

Brussels, 9 September 2025
(OR. en)

12663/25

**Interinstitutional File:
2020/0103 (COD)**

**ECOFIN 1146
UEM 428
CADREFIN 185
CODEC 1235
ECB
*EIB***

COVER NOTE

From:	Secretary-General of the European Commission, signed by Ms Martine DEPREZ, Director
date of receipt:	8 September 2025
To:	Ms Thérèse BLANCHET, Secretary-General of the Council of the European Union

No. Cion doc.:	COM(2025) 468 final
Subject:	REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT AND THE COUNCIL Technical Support Instrument - Annual Report 2024

Delegations will find attached document COM(2025) 468 final.

Encl.: COM(2025) 468 final



Brussels, 8.9.2025
COM(2025) 468 final

**REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT AND
THE COUNCIL**

Technical Support Instrument - Annual Report 2024

Foreword

I am delighted to present this report covering the 2024 cycle of the Technical Support Instrument (TSI). Beyond detailing the TSI's activities in 2024, the report confirms the TSI's success in supporting Member States in improving their administrative capacity to design, develop and implement reforms, as evidenced in the mid-term evaluation of the TSI mainly conducted in 2024. The TSI thereby contributes to sustainable growth and the green and digital transitions, amongst other ongoing reforms in Member States.

Following another highly competitive selection process, 25% of the 170 TSI 2024 projects were multi-country projects and, 48% were linked to flagship projects. This shows that in 2024, as it reached its midway point in the MFF, the TSI increased its focus on supporting Member States' reforms tackling EU priorities through both flagship and multi-country projects. Where relevant, i.e. particularly in cases where Member States faced common challenges aligned with EU priorities, such projects enhanced the added value of the TSI's support.

Similarly to previous years, the TSI provided technical support to beneficiary authorities from all Member States and covered many policy areas. These included public administration and governance, the green and digital transitions and competitiveness. Several TSI 2024 projects also continued to support the implementation of national RRFs.

In 2024, the TSI also launched a dedicated call to provide Member States tailor-made technical expertise to prepare their national implementation plans (NIPs) under the Pact on Migration and Asylum. Nine Member States were supported.

DG REFORM's continuous support to Member States in implementing TSI projects was yet again positively judged by Member States. Based on feedback received from both beneficiary and coordinating authorities, Member States highly appreciated the TSI's support.

As DG REFORM's attention turns to successfully completing the RRF in 2026, I am confident that the TSI will keep supporting the design and implementation of Member States' reforms in line with key EU policies and priorities, addressing national and transnational challenges, and thus having a clearly positive EU-wide impact in the years to come.

Céline Gauer
Director-General DG REFORM

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THE TECHNICAL SUPPORT INSTRUMENT

The **Technical Support Instrument** ¹ (TSI) is an EU programme that provides **taylor-made technical expertise to Member States to improve their capacity to design and implement reforms, including via their national resilience and recovery plans (RRPs)**. Its general objective is to promote the EU's economic, social and territorial cohesion by supporting Member States' efforts to implement the reforms necessary to achieve economic and social recovery, resilience and upward economic and social convergence.

The TSI is now managed by the European Commission's Reform and Investment Task Force (SG REFORM) ². It is available to any Member State facing challenges in designing and implementing reforms. This includes reforms to address challenges identified in the **European Semester** process of economic policy coordination, the **EU's policy priorities** or reforms at a **Member State's own initiative**. The TSI **does not pre-allocate funds** by Member State or policy area.

The appropriations requested for the TSI in 2026 and its financial programming in 2027 have been reduced in order to maintain high quality tailor-made support to the Member States. These changes bring the TSI's overall budget programming for the period 2021-2027 to **EUR 827.4 million**, down from EUR 864.4 million. Member States may also request additional technical support via a direct contribution or as part of their RRP.

2021	2022	2024	2024	2025	2026	2027	Total
116.4	118.7	121.1	123.5	126.0	109.5	112.2	827.4

Figure 1 - TSI budget programming 2021-2027 (million euro)

The TSI offers beneficiary authorities in Member States unique project-based access to technical expertise and peer-learning opportunities to help them tackle reform challenges. It is an **instrument** driven by the demands of Member States and is organised in **annual cycles** (as described in Annex 1). TSI support covers the provision of expertise and experts related to policy advice, policy change, formulation of strategies and reform roadmaps, and support for legislative, institutional, structural and administrative reforms. It also covers institutional, administrative or sectoral capacity-building; seminars, conferences and workshops; exchange of best practice and training actions; development of common methodologies; IT capacity-building; and carrying out studies. It does not require co-financing from Member States.

To strengthen Member States' administrative capacity, each TSI project provides unique expertise from the Commission's in-house experts, experts in EU Member State national administrations (e.g. via the Technical Assistance and Information Exchange instrument

¹ [Regulation \(EU\) 2021/240 of the European Parliament and of the Council of 10 February 2021 establishing a Technical Support Instrument, OJ L 57, 18.2.2021, p. 1 \(the TSI Regulation\)](#).

² The TSI was managed by DG REFORM until it was merged with the Task Force for Recovery and Resilience on 1 February 2025. This report uses DG REFORM when referring to events and activities which took place before the merge, and SG REFORM when referring to events and activities which took place after the merge, or are still ongoing.

of the Commission, TAIEX ³), international organisations or the private sector. When needed, external expertise is contracted via direct management (mainly the private sector) or indirect management⁴. SG REFORM staff are fully involved throughout the process of implementing each project.

