



# Management plan 2024

DG REFORM – Directorate-General for  
Structural Reform Support

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# Introduction

The Directorate-General for Structural Reform Support (DG REFORM) provides Member States with **technical support to prepare and implement growth-enhancing institutional and administrative reforms**. With more than 1700 reform projects managed so far through the Structural Reform Support Programme (SRSP) and through the **Technical Support Instrument (TSI)** <sup>(1)</sup>, DG REFORM helps **all 27 Member States** build more effective institutions, stronger governance frameworks and efficient public administrations. **DG REFORM:**

- **steers and coordinates the provision of technical support to Member States** across the Commission's departments, as part of the European Semester process and in relation to the **Recovery and Resilience Facility (RRF)** <sup>(2)</sup>;
- **leads policy developments in the area of public administration and governance** and implements the ComPAct (Communication on Enhancing the European Administrative Space) <sup>(3)</sup> in the context of providing technical support to Member States;
- **coordinates the Commission's efforts to support the reunification of Cyprus**, a process facilitated by the United Nations. DG REFORM is responsible for implementing the EU's Aid Programme for the Turkish Cypriot community and monitoring the application of the Green Line Regulation.

The 2024 management plan sets out the actions and outputs planned for 2024 to meet DG REFORM's general and specific objectives <sup>(4)</sup>. These contribute to the political headline ambitions of the von der Leyen Commission, primarily to the **General Objective 3, 'An economy that works for people'**, as well as to the Commission's other priorities **to recover** from the pandemic crisis and the current weaker economic outlook for EU growth by developing EU's greener, digital and further growth potentials, and to respond to the recent hardships and global energy market and economic crisis caused by the Russian invasion of Ukraine.

As a result, the TSI will continue **supporting EU Member States in building sustainable and competitive economies**. Support will be provided to advise public authorities on actions to accelerate the twin climate and digital transitions and contribute to economic growth and recovery. This will include reforms and investments that will strengthen further the **cohesion and competitiveness** of the EU economy.

In 2024, DG REFORM will **continue to implement the technical support projects started in the previous years; provide new tailor-made technical support to the**

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<sup>(1)</sup> 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..

<sup>(2)</sup> 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.

<sup>(3)</sup> COM(2023) 667 final

<sup>(4)</sup> [DG REFORM Strategic Plan 2020-2024](#).

**Member States** requests made in 2023 and 2024 (including general requests and requests presented in the context of ‘additional dedicated calls’) and **launch the reach out activities** for identifying new areas / projects of interventions in 2025. The ‘Flagship technical support projects’ on pre-defined topics falling under EU priorities, and the ‘multi-country projects’, responding to common priorities in the same policy areas, will be continued to further enhance European collaboration with Member States and among national authorities, as fostered in the TSI Regulation.

Since 2015, the demand for reform support from Member States has far outstripped expectations. Today the TSI is a programme of major success, **increasingly used by all Member States**, who continuously acknowledge the high added value of the European interventions through a growing number of technical support requests.

DG REFORM will continue offering **support to Member States in the context of the implementation, revision or amendment of their national recovery and resilience plans (NRRPs)**. Such support contributes to the Member States’ realisation of their reforms for socially inclusive, green and digital transitions and ultimate sustainable growth.

DG REFORM will further **step up its efforts to enhance the European Administrative Space, modernise public administration in the Member States and increase efficiencies** through the implementation of the **ComPact**, promoting exchanges of good practices, as well as deploying technical support for improving the quality of public administration at central, regional and local levels as part of EU policies and the ‘Next Generation EU’ recovery package. It will continue to facilitate exchanges between civil servants from national administrations through its Public Administration Cooperation Exchange (PACE) initiative, financed under the TSI.

In line with the previous years, **DG REFORM’s main challenges** for 2024 will be to provide **timely, relevant and effective technical support to Member States’ reforms**. As human and budget resources remain fixed and the quality of requests is increasing year after year, it has become more and more competitive for Member States to receive support. For this reason, DG REFORM will be able to select and implement only a certain number of technical support requests among the best ones.

DG REFORM also stands ready, if needed, to run additional dedicated calls for technical support to address new emerging priorities, as done in 2021 to deploy immediate support for the implementation of the NRRPs and in 2022 to [welcome and integrate non-EU \(Ukrainian\) nationals in Member States](#), by facilitating access to rights under Temporary Protection, to identify the most suitable Member States’ investments and reforms ([REPowerEU chapters of the NRRPs](#)) to reduce dependency on fossil fuels imports from Russia, or facilitate the application of sanctions in the Member States.

Finally, considering that the political climate in Cyprus has deteriorated due to the lack of a process to resume the settlement talks, DG REFORM will also **keep the Turkish Cypriot**

