



# Management plan 2022

DG REFORM – Directorate-General for  
Structural Reform Support

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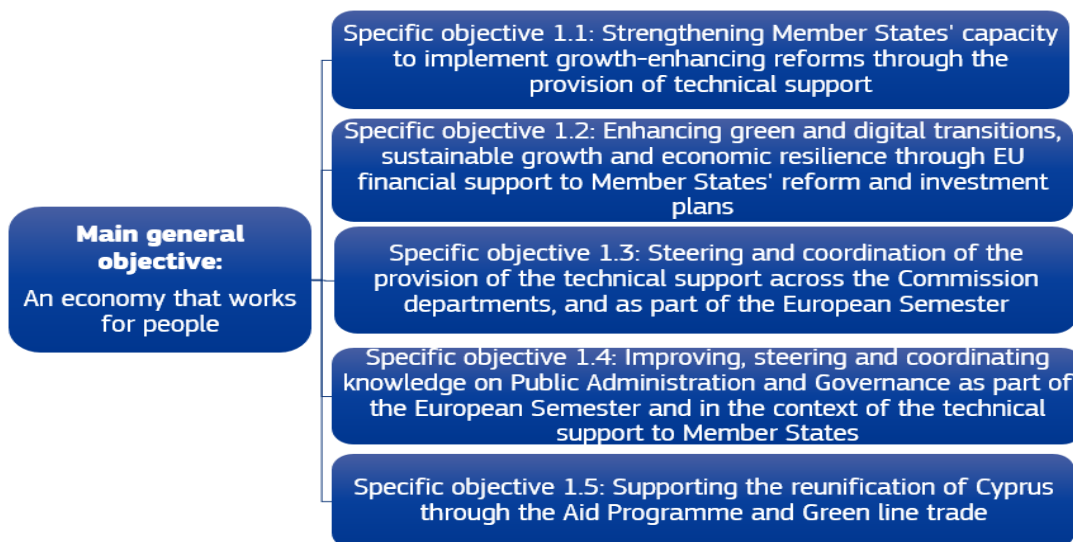
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## INTRODUCTION

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**. This technical support helps 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 departments, as part of the European Semester process and in relation to the **Recovery and Resilience Facility (RRF)**<sup>1</sup>;
- **improves, steers and coordinates knowledge about public administration and good governance** in its role as lead department in this policy area and in the context of providing technical support to Member States;
- **coordinates the Commission's efforts to support the reunification of Cyprus**, a process being led by the United Nations. DG REFORM is also responsible for implementing the EU Aid Programme for the Turkish Cypriot community and monitoring the application of the Green Line Regulation.

The 2022 management plan sets out the actions and outputs planned for 2022 to meet DG REFORM's general and specific objectives<sup>2</sup>. These contribute to the political priorities 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 **ongoing work to lead the way out of the pandemic crisis and build a greener, digital and resilient Europe**.



<sup>1</sup> Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility.

<sup>2</sup> [DG REFORM Strategic Plan 2020-2024](#).

In 2022, DG REFORM will **continue to provide tailor-made technical support to Member States** under the terms of the Technical Support Instrument (TSI)<sup>3</sup>. In addition, Member States will be able to:

- request technical support for one or more “**flagship technical support projects**” on pre-defined topics which fall under the EU priority areas and meet the widespread needs identified across multiple Member States; and
- submit **multi-country requests**, which have been discussed or developed in collaboration with one or more authorities in other Member State(s), refer to a same policy area, and cover common priorities for support.

Furthermore, since technical support is also linked to the EU’s recovery plan, DG REFORM will also be able **to help Member States implement their recovery and resilience plans** under the EU’s ‘Next Generation EU’ RRF instrument. This will help Member States recover from the severe economic and social impacts of the COVID-19 pandemic and set a course for socially inclusive, green and digital transitions and ultimate sustainable growth. In this context, the quality of public institutions at central, regional and local levels in the EU Member States plays a crucial role in implementing EU policies and the EU budget. The EU has supported administrative capacity building in EU Member States for 20 years, but further actions are needed to help Member States adapt to current and future challenges. The capacity of resilient and high-quality public institutions is of paramount importance for the effective implementation and absorption of the ‘Next Generation EU’ recovery package.

In addition to further developing work to support reform and analysis of the quality of public administration in the EU, DG REFORM will set up and chair an advisory group of experts in the field of public administration and governance.

DG REFORM’s **main challenges** for 2022 remain linked to the need to respond promptly to Member States’ requests for technical support and to manage a larger volume of technical support projects. To this end, DG REFORM will continue to optimise the use of its existing resources by:

- enhancing its cooperation with international organisations;
- enforcing a new framework contract for the prompt and effective provision of technical support to Member States; and
- streamlining its business processes, where possible using digital solutions.

DG REFORM will contribute to its priorities and challenges by pursuing the following specific objectives and main outputs.

