

Management Plan 2026

REFORM AND INVESTMENT TASK FORCE

SG REFORM

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PART 1. Introduction

Strategic planning and programming is the cornerstone of the **Commission's performance management framework**. The [Commission's strategic plan for 2025-2029](#) translates the [political priorities](#) set in the [Political Guidelines of President von der Leyen](#) into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

Within this framework, each Commission service has developed a **strategic outlook for 2025-2029** in ([Management plan 2025](#)). This outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

The **2026 management plan** sets out what SG REFORM intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how SG REFORM will contribute to the common objective of building a modern and sustainable public administration (part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

The chart below illustrates the performance framework for SG REFORM.

A new plan for Europe's sustainable prosperity and competitiveness

- **Specific Objective 1.1:** National recovery and resilience plans are implemented swiftly and maintain their core objectives and ambition
- **Key Performance Indicator 1.1.1:** Percentage of total milestones and targets assessed by the Commission
- **Specific Objective 1.2:** Member States requests to implement reforms are effectively supported by the Technical Support Instrument in line with the Union priorities, and with the financial and human resources available
- **Key Performance Indicator 1.2.1:** Average outcome achievement rate based on the assessment of the beneficiary authorities in the outcome questionnaires received in a given year
- **Key Performance Indicator 1.2.2:** Estimated risk at closure for TSI below the materiality level of 2%
- **Specific Objective 1.3:** Competitiveness, sustainability, and social fairness are promoted through reforms and investments addressing the key challenges identified under the European Semester.
- **Key Performance Indicator 1.3.1:** Rate of progress towards the implementation of the 2025 country-specific recommendations (CSRs)

PART 2. Delivering on the Commission’s priorities in 2026

2.1: National plans are implemented swiftly and maintain their core objectives and ambition

With **less than one year before the end of the RRF**, SG REFORM’s core task will be to continue, together with DG ECFIN, to support Member States in implementing their recovery and resilience plans, to swiftly assess payment requests and to prepare for the final stretch of the Facility. This will enable Member States to advance their reform and investment agendas as effectively as possible, ensuring they have maximum access to the funding necessary to support their recovery and resilience efforts. In line with its temporary nature, the RRF has very clear deadlines laid down in its Regulation ⁽¹⁾: 31 December 2026 is the legal deadline for the Commission to make payments, 31 August 2026 is the deadline for Member States to complete all milestones and targets and 30 September 2026 is the deadline for Member States to submit the last payment request. With these deadlines rapidly approaching, and a high number of milestones and targets still to be assessed, strategic planning will be essential to ensure an effective and smooth assessment process.



Cross cutting efforts – implementation and simplification agenda

Following up on the Communication **“NextGenerationEU – The road to 2026”** ⁽²⁾ of June 2025, Member States have engaged in comprehensive reviews of their recovery and resilience plans these past months to ensure they only contain measures that can be completed by 31 August 2026. The Commission has been supporting the Member States in this exercise and has positively assessed 24 revisions aiming to simplify recovery and resilience plans in 2025. In line with the Commission’s simplification agenda, the revisions also ensure a major streamlining of unnecessary requirements in the Council implementing decisions approving the recovery and resilience plans. To facilitate the implementation and assessment of the plans, the revised Council implementing decisions contain streamlined wording and milestones and targets that only focus on essential, policy-relevant elements. Also, where possible,

⁽¹⁾ [Regulation \(EU\) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility](#)

⁽²⁾ [COM/2025/310 final](#)

intermediary milestones and targets have been removed to focus on final outputs. This will reduce the administrative burden and result in faster processing of payment requests from Member States and their assessment by the Commission. At the same time, continued attention was dedicated to ensuring that the amended plans remain ambitious and compliant with all the relevant requirements and assessment criteria laid down in the Recovery and Resilience Facility Regulation. A particular emphasis was placed on ensuring that the plans address all or a significant subset of challenges identified in the relevant country-specific recommendations, that they continue dedicating at least 37% and 20% of the available funding to the **green and digital transitions** respectively, that support from the RRF does not, unless in duly justified cases, substitute recurring national budgetary expenditure, and that the RRF only supports measures respecting the ‘do no significant harm’ principle.