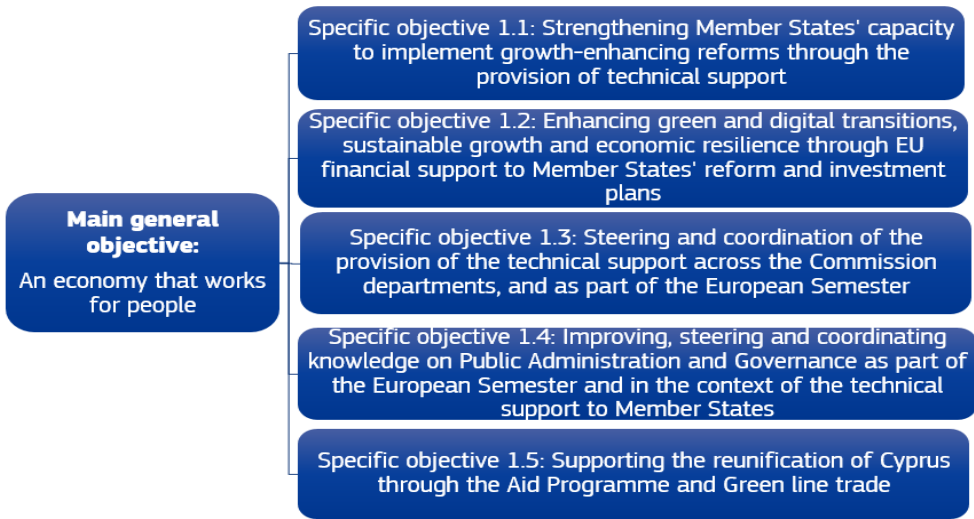
**community closer to the EU** through the Aid Programme and thus **continue to foster the reunification of Cyprus**.

The TSI Regulation does not currently allow for enlargement countries to submit requests under the instrument. Given the urgency and political priority to prepare **enlargement countries for accession**, DG REFORM launched in September 2023 a pilot to include **enlargement countries as observers** to selected TSI projects, subject to the consent/agreement of the respective beneficiary authorities in the Member States. This pilot offers them the possibility to follow the joint work of several Member States in the design and implementation of reforms in key areas. The thematic aspects covered by these projects include accelerating the disbursement of permitting procedures for renewables, building policy coherence in order to promote the **Sustainable Development Goals** and building strategic and sustainable public procurement policies.

In such a context, DG REFORM will optimise its existing resources by:

- ✓ continuously streamlining its business processes, where possible using digital solutions;
- ✓ promoting more knowledge sharing and reinforcing the EC capacity building to capitalise on the experience gained through the technical support provided so far and the lessons learned, as well as passing on successful projects to other Member States' in need;
- ✓ enhancing its cooperation with international organisations; and
- ✓ strengthening the collaboration with the network of national coordinating authorities established in 2022.

DG REFORM will deliver on its priorities and tackle challenges by pursuing the following specific objectives.



# Part 1. Delivering on the Commission's priorities: main outputs for 2024

## Specific Objective 1.1: Strengthening Member States' capacity to implement growth-enhancing reforms through the provision of technical support

DG REFORM contributes to the achievement of the **Commission's General Objective 3, 'An economy that works for people'**, by providing technical support to Member States to make reforms to build resilient economic and social structures and ultimately raising living standards of EU citizens.

The need for Member States' support for reforms and a coordinated EU approach has become even more crucial, particularly in the aftermath of the COVID-19 pandemic crisis and in the context of the [EU recovery plan](#). More recently, a stronger EU response was also needed to reduce the EU's dependence on Russian fossil fuels and to protect and integrate Ukrainian migrants after Russia's military aggression against Ukraine.

To help Member States address these reform challenges, DG REFORM implements since 2021 the Technical Support Instrument. In addition to the traditional technical support for designing and implementing institutional and administrative reforms, the TSI allows Member States to request technical support:

- ✓ to respond to **several EU emerging priorities** that are in the [2023 SOTEU](#) (e.g., European Green Deal, skills for the digital transition, migration management and security, Ukraine etc.),  
and
- ✓ to **prepare and implement the national recovery and resilience plans (NRRPs)** financed through the RRF. In 2024, DG REFORM will continue to support Member States' efforts to implement reforms and investments aimed at recovery and resilience of economies, including in particular those linked to the socially inclusive, green and digital transitions, as well as energy diversification (cf. objective 1.2).

Building on its experience and a consolidated overview of Member States' priorities and



reform needs, in 2024 DG REFORM will continue to offer Member States the possibility of presenting **'flagship technical support projects' and 'multi-country' as well as 'multi-regional' technical support requests**. Such initiatives are very effective since they streamline priorities, relevance and areas of reform across Member States while fostering practical collaboration

between the EU and national authorities and among themselves.

In 2024, DG REFORM will continue to provide technical support projects through **direct and indirect management**, and the latter in collaboration with **international organisations**, such as e.g., the Council of Europe, the OECD or UN entities.

Member States will continue to exchange good practices, processes and methodologies through the **TAIEX instrument**. Longer-term exchanges will also be possible via the Public Administration Cooperation Exchange (PACE) initiative (cf. Specific Objective 1.4).

Additionally, some technical support projects having a strong link to EU policies and priorities may also be implemented with **in-house technical expertise**.

DG REFORM will continue to **monitor and evaluate** its technical support activities, both at project and programme level with a view to improving the support provided.

At programme level, DG REFORM will fulfil its legal obligation to report annually on the programme. Particularly, DG REFORM will in 2024 carry out the **mid-term evaluation of the TSI** in line with the Commission's provisions on better regulation. The evaluation will be supported by an external study.

In 2024, DG REFORM will continue to expand its **external communication** activities to increase the visibility of its work. The [Reform Support website](#) will enhance its country dimension, include more examples of projects, and feature the TSI final studies or reports. DG REFORM will also strengthen its presence on social media exploring new platforms and continuing the '**Project in the Spotlight**' series to illustrate the impact of selected projects on the life of EU citizens.



Established in 2022, the network of **Member States TSI coordinating authorities** ensures dynamic communication, including through a dedicated IT platform, and collaboration with the coordinating authorities and among the authorities themselves. In 2024, DG REFORM is planning to organise workshops, for instance, to take stock of the annual requests and share lessons learned in view of the projects' implementation, and to ease the preparation of any future multi-country requests capturing the EU priorities and common reform needs.