THE TSI IN 2024

I. Highlights

In 2024, as it reached its midway point in the MFF, the TSI increased its focus on supporting Member States' reforms tackling EU priorities through flagship projects. Where relevant, multi-country projects further enhanced the added value of the support provided.

25% of the 170 TSI 2024 projects were multi-country projects and, 48% were linked to flagship projects. Both these percentages were greater than in previous cycles. This continued **increase in the uptake of multi-country and flagship projects** demonstrated the TSI's capacity to bring further EU added value and to facilitate the exchange of good practice and mutual learning opportunities between national administrations, while maintaining a strong focus on EU priorities. It also highlighted the TSI's demand-driven nature.

As in previous years, the TSI provided technical support to beneficiary authorities from all Member States and covered many **policy areas**, following the requests from national authorities selected under the TSI 2024 general call. These included public administration and governance, the green and digital transitions and competitiveness (see Figure 2). Several TSI 2024 projects also continued to support the implementation of national **RRPs** ⁵.

³ https://enlargement.ec.europa.eu/funding-technical-assistance/taieux_en

⁴ The list of entities implementing EU funds under indirect management for the TSI is provided on the [TSI website](#).

⁵ Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility, OJ L 57, 18.2.2021, p. 17 (the 'RRF [Regulation](#)').

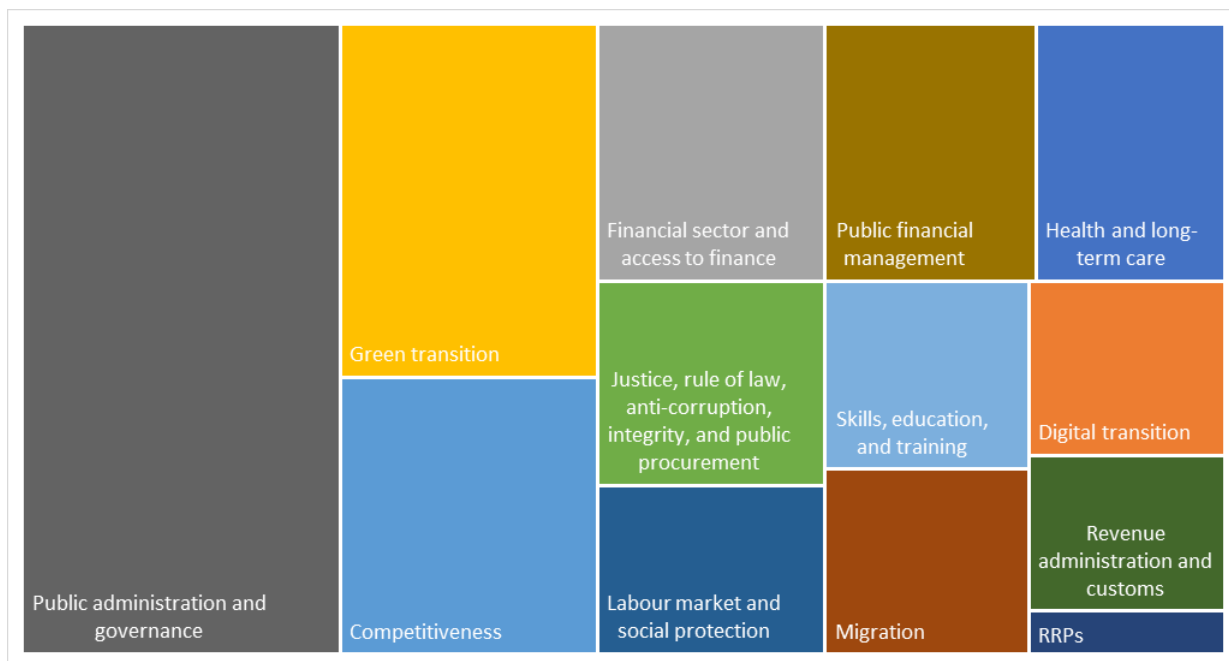


Figure 2 - TSI 2024: contribution to key policy priorities

Following the entry into force of the [Pact on Migration and Asylum](#) and the adoption of the Communication on the '[Common Implementation Plan for the Pact on Migration and Asylum](#)' (CIP), DG REFORM launched a **dedicated call** under the TSI on 12 June 2024. Its purpose was to **provide Member States tailor-made technical expertise to prepare their national implementation plans (NIPs)** under the Pact on Migration and Asylum. Nine Member States were supported under the dedicated call.

II. The TSI 2024 cycle - facts and figures

Launch of the TSI 2024 cycle

The TSI 2024 cycle was launched during the [TSI annual conference on 'Public Administration fit for the future and adaptable to change'](#) on 12 May 2023. Its approach was similar to that of previous cycles. **13 thematic TSI flagship technical support projects for 2024** were presented at the conference (see below). The key priorities included:

- focusing support on selected EU priorities, through the TSI flagship technical support projects proactively proposed by the Commission to Member States;
- encouraging the design and implementation of multi-country and multi-regional projects; and
- providing continuous support in implementing RRP.

Dialogues with Member States were subsequently organised to support the relevant national administrations in preparing high-quality requests for support, and to help with identifying areas of common needs for which multi-country support would be appropriate.

TSI 2024 requests for support

General call

By 31 October 2023, **all 27 Member States had submitted 604 requests** for technical support in response to the TSI 2024 general call, for a total amount of EUR 240 million (approximately double the available funding for the TSI in 2024) ⁶. The requests submitted covered a wide range of areas affecting the lives of people in the EU. These areas included applying artificial intelligence (AI) in businesses and public administrations; implementing the Green Deal Industrial Plan and other reforms needed to move to a net-zero economy; supporting gender equality and tackling brain drain; and providing mental healthcare services to young people and children. All the submitted requests were deemed eligible ⁷ and, 604 requests were assessed for selection under the general call.