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<sup>3</sup> Regulation (EU) 2021/240 of the European Parliament and of the Council of 10 February 2021 establishing a Technical Support Instrument.

## Part 1. Delivering on the Commission's priorities: main outputs for 2022

### 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. These reforms enable Member States to build resilient economic and social structures. In addition, the effective implementation of these, as well as the prompt and appropriate transposition and implementation of EU legislation and the efficient and effective use of EU funds are all essential conditions for encouraging investment, unlocking Member States' growth potential, raising living standards and supporting economic and social convergence in the EU.

Furthermore, in the aftermath of the COVID-19 pandemic crisis, the need for Member States' reforms has become even more crucial to help support a swift and sustainable economic and social recovery and tackle the EU's wider long-term challenges. In the 2021 strategic foresight report, the Commission made it clear<sup>4</sup> that 'the EU should further increase the resilience and growth potential of its economy by addressing the remaining vulnerabilities in order to facilitate the ongoing transitions and to withstand future shocks. Solid economic fundamentals, productivity, investments and **reforms** will determine the EU's future economic performance, linked with positive financing conditions for the public and private sector.'

To help Member States address these reform challenges, DG REFORM began implementing the Technical Support Instrument (TSI) in 2021. In addition to traditional technical support<sup>5</sup> for designing and implementing institutional and administrative reforms, this instrument allows Member States to request technical support to **prepare and implement the national recovery and resilience plans (RRPs)** financed through the RRF. In 2022, DG REFORM will support Member States' efforts to implement reforms aimed at recovery and resilience of economies, including in particular those linked to the socially inclusive, green and digital transitions (cf. objective 1.2).

Over the years, through implementing the Structural Reform Support Programme (SRSP) and the TSI, DG REFORM has developed a consolidated overview of Member States' priorities and reform needs. In 2021, this resulted in a list of pre-identified areas of possible support, the **'flagship technical support projects'**, which are aimed at streamlining the areas of reform, as part of the traditional tailor-made requests from Member States. Building on its experience, DG REFORM now also offers Member States the

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<sup>4</sup> COM(2021) 750 final.

<sup>5</sup> Structural Reform Support Programme (2017-2020).

possibility of making **multi-country technical support requests**. This development has been made to rationalise the number of requests and to promote a more comprehensive and priority context for offering EU support.

In 2022, DG REFORM will continue to provide technical support projects through **direct and indirect management**, and in collaboration with **international organisations**, such as the Council of Europe, the EBRD, the OECD, the World Bank and the IMF.

Member States will be able to exchange good practice, processes and methodologies through the **TAIEX facility**.

In addition, a number of technical support projects will also be implemented with **in-house (DG REFORM-led) technical expertise**. DG REFORM-led support will mainly focus on projects with a strong link to EU policies and priorities where the DG's expertise - including experience acquired by colleagues in other Commission departments - can be used to good effect.

DG REFORM will continue to monitor and evaluate its technical support, both at project and programme level. After the closure of individual projects, DG REFORM will continue to collect **feedback** from relevant stakeholders, including beneficiary authorities, technical support providers and DG REFORM policy officers. The feedback collected on the design and implementation of projects, as well as on the interactions with stakeholders will help the DG to optimise the technical support it provides to Member States in terms of lessons learned and areas for improvement. To evaluate the outcomes and mid-term impact of the projects, DG REFORM will further develop its practices for assessing the **level of achievement of project outcomes**, measured at least a year after the project has been closed.

In 2022, building on the logical framework approach (LFA) initiative, DG REFORM will further increase its internal capacity and expertise to cover **evaluation practices** at all stages of project management. This will ultimately help to improve the quality of technical support delivered to Member States.

At programme level, DG REFORM will fulfil its legal obligation to report annually on the programme. In particular, in 2022, DG REFORM will complete its external supporting study of the **ex post evaluation of the SRSP**, in line with the Commission's provisions on better regulation. The *ex post* evaluation builds on the findings of the mid-term evaluation, finalised in September 2020, and will focus particularly on the longer-term impact and sustainability of the programme's actions. Data collection will include an open public consultation.

In 2022, DG REFORM will update its external communication strategy in line with the Directorate-General's mandate and the successful initiatives launched in previous years. DG REFORM will also strengthen its **external communication** activities to increase the visibility of its work. The Reform Support website launched in spring 2021, and now available in all EU languages, will be further developed to include more examples of

projects. DG REFORM will also strengthen its presence on social media, and continue the 'Project in the Spotlight' series to illustrate the impact of selected projects on the life of EU citizens.

DG REFORM will also explore ways to increase its visibility in the media, in particular with the help of the Commission Representations in the Member States. DG REFORM will also work with beneficiary authorities and implementing partners to increase visibility and awareness of the real benefits of reforms in the EU and for its people.

Finally, in 2022, DG REFORM will participate in and host events to strengthen the visibility of the TSI programme and selected projects, and build stronger interactions with its different stakeholders.