Finally, in 2024, DG REFORM will keep and step up:

- building **stronger relations with its implementing partners** to promote the benefits of reforms in the EU and for its people;
- an active communication with the network of coordinating authorities to facilitate the preparation of projects' requests in the context of the TSI' annual call for requests;
- increasing its **visibility in the press**, particularly with the help of the Commission Representations in the Member States;
- participating in and hosting events to strengthen **the visibility of the TSI programme** and selected projects (e.g. annual conference to launch the TSI annual



round of technical support requests followed by roll-out events and exchanges with each Member State);

- showcasing results of TSI interventions to the **European Parliament and the Council**, including together with EU Member States holding **the EU Presidency**.

### **Specific Objective 1.2: Enhancing green and digital transitions, sustainable growth and economic resilience through EU financial support for Member States' reform and investment plans.**

DG REFORM provides technical support to Member States that support the green transition and the implementation of the European Green Deal. In 2024, this will include in particular technical support on two flagships: support to the **Social Climate Fund** and the revised **Emissions Trading System**, and support to the **Green Deal Industrial Plan**.

In 2024, DG REFORM will continue playing a significant role in supporting the



implementation of the **Recovery and Resilience Plan** related projects. It is estimated that a large number of the projects selected under TSI 2024 will contribute to this aim. DG REFORM will continue to work closely with other Commission departments (SG, RECOVER and DG ECFIN) to provide this technical support. This close cooperation will help to identify areas with highest potential to enhance the

implementation of NRRPs. Targeted RRP-related support in 2024 will focus on the evaluation of the impact of NRRPs, including impact on social inequalities, as well as on the implementation of **REPowerEU** chapters.

In addition to the annual TSI cycles, Member States have the possibility to ask for additional technical support through **voluntary transfers of national funds** to DG REFORM to receive additional technical support under Article 7 of the TSI Regulation, or, alternatively, **transfer funds from shared management** to DG REFORM for additional technical support under Article 6(3) of the TSI Regulation.

Finally, in 2024, DG REFORM will continue an active communication through its website and engagement with other medias to inform about the technical support offered to Member States to implement their RRP.

### **Specific objective 1.3: Steering and coordination of the provision of the technical support across the Commission departments, and as part of the European Semester**

The coordination mechanism, as set up under the TSI, was created to align relevant technical support with the Commission's policy priorities and Member States' reform priorities.

In 2024, DG REFORM will continue to **coordinate with other Commission departments and stakeholders on the technical support the Commission provides to Member**



**States.** Such continued approach ensures synergies and the complementarity of its activities and avoids overlaps with other Commission support measures.

In particular, DG REFORM promoted the creation of **network of the coordinating authorities**, which are the national counterparts supervising the implementation of TSI projects in each Member State. The network meets regularly online to share good practices in the different steps of the TSI cycle: submission of requests, implementation of projects, monitoring and evaluation.

The meetings of the network of coordinating authorities are also an effective means for DG REFORM to transmit information and updates related to the TSI. In 2024 DG REFORM also plans to have an in-person workshop of the coordinating authorities, as is happened in 2022 and 2023.

Furthermore, DG REFORM will keep involving other Commission departments in the provision of technical support via the **technical support working group (TSWG)**, which gathers representatives from a range of DGs that are impacted by the provision of support.

Also in 2024 DG REFORM will organise online meetings with the members of the technical support working group to inform them and collect feedback for the proper functioning of the programme, e.g. to further streamline the phase of the assessment of the requests in November.

Furthermore, via the technical support working group, DG REFORM is also coordinating the means of provision of technical support and presenting all available programmes – managed by different Commission departments – in a single webpage.

DG REFORM will also **contribute to country reports** under the guidance of SG RECOVER/ECFIN in the framework of the European Semester. Country analysis will focus on how technical support projects have supported the reform needs of the Member States', including those linked to the implementation of their RRP (see Specific Objective 1.2).

### **Specific Objective 1.4: Improving, steering and coordinating knowledge on Public Administration and Governance as part of the European Semester and in the context of the technical support to Member States**

In 2024, DG REFORM will launch the implementation of the actions presented in the Commission Communication on **“Enhancing European Administrative Space” (ComPact)** under its remit and will coordinate the implementation of the actions under the responsibility of other DGs.

Accordingly, DG REFORM will publish an updated, online version of the **“Quality of Public Administration Toolbox for Practitioners”**. The Toolbox will include guiding principles of public administration reform, good practices and case studies. DG REFORM will also create online trainings to pilot the ComPact action **“developing a public administration section in the EU Academy”**.

The **Public Administration Cooperation Exchange (PACE)** will be scaled up as an annual exchange programme as part of the TSI, providing a unique opportunity for civil servants of national administrations to learn from the working methods and culture of other EU public administrations. As a follow up to the pilot exchanges under TSI 2023, DG REFORM will organise workshops to increase synergies between Member States’ exchanges via PACE to promote good practice and lessons learned.

DG REFORM will also promote the ComPact in the **Ministerial meeting on public**



**administration** and other Council formations (e.g. Competitiveness, General Affairs) and cooperate with the Belgian Presidency of the Council and Member States for the implementation of the ComPact.

DG REFORM will continue to produce evidence-informed analysis of EU Member States’ public administrations to inform the **European Semester**, will develop improved **methodologies with the OECD**.