DG REFORM assessed the submitted requests according to the assessment criteria set out in Article 9(5) of the TSI Regulation. These include the urgency, breadth and depth of the challenges identified; the support needs in respect of the policy areas concerned; analysis of socio-economic indicators; and the institutional and general administrative capacity of the Member States concerned.

SG REFORM consulted other Commission departments / directorates-general to ensure that the technical support provided under the TSI 2024 was in line with EU policies and to avoid duplicating other EU actions and funding, while complementing and building on other EU programmes.

The requests addressed support needs for Member States' reforms identified in different circumstances set out in the [TSI Regulation](#) ⁸. These included reforms to tackle challenges identified through the EU's economic governance process, as well as those linked to implementing EU priorities and Member States' own reform priorities.

⁶ The amount of funding available for the TSI 2024 general call was EUR 123 229 347 (as indicated in the TSI 2024 Financing Decision).

⁷ The eligibility of requests is verified based on the criteria set out in the TSI Regulation, namely in Articles 8 and 9. The eligibility of potential beneficiaries is also verified based on the criteria set out in the TSI Regulation, namely in Article 2.

⁸ A single request for technical support may be linked to multiple circumstances.

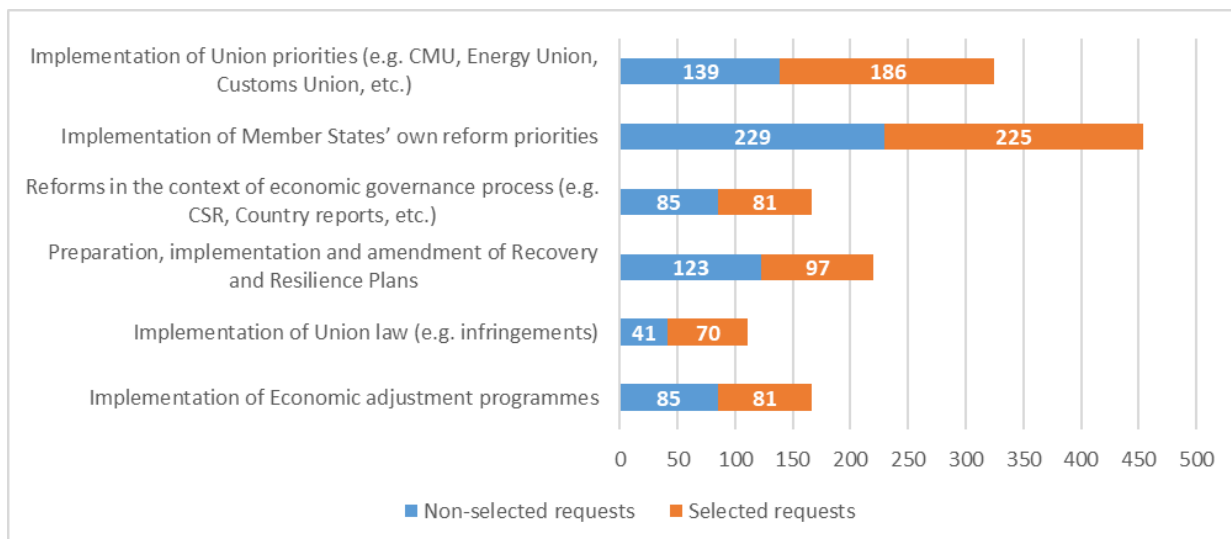


Figure 3 - TSI 2024: circumstances of Member States' requests

Following the assessment and selection process outlined in Annex 1, **307 requests** covering reforms related to key EU priorities **were selected under the TSI 2024** general call for **a total of EUR 120 million**. Four additional requests (two submitted under the TSI 2024 general call and two submitted under the TSI 2023 general call) were later selected in 2024 as additional funding was available. This brought the total number of requests selected under the TSI 2024 general call to 309, including ⁹:

- 167 requests related to the implementation of national RRP¹⁰s;
- 85 requests related to the digital transition;
- 96 requests related to the European Green Deal;
- 61 requests related to equality: support for women, people with disabilities, the Roma community, migrants, older people and the LGBTQIA+ community;
- 31 requests related to the public administration cooperation exchange (PACE), which is a multi-country flagship project aimed at promoting cooperation and cross-border exchanges among Member States.

In 2024, requests were selected for all Member States. No special measures were adopted ¹¹.

Dedicated call

DG REFORM launched a **dedicated call** ¹² under the TSI on 12 June 2024 to **provide Member States tailor-made technical expertise to prepare their NIPs** under the Pact on Migration and Asylum. Nine requests were received from Member States in response to the dedicated call. All nine were selected, for a total value of EUR 1.95 million, after being assessed according to the TSI's assessment criteria.

⁹ A single request for technical support may contribute to several EU priorities.

¹⁰ Based on the number of requests assessed by DG REFORM as having either a direct or an indirect link to the national RRP¹⁰s.

¹¹ Special measures may be taken under Article 12(7) of the TSI Regulation in the event of urgent needs.

¹² The dedicated call was financed under the TSI 2023 Financing Decision, given the availability of residual funds thereof.

TSI 2024 projects

The [Financing Decision and its annual work programme](#) were adopted on 26 March 2024. They set out the measures needed to implement the TSI 2024 ¹³. The **307 selected requests were streamlined into 170 projects** ¹⁴, because multiple requests were in several cases merged into a single project to take advantage of economies of scale, promote synergies and facilitate peer-learning opportunities. Those 170 projects supported all **27 Member States** in 309 reform initiatives ¹⁵.

