



Management Plan 2020

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 for the preparation and implementation of growth-enhancing institutional and administrative reforms. The technical support provided helps Member States build more effective institutions, stronger governance frameworks and efficient public administrations. DG REFORM steers and coordinates the delivery of technical support in cooperation with other Commission departments, Member States and international organisations. Additionally, DG REFORM is responsible for coordinating Commission activities in the area of public administration and good governance.

Furthermore, DG REFORM coordinates the Commission’s efforts to support the reunification of Cyprus, a process being led by the United Nations. DG REFORM is responsible for implementing the EU Aid Programme for the Turkish Cypriot community and monitoring the application of the Green Line Regulation.

The 2020 Management Plan defines the actions and outputs planned for 2020 in pursuit of DG REFORM’s general and specific objectives, as set out in its Strategic Plan for 2020-2024, and the political priorities of the Von der Leyen Commission.

DG REFORM’s main general and specific objectives, 2020-2024



PART 1. Delivering on the Commission's priorities: main outputs expected in 2020

As set out in DG REFORM's Strategic Plan for 2020-2024, its activities contribute primarily to the achievement of the Commission's General Objective 3, 'An economy that works for people'.

Reforms enable Member States to build resilient economic and social structures. Effective implementation of reforms, the timely and adequate transposition and implementation of EU law, and efficient and effective use of EU funds are all vital for encouraging investment, unlocking Member States' growth potential, raising living standards and supporting economic and social convergence in the EU.

To help Member States address their reform challenges, DG REFORM provides technical support for the design and implementation of institutional and administrative reforms, including assistance for the efficient and effective use of EU funds. Given the wide range of areas in which it provides support, DG REFORM's activities also contribute to other Commission priorities, including the 'European Green Deal' and 'A Europe fit for the digital age'.

Over the 2017-2020 period, support to Member States was delivered through the Structural Reform Support Programme (SRSP). Acting upon requests from Member States, DG REFORM selected almost 800 projects for funding under the four rounds of the programme.

This year is special, as it is marked by the global outbreak of COVID-19. Economic forecasts for the EU and the rest of the world have deteriorated significantly. The confinement measures taken by EU Member States, although necessary for limiting the spread of the virus, have inevitably had grave economic and social impacts. The contraction of EU gross domestic product (GDP) for 2020 is expected to be far deeper (i.e. -7.4%) than during the financial crisis in 2009¹. DG REFORM can help Member States address fundamental reform challenges and implement reforms that may contribute to absorbing the economic effects generated by the COVID-19 pandemic.

In 2020, in line with its proposal for a revised financial framework for 2021-2027², the Commission put forward a Recovery Plan to provide the EU and its Member States with the tools to recover from the COVID-19 outbreak and set a course for sustainable growth. The plan includes the new **Recovery and Resilience Facility**³, which replaces the budgetary instrument for convergence and competitiveness and the convergence and reform instrument as negotiated within the Commission's 2018 proposal for a Reform Support

¹ European Commission, European Economic Forecast Spring 2020.

² Commission proposal for the EU long-term budget 2021-2027, May 2020.

³ COM(2020) 408 of 28.05.2020.

Programme⁴, and the **Technical Support Instrument (TSI)**⁵, which is a continuation of the SRSP.

DG REFORM's **mandate to help Member States design and implement reforms** is particularly important in the framework of the Recovery Plan. Given that the sizeable amount of the funds provided through the plan will have to be quickly deployed in Member States, ensuring that they are absorbed effectively will be key to the plan's success.

SPECIFIC OBJECTIVE 1.1: STRENGTHENING MEMBER STATES' CAPACITY TO IMPLEMENT GROWTH-ENHANCING REFORMS THROUGH THE PROVISION OF TECHNICAL SUPPORT

In 2020, the response to the COVID-19 outbreak is a priority in Member States' economic policies, which means that some other priorities may have shifted and that reforms are now needed. DG REFORM will support Member States in addressing their pressing reform challenges, with the objective to contribute to a swift and sustainable economic and social recovery.