As we move forward in 2026, SG REFORM, together with DG ECFIN, is ready to continue applying the same approach for supporting Member States in the remaining simplification amendments of recovery and resilience plans, and more generally, in addressing implementation bottlenecks. Building on the simplification efforts, SG REFORM and DG ECFIN will be able to proceed to a fast assessment of outstanding payment requests in **coordination with the Member States’ authorities**. SG REFORM will also prepare, together with DG ECFIN, guidelines for Member States for a **successful closure of the RRF**. The guidelines will focus on a variety of operational aspects linked to the closure of the instrument and will aim at providing maximum legal clarity and minimum administrative burden.

Finally, SG REFORM will be ready to support DG ECFIN in the follow-up to the **Implementation dialogues** hosted by Commissioner Dombrovskis that they organised in 2025. These dialogues focused on administrative and reporting burden experienced by Member States in the implementation of the RRF, and obstacles faced by stakeholders in applying for and accessing RRF funds.

Stress testing the acquis does not concern the RRF, a temporary instrument which will end in 2026. However, in 2026, SG REFORM will accelerate preparatory work for the ex-post evaluation of the RRF, due in 2028, which will be relevant for the next programming period.

Building on the lessons learned from the RRF, SG REFORM is coordinating the preparation of a simple and single guidance to apply, where feasible and appropriate, the principle that no significant harm should be done to environmental objectives under the 2028-2034 Multiannual Financial Framework (MFF) ⁽³⁾. The Commission should provide this technical guidance by 1 January 2027.

⁽³⁾ See article 5 of the Proposal for a Regulation of the European Parliament and of the Council establishing a budget expenditure tracking and performance framework and other horizontal rules for the Union programmes and activities (COM/2025/545 final)

2.2: Member States requests to implement reforms are effectively supported by the Technical Support Instrument in line with the Union priorities, and with the financial and human resources available.

Under the Technical Support Instrument (TSI) 2026 cycle Member States requested technical support in all policy areas covered by the Instrument. Furthermore, SG REFORM designed a **single flagship for the implementation of country-specific recommendations**. As in previous cycles, Member States requested technical support also under the PACE programme (public administration cooperation exchange).

In line with the **TSI annual cycle**, the requests for support from Member States under TSI 2026 were received by 31 October 2025. Following their analysis 173 requests for support were selected for funding. These requests are expected to result into 29 projects focused in their large majority on supporting the implementation of the country-specific recommendations in line with the flagship defined for the TSI 2026 round.

To be noted that under this flagship, national authorities could also ask for support for reforms aimed at addressing CSRs related to the **implementation of EU law and simplification**. As highlighted in the **Draghi and Letta reports**, the accumulation of rules over time at different levels has increased complexity and challenges in implementing the rules, undermining Europe's competitiveness. The Commission is committed to simplifying and improving EU policies and laws, as well as to make rules easier and faster to implement.

Through the **"Public Administration Cooperation Exchange" (PACE)** the European Commission aims to promote cooperation and cross-border exchanges among Member States to build administrative capacity and prepare the next generation of policy makers in the European Union. The objective is to create a European Community of public servants that exchange best practices, including, where appropriate, working visits to relevant Member States to enable officials to acquire or increase their expertise or knowledge in relevant matters. 66 requests for PACE exchanges were preselected under **the TSI 2026 round**.

Under TSI 2026, 7 multi-country projects were also preselected, for example to build capacity of national administrations through the European Energy Regulation Academy, to support the implementation of the ViDA package (VAT in Digital Age) and to promote the transposition of the Faster and Safer Tax Relief of Excess Withholding Taxes (FASTER) Directive.

