPCs_EN (ppt)

Activity 2

- Survey results on update to staff manual_EN (excel file)
- Survey results on mobility_EN (excel file)
- Survey results on career paths_EN (excel file)
- OECD presentation on Mobility and performance management (ppt) (for Seminar)

Activity 3

- Chart of activities on staff training plan_EN (word doc)

Tracking tools

Working Group on Public Procurement

General

- OECD presentation on capacity-building and risk-based approaches in procurement (ppt) (for Seminar)
- PPO presentation on activities and achievements of the WG on public procurement (ppt) (for Seminar)
- Monitoring tool of the action plan of the WG on public procurement (excel)

Activity 1

- Evaluation/feedback questionnaire for the training sessions (excel tool)
- Results of the evaluation of the completed training activities (ppt)
- Methodological guide based on the most frequently asked questions regarding recurring issues and common errors on the risk-based approach (pdf)

Activity 2

- PPO's proposals for adjustment of the risk-based methodology IMARVO (word and email msg)
- Detailed feedback on the training on risk-based approach and ITMS system (ppt)

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