<b>General objective: An economy that works for people</b>		
<b>Specific objective 1.1: Strengthening Member States' capacity to implement growth-enhancing reforms through the provision of technical support</b>		
<i>Related to spending programme: Yes</i>		
<b>Main outputs in 2022:</b>		
<b>Evaluations and fitness checks</b>		
Output	Indicator	Target
Ex-post evaluation of the SRSP 2017-2020	Finalised supporting study by the external contractor	Q4/2022
Increased stakeholders' involvement in improving the Programme performance	Closed projects (%) for which stakeholders are asked to provide feedback within 3 months	100%
	Closed projects (%) 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
<b>Public consultations</b>		
Output	Indicator	Target
<i>Ex post</i> evaluation of the SRSP 2017-2020	Open public consultation to feed into the <i>ex post</i> evaluation of the SRSP 2017-2020	By Q2/2022
<b>External communication actions</b>		
Output	Indicator	Target
Improved DG REFORM external communication	Update and adoption of a new DG REFORM external communication strategy	Q4/2022
TSI annual report	Number of views and downloads	200
Increased dissemination of SRSP/TSI projects on the Reform Support website	Average number of visits per month	1000

Output	Indicator	Target
Communication focus on selected projects to advocate for the programme	Number of projects showcased during the year as 'Project in the Spotlight'	6
	Average number of social media impressions per project in the spotlight	8000
	Number of in-house videos produced	4
	Average number of views per video produced	150
TSI annual conference	Number of attendees: physical and online	500
<b>Other important outputs</b>		
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 2021 and 50% under the TSI 2022. Number of projects started; on the ground and closed
Effectiveness of technical support projects related to reforms	Percentage of technical support projects having produced the expected results out of the total number of projects assessed	Stable or increased percentage

### **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**

The RRF offers large-scale financial support for public investments and reforms to support the recovery from crisis, make Member States' economies more resilient and foster the green and digital transitions. According to the RRF Regulation, in order to receive support from the RRF, Member States must prepare national recovery and resilience plans (RRPs) setting out their reform and investment agendas until 2026. The RRFs should address the challenges identified in the country-specific recommendations from the European Semester and help strengthen the growth potential, job creation and economic and social resilience of Member States, with significant allocations supporting the green transition and digital transformation.

In accordance with the TSI Regulation, DG REFORM provides technical support to Member States to help them prepare and implement their RRFs. Moreover, Member States can propose revisions and amendments of their national RRFs and request technical support in preparing such changes.



As stated in the brochure on the 2021 State of the European Union<sup>6</sup>, given the magnitude of the high-quality investments and the importance of implementing the reforms that are being promoted, the Commission has already provided dedicated assistance to five Member States in preparing their recovery and resilience plans under the TSI.

It is estimated that over 60% of projects selected under TSI 2021 contribute to the preparation and implementation of the RRP. In the first year of the TSI, DG REFORM organised an additional dedicated call and selected 25 additional projects in 20 Member States that applied for general support for the RRP implementation, as well as support for implementing green, digital and public administration measures included in the national RRP.

In 2022, DG REFORM will continue to play a significant role in supporting RRP-related projects. DG REFORM will continue to work closely with other Commission departments (SG RECOVER and DG ECFIN) to offer technical support for preparing, implementing, revising and/or amending the RRP. This close cooperation will help to identify areas for effective support, particularly where risks related to implementation of the RRP are identified.

*In addition to the annual TSI cycles, Member States have the possibility to ask for additional technical support.*

Article 7(2) of the RRF Regulation allows Member States to include in their RRP, as estimated costs, the payments for additional technical support to be implemented under the TSI. So far, four Member States have activated Article 7(2) of the RRF Regulation and have requested additional technical support for the implementation of their RRP.

Member States can also either transfer 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 2022, DG REFORM will continue to publish (on its website and in other specific communication materials) information about the technical support offered to Member States to implement their RRP. This may require active engagement with media, social media and journalists, as appropriate, to increase awareness about the Commission's practical support to Member States.

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<sup>6</sup> [https://ec.europa.eu/info/sites/default/files/soteu\\_2021\\_achievements\\_and\\_timeline\\_en.pdf](https://ec.europa.eu/info/sites/default/files/soteu_2021_achievements_and_timeline_en.pdf)

**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 2022:**

**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 prepare or implement their RRP	Number of projects showcased on the Reform Support website	2

**Other important outputs**

Output	Indicator	Target
Efficient and effective support to Member States for implementing their RRP	Number of requests for support received from Member States managed in the year	No target. Results will be reported in DG REFORM Annual Activity Report

**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**

In 2022, DG REFORM will continue to **coordinate with other Commission departments and stakeholders on the technical support the Commission provides to Member States.**

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. DG REFORM will further strengthen its efforts to develop synergies and the complementarity of its activities, and to avoid overlap with other Commission support measures.