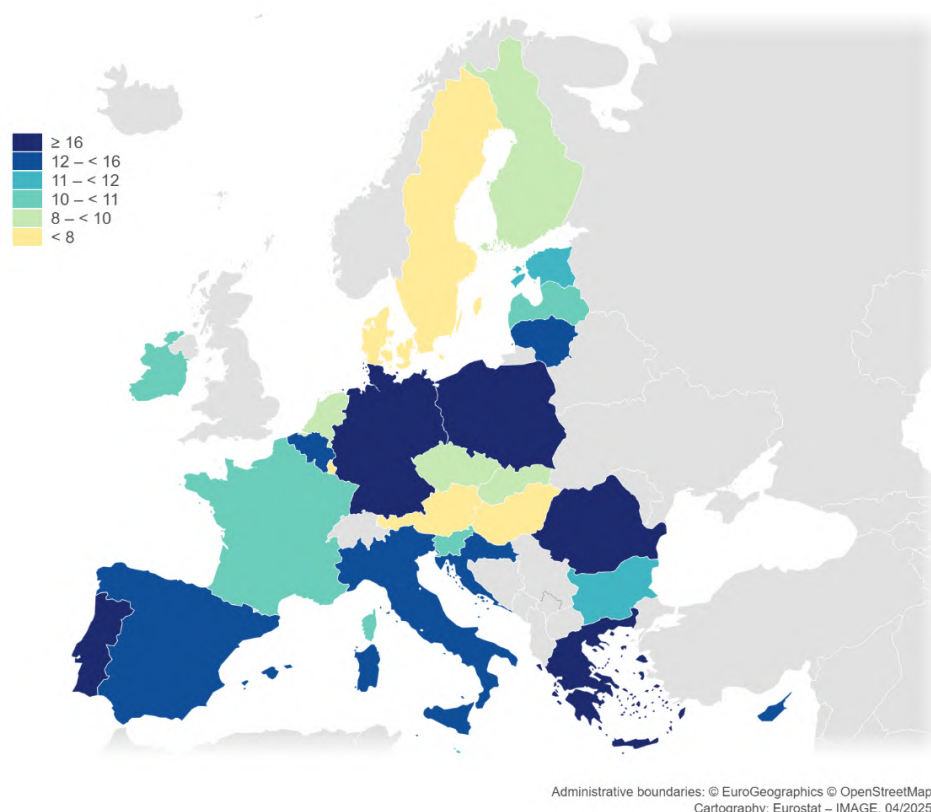


Figure 4 - TSI 2024: number of reforms supported in each Member State

Interest from Member States in taking part in **multi-country projects** continued to rise in 2024. This led to the number of such projects increasing from 34 under TSI 2023 (out of 151) to **43 under TSI 2024** (out of 170, with the PACE flagship project (see further) representing one project, as under TSI 2023). Member States also demonstrated their interest in strengthening cooperation at regional level through 38 **multi-regional projects**, an increase on the 32 projects under TSI 2023.

¹³ Commission Implementing Decision C(2024)1817 of 26 March 2024 on the financing of the Technical Support Instrument and the adoption of the work programme for 2024.

¹⁴ One project for “Modernization of accounting and state budget execution processes in Croatia” was merged with an existing project under TSI 2023.

¹⁵ The total number of reforms supported under TSI 2024 is higher than the total number of projects because multi-country projects corresponded to multiple reforms in different Member States under TSI 2024.

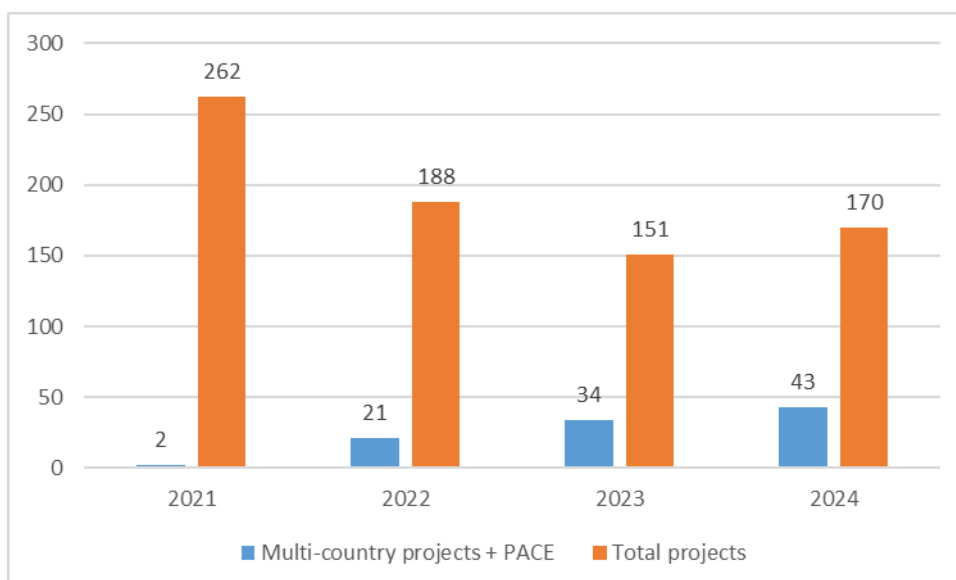


Figure 5 - TSI 2021-2024: change in the number of multi-country and PACE projects

For example, TSI 2024 projects included multi-country projects to help Member States explore (i) how AI can assist in processing data safely and effectively in the areas of social security, welfare and employment; and (ii) how they can ensure that public administrations advance gender equality while using the features of AI. Other common reform needs that received support ranged from fostering skills development systems to enhancing the quality of public finances.