The recently completed **study on the cost of underperformance in public administration in EU27** will be presented to the members of the Expert Group on Public Administration and Governance in Q1 2024, in view of its publication.

DG REFORM will continue to organise regular and thematic meetings of the **Expert Group for Public Administration and Governance** to identify common challenges for public administration in the Member States and innovative approaches to address them (three meetings).

As the chair of the **Inter-Service Group for Public Administration and Governance (IGPA)**, DG REFORM will continue to organise regular meetings to coordinate actions for the implementation of the ComPact, facilitate the exchange of information and to share knowledge and experience on public administration and governance.

DG REFORM will support the 2023-2024 edition of the **European Public Sector Awards** (EPSA), organised by the European Institute of Public Administration (EIPA), to promote examples of public sector modernisation and reform. As a follow-up to the EPSA, a series of workshops will be organised to further disseminate good practices and strengthen the network of practitioners.

### **Specific Objective 1.5: Supporting the reunification of Cyprus through the Aid Programme and Green line trade**

In 2024, DG REFORM will deliver on the objectives of the **Aid Programme** for the Turkish



Cypriot community (TCc) by continuing to implement the previous annual work programmes under which funding is still available for commitment and implementation. DG REFORM will also adopt the 2024 annual work programme and amend the previous work programmes as needed in order to make the best use of resources.

DG REFORM will continue its efforts to assist the TCc to comply with the standards (e.g. from increasing the number of sheep and goats to improving hygiene standards throughout farms and dairies) set by the package of two measures <sup>(5)</sup>, adopted by the Commission in 2021, registering **‘Χαλλούμι’ (Halloumi) / ‘Hellim’** as a Protected Designation of Origin (PDO) and laying down the conditions for movement of this product over the Green Line. DG REFORM will continue to co-chair and facilitate the activities of the informal Working Group on Halloumi/Hellim including stakeholders from both Cypriot communities.

In addition, considering the important steps already made to enable the launch of PDO certification checks in the TCc, targeted multi-annual support will continue to further help Turkish Cypriots in the implementation of upgrades to meet the EU animal health and food safety standards. It is expected that in 2024, a favourable animal health status for the TCc will be established and the first Turkish Cypriot produced PDO compliant Halloumi/Hellim will cross the Green Line.

DG REFORM will also continue to oversee the implementation of the **Green Line Regulation**, which constitutes a legal system governing the crossings of the Green Line by people and goods. Efforts will continue to ensure that the objective of increased trade across the Green Line is integrated in all areas of support, and to address identified specific challenges to Green Line trade, including through the Aid Programme. This will comprise a fully operational One-Stop-Shop, increased assistance to Turkish Cypriot businesses, and continued TAIEX support.

DG REFORM will chair the **inter-service group on Cyprus** with a view to helping remove obstacles for Turkish Cypriots to enjoy their rights as EU citizens and allow businesses, civil society organisations and individuals to benefit from EU programmes already implemented

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<sup>(5)</sup> Commission Implementing Regulation (EU) 2021/591 of 12 April 2021 and Commission Implementing Decision (EU) 2021/586 of 12 April 2021

in the Republic of Cyprus. This aims to bring the TCc closer to the EU and thus contribute to the reunification of Cyprus.

DG REFORM remains ready to support the leaders of the two communities and the United Nations in the **reunification process**. The extent of this activity depends on the political situation on the island and the resumption of negotiations.

DG REFORM will continue to organise **external communication activities** (events, awareness raising campaigns, competitions, publications, etc.) related to tangible benefits brought about by the Aid Programme through the EU InfoPoint in Nicosia. The visibility activities will continue with the purpose of increasing the positive perception within the TCc towards the EU, paving the way to the reunification of the island.

## Part 2. Modernising the administration: main outputs for 2024

The internal control framework <sup>(6)</sup> supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG REFORM has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

In 2024, DG REFORM will ensure the implementation of:

- ✓ actions on gender equality, managerial excellence, staff engagement, learning and development and talent management, in collaboration with DG HR;
- ✓ its budget, according to the principles of sound financial management and legality and regularity;
- ✓ its main internal and *ex post* control actions to provide elements of assurance for the Authorising Officer's annual declaration and identify areas of improvement or timely recovery of ineligible expenditure where necessary;
- ✓ awareness-raising activities and controls with a view to maintaining a high level of knowledge among staff and DG REFORM stakeholders in the area of anti-fraud, as well to prevent, detect and correct fraud and irregularities;
- ✓ audit recommendations to improve processes where necessary;
- ✓ measures, including digital solutions in support to management of operations and reporting activities, ultimately leading to synergies and efficiency gains.

### A. Human resource management

In 2024, DG REFORM will continue its best efforts to deploy its resources in the most effective way in support of policy delivery and core business in all DG REFORM locations.

The greatest obstacle to the full deployment of technical support to MS remains the limited human resources in DG REFORM. Without a substantial increase in human resources, DG REFORM will be offering less technical support than what is legitimately requested by MS under TSI. DG REFORM, and other DGs, have recruited the majority of laureates from the reserve list of the EPSO competition as experts in technical support to Member States' structural reforms. Nonetheless, without receiving an additional allocation of resources, DG REFORM cannot recruit enough laureates to meet its needs.

DG REFORM continues to promote gender balance in middle and senior management and will continue to strive towards a gender-balanced, diverse representation in management in

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<sup>(6)</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

2024 and beyond. There will also be more active focus on diversity & inclusion in recruitment policies and the working culture of the DG.