In 2022, DG REFORM will further develop its central role in coordinating technical support at Commission level by setting up a **Member States TSI coordinating authorities' network**. The network will encourage dynamic communication and collaboration with the coordinating authorities and among the authorities themselves, through a dedicated IT platform. The network will also be used to encourage interest in multi-country thematic projects and to gather feedback on the TSI planning and the IT tools used.

DG REFORM will also contribute to country reports under the guidance of SG RECOVER/ECFIN in the framework of the RRF. Country analysis will focus in particular on how technical support projects have supported the achievement of the targets and milestones set in the Member States' RRFs (see Specific Objective 1.2). Further contributions towards the renewed European Semester will be provided in line with the upcoming corporate guidance.

**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 2022:**  
**External communication actions**

Output	Indicator	Target
Increased communication and interaction between DG REFORM and coordinating authorities, and among coordinating authorities	Launch of the TSI coordinating authorities network IT platform	Q1/2022
	Number of TSI workshops dedicated to coordinating authorities	2
	Percentage of participants that agree on the overall usefulness of the network	70%

**Other important outputs**

Output	Indicator	Target
Efficient and effective functioning of the technical support coordination mechanism with other Commission services	Percentage of satisfactory feedback on coordinating technical support	% of satisfactory feedback $\geq$ 75%
Efficient and effective functioning of the technical support coordination mechanism within coordinating authorities in Member States	Percentage of satisfactory feedback on coordinating technical support	% of satisfactory feedback $\geq$ 75%

**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**

Since 2018, DG REFORM has been acting as the Competence Centre for Public Administration and Governance (PAG) of the Commission. As such, it has facilitated coordination and increased synergies among the Commission’s many initiatives relating to public administration and governance. A key step in this policy area was the publication in April 2021 of the Commission staff working document “[Supporting public administrations in](#)

[EU Member States to deliver reforms and prepare for the future](#)<sup>7</sup>. This document outlines the importance of public administration for implementing EU policy priorities and the various opportunities and challenges stemming from the digital and green transitions and explores other significant trends. It also analyses the way in which the Commission can further support work by Member States to modernise their public administrations.

As a follow-up to the adoption of the staff working document, DG REFORM will set up and chair an expert group on public administration to advise the Commission on issues related to public administration reform, including reforms supported by the TSI and in relation to the RRP. The group will also advise the Commission on promoting coordination and cooperation with Member States and relevant stakeholders to improve the quality of public administrations and develop their capacity to manage societal transitions.

In 2022, DG REFORM also intends working with the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), to coordinate the drafting of a Commission Communication outlining EU principles of good public administration. These principles will support public administration at central, regional and local levels in the EU and in the EU candidate countries, in adapting to the challenges created by big social trends and build their capabilities and sustainability for the future.

In its role as secretariat to the inter-service Group for Public Administration and Governance (IGPA), DG REFORM continues to facilitate the exchange of information and to share knowledge and experience in the area of public administration and governance. In 2022, DG REFORM will continue to organise regular and thematic meetings of the inter-service group to discuss topics that support the Commission's approach to improving public administration, improve the assessment of administrative performance, redefine principles and indicators for public administration, and promote the transfer of experience across Member States and support joint work on common challenges.

DG REFORM will work on the analysis of the cost of bad administration, which was launched in 2021. It will publish online methodological and thematic papers, as well as country data gained through DG REFORM projects.

DG REFORM will develop further the Assessment Framework for Public Administration and Governance<sup>8</sup>, through piloting new indicators and improving the data collection process. The Framework will guide the in-depth analysis of public administration in the Member States. It will provide an entry point for identifying public administration challenges that have economic relevance, affect capacity to implement reforms and investments or weaken institutional integrity and sound operation. In addition to the framework, DG REFORM will also provide background information, additional country knowledge and thematic training to

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<sup>7</sup> Commission staff working document supporting public administrations in EU Member States to deliver reforms and prepare for the future [SWD\(2021\)101](#)

<sup>8</sup> The Framework provides for a systematic and coherent overview of the Member States' administrative performance.

relevant Commission services. DG REFORM will continue working towards gaining the endorsement of Member States for the use and dissemination of the framework. In 2022, DG REFORM will publish the related methodology, as well as country data and results. This will provide a solid platform for dialogue with Member States in the context of the European Semester, the Rule of Law mechanism and the support provided by the Commission to the public administrations in the Member States.

With a view to encouraging inspiring examples in public sector modernisation and reforms identified in the 2021 edition of the [European Public Sector Awards](#), DG REFORM will support the European Institute for Public Administration (EIPA) in organising a series of knowledge transfer seminars.

Finally, DG REFORM will further develop the outcomes of its 'Fit for recovery and transition - supporting quality of public administration in the EU Member States' conference<sup>9</sup> and the conferences organised by external institutional stakeholders. In 2022, DG REFORM will organise a conference focusing on implementing public administration reforms in the context of the RRP's and promoting mutual learning and knowledge transfer in the area of good governance and public administration.

