



REPUBLIC OF ESTONIA
STATE SHARED SERVICE CENTRE

FNLC „Innovation capacity of the Public Sector“

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Objective

Strengthen the public sector's ability to design, test and adopt innovative solutions that support Estonian R & D & I Strategy (RIS 3) and long-term strategic priorities

Beneficiary /Implementers:

Government Office +

ministries, agencies, constitutional institutions, local authorities, foundations providing public services and other public-service organisations



Supported activities

IDENTIFICATION OF CHALLENGES AND DEVELOPMENT NEEDS IN THE PUBLIC SECTOR

Analyses, surveys, workshops, seminars, hackathons etc.

CREATION AND TESTING OF NEW SOLUTIONS

Pilots, experiments, technical testing etc.

DEVELOPMENT AND SUPPORT ACTIVITIES

Building partnership, regulatory frameworks, improving cooperation, trainings, capacity-building etc.



Example Project: Testing Search Technology to Enhance Prison Security

Problem: Estonian prisons face constant smuggling of drugs, medicines and other contraband, including items hidden inside the body—current methods are insufficient

Goal: Develop a safe, non-intrusive muon-tomography scanner to detect prohibited items in prisons.

What was done: Needs analysis → prototype development → machine-learning training → testing and next-steps assessment.

Key results:

- Muon tomography proven usable for security screening
- Prototype can automatically detect illicit substances
- Clear roadmap for improving accuracy and scaling

**Muon
tomography**



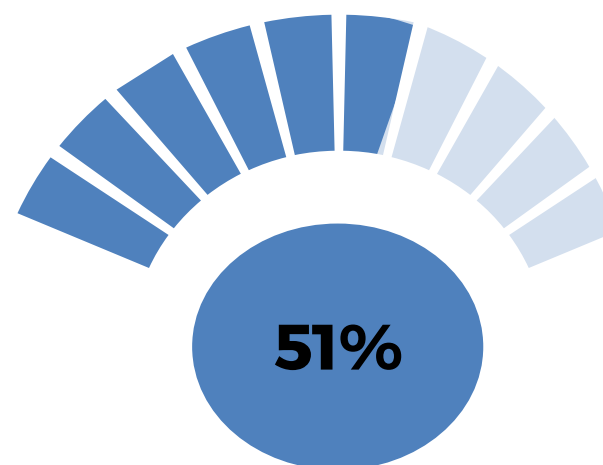
Type of intermediate deliverables:

- **Decrees** of the State Secretary to support the implementation of x No. of innovation projects
- **Digitally signed contracts** between the Government Office and the institutions implementing innovation projects
- Completed projects

*Project selection follows the methodology in Article 40(2)(a) of Regulation (EU) 2021/1060 and the monitoring committee's approval. Ideas are evaluated by experts, with Secretary Generals of the ministries assessing how each project supports government priorities

Indicators triggering reimbursement

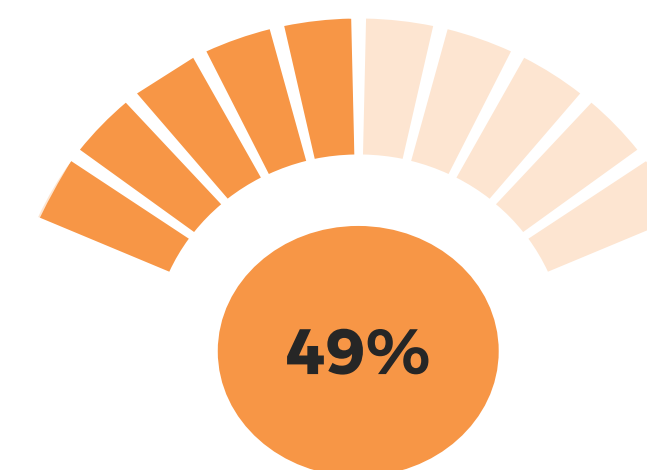
Condition



Number of approved projects* (40)

Decrees of the Secretary of State or **digitally signed contracts** between the Government Office and the institutions implementing innovation projects

Result



Number of completed projects (36)

Completion = submitted implementation report + proof of testing, piloting, experiment or prototype