In 2020, DG REFORM will continue to deliver on the technical support projects agreed with Member States in a timely way, ensuring their relevance and high quality. The technical support provided by DG REFORM will help Member States to design and implement reforms that reinforce their economies and make them more sustainable and competitive. In 2020, DG REFORM will negotiate the adoption of a new Regulation establishing the **Technical Support Instrument** which will succeed the Structural Reform Support Programme (SRSP) and is part of the Recovery Plan. The TSI will be available to all Member States in the 2021-2027 period with a total proposed budget of EUR 767 million⁶. In this context, DG REFORM expects to launch the annual call for technical support project requests in the second half of the year.

The Staff Working Document on the mid-term evaluation of the SRSP (for the first two years of its implementation) will be published by mid-2020, allowing for reflection on the programme's EU added-value, strengths and possible improvements.

In addition, DG REFORM will improve communication on its activities and results to external stakeholders. As it is a new DG only set up in January 2020, it will need to build from scratch its communication activities. DG REFORM aims to, for example, increase the number of communication activities carried out, improve their quality, and create a new website with more extensive information about its work and technical support projects in Member States. This new website would complement the existing DG REFORM webpage on EUROPA.

⁴ COM(2018) 391 of 31 May 2018.

⁵ COM(2020) 409 of 28 May 2020.

⁶ European Council, special meeting of the European Council (17, 18, 19, 20 and 21 July 2020) – conclusions.

DG REFORM will also update its communication materials, including its brochures, and develop additional case studies on technical support projects.


General objective: An economy that works for people		
Specific objective 1.1: <i>Strengthening Member States' capacity to implement growth-enhancing reforms through the provision of technical support</i>		<i>Related to spending programme: YES</i>
Main outputs expected in 2020:		
Evaluations and fitness checks		
Output	Indicator	Target
Midterm evaluation of the Structural Reform Support Programme	Publication of the Staff Working Document in the EU's interinstitutional database	By mid-2020
External communication actions		
Output	Indicator	Target
New DG REFORM brochures to be published by Q2/2020	Estimated number of downloads from EUROPA website	3 500
New DG REFORM webpage to be published by Q1/2021	Estimated number of visitors on EUROPA website	20 000
Other important outputs		
Output	Indicator	Target
SRSP annual Work Programme (2020)	Adoption by the Commission	Q1/2020
Regulation establishing a standalone Technical Support Instrument replacing the SRSP	Adoption of Commission proposal	by Q4/2020
Technical support projects related to reforms that are as a minimum 'on the ground' and 'closed' at maximum.	Percentage of projects that are as a minimum 'on the ground' and 'closed' at maximum	100% of projects selected for funding under SRSP 2018 and SRSP 2019 and 50% of projects selected for funding under SRSP 2020
Technical support projects (under SRSP) having produced the expected results	Percentage of technical support projects (under SRSP) having produced the expected results out of the total number of started projects	Increased percentage (No baseline available as of 2019)

SPECIFIC OBJECTIVE 1.2: Enhancing green and digital transitions, sustainable growth and economic resilience through EU financial support to Member States' reforms and investments plans.

The establishment of the **Recovery Plan and the details of how it will work** are subject to the outcome of ongoing legislative negotiations. However, it is certain that DG REFORM can play an important role in contributing to ensure the effective absorption of funds provided under the Plan. In particular, Member States will be able to request that DG REFORM help them with the preparation (and, at a later stage, the implementation) of recovery and resilience plans (RRPs). These plans will be a precondition of accessing funds under the RRF (the first pillar of the EU recovery instrument 'Next Generation EU'⁷, which consists of large-scale financial support to Member States for public investment and reforms⁸).

DG REFORM's main challenge for 2020 will be preparing for its new roles related to the Recovery Plan, which will be defined among Commission's departments.

Moreover, DG REFORM will contribute to the European Green Deal by coordinating a dedicated call within the SRSP to support Member States. This action fits in with Member States' preparation of territorial just transition plans under the 'just transition mechanism', which aims to mobilise at least EUR 100 billion of investment to provide additional targeted support to the regions most impacted by the transition towards a climate-neutral economy and with less capacity to deal with the challenge.