Flagship projects

The TSI 2024 cycle showed a **stronger uptake of flagship technical support projects** than in previous cycles. 82 of the 170 TSI 2024 projects were linked to the 13 flagship projects, including in the fields of the green and digital transitions, energy, public administration, public finances, integration of migrants and healthcare. This 48% was a significant increase on the 33% under TSI 2023 (50 out of 151 projects) and confirmed the relevance of the 13 flagship projects put forward by DG REFORM to address reform needs in several Member States and linked to top EU priorities.

TSI 2024 flagships

- PACE – the Public Administration Cooperation Exchange
- AI-ready public administration
- Digital financial literacy
- Supporting the digital transformation of tax and customs administrations
- Enhancing the quality of public finances
- Support to the Green Deal Industrial Plan
- Support to the Social Climate Fund and the revised EU Emissions Trading System
- Overcoming barriers to regional development
- Enhancing reception and accommodation capacity for migrants
- Mental health: fostering well-being and mental health
- Flagship on skills: fostering skills development systems better adapted to the labour market
- Reinforce democracy and the rule of law
- Public administration of the future

The **PACE** multi-country flagship project aims to promote cooperation and cross-border exchanges among Member States to build administrative capacity and prepare the next generation of policymakers in the EU. It leverages TAIEX. PACE again saw significant take-up with the objective of implementing **70 exchanges in 12 Member States** ¹⁶ for **200 participants**.

RRP support

The TSI continued to support the reforms and investments included in the RRPs across the policy areas of governance and public administration; the digital transition; sustainable growth and the business environment; the labour market; health, education and social services; revenue administration and public financial management; and the financial sector.

Six TSI 2024 projects were directly linked to national RRPs, helping Greece, Croatia, Italy, Cyprus, , Malta, Portugal and Slovakia to increase their capacity to implement their RRPs.

FOCUS ON TSI PROJECTS WITH DIRECT LINKS TO AN RRP

Two examples of TSI 2024 projects with direct links to RRPs include: 1) a project for **addressing aggressive tax planning in Cyprus** ¹⁷, which aligned with the policy priorities of the RRP and its implementation by improving processes and building capacity in the Cyprus Tax Department to effectively implement transfer pricing and other anti-avoidance legislation; and 2) a project for **strengthening policy costing methodologies and medium-term budgeting practices in Portugal**. The project complemented previous support to Portugal in the area of programme and medium-term

¹⁶ Czechia, Germany, Estonia, Greece, Malta, the Netherlands, Austria, Poland, Romania, Slovenia, Slovakia, and Finland.

¹⁷ This was also a multi-country project for Malta, where however the link to the RRP was indirect.

budgeting with a view to better coordinating ongoing and upcoming public financial management reforms, and addressing the requirements related to the revised EU economic governance review.

Pilot for enlargement countries as observers

DG REFORM and DG NEAR continued the pilot to allow enlargement countries to be 'observers' of selected TSI projects in 2024. This was consistent with the Commission's political priority of accelerating the integration of, and accession process for, enlargement countries ¹⁸, and followed positive feedback from both Member States and enlargement countries on the pilot launched in 2023,. This was done with the agreement of the respective beneficiary authorities in the Member States and the involvement of the enlargement countries (without TSI funding).

In line with the approach followed for the first TSI pilot, the second pilot was offered to all 10 enlargement countries in 2024. Nine enlargement countries expressed interest in participating and did so (all but Ukraine), following nine projects (three of which were followed by more than one enlargement country). For example, Bosnia & Herzegovina, Kosovo ^{19*} and Moldova participate as observers in a TSI 2024 project with the overall objectives of enhancing regional access to and performance in EU initiatives and funds.

Projects under the dedicated call in 2024

The nine projects launched under the dedicated call to support Member States in preparing their NIPs under the Pact on Migration and Asylum received hands-on support from experts with knowledge of the national legal frameworks and systems, as well as from international experts with knowledge of relevant practices in other countries.

III. Project execution

DG REFORM's experts were closely involved in all phases of the projects launched under TSI 2024: project design, project implementation, monitoring, and evaluation of progress and achievements.

In the first stages of project identification and design, DG REFORM relied on essential collaboration with other key actors. DG REFORM developed project ideas using the demand-driven approach of the TSI. This approach involved extensive interaction with national authorities (through outreach and high-level meetings between REFORM's senior management and representatives of national authorities) to discuss needs and intended projects' outcomes. Country coordinators (DG REFORM officers who act as the main points of contact with Member States' coordinating authorities) played a major role in these interactions.

Following the selection of the 307 requests under TSI 2024, DG REFORM decided on the methods of implementation for the corresponding 170 projects to be launched under

¹⁸ Bosnia and Herzegovina, Montenegro, Moldova, North Macedonia, Albania, Serbia, Türkiye, Ukraine, Georgia and Kosovo^{22*}.

^{19*} This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

TSI 2024 . Policy officers (involved as project managers), defined the outputs to be produced within the projects, to ensure a significant impact on Member States' reform initiatives. They also agreed the work plan and the specific activities to be implemented with national authorities.

As indicated in the 2024 work programme for the TSI under the TSI Regulation, public procurement represented 26% of the TSI budget in the 2024 cycle (down from 43% in 2023 and 2022).