In 2024 and beyond, more emphasis will be placed on staff engagement through an increase in All Staff Meetings, a revived Sounding Board, additional Knowledge Hours and more staff-led initiatives.

On learning & development: DG REFORM's internal training courses will continue to run in response to the staff's identified needs; a DG team event is planned for early/mid 2024; the training offer of the DG will continue to grow.

DG REFORM will continue monitoring and implementing the actions highlighted in the Directorate-General's local HR strategy, in co-operation with DG HR and the corporate HR strategy, paying close attention to staff engagement and staff well-being.

## **B. Sound financial management**

The main objective for 2024 remains to plan, implement, monitor and report on the spending of its financial resources in compliance with the legality and regularity of the underlying transactions and the sound financial management principle.

In 2024, DG REFORM will continue to manage the annual commitment appropriations envisaged under the work programmes for the TSI (EUR 121.36 million), the Aid Programme (EUR 32.32 million), the related administrative support lines (EUR 2.12 million and EUR 1.97 million, respectively) and any available funding allocated under the previous work programmes. DG REFORM will implement its budget in **direct and indirect management**.

In addition, DG REFORM will manage the following payment appropriations related to both programmes: EUR 132.89 million on operational credits and EUR 4.09 million on the administrative support lines, as well as the payment appropriations carried over from 2023 for administrative projects.

DG REFORM will also implement the assigned revenues resulting from Member States payments for additional technical support (Articles 7 and 7(2) of the TSI and RRF Regulations).

In addition, DG REFORM will manage EUR 774 880 for decentralised expenditure financed from the global envelope to cover missions, representation expenses and the cost for meetings and conferences.

Finally, DG REFORM will ensure that the implementation of its (operational) commitment and payment appropriations remains higher than 95% and 90%, respectively, and that more than 90% of all payments in value are made within the contractual timelines. DG REFORM ex-post controls will be implemented in accordance with the ex-post control strategy to provide the Authorising Officer with comprehensive elements of assurance for his annual declaration and to ensure timely recovery of ineligible expenditure where

necessary. DG REFORM will continue to foster awareness of the results of the ex-post control activities with grant beneficiaries, entrusted entities and its staff with a view to preventing errors in financial management.

## C. Fraud risk management

In 2024, DG REFORM will continue to **implement the action plan of the Anti-Fraud Strategy** (AFS) adopted in 2021. This includes **preventive** activities (e.g., continued mandatory training on ‘ethics and integrity’; management of sensitive functions; information to reinforce staff knowledge about fraud and irregularities), as well as activities **aimed at detecting, reporting and correcting fraud** (e.g., controls to detect instances of plagiarism in deliverables; review of meetings and communication with interest representatives, etc).

An active collaboration with the [European Anti-Fraud Office](#) (OLAF) and the [European Public Prosecutor’s Office](#) (EPPO) will be continued to maintain, on one hand, the internal capacity to prevent/detect fraud and irregularities, and, on the other hand, to ensure appropriate management and follow up of any investigations, as necessary.

Finally, DG REFORM will continue to contribute to the implementation of the revised action plan for the **Commission Anti-Fraud Strategy (CAFS)**, as well to the ‘Commission Annual Report on the Protection of the European Union’s financial interests - Fight against fraud’ by reporting on the technical support projects (e.g. development of national anti-fraud strategies or risk management) carried out in any Member States in the field of anti-corruption.

## D. Digital transformation and information management

In 2024 DG REFORM will finalise the implementation of the following priorities of the European Commission’s **New Digital Strategy**:

- **Digital culture:** DG REFORM will design and implement a **knowledge management and internal communication strategy** with the objective of increasing the staff’s digital skills, increasing staff engagement and fostering collaborative working practices.
- **Seamless digital landscape:** DG REFORM will continue its collaboration with the Directorate-General for Digital Services (DG DIGIT) on its digital modernisation initiatives and will kick off its key digital transformation project based on the recommendations of earlier studies.

## Digital transformation

In the field of digital transformation, DG REFORM works towards establishing in 2024 of a Strategic Partnership Agreement with the Directorate-General for Digital Services (DG DIGIT) to set the modernisation of its information systems in motion. The intention is to gradually replace existing systems by adopting and integrating with reusable European Commission information systems.

DG REFORM will continue to invest in data visualisation and reporting tools such as **Qlik Sense (real-time reports and dashboards)** to work towards its goal of becoming a data-driven organisation. DG REFORM will also continue to improve its Jira information system (a database covering the operational implementation of technical support to Member States) to address user-centricity concerns and to integrate with other corporate systems in the grants and procurement domain.

## Information and IT security issues

In 2024, DG REFORM will complete the **IT security risk assessment** it started in 2023 based on the corporate IT Security Risk Management (ITSRM) methodology and will liaise with the Security Directorate of the Directorate-General for Digital Services (DG DIGIT) to ensure that this assessment and action plan are compliant with the Commission's IT security framework.

## Data, information and knowledge management

As part of the Commission's effort to consolidate its **collaboration solutions and tools**, in 2024, DG REFORM will finalise the implementation of its central knowledge management repository which documents its internal processes, working methods, policy knowledge, project insights and key documents.

While remote or hybrid working continues to be the norm, **information and knowledge sharing** across the DG will continue to transition to a hybrid modality. This will entail local webinars (the above-mentioned 'knowledge hours') and regular all staff hybrid meetings to encourage a collaborative and inclusive work ethos. Regardless of the way they are delivered, staff engagement and communication actions will focus on networking and team-building activities to strengthen DG REFORM's cohesive culture. In 2024, senior management engagement with staff will continue via the video weekly debrief of the management meetings and regular town halls in both Directorate A and Directorate B.