General objective: An economy that works for people		
Specific objective 1.2: <i>Enhancing green and digital transitions, sustainable growth and economic resilience through EU financial support to Member States' reforms and investments plans</i>		<i>Related to spending programme: YES</i>
Main outputs in 2020:		
Output	Indicator	Target
Support to Member States in designing and implementing recovery and resilience plans	Number of Member States' requests for support received at the earliest in Q4/2020	N/A
 Dedicated call to support Member States in the preparation of their territorial just transition plans under the 'Just Transition Mechanism'.	Publication of the call	Q1/2020

⁷ COM(2020) 456 of 27.05.2020.

⁸ Cf. DG REFORM Strategic Plan for 2020-2024.

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 2020, DG REFORM will continue to **coordinate the technical support provided by the Commission to Member States with other Commission departments and with other stakeholders, as part of the European Semester process.** The European Semester is a framework for economic and employment policy coordination, covering all related items in a comprehensive way. In the context of the COVID-19 outbreak, the need to coordinate economic policies at EU level has become even more important. Given the current circumstances, maximum flexibility will be granted in terms of the timelines. Likewise, reports, recommendations and working methods will be simplified so as to reflect the new economic priorities linked to the COVID-19 crisis.

The coordination mechanism - which was established with a view to aligning relevant technical support provided with the Commission's policy priorities and Member States' reform priorities, enhancing synergy and complementarity and avoiding overlaps with other Commission support measures - will be reinforced. DG REFORM will continue to work in the framework of the European Semester.

General objective: An economy that works for people		
Specific objective 1.3: <i>Steering and coordination of the provision of the technical support across the Commission, and as part of the European Semester</i>		<i>Related to spending programme(s)</i> YES
Main outputs in 2020:		
Output	Indicator	Target
Efficient and effective functioning of the technical support coordination mechanism within Commission departments	Percentage of satisfactory feedback on coordinating technical support	% of satisfactory feedback \geq 75%
Efficient and effective contribution to the European Semester	Number of DG REFORM contributions to the annual European Semester cycle	At least one annual contribution delivered by September 2020 (start of the European Semester process)

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 further developed its role as the Competence Centre for Public Administration and Governance (PAG). By fulfilling the role of secretariat to the Interservice Group for Public Administration and Governance (IGPA), the Competence Centre has so far organised regular meetings, facilitated exchange of information and shared knowledge and experience in the area of public administration and governance. This has contributed to improved coordination and to the development of consistent and enhanced synergies

among the Commission's many initiatives that relate to public administration and governance.

In 2020, the IGPA will continue its activities, with regular meetings to ensure quality and innovation within public administrations. Additional meetings will also be organised to discuss specific topics, like the role of DG REFORM and IGPA in the pre-accession process, the role of public administrations and the impact of COVID-19. DG REFORM will also finalise its analysis of the quality of the Member States' public administration in 2020 (EUPACK – overview and 27 'national' reports); it will consolidate the knowledge management system regarding public administration and governance, as well as managing the information gained through the SRSP projects with a view to sharing best practices, where possible. Finally, DG REFORM will finalise a feasibility analysis for a major study on the cost of bad administration.

In the context of the 2020 European Semester exercise, DG REFORM has emphasised the importance of public administration as a precondition for successful reforms, fairness and cohesion. The Competence Centre has contributed to improving the Commission's analysis and approach to public administration, through the Assessment Framework for Public Administration and Governance. This Framework provides for a systematic and coherent overview of the Member States' performance in areas with a direct link to economic efficiencies and their ability to implement reforms. As a result of the assessment based on the Framework, country-specific recommendations (CSRs) and/or recitals in the area of public administration and governance were produced for eleven Member States. Working with other Commission departments, DG REFORM's Competence Centre coordinated the launch of the analysis, provided training and background information, and ultimately defended the final CSR proposals for these countries.

In 2020, the Competence Centre will continue to design new indicators, improve data collection methods, provide access to data and possibly work with the OECD to measure integrity in public administrations. It will also work towards adapting the public administration assessment process to the new financing instruments for reforms available under the multi-annual financial framework for 2021-2027.

As regards the Public Administration Assessment Framework, DG REFORM's Competence Centre will continue working towards gaining the endorsement of Member States. This will provide a solid platform for dialogue with Member States in the context of the European Semester.

Finally, DG REFORM will increase its efforts to consolidate the Commission's views on the importance of public administration.