Member States' requests for highly specialised (and at times sensitive) technical support has resulted in an **increase in cooperation with pillar assessed entities (PAEs) under indirect management for the TSI** in recent years. Cooperation under indirect management accounted for 66% of the TSI 2024 cycle budget (up from 47% of the TSI 2023 cycle budget).

Indirect management clearly became the main method of implementation of TSI projects in the 2024 cycle, with a year-by-year increase in the number of PAEs providing expertise for TSI projects. By way of example, DG REFORM cooperated extensively with PAEs such as international organisations (e.g. the Organisation for Economic Co-operation and Development, the Council of Europe, the World Bank, the United Nations); entities such as the United Nations International Children's Emergency Fund, the International Labour Organisation, the International Organisation for Migration; private entities with a public service mission (e.g. Expertise France); and EU bodies (e.g. the European Union Agency for Railways).

The proportion of grants within the TSI budget in the 2024 cycle decreased to 4% (down from 7% in the 2023 cycle).

DG REFORM was actively involved in the projects' steering committees together with national authorities representatives to ensure coordination of action and alignment with national priorities. This served the purposes of (i) safeguarding the success of the projects by monitoring their progress; (ii) steering activities towards the specific needs of the Member States involved; and (iii) increasing the TSI's visibility. This coordination, which was driven by the policy officers, proved even more fundamental for projects that involved multiple countries with more stakeholders to align. Multi-country projects were characterised by a common objective among the Member States involved. By being involved in this type of project, they benefitted from improved collaboration at EU level, as cooperation provided EU added value in meeting national priorities and, where applicable, in relation to national RRP.

Other Commission directorates-general and EU decentralised agencies (e.g. the European Securities and Markets Authority and the European Insurance and Occupational Pensions Authority), were regularly involved in the TSI by providing expertise on thematic policy areas (as they had for previous cycles). The established network of representatives from other directorates-general ensured that the projects were consistent with EU policies and created added value, avoiding overlaps with other ongoing initiatives at EU level.

IV. Cooperation and support plans

Cooperation and support plans ²⁰ (CSPs) were signed with each Member State in 2024. These CSPs set out the guiding principles governing the provision of TSI support to Member States, the planned working methods, the circumstances of the requests, the intended scope of the support measures, and the indicative financing of support, in line with TSI Regulation. The CSPs indicate the common agreement of DG REFORM and the Member States about the provision of technical support. They were launched and signed after the annual TSI work programme was adopted. They were then forwarded, as approved by the Member States, to the European Parliament and the Council.

In 2024 (as in previous years), the CSPs described the proposed mandate of the TSI national coordinating authorities, illustrating their role at each step of the TSI cycle.

The coordinating authorities network, then chaired by DG REFORM, met five times in 2024 (three times online and twice in person, on 25 April in Brussels and on 10 September in Budapest).

V. Communication on the TSI

The TSI is notable for its innovative design and adaptability. It works with national administrations to support the design and implementation of their reforms, for the benefit of individuals and businesses. To ensure the visibility of EU funding, DG REFORM actively promoted the TSI in 2024 (including its projects and outcomes), working alongside beneficiary authorities, support providers and the Commission's representation offices in each Member State. Communication efforts through channels like press releases, the Reform Support website, social media, publications, and various events provided targeted information to diverse audiences, including the media and the general public.

In 2024, communication efforts related to the TSI and reform support continued to focus on presenting key priorities, results, and milestones in the programme's cycle.

DG REFORM held the annual [TSI 2024 press conference](#) on 26 March 2024. It announced that the TSI 2024 work programme and financing decision had been adopted. It also highlighted the point that the new round of reform projects would contribute to improving public services, fostering competitiveness towards a net-zero economy and ensuring local and regional development.

To launch the TSI 2025 cycle, DG REFORM organised a [TSI Annual Conference](#) on '*Reforms with an impact: Together we are stronger!*' on 24 and 25 April 2024. Commissioners and high-level speakers from 13 EU Member States discussed how the EU supports the Member States' reform processes and how the Commission can best keep supporting them in the future. More than 3 000 participants attended the event, in Brussels and online, a record for the event, which started in 2021.

On 27 June 2024, DG REFORM organised a [ComPAct High-level conference](#) on '*A growth enhancing public administrative space*', focusing on how public administration

²⁰ As referred to in Article 9(5) of the TSI Regulation.

across the EU could more efficiently respond to the public's needs. 500 participants attended the conference in Brussels and online.

DG REFORM also coorganised or participated in various public events locally and online, showcasing success stories and publicising TSI achievements. These included:

- several panels at the Delphi Economic Forum IX Annual Meeting, 10-13 April 2024;
- a conference on '[Building strong local and regional capacity with EU technical support](#)', 10 October 2024;
- a social media campaign as part of [COP16](#), in Cali, Colombia, 21 October - 1 November 2024.

In 2024, TSI communication continued to transition away from the project-oriented approach adopted in the initial years of the TSI towards emphasising reforms and their broader impact. In particular, DG REFORM marked the end of the Commission's mandate and the five year anniversary of the TSI by publishing a brochure '[Delivering on reforms](#)' on 8 July 2024. It highlights the key reform achievements of the instrument from 2020 to 2024.

The [Reform Support website](#) has a user-friendly interface and provides information on reforms structured by [policy areas](#) and by [Member State](#). Over 190 000 unique visitors accessed it in 2024. By the end of December 2024, over 550 TSI project descriptions were available online and easily searchable via the [TSI interactive map](#).