DG REFORM will continue working on the alignment with the EC Data Platform recommendations regarding best practises, architectures and corporate services/tooling on data integration, management, analytics, AI and innovation.



## Data protection

In the area of **data protection**, DG REFORM will continue to raise awareness on protection of personal data among its staff via targeted trainings (for example, trainings for newcomers, trainings on specific issues – processing of personal data in the digital Archives Repository (a-REP) with the objective to promote a data protection culture and to maintain the targets set in the Commission’s Data Protection Action Plan (C(2018) 7432 final).

In 2024, DG REFORM will strengthen the implementation of corporate principles of data governance for its key data assets in view of reaching the 80% milestone. The local data governance framework will be reviewed and data management processes documented.

In addition, DG REFORM will carry out an annual review of processing operations and data protection internal guidance to ensure they are kept up to date and reflect any changes in the processing operations.

## E. Sound environmental management

In 2024, in order to contribute to the corporate objective of reducing the environmental footprint of the Commission’s daily operations, DG REFORM will:

- relay locally the Commission’s eco-management and audit scheme (EMAS) campaigns on **waste management, resources efficiency and sustainable mobility**,
- strive to maintain a **high awareness among its staff about sound environmental management** and share environmentally-friendly good practices,
- Organise a garbage collection/park cleaning exercise at DG level and
- Share the results of some of the projects implemented under the TSI programme in a lunchtime presentation open to all Commission colleagues, to showcase on-the-ground results which can be relevant for the EMAS EC community.

In line with the Commission’s new working methods moving towards a ‘**digital transformation**’, DG REFORM will continue to promote fully electronic approval, registering and archiving of documents by strengthening **paperless working practices and procedures**, including for financial and contractual operations (see point F).

## F. Initiatives to improve the economy and efficiency of financial and non-financial activities

In 2024, financial management in DG REFORM is expected to be implemented in an almost **fully digital environment**, which will ultimately further increase the efficiency of processes. After operating the eGrant corporate tool for several years, DG REFORM will also

fully use, for the second year, the corporate **e-Procurement** tool for awarding its TSI contracts and ensuring follow-up of their implementation. This will allow DG REFORM to increasingly streamline most of its operations which were until now based on the manual management of requests for services and offers for the provision of technical support to Member States. Furthermore, the e-procurement and e-grant solutions are expected to be directly linked to **Summa**, the upcoming corporate financial and accounting system. Such interoperability will contribute to reliability of data and reduce time currently devoted to separate encoding of financial information.

On the special requirement on the **rationalisation of reporting requirements**, the EU acquis under the remit of the Directorate-General REFORM does not contain reporting requirements on businesses and/or national administrations.

Finally, in the context of the **Business Process Simplification started in 2021**, notable improvements and changes have been delivered in the course of 2022 and 2023, across several areas, covering:

- TSI life-cycle – from Member States’ request submission to, project implementation, monitoring and evaluation,
- Use of IT systems focusing mainly on leveraging on the available functionalities by introducing **project management features**, enabled automated generation of templates and documents to support contract preparation as well as reporting at all levels - from strategic indicators to individual projects,
- Internal and external communication by providing **common guidance** to external stakeholder and DG REFORM project managers to facilitate sharing of projects’ results in an on-line repository.
- Training and **knowledge management** has been significantly improved by aligning trainings with the TSI life cycle, the overall needs mapping and via establishing a training portal.

In 2024 DG REFORM will continue to implement practical solution, leverage on digital /automated solutions across all the aforementioned areas. A particular focus will be on knowledge management to improve retention of knowledge gained through policy and project work and facilitate faster understanding and implementation of processes / tools and therefore create further **efficiency gains**.

# ANNEX: Performance tables - main outputs for 2024

## Part 1 - Delivering on the Commission's priorities

### Specific Objective 1.1: Strengthening Member States' capacity to implement growth-enhancing reforms through the provision of technical support

**General objective:** An economy that works for people  
**Specific objective 1.1:** Strengthening Member States' capacity to implement growth-enhancing reforms through the provision of technical support  
*Related to spending programme: Yes*

#### Main outputs in 2024:

#### Evaluations and fitness checks

Output	Indicator	Target
Increased stakeholders' involvement in improving the Programme performance	Closed projects (%) for which stakeholders are asked to provide feedback within 3 months	100%
	Projects closed since more than 12 months (%) for which beneficiary authorities are consulted on the level of outcomes achievement	100%
Improved in-house capacity to design projects	Number of LFA training courses for newcomers	Min 2

#### External communication actions

Output	Indicator	Target
Increased dissemination of SRSP/TSI projects on the Reform Support website	Average number of visits per month	5000
Communication focus on selected projects to advocate for the programme	Number of projects showcased during the year as 'Project in the Spotlight'	8
	Average number of social media impressions per project in the spotlight	5000
	Number of in-house videos produced	2
	Average number of views per video produced	500
TSI annual conference	Number of attendees: physical and online	800

## Other important outputs

Output	Indicator	Target
Efficiency of technical support projects related to reforms	Percentage of technical support projects that are as minimum 'on the ground' and 'closed' at maximum	100% of projects selected for funding under the TSI 2023 and 50% under the TSI 2024.
Effectiveness of technical support projects related to reforms	Percentage of technical support projects that produced the expected outcomes out of the total number of projects assessed	Stable or increased percentage
Public consultation of the TSI mid-term evaluation	Evaluation delivered	Q4/2024