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<sup>9</sup> 25/11/2021 - [https://ec.europa.eu/reform-support/public-administration-and-governance-policy-making/eu-public-administration-fit-recovery-and-transition\\_en](https://ec.europa.eu/reform-support/public-administration-and-governance-policy-making/eu-public-administration-fit-recovery-and-transition_en)

**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 Member States***

*Related to spending programme: Yes*

**Main outputs in 2022:**

**New policy initiatives**

Output	Indicator	Target
Improved knowledge about public administration and governance	Commission Communication on principles of public administration	Q4/2022

**External communication actions**

Effective mutual learning and knowledge transfer	Conference with Member States and stakeholders (academia, international organisations, etc.)	Q2/2022
	Number of participants to the conference	600

**Other important outputs**

Output	Indicator	Target
Efficient and effective coordination of public administration and good governance as part of the European Semester process	Number of meetings of the Experts Group on Public Administration Quality and Innovation (IGPA)	3 plenary meetings by the end of 2022
	Number of meetings of the Inter-Service Group on Public Administration Quality and Innovation (IGPA)	4 meetings by the end of 2022
	Number of thematic papers on topics related to public administration	3 thematic papers by the end of 2022
	Publication of the methodology of the Assessment Framework on Public Administration and Governance and results	Q2/2022 and Q4/2022
	Publication of country information and data gained through DG REFORM projects	Q4/2022

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

In 2022, 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 2022 annual work programme and amend the previous work programmes as needed to optimise the utilisation of resources.

In 2021, the Commission adopted a package of two measures<sup>10</sup> registering ‘Χαλλούμι’ (Halloumi)/‘Hellim’ as Protected Designations of Origin (PDO) and laying down the conditions for movement of those products over the Green Line. The pan-Cypriot PDO on Haloumi/Hellim came into force on 1 October 2021. The PDO explicitly provides for access for Turkish Cypriot producers on an equal basis with those from the government-controlled areas. As a result, the TCc will need to make substantial investments to comply with the standards set by the two instruments, covering everything from increasing the number of sheep and goats to improving hygiene standards throughout farms and dairies. DG REFORM will assist the TCc in designing an action plan with the various actions considered as necessary to secure the effective implementation of the Halloumi/Hellim package. In addition, targeted multi-annual support up to 2024 will be necessary to help Turkish Cypriots meet the relevant standards.

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.

DG REFORM remains ready to support the leaders of the two communities and the United Nations to contribute to the settlement process. However, the extent of this activity depends on the political situation and the resumption of negotiations on the island.

The staff working document (SWD) on the results of the **evaluation of the Aid Programme** will be published in the first quarter of 2022. This evaluation provides an independent assessment and evidence of the progress made during 2013-2018 towards the objectives set in the underlying Aid Regulation. The evaluation concludes that the Aid Programme is highly relevant and, given the specific circumstances of the Turkish Cypriot community context, overall, it is a successful initiative, of high added value.

DG REFORM will continue to organise **external communication activities** related to the TCc (monthly newsletters, events and visibility campaigns, TV spots, etc.) through the EU Info Point in Cyprus, with a budget of approximately EUR 1 million. The planned communication activities will continue to raise awareness about the EU, provide information about EU policies and actions to support the TCc, and promote European priorities and

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<sup>10</sup> COMMISSION IMPLEMENTING REGULATION (EU) 2021/591 and COMMISSION IMPLEMENTING DECISION (EU) 2021/586 of 12 April 2021.

culture. The lessons learned from communication activities carried out in 2021 will be taken into account to help develop the main priorities and activities for the TCc after the COVID-19 outbreak.

**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 2022:**

**New policy initiatives**

Output	Indicator	Target
The annual work programme for 2022	Publication of the work programme on the Europa website	By Q3/2022

**Evaluations and fitness checks**

Output	Indicator	Target
Staff Working Document (SWD) on the evaluation of the Aid Programme for the Turkish Cypriot community 2013-2018	Publication of the SWD	By Q1/2022

**External communication actions**

Output	Indicator	Target
Visibility events (physical presence and online)	Number of events	400
EU policy/impact on the Turkish Cypriot community	Number of publications and audio-visual products	25 factsheets/publications; 2 booklets on Small and Medium Enterprises (SME) and the EU's COVID-19 response 10 audio-visual products

**Other important outputs**

Output	Indicator	Target
Amendment to the Aid Programme's annual work programmes for 2019- 2020 as needed	Publication of the amended work programmes on the Europa website	By Q4/2022
Economic and social development actions for the Turkish Cypriot community	Number of scholarship grants awarded in 2022 for studying in an EU Member State	Minimum 120
	Number of cultural heritage projects completed in 2022	Minimum 4
	Volume of Green Line trade in 2022	EUR 5 million
Increased transparency on the implementation of the Programme and the Green Line Regulation	Publication of the 'Annual Report 2021 on the implementation of the Aid Regulation' on the Europa website	By Q3/2022