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(s)
YES

Main outputs expected in 2020:

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 Inter-service Group on Public Administration Quality and Innovation (IGPA)	2 meetings by the end of 2020
	Number of policy notes on topics related to public administration	2 policy notes by the end of 2020
	Completed feasibility analysis for a study on the cost of bad administration	Q4/2020
	Preparation of a strategy for a formal communication from the Commission on the topic of public administration and governance	Q4/2020
	Preparation of version 2 of the Assessment Framework on Public Administration and Governance	Q4/2020

SPECIFIC OBJECTIVE 1.5: SUPPORTING THE REUNIFICATION OF CYPRUS THROUGH THE AID PROGRAMME AND GREEN LINE TRADE

As regards specific objective 1.5, which includes all of the Commission’s activities related to the reunification of Cyprus, DG REFORM will continue to deliver on the objectives of the aid programme for the Turkish Cypriot community. It will adopt the annual work programme for 2020, while at the same time continuing to implement the previous annual work programmes under which funding is still available for commitment/implementation.

Moreover, DG REFORM is ready to provide assistance to political leaders and to the United Nations to contribute to country settlement discussions. However, the extent of this activity depends on the political situation and negotiation process on the island.

In 2020, DG REFORM will continue to organise **external communication activities** (monthly newsletters, events and visibility campaigns, TV spots, etc.) through the Euro InfoPoint in Cyprus. These will aim to provide information about the developments and activities of the Turkish-Cypriot community, EU activities and the progress of the Cyprus reunification process. A budgetary provision of EUR 0.77 million has been made for this.

General objective: An economy that works for people**Specific objective:1.5:** Supporting the reunification of Cyprus through the Aid Programme and Green line tradeRelated to spending programme(s)
YES**Main outputs expected in 2020:****Evaluations and fitness checks**

Output	Indicator	Target
Evaluation of the aid programme for the Turkish Cypriot community, 2013- 2018	Final report approved and published in the Commission's inter-institutional database	By the end of 2020

Other important outputs

Output	Indicator	Target
The aid programme's annual (2020) work programme	Publication of the work programme on the EUROPA website	By the end of 2020
Economic and social development actions for the Turkish Cypriot community	Number of scholarship grants awarded in 2020 fo studying in an EU Member State	Minimum 120
	Number of cultural heritage projects completed in 2020	Minimum 4
	Volume of Green line trade in 2020	EUR 5 million

PART 2. Modernising the administration: main outputs expected in 2020

The internal control framework⁹ 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 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 2020, DG REFORM will ensure:

- ✓ maintenance of a high level of awareness and communication about the Commission's internal control framework, DG REFORM's internal control actions and systems in use, and the annual control monitoring criteria;
- ✓ ongoing monitoring of operational and related financial activities;
- ✓ the development of a new Anti-Fraud Strategy aligned with DG REFORM's new roles in the Technical Support Instrument and the controls applicable to the new re-organised DG;
- ✓ effective and timely implementation of the audit recommendations issued in the context of the IAS and ECA external audits.

A. Human resource management

On 4 December 2019, the College of Commissioners took the decision to transform the SRSS into a new Directorate-General for Structural Reform Support (DG REFORM) from January 2020. Until the end of 2019, the SRSS continued to be administratively part of the SG. As of January 2020, **DG REFORM has the responsibility of managing its own human resources**. To this end, in 2020 DG REFORM will carry out its annual assessments for allocating resources to activities and operations in an efficient way and according to its priorities. This activity is of utmost importance in view of the service becoming now an established DG, to cover the main preparatory arrangements for the new Technical Support Instrument and for the DG's new role in relation to the new Recovery and Resilience Facility. DG REFORM plans to adopt its first Human Resources (HR) strategy in alignment with the Commission's corporate strategy.

DG REFORM has established a Memorandum of Understanding with DG REGIO to share common functions for data protection, document management, external communication,

⁹ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

information technology and activities related to financial management and budget preparation and reporting.

In order to further facilitate an **empowered and collaborative culture**, DG REFORM will further promote systematic updates of staff job descriptions and objectives. Newcomers will continue to benefit from dedicated induction sessions. In addition, an eManual that describes all internal procedures is under development in cooperation with DG DIGIT.