In line with the transparency requirement set out in Article 17 of the TSI Regulation, the Reform Support website is also [a single online repository of final studies](#) or reports produced through TSI projects. This repository is searchable by year, topic, and Member State, enabling broad dissemination of these documents. By December 2024, 49% of completed TSI projects had their final studies or reports available online.

DG REFORM remained active on social media, with over 3 900 followers on its [@EU_reforms](#) X (formerly Twitter) account. DG REFORM's increasing internal video production capacity enabled it to update its [YouTube channel](#) with new and original content. Eight videos were produced in 2024 on topics such as protecting [biodiversity](#), green policies, the TSI's support in reforming [emergency services](#), and the [digital](#) transition.

EU-wide communication campaigns and reports (such as the [2024 EU General Report](#)) frequently highlight the TSI's role in assisting Member States in meeting their reform goals in line with EU objectives.

VI. Evaluation of the TSI

SG REFORM (and previously DG REFORM) continuously assesses the technical support it provides to Member States through the TSI, at both overall programme and individual project levels, to obtain evidence of the programme's achievements.

At overall programme level, the mid-term evaluation of the TSI ²¹ adopted by the Commission on 12 May 2025 analysed the early implementation of the TSI according to the five mandatory better regulation evaluation criteria (effectiveness, efficiency, relevance, coherence and EU added value), in line with Article 16 of the TSI Regulation. The scope of this mid-term evaluation covered all projects funded under the 2021, 2022 and 2023 TSI cycles, in all 27 EU Member States. This amounts to a total of 611 technical support projects, for a total budget of EUR 359 million. The fact that only around half of the projects from the 2021-2023 cycles had been closed by the time of the evaluation limited its ability to analyse the long-term results of the TSI and its contribution to adopting and implementing reforms in Member States. The evaluation also demonstrated certain limitations in the design of the TSI Regulation that affect the tracking of the TSI's outcomes. In particular, it noted, (i) the absence of direct references to specific reform achievements in the formulation of TSI objectives; and (ii) the lack of specific reporting obligations for Member States on the status of the supported reforms.

To provide robust and independent input to the mid-term evaluation of the TSI, an external supporting study was contracted on 21 December 2023 and finalised on 1 December 2024. In addition, DG REFORM conducted a specific open public consultation on the TSI that ran between 18 March and 10 June 2024 on the 'Have your say' portal. According to the mid-term evaluation of the TSI published on 12 May 2025 ²², the TSI was found to be a highly relevant instrument that is well tailored to Member States' needs, mainly due to the design of the instrument and its demand-driven nature. Multi-country projects are seen as a vehicle for tackling broader cross-EU challenges while increasing collaboration and the sharing of good practice between participating countries. The number of such projects has increased cycle by cycle. The TSI projects have substantially contributed to implementing EU policies and priorities, and supporting the twin digital and green transitions. TSI flagship projects add value by aligning with EU priorities, driving regulatory compliance and promoting the application of EU law.

The evaluation confirmed that the TSI is successfully achieving its specific objective, which is to improve all types of administrative capacity of Member States across the EU, especially the internal administrative mechanisms that are the basis for reforms. It also highlighted the point that the success of technical support and the achievement of long-term sustainable results depend on Member States consistently and systematically following up on technical support projects. The evaluation demonstrated that continued ownership by national authorities had been a crucial factor in ensuring follow-up actions and use of the outputs delivered by technical support projects. The evaluation found that this follow-up also depends on additional national factors, such as the availability of financial resources, staff stability, and political and administrative continuity.

Based on the findings and lessons learned from this evaluation, SG REFORM has been reflecting and working on a new evaluation strategy to reinforce the monitoring and

²¹ Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, Mid-term evaluation of the Technical Support Instrument (2021-2027), COM/2025/198 final: [EUR-Lex - 52025DC0198 - EN - EUR-Lex](#).

²² Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, Mid-term evaluation of the Technical Support Instrument (2021-2027), COM/2025/198 final: [EUR-Lex - 52025DC0198 - EN - EUR-Lex](#).

evaluation of the technical support under the TSI and to better track the long-term results achieved after a TSI project's closure.

At individual project level, DG REFORM put in place a two-step 'feedback mechanism' to monitor and assess individual TSI projects. The first step, shortly after project closure, assesses the level of satisfaction of the main stakeholders involved in the project design and delivery. The second step, at least one year after project closure, assesses the extent to which the project has delivered its expected outcomes.

During 2024, DG REFORM sent 181 satisfaction questionnaires to beneficiary authorities. It received completed satisfaction questionnaires for 111 TSI projects (a 61% response rate). The feedback from beneficiary authorities indicated an average satisfaction rating of 9.3 out of 10 for the support provided by DG REFORM and 8.8 out of 10 for the success of the projects. These ratings were both very positive. The average satisfaction of beneficiary authorities with their project provider (i.e. the entity providing the expertise under the TSI project) was 84%, also a positive indication. Efforts were undertaken, and continue within SG REFORM, to increase response rates so as to better track the long-term results achieved after a TSI project's closure.

VII. Interinstitutional activities

At interinstitutional level, the then Commissioner for Cohesion and Reforms, Elisa Ferreira, met with the Budgets Committee and the Committee for Economic and Monetary Affairs at the European Parliament on 21 October 2024 for an exchange of views on implementing the instrument, in accordance with Article 15(3) of the TSI Regulation. This followed an information session organised by DG REFORM at the European Parliament for the secretariats of the Budgets Committee and the Economic and Monetary Affairs Committee on 18 October 2024.