Output	Indicator	Target
	Publication of the 'Annual Report 2021 on the implementation of the Green Line Regulation' on the Europa website	

## Part 2. Modernising the administration: main outputs for 2022

The internal control framework<sup>11</sup> supports sound management and decision-making. It ensures, in particular, 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 its 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 2022, DG REFORM will ensure the implementation of:

- ✓ local actions to continue to foster gender equality, managerial excellence, staff engagement, learning and development and talent management;
- ✓ 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;
- ✓ 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 2022, DG REFORM will continue its best efforts to deploy its resources in the most effective way in support of policy delivery and core business.

Following the January 2021 reorganisation of DG REFORM and in the context of the recent COVID-19 pandemic and changed working arrangements, an increased workload and the limited staff resources, the Directorate-General is even more determined to ensure a healthier, happier, productive and engaged staff in all DG REFORM locations.

The internally driven "Business Process Simplification" exercise (see points B, D and F) that began in 2021 will aim to maximise efficiency in internal procedures and thus help to alleviate the burden on current resources.

Feedback collected from staff and management when drawing up the local HR strategy, published in 2021, has led to a substantial number of possible follow-up actions over the

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<sup>11</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#).

coming years. The main activities relating to human resource management in 2022 will focus on:

- 1) staff engagement (including managerial excellence);
- 2) learning & development and talent management;
- 3) more inclusive recruitment and better workforce planning;
- 4) wellbeing, especially in light of the new post-COVID-19 working arrangements.

DG REFORM continues to promote gender balance in middle and senior management and will continue to strive towards gender-balanced representation in management in 2022 and beyond. The DG’s recruitment policy will also focus on diversity and inclusion by aiming to achieve a balanced representation of nationality, gender and staff with disabilities.

Providing appropriate support to managers is even more necessary in the current context and to that end, DG REFORM aims to learn from managers’ experiences, provide group, peer or individual coaching sessions for instance on conflict resolution, successful communication, managerial excellence, etc., and mentoring opportunities, as well as providing job shadowing schemes for staff.

DG REFORM believes that staff engagement starts with the arrival of newcomers and therefore the revamped welcome session for newcomers and the systematic meetings with all staff will be continued in order to offer a comprehensive picture of the Directorate-General’s role and build a stronger network among colleagues. Exit surveys will help to identify trends and reasons for staff leaving the DG. In 2022, DG REFORM will move to new office premises and ensure staff engagement as part of this change management process.

DG REFORM priorities in the area of human resources include developing a feedback culture, increasing synergies within the DG and improving staff wellbeing. These objectives will be pursued by promoting inclusive internal meetings and, in particular, through the initiatives of the Sounding Board and the Equality Project team. The organisation of staff-led initiatives such as ‘knowledge hours’, lunchtime information events or tailor-made training sessions will also continue.

Finally, DG REFORM will continue monitoring and implementing the actions highlighted in the Directorate-General’s local HR strategy, in line with the corporate HR strategy.

**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 2022:**

Output	Indicator	Target
Increased equality and diversity at all levels of management	Number of female managers at middle and senior management	30% middle management 50% senior management
	In-house Female Talent Development programme	Full series of coaching sessions to be completed by end of the year

Output	Indicator	Target
Increased managerial excellence	External development management plan training	1 middle manager per year
	Coaching offered to all new managers and others upon request	1-2 managers per year
	360° assessment exercise for managers	2 participants per year
	Mandatory training on diversity, inclusion and ethics for middle and senior managers	100%
Increased staff engagement	Implementation of the newcomers' induction programme	At least 3 induction sessions per year
	% of responses to exit surveys from departing staff	80%
	Regular all staff meetings	At least 6 all staff meetings per year
DG REFORM human resources strategy	% of implementation of the annual actions in the local HR strategy	70%
Increased learning and development and talent management	Updated learning paths for DG REFORM staff including mandatory courses on diversity, inclusion and ethics.	≥80% presence in mandatory courses
	% of implementation of a mentoring scheme to be offered to all new staff or staff who are new to their role.	60%
	Internal job shadowing scheme	2-3 placements per year
Improved staff wellbeing in particular in light of the new way of working and the return to the office	Number of staff surveys to collect feedback	2 staff surveys by the end of 2022
	Appointment of a confidential counsellor in the DG and promotion of the role	1 member, fully trained
	Number of staff-led initiatives	5 sessions per year (knowledge hours or alternatives)

## B. Sound financial management

In 2022, DG REFORM will continue to manage the annual commitment appropriations<sup>12</sup> envisaged under the work programmes for the TSI (EUR 116.65 million), the Aid Programme (EUR 31.4 million), the related administrative support lines (EUR 2.04 million

<sup>12</sup> Draft Union annual budget for financial year 2022 Section III Commission [SEC03.pdf \(europa.eu\)](#).

and EUR 1.87 million, respectively) and funding allocated under the previous work programmes which is still available for implementation. DG REFORM will implement its budget by **direct and indirect management**.