In the field of **learning and development**, DG REFORM will adopt its talent management strategy and action plan, targeting actions and initiatives related to mobility, managerial excellence, tailor-made training, staff competence, exit interview practices, coaching and staff profiles on the intranet platform.

In the field of **equal opportunities**, DG REFORM will pursue its efforts to contribute to the Commission-wide targets for the recruitment of women to middle management positions.

Finally, DG REFORM will continue to actively support staff and managers through the COVID-19 crisis and its aftermath, through guidance on learning and professional development, internal communication actions, virtual participatory events and flexible solutions to ad hoc needs.

Objective: DG REFORM employs a competent and engaged workforce and contributes to gender equality at all levels of management so that it can effectively deliver on the Commission's priorities and core business objectives

Main outputs expected in 2020:

Output	Indicator	Target
Encouraging women to apply for management positions	% women interviewed for middle management positions	≥30%
DG REFORM talent management strategy	Adoption of the strategy	Q4/2020
Improved staff empowerment	% of staff job descriptions and % of validated objectives recorded	80%
DG REFORM newcomer induction programme	Number of induction training sessions for newcomers	≥3
DG REFORM human resources strategy	Adoption of the strategy	January 2021

B. Sound financial management

In line with its revised financial circuits, in 2020 DG REFORM will continue to manage the annual commitment appropriations envisaged under the work programmes of the Structural Reform Support Programme (EUR 84.8 million), the Aid Programme (EUR 36.6 million), as well as funding allocated under previous work programmes and still available for implementation. The budget will be implemented by direct and indirect management.

From 2020 onwards, DG REFORM will also be responsible for implementing other decentralised expenditure from the global envelope for a total value of EUR 1.3 million, and for carrying out its own accounting (review) activities.

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.

DG REFORM will also continue working within the ex-post control strategy set up in 2017 in order to ensure adequate management of risks linked to the legality and regularity of underlying transactions. In this framework and in line with DG BUDG guidance, the **audits and ex-post controls** to be performed during 2020 will support the Authorising Officer's declaration of assurance on operations carried out in 2020.

As result of the recurrent financial reservation on direct grant management targeting non-pillar assessed (NPA) organisations, DG REFORM will ensure implementation of the following **remedial actions as mentioned in the 2019 Annual Activity Report**:

- ✓ continue to audit final payments to NPA beneficiaries in 2020;
- ✓ continue the practice of instructing beneficiaries on the eligibility of costs; DG REFORM is also considering reducing the thresholds for audit certificates (currently > EUR 325,000 for grants under technical support) under the future e-grant mechanism, to support requests for final payments, which should reduce the likelihood of errors in the claimed amounts;
- ✓ continue the ex-ante desk reviews on sampled grants to NPA organisations for which an audit certificate is not provided; and
- ✓ continue to provide appropriate financial training to operational initiating agents and financial agents to prevent/detect errors.

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 and give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs expected in 2020:

Output	Indicator	Target
Effective controls on legal and regular transactions	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

	Time to pay	>90% of payments made on time
	Time to notify beneficiaries	< 6 months
	Time to sign grant agreements	< 3 months
Economical controls	Overall estimated cost of controls	Remains < 5% of funds managed (i.e. payments made in a year)

C. Fraud risk management

In 2020, DG REFORM will perform a fraud risk assessment for the purpose of developing its new Anti-Fraud Strategy (AFS), in line with the Commission's 2019 Anti-Fraud Strategy and the OLAF corporate methodology. The fraud risk assessment and new AFS will take into consideration the structural arrangements and controls of the newly created DG and its future operations. The new strategy will be complemented by an action plan detailing the annual activities to be performed to meet the set objectives .