Out of 40 financed; ~10% expected cancellation due to innovation risk



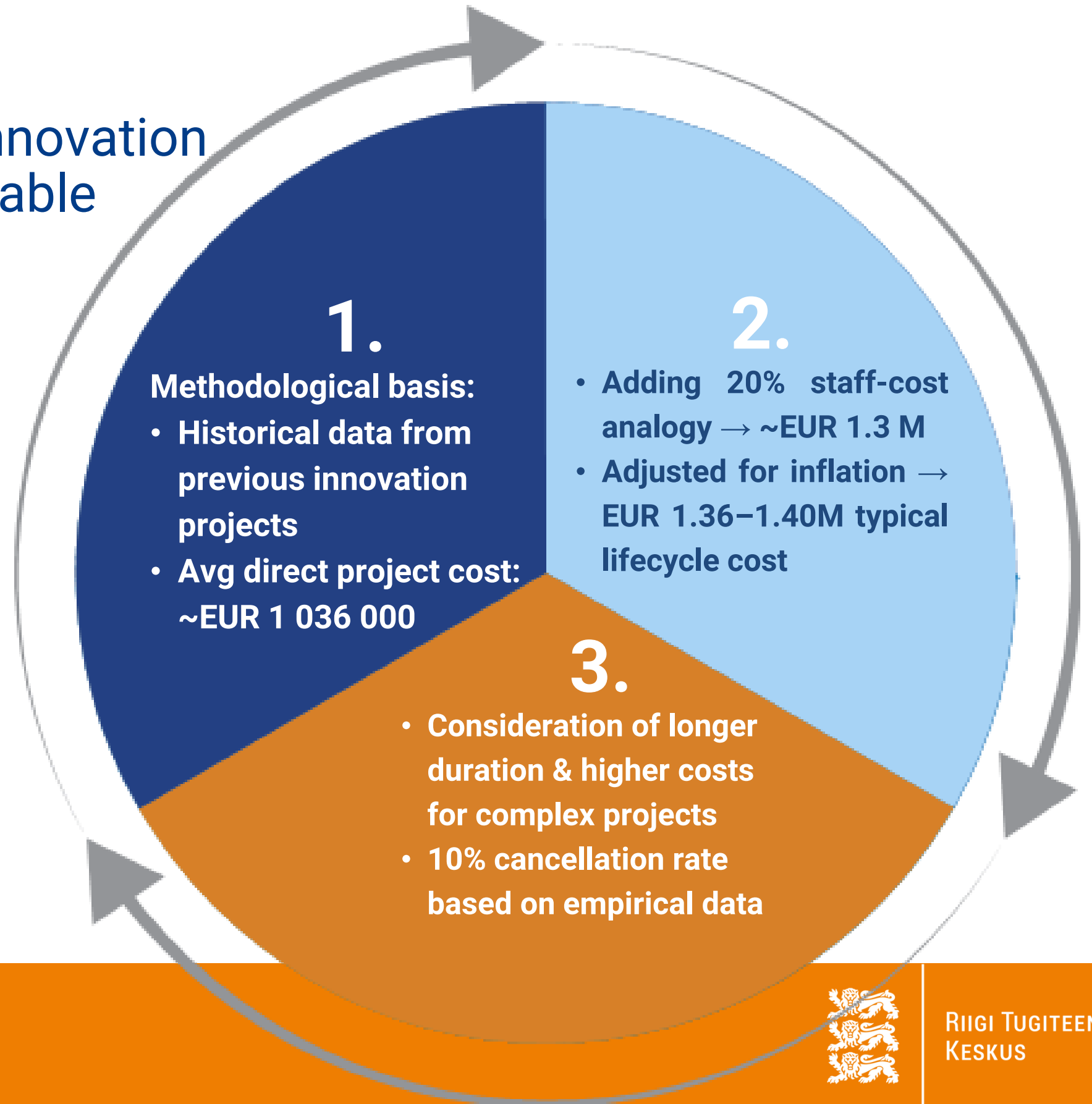
Approach to Establishing the Amounts

Amounts reflect realistic success rates of innovation portfolios, where not all ideas mature into viable solutions.

BUDGET
EUR 58.7 M
(ERDF: EUR 41.01 M)

EUR 52.2 M →
innovation
projects

EUR 6.5M →
development
& support
activities



Setting the pay-out values for M/T

- Negotiations with the Commission on the balance between conditions and results
- Considering the actual cash flow needs by year
- Mitigating risks by allocating the smallest possible share to the final target
- *Alternative approach: link each milestone/target (M/T) to a specific % of the budget (e.g. five M/T: 20% / 20% / 40% / 15% / 5%)*

Intermediate results	Planned date	Amounts (EUR)
Deliverable 1 = Decrees of the State Secretary to support the implementation of 23 innovation projects	30.6.2026	12 393 400
Deliverable 2 = 7 signed contracts or decrees of the State Secretary for the implementation of innovation projects	30.6.2026	3 380 600
Deliverable 3 = 5 signed contracts or decrees of the State Secretary for the implementation of innovation projects	31.12.2026	3 129 000
Deliverable 4 = 5 completed innovation projects	31.12.2026	4 086 000
Deliverable 5 = 5 completed innovation projects	31.12.2027	5 129 000
Deliverable 6 = 4 signed contracts or decrees of the State Secretary for the implementation of innovation projects	31.12.2027	1 503 200
Deliverable 7 = 1 signed contracts or decrees of the State Secretary for the implementation of innovation projects	30.6.2028	613 000
Deliverable 8 = 8 completed innovation projects	30.6.2028	3 337 600
Deliverable 9 = 6 completed innovation projects	31.1.2029	2 503 200
Deliverable 10 = 10 completed innovation projects	31.9.2029	4 172 000
Deliverable 11 = 2 completed innovation projects	31.12.2029	849 800