In addition, DG REFORM will manage the following payment appropriations estimates<sup>13</sup> related to both programmes: EUR 146.23 million on operational credits and EUR 3.91 million on the administrative support lines, as well as the payment appropriations carried over from 2021 for administrative projects.

DG REFORM will also be responsible for implementing other decentralised expenditure from the 'global envelope' for a total of EUR 0.98 million, and for carrying out its own accounting (review) activities.

Finally, 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).

The overall objective for 2022 remains to plan, implement, monitor and report on the spending of financial resources in compliance with the sound financial management principle. The DG will also ensure that the control procedures put in place provide the necessary guarantees in relation to the legality and regularity of the underlying transactions, including prevention, detection, correction and follow-up of fraud and irregularities.

In this context, 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 are made within the contractual timelines.

**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 2022:**

Output	Indicator	Target
Effective controls: legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure

<sup>13</sup> Statement of estimates of the Commission for the preparation of the 2022 Draft Budget, Document III Figures by MFF heading, programme, section, budget line and nomenclature changes; SEC(2021) 250 final, PART 3/6

Output	Indicator	Target
Efficient controls	Budget execution	>95% of operational commitment appropriations >90% of operational payment appropriations
	Time-to-pay	>90% of payments (value) made on time
	Time to notify beneficiaries	<6 months from the final date for submission of complete proposals
	Time to sign grant agreements	<3 months from the date of informing applicants that they have been successful
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 and desk reviews of procurement procedures leading, to remedial actions, including, financial recoveries, where appropriate

### C. Fraud risk management

In 2022, DG REFORM will continue to implement the action plan for the newly established Anti-Fraud Strategy (AFS), which includes **activities aimed at preventing, detecting, reporting and correcting fraud**, including, for instance, mandatory training on 'ethics and integrity'; management of sensitive functions; controls to detect instances of plagiarism in deliverables. The AFS also includes communication actions to maintain **staff awareness about anti-fraud measures** at the Commission, namely how to recognise and report on fraud and irregularities, fraud risks and indicators, and how to deal with fraud, where appropriate.

Furthermore, DG REFORM will continue enforcing active collaboration with the [European Anti-Fraud Office](#) (OLAF) and the newly established [European Public Prosecutor's Office](#) (EPPO) and continue **contributing to the implementation of the action plan of the Commission Anti-Fraud Strategy (CAFS)** and to the 'Commission Annual Report on the Protection of the European Union's financial interests - Fight against fraud'. To this end, the DG reports on the technical support provided annually to Member States, for instance, for raising awareness and standards of fighting bribery in international business transactions, developing risk assessment and behavioural insights frameworks for better management of corruption risks, improving the detection of fraud risk related to grants, increasing the effectiveness of implementation and monitoring of national anti-corruption strategies.

**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>14</sup> aimed at the prevention, detection and correction<sup>15</sup> of fraud.

**Main outputs in 2022:**

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%

## D. Digital transformation and information management

In the field of **digital transformation**, DG REFORM will leverage its IT governance framework and the lessons and initiatives identified during the 2021 “Business Process Simplification” exercise (see point F) to implement its long-term digital solutions strategy of adopting or integrating with reusable European Commission information systems.

DG REFORM will increase its investment 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 implement project management features. These improvements will ensure easier and more consistent updating, monitoring and reporting of operations across the DG.

In 2022, DG REFORM will complete its IT security risk assessment based on the corporate IT Security Risk Management (ITSRM) methodology and will liaise with the Security Directorate of the Directorate-General for Informatics (DG DIGIT) to ensure that this assessment and action plan are compliant with the Commission’s IT security framework. The assessment will allow DG REFORM to finalise the IT security plan of its key information system and to integrate the IT security recommendations of DG DIGIT into its digital transformation and modernisation plan.

In terms of **information and knowledge management**, DG REFORM will continue to encourage the transition to more collaborative ways of working, both internally and with external stakeholders such as the Member States and service providers. DG REFORM will provide policy officers with guidance and tools to manage the publication of technical

<sup>14</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>15</sup> Correction of fraud is an umbrella term, which particularly refers to the recovery of amounts unduly spent and to administrative sanctions.

support deliverables with other DGs, the Member States and the wider public. DG REFORM will review its key data assets in the European Commission data catalogue and will ensure that it meets the corporate **data governance** quality standards. DG REFORM will continue working to ensure that documents are correctly filed to ensure prompt retrieval when required.