The strategy will also serve as a management tool for communicating on DG REFORM's zero-tolerance approach to fraud. Presentations will be arranged across the DG to ensure staff awareness about anti-fraud and fraud risks remains high.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and implementation of the Commission's Anti-Fraud strategy (CAFS)¹⁰ aimed at preventing, detecting and correcting¹¹ fraud

Main outputs expected in 2020:

Output	Indicator	Target
Fraud risk assessment for developing a new Anti-Fraud Strategy	% of preparatory activities	100%
DG REFORM Anti-Fraud Strategy 2020-2022	Adoption of the strategy	Q4/2020
Implementation of activities within the current anti-fraud strategy (2017-2019)	% of relevant annual actions implemented	100%

D. Digital transformation and information management

In the field of **digital transformation**, DG REFORM intends to ensure compliance of its digital solutions with the core principles established in the Commission's digital strategy and to develop JIRA interfaces, if necessary, to prepare for the alignment of digital process with the new DG's operations. Moreover, DG REFORM will continue to ensure appropriate

¹⁰ Communication from the Commission "Commission Anti-Fraud Strategy: enhanced action to protect the EU budget", COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

¹¹ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

data collection, inter-connected real-time data and dashboards (QlikSense) for monitoring, evaluation and reporting.

As regards **data protection**, in 2020 DG REFORM's main objective is to ensure that staff know the IDPR provisions and comply with these requirements as part of their daily activities. To this end, specific presentations will be organised in all Units and for newcomers to ensure that the same information is given to all staff. Moreover, in accordance with its practical guidance on data protection developed in 2019, DG REFORM will review its internal rules governing the processes in which personal data processing takes place, and the relevant privacy statements.

Finally, in order to further improve internal communication, DG REFORM will develop its **internal communication strategy**. It will also promote the use of the intranet as the main platform for sharing information and ensuring timely and consistent communication among staff working from different sites (Brussels, Athens, Nicosia, Bucharest and Zagreb).

DG REFORM will continue to promote the systematic use of the corporate document management system (ARES) and JIRA (as a fully integrated database covering all instruments used by the DG). This will contribute to effective **data and knowledge management** and ensure timely access to and the processing and retrieval of key documents.

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 expected in 2020:

Output	Indicator	Target
JIRA – preparation of the data layout and new interface for Member State requests	Data layout and process interface developed in JIRA	Q4/2020
Increased awareness of data protection	Number of presentations to all units/clusters and for newcomers	9 Min.3
	% of awareness about data protection requirements	≥ 70 % positive (survey) response rate
Improved knowledge management	‘Knowledge hours’ lunchtime information sessions	Min. 6
	Percentage of 2020 newcomers to relevant units trained in JIRA	100%
	Number of encoding errors in JIRA	Decreasing
	% of unfiled documents	< 1%

E. Sound environmental management

As a first contribution to the Commission’s commitment to sound environmental management as an institution and employer, DG REFORM has started **raising staff awareness** about this priority. A dedicated space on the intranet platform has been created to inform staff about, for instance, the direct impact that the use of office supplies has on the consumption of natural resources and to provide guidance on how to become more responsible when ordering office supplies and to choose sustainable, refillable and reusable items.

In order to create more awareness about the contribution that everybody can make to a more eco-sustainable environment, a ‘green blog’ was created to share information on eco-friendly initiatives and articles of general interest. In line with the Commission action plan to implement the objective of the Green Deal, in 2020 DG REFORM will define its local actions to promote more environmentally-friendly working methods and make better use of natural resources.

Objective: DG REFORM takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs expected in 2020:

Output	Indicator	Target
DG REFORM local actions supporting sound environmental management	Nomination of the DG’s EMAS correspondent	Q2/2020
	Internal communication in DG REFORM to reinforce the messages of the 2020 corporate EMAS campaigns	Q4/2020 1 internal communication campaign
Systematic use of electronic workflows	% of registered documents approved in full electronic mode (without the circulation of paper signatories)	>90%

F. Examples of initiatives that improve the economy and efficiency of financial and non-financial activities

In 2020, in order to ensure that financial management is performed in a digital environment and a more efficient way, DG REFORM will enforce corporate **e-procurement and e-grant** modules for selecting and awarding its contracts and grant agreements. Pilot activities (e.g. templates related to implementing a previous framework contract concluded under the Structural Reform Support Programme being used to test the electronic use of requests for services and specific contracts under a ‘framework contract with re-opening of competition’) have started with other Commission departments to ensure use of the main

functionalities (e.g. launch of requests for services, evaluation, signature of contracts) in the second quarter of the year. The e-invoicing module is expected to be adopted in the last quarter of 2020.