Audit Trail

GOV Office:

- Selecting project ideas
- Operational monitoring and control of results

MA (SSSC):

Controls related to conditions

- Verify compliance with project selection and evaluation principles
- Ensure independence and avoid conflicts of interest
- Check alignment with RIS 3 priorities and eligible activities
- Review State Aid assessments and accuracy of State Aid register data

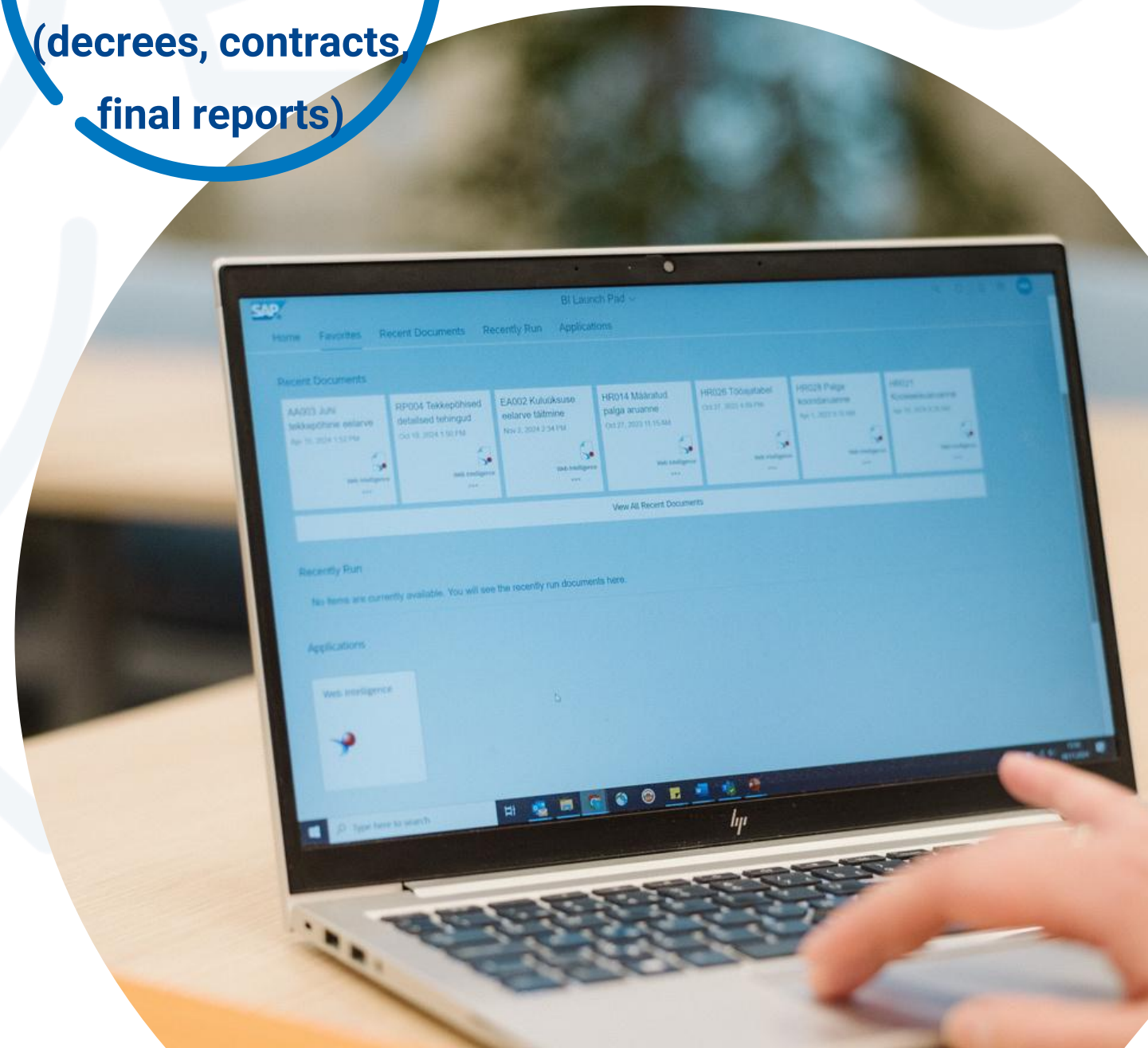
Controls related to results:

- SSSC validates all projects' final reports and an external expert with the relevant expertise and know-how is engaged for this purpose
- Ensure impartiality in procurement
- Check accuracy of State Aid register data
- Confirm results/costs are not double-declared and visibility rules are respected

Government
Office's DMS

SFOS -
SF IMS

(decrees, contracts,
final reports)





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THANK YOU!