In 2022, DG REFORM will continue to develop the functionalities and content of its MyREFORM intranet site, launched in 2021. While remote or hybrid working continues to be the norm, **information and knowledge sharing** across the department will continue to be mainly online. This will entail local webinars (the above-mentioned ‘knowledge hours’) and regular all staff virtual 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 2022, 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.

In the area of **data protection**, in 2022 DG REFORM’s main objectives are:

(1) to continue to ensure **fair and transparent processing of personal data via privacy statements**. These should be kept up to date, adapted to each processing operation, and communicated well in advance to the individuals whose data are processed

(2) to ensure that internal practices and ICT tools and systems remain resilient to minimise the impact of personal data breaches. This will help to mitigate risks to individuals’ rights and freedoms, as well as subsequent financial and reputational risks for the Commission. In addition, DG REFORM will continue to **raise awareness about data protection rules** among its staff to achieve the targets set in the Commission’s data protection action plan for 2024.

**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 2022:**

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	Interim milestone by 2022: 50%
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 2022
Qlik Sense – additional dashboards and reports	Automatic reports sent to key stakeholders and new dashboards for policy officers	New dashboards for policy officers and first reports for Q2/2022



Output	Indicator	Target
Jira – project management features	Rollout of project management features in the Jira system	First set of features for Q1/2022 and the following for Q3/2022
Improved information and knowledge management	Percentage of newcomers in the relevant units trained in Jira and Qlik Sense	100%
	Number of data quality errors in Jira	Decreasing
	Guidance and tools available for sharing technical support deliverables	Q2/2022
	% of unfiled documents	< 1%
	Adoption of an internal communication strategy	Q4/2022
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 data protection rules and effective organisational measures to ensure secure processing of personal data	Number of presentations to DG REFORM staff	3 recurrent presentations (every trimester) to all DG REFORM staff; 4 shorter presentations to newcomers in DG REFORM and 2 presentations at the Assistants Network on the management of folders containing personal data
Review of inventory of contractual arrangements with external processors	Status of review exercise	Completed by end 2022

## E. Sound environmental management

In 2022, 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**, and
- re-launch the network initiative of green ambassadors to maintain high the **awareness among its staff about sound environmental management** and share environmentally-friendly good practices, including those established during the COVID-19 pandemic crisis (e.g. preferred use of video conferences instead of business trips; paperless operations, etc.).

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. The use of secure electronic signatures for contracts and grant/contribution agreements will be further explored with DG REFORM contractors, beneficiaries and entrusted entities (see point F).

**Objective:** DG REFORM takes account of its environmental impact in its 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 2022:**

**I. More efficient use of resources (energy, water, paper); reducing and management of waste; reducing CO<sub>2</sub> and other atmospheric emissions.**

Output	Indicator	Target
Improved internal communication to raise staff awareness, including corporate EMAS campaigns relayed locally	Number of green targeted messages/initiatives including for sustainable mobility of staff	2 local initiatives contributing to the annual corporate EMAS campaigns on: <u>resource efficiency</u> (March-April) and on <u>waste reduction</u> (November-December)  1 local initiative contributing to the corporate sustainable <u>mobility campaigns</u> coordinated by the EMAS Site Coordinators (OIB/OIL/JRCs) around EU Mobility week (September) and VeloWalk (April-May)
Systematic use of electronic workflows	% of registered documents approved in full electronic mode (without the circulation of paper signatories)	>90%

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

DG REFORM will seize the opportunity provided by the transition to corporate digital solutions to simplify its business processes and procedures as much as possible, while ensuring the legality and regularity of its financial transactions.

In 2022, financial management is expected to take place in a more digital environment, which will ultimately further increase the efficiency of processes. DG REFORM will roll out and use the corporate **e-procurement and e-grant solutions** for awarding its contracts and grant agreements and ensuring follow-up of their implementation. The activities relating to grant award procedures, piloted in 2020, have already led DG REFORM to use the e-grants corporate tool for TSI in 2021. In 2021, DG REFORM tested the corporate e-procurement system with two 'reopening of competition' procedures for setting up specific

contracts. If the implementation of these two procedures is successful, DG REFORM will take the necessary actions in 2022 to integrate the upcoming framework contract for providing technical support to Member States into the corporate e-procurement suite.

In 2021, DG REFORM also ensured that its Authorising Officers were able to sign documents using a **qualified electronic signature (QES)**. This has helped support the paperless processing of files in DG REFORM, as an alternative to the use of blue-ink signatures. In 2022, DG REFORM will explore possibilities to invite its counterparts to use QES as well. An extended use of QES will lead to further reductions in processing time for files (e.g. signature of contracts/agreements/amendments).

Finally, in the context of the **Business Process Simplification** exercise started in 2021, DG REFORM will also implement practical solutions (e.g. revised templates, guidance, training, workshops, automatic documentation/reporting features), using IT tools where possible, to streamline its main processes (e.g. TSI lifecycle, contract management, knowledge management) to make **efficiency gains**.