### Specific Objective 1.2: Enhancing green and digital transitions, sustainable growth and economic resilience through EU financial support to Member States' reform and investment plans

**General objective:** An economy that works for people

**Specific objective 1.2: Enhancing green and digital transitions, sustainable growth and economic resilience through EU financial support to Member States' reform and investment plans**

*Related to spending programmes: Yes*

### Main outputs in 2024:

#### External communication actions

Output	Indicator	Target
Communication focus on selected technical support projects to advocate for the green and digital transitions	Number of green and/or digital – focused projects showcased as Project in the Spotlight	2
Communication focus on selected projects to advocate for technical support offered to Member States to implement, revise and/or amend their RRP	Number of projects showcased on the Reform Support website	2

**Specific objective 1.3: Steering and coordination of the provision of the technical support across the Commission departments, and as part of the European Semester**

**General objective: An economy that works for people**

**Specific objective 1.3: Steering and coordination of the provision of the technical support across the Commission departments, and as part of the European Semester**

*Related to spending programme: Yes*

**Main outputs in 2024:**

**External communication actions**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Increased interaction between DG REFORM and coordinating authorities, and among coordinating authorities	Number of TSI-workshops of the coordinating authorities network	2
	Usefulness of the event for the attendees	≥ 80%

**Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Efficient and effective functioning of the technical support coordination mechanism with other Commission services	Percentage of satisfactory feedback from other Commission's services on DG REFORM as coordinator of technical support	% of satisfactory feedback ≥ 75%
Efficient and effective functioning of the technical support coordination mechanism within coordinating authorities in Member States	Percentage of satisfactory feedback from Member States coordinating authorities on DG REFORM as coordinator of technical support	% of satisfactory feedback ≥ 75%
Public information available on the technical support provided by other Commission services	Dedicated webpage ( <a href="https://supportopportunities.europa.eu">Support opportunities (europa.eu)</a> ) to be updated at least once a year	Q2 2024

**Specific Objective 1.4: Improving, steering and coordinating knowledge on Public Administration and Governance as part of the European Semester and in the context of the technical support to Member States**

**General objective: An economy that works for people**

**Specific objective 1.4: Improving, steering and coordinating knowledge on Public Administration and Governance as part of the European Semester and in the context of the technical support to the Member States**

*Related to spending programme: Yes*

**Main outputs in 2024:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
implementation of the ComPact	Number (or percentage) of ComPact actions launched.	24

**External communication actions**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Effective mutual learning and knowledge transfer	Two workshops with the Member States and stakeholders on the Public Administration Cooperation Exchange (PACE) initiative	All PACE participating Member States attending

**Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Efficient and effective coordination of public administration and good governance	Number of meetings of the Expert Group on Public Administration and Governance	3 plenary meetings by the end of 2024
	Number of meetings of the Inter-Service Group on Public Administration Quality and Innovation (IGPA)	3 meetings by the end of 2024
	Quality of Public Administration Toolbox for Practitioners	Publication on DG REFORM website
	Publication of country specific information	Q4/2024

## Specific Objective 1.5: Supporting the reunification of Cyprus through the Aid Programme and Green line trade

**General objective: An economy that works for people**

**Specific objective 1.5: Supporting the reunification of Cyprus through the Aid Programme and Green Line trade**

*Related to spending programme: Yes*

### Main outputs in 2024:

#### New policy initiatives

Output	Indicator	Target
The annual work programme for 2024	Publication of the work programme on the Europa website	By Q3/2024

#### External communication actions

Output	Indicator	Target
Visibility events (physical presence and online)	Number of events	350
EU policy/impact on the Turkish Cypriot community	Number of publications and audio-visual products	30 factsheets/booklets/audio-visual products

#### Other important outputs

Output	Indicator	Target
Amendment to the Aid Programme's annual work programmes for 2021-2023 as needed	Publication of the amended work programmes on the Europa website	By Q4/2024
Economic and social development actions for the Turkish Cypriot community	Number of scholarship grants awarded in 2024 for studying in an EU Member State	Minimum 120
	Number of cultural heritage projects completed in 2024	Minimum 5
	Volume of Green Line trade in 2024	EUR 10 million
Increased transparency on the implementation of the Aid Programme and the Green Line Regulation	Publication of the 'Annual Report 2024 on the implementation of the Aid Regulation' on the Europa website	By Q3/2024
	Publication of the 'Annual Report 2024 on the implementation of the Green Line Regulation' on the Europa website	

## Part 2 – Modernising the administration

### A. Human resource management

**Objective:** DG REFORM employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.

#### Main outputs in 2024:

Output	Indicator	Target
Ensure staff satisfaction through a fair staff allocation and regular workload assessment	Overall job satisfaction indicators in DG REFORM staff survey	Equal to or greater than Commission average results in staff survey
Ensure staff well-being through central and local initiatives.	Staff well-being indicators in DG REFORM staff survey	Equal to or greater than Commission average results in staff survey
Ensure staff have all the necessary skills and knowledge required to do their job	Staff satisfaction level with internal trainings	>70%
Increased equality and diversity at all levels of management	Number of female managers at middle and senior management	Equal to or greater than Commission average
Promote equality, diversity and inclusion	Overall level of awareness of DG REFORM staff on equality, diversity and inclusion, incl. DG REFORM’s Equality Mainstreaming Work Plan.	>70%
Improved information and knowledge management	Adoption of an internal communication strategy	Q2/2024



## B. Sound financial management

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

### Main outputs in 2024:

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Efficient controls	Budget execution	>95% of operational commitment appropriations >90% of operational payment appropriations
	Timely payments	>90% of payments (in value) made on time
Economical controls	Overall estimated cost of controls	Remains < 5% of funds managed (i.e. payments made in a year)
Efficient and effective <i>ex post</i> control activities	% of implementation of the annual <i>ex post</i> control activities	100% of financial audits on grants and desk reviews on procurement

## C. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) <sup>(7)</sup> aimed at the prevention, detection and correction <sup>(8)</sup> of fraud.