In relation to the Council, at the invitation of the Presidency of the Council, the 2023 TSI Annual report was presented to the Council's Working Party of Financial Counsellors (FICO) on 21 October 2024, as well as to the Working Party on Competitiveness and Growth (Internal Market) on 5 December 2024. TSI projects and activities were also covered in several other presentations to the Council throughout 2024.

CONCLUSION

In 2024, as it reached its midway point in the MFF, the TSI increased its focus on supporting Member States' reforms tackling EU priorities through flagship projects and, where relevant, through multi-country projects, in order to maximise the added value of the support provided.

604 high-quality requests for support were received from Member States under the TSI 2024 general call, once again exceeding the programme's capacity. Following a rigorous assessment and selection process, **307 requests were selected – alongside two further requests selected later - for an amount of EUR 120 million**, leading to the design of **170 projects** to support **309 reform initiatives** in all Member States. Nine Member States were later also supported through a TSI dedicated call in preparing their NIPs under the Pact on Migration and Asylum.

Multi country projects accounted for 25% of the TSI 2024 projects, while 48% were linked to flagship projects. The continued **increase in multi-country projects** demonstrated the TSI's capacity to bring further EU added value and to facilitate the exchange of good practice and mutual learning opportunities between national administrations. Similarly, the **stronger uptake of proposed TSI flagships** compared with previous cycles confirmed this approach and ensured a strong focus on EU priorities under TSI 2024, while maintaining the TSI's demand-driven nature.

DG REFORM's continuous support to Member States in implementing TSI projects, including those from previous cycles (owing to the multi-year duration of many TSI projects), ensured that their outputs remained in line with Member States' objectives and was yet again positively judged by Member States. Based on feedback received from beneficiary authorities at project level and from coordinating authorities at national level, **Member States highly appreciated the support** provided through the TSI. The active role they can play in designing and implementing projects and **DG REFORM's effective communication** were positively noted by Member States. The wide range of policy areas covered by the instrument, in line with requests by national authorities, continued to suit Member States.

The mid-term evaluation of the TSI, which was performed mainly in 2024 and published on 12 May 2025, found that the instrument was **highly relevant** and well tailored to Member States' needs. It also found that it had successfully contributed to achieving its specific objective, which is to improve all types of administrative capacity of Member States across the EU, especially the internal administrative mechanisms which are the basis for reforms. It also highlighted the point that the success of technical support and the achievement of long-term sustainable results depend on Member States consistently and systematically following up on TSI projects. In this regard, continued ownership by national authorities was shown to be a crucial factor in ensuring that these authorities took follow-up actions and used the outputs delivered by the technical support projects. The evaluation found that such follow-up actions also depend on additional national factors, such as the availability of financial resources, staff stability, and political and administrative continuity.

Annex 1 – The TSI annual cycle

PREPARATION AND OUTREACH

March-April Year N-1

SG REFORM defines proposed Flagships for the next TSI cycle, in consultation with Member States and other Commission services, where appropriate.

May Year N-1

The TSI Annual Conference officially launches the next TSI cycle and presents the programme priorities and innovations to the Member States.

SUBMISSION AND SELECTION

September–October Year N-1

SG REFORM and Member States **discuss ideas** for potential TSI technical support requests.

31 October Year N-1

The EU Member States wishing to receive technical support **submit their requests** to the Commission via their national coordinating authority by **31 October**. **Ownership and engagement are key to the success of reforms.**

November-December Year N-1

SG REFORM analyses the requests received along the **principles of equal treatment, sound financial management and transparency**. The assessment phase also includes the consultation of other Commission services to confirm the **absence of overlap** and to ensure **complementarity with ongoing support policies**.

December–March Year N

SG REFORM preselects the technical support projects to be financed and launches the internal decision-making process. The Commission approves the TSI **work programme and financing decision** for the selected requests.

PROJECT IMPLEMENTATION

March June Year N

SG REFORM designs the TSI projects and defines the project planned activities, outputs, and outcomes in collaboration with the beneficiary authorities in the Member States. SG REFORM selects the best available expertise to help the team bring tailored support to the Member States.

May-June Year N

The TSI **Cooperation and Support Plans** are agreed yearly by the Commission and the Member State concerned and set out the agreed priority areas and scope of support, objectives, indicative timeline, and financial envelope.

June Year N onwards

During the TSI project implementation, SG REFORM works in close cooperation with the beneficiary authorities and the providers of technical expertise.

PROJECT EVALUATION

End of project + 3 months

SG REFORM launches the satisfaction questionnaire to collect feedback from SG REFORM staff, beneficiary authorities and providers on the project implementation.

End of project - 12 months later

SG REFORM follows up with Beneficiary Authorities in Member States to ensure that expected outcomes are achieved and after about 12 months submits to them a formal feedback survey.

Annex 2 – 2024 TSI general call: requests by Member State ²³

Country	Submitted	Not selected	Selected
Austria	12	5	7
Belgium	22	10	12
Bulgaria	30	19	11
Croatia	30	17	13
Cyprus	27	15	12
Czechia	20	11	9
Denmark	5	1	4
Estonia	15	4	11
Finland	11	2	9
France	18	8	10
Germany	34	10	24
Greece	40	17	23
Hungary	13	7	6
Ireland	17	7	10
Italy	39	23	16
Latvia	18	8	10
Lithuania	16	3	13
Luxembourg	4	1	3
Malta	17	6	11
Netherlands	14	5	9
Poland	34	17	17
Portugal	44	28	16
Romania	45	28	17
Slovakia	27	17	10
Slovenia	17	7	10
Spain	27	14	13
Sweden	8	5	3
Total	604	295	309

²³ Including two requests from late selection