### Main outputs in 2024:

Output	Indicator	Target
Improved fraud awareness and effective fraud prevention and detection actions	% of implementation of the annual actions set out in DG REFORM anti-fraud strategy action plan.	100%
Staying up-to-date with developments on anti-fraud measures at the EC level and exchanging best practices	DG REFORM participation in the FPDN working groups (% of meetings with DG REFORM presence)	80%

<sup>(7)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS action plan'.

<sup>(8)</sup> Correction of fraud is an umbrella term, which particularly refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Identifying and preventing the risk of collusion.	Annual monitoring of sensitive functions in DG REFORM.	Annual review Q3 2024

## D. Digital transformation and information management

**Objective:** DG REFORM is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

### Main outputs in 2024:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG REFORM key data assets	Percentage of implementation of the corporate principles for data governance for DG REFORM key data assets	80%
DG REFORM IT strategy for the integration with or adoption of reusable EC information systems	Adoption of the long-term IT strategy following a risk assessment	Q2 2024
Qlik Sense – additional dashboards and reports	New strategic indicators report for DG REFORM Senior Management	Q2/2024
Improved information and knowledge management	Percentage of newcomers in the relevant units trained in Jira and Qlik Sense	100%
	Percentage of DG REFORM staff trained in digital skills	>70%
	All DG REFORM units having adopted new ways of working with SharePoint Online	Q3/2024
	Adoption of new knowledge management strategy	Q3/2024
	Number of data quality errors in Jira	Decreasing year over year
	Knowledge management guidance and tools	Q2/2024
	% of unfiled documents	< 1.50%
IT security compliance	% of IT priority controls implemented for all information systems (attested or exempted)	100%

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Yearly review of IT security plans	% of IT security plans reviewed and updated (if necessary) on a yearly basis	100%
Transparent communication to individuals ahead of each processing operation performed by DG REFORM	Number of complaints received from the European Data Protection Supervisor (EDPS)	None
Increased staff awareness about cybersecurity	Number of internal communication actions and trainings on cybersecurity	At least one internal communication action per quarter and three training sessions during the year
	Design of a cybersecurity essentials training programme	Q2
Increased staff awareness about data protection	Number of trainings on data protection (including targeted trainings on specific issues)	At least 10, including presentations to newcomers and presentations to each DG REFORM unit.
Maintenance of records of processing of personal data reflecting any changes in processing operations	Number of reviewed records of processing in the public register	Max. 7

## E. Sound environmental management

**Objective:** DG REFORM takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

### Main outputs in 2024:

#### I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline, as appropriate)
<b>Priority action to support the Greening the Commission Communication and action plan</b>		
<ul style="list-style-type: none"> <li>Participation in corporate energy saving actions, by closing down DG REFORM buildings during the Christmas and New Year's / summer holiday period, and/or optimisation of the temperature in EC buildings.</li> </ul>	% of DG REFORM building(s) participating in the optimisation of comfort hours and/or comfort temperature	100 % of DG REFORM building participating in optimisation of comfort hours and/or comfort temperature.
<ul style="list-style-type: none"> <li>Staff awareness actions to <b>reduce energy use</b> in the framework of EMAS corporate campaigns and/or awareness actions about DG REFORM total energy consumption in collaboration with OIB.</li> <li>Staff awareness actions to <b>reduce water use</b> in the framework of EMAS corporate campaigns and/or awareness raising actions about DG REFORM water consumption in collaboration with OIB.</li> <li><b>Paperless working methods</b> at DG level (such as use of e-signatories)</li> </ul>	Number of awareness actions related to <ul style="list-style-type: none"> <li>Energy consumption</li> <li>Water consumption</li> </ul>	At least 3 emails to be sent to all staff/ messages to be published on MyReform.
	% of staff informed on energy and water consumption	100 % of staff informed via all staff emails and/or MyReform news item.
	Systematic use of electronic workflows (% of registered documents approved in full electronic mode (without the circulation of paper signatories)	>90%

#### II. Reducing CO<sub>2</sub>, equivalent CO<sub>2</sub> and other atmospheric emissions.

Output	Indicator	Target (2019 as baseline)
<b>Priority action to support the Greening the Commission Communication and action plan</b>		

<b>Output</b>	<b>Indicator</b>	<b>Target (2019 as baseline)</b>
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and Walk corporate events; on sustainable commuting in collaboration with OIB (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	% of staff informed	100 % of staff informed via all staff emails and/or MyReform news item.
Staff missions' emission	CO <sub>2</sub> emitted via staff missions	Max 200 tonnes

### III. Reducing and management of waste.

Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG REFORM waste generation in collaboration with OIB where appropriate (for example, promote and label the waste sorting schemes in place).	% of staff informed	100 % of staff informed via all staff emails and/or MyReform news item.
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