The **TSI 2026 Financing Decision** will be adopted by 31 March 2026 (cf. output indicator under SPO 1.2 – Annex 1). By Q3 2026, the TSI national **Cooperation and Support Plans** (cf. output indicator under SPO 1.2 – Annex 1) will be agreed upon and set out the agreed priority areas and scope of support, objectives, indicative timeline and financial envelope. The implementation will start as soon as the contractual arrangements are completed.

As far as **TSI 2027 round** (to be launched in spring 2026) is concerned, Member States will still be strongly encouraged to focus on the areas identified in the country-specific recommendations. The projects responding to the requests should help Member States address technically difficult-to-implement CSRs targeting highest implementation needs and challenges.



2.3: Competitiveness, sustainability, and social fairness are promoted through reforms and investments addressing the key challenges identified under the European Semester

The **European Semester** will remain the main vehicle for coordinating the economic policy of Member States. For the first time, the reform and investment agenda stemming from the analysis anchored in the European Semester will contribute to the preparation of the discussions on the **National and Regional Partnership Plans (NRPPs)** proposed by the Commission for the next programming period ⁽⁴⁾. Thus, SG REFORM, in close cooperation with DG ECFIN, is preparing the Semester for being fully capable to provide the necessary guidance to Member States in order to address the persisting challenges in the fields of competitiveness, sustainability, and social fairness under the next programming period.

To this end, SG REFORM, together with DG ECFIN, will continue the work commenced in 2025 to improve the Commission's analytical capabilities in targeted policy areas that would enable the formulation of more thorough analysis in the country reports underpinning more effective and targeted country-specific recommendations. Furthermore, SG REFORM will further enhance the internal coordination with other DGs to ensure the **consistency with the analytical work and recommendations** in other analytical frameworks of the Commission, which will also be relevant for the preparation of future NRPPs.

In the 2025 cycle, SG REFORM phased out the parsimonious approach to country-specific recommendations (CSRs) applied in the past years and proposed a comprehensive set of CSRs

⁽⁴⁾ assuming the Commission proposal for the MFF 2028-2034 is adopted by the budgetary authority in the current shape.

along the main drivers of the Competitiveness Compass for the challenges not sufficiently addressed by the commitments laid down in the recovery and resilience plans. Going forward, SG REFORM will increase the **focus on assessing the implementation of these CSRs**. This would entail the monitoring of CSRs along the categories of a) no progress; b) partial progress or c) fully implemented, which would result in 1) maintaining; 2) amending or 3) dropping of recommendations. The new approach will help to make the monitoring more transparent, and would substantially **simplify the monitoring methodology**, whilst ensuring that the set of recommendations will remain up to date and complete. (cf. result indicator under SPO 1.3 – Annex 1).

Concerning the fiscal policy under the economic governance framework, SG REFORM will contribute to the monitoring of the progress with **Medium-Term Fiscal Structural Plans (MTPs)** implementation in the Spring package led by DG ECFIN, with special attention to the reform and investment commitments underpinning an extension of fiscal adjustment periods.

As for the **Macroeconomic Imbalance Procedure (MIP)** led by DG ECFIN, which complements the analyses of Country Reports with in-depth reviews (IDRs) for several Member States, SG REFORM will contribute to the preparation of IDRs and to the monitoring of corrective actions implemented by Member States, with a special focus on complementarities with RRP and support to competitiveness. SG REFORM also contributes to the definition of the relevant CSRs in the context of the Semester, to guide Member States in the prevention or correction of macroeconomic imbalances where applicable.

PART 3. A modern and sustainable public administration: outputs in 2026

The internal control framework supports sound management and decision-making. In particular, it ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls.

The Director-General of SG REFORM has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

A. Human resource management

The Reform and Investment Task Force (SG REFORM) was created on 1 February 2025, by merging the Recovery and Resilience Task Force (SG RECOVER) and the Directorate General for Structural Reform Support (DG REFORM). In the context of the high and increasing workload, related notably to the final phase of the RRF implementation in 2026, it is of utmost importance to further **deepen integration and exploit synergies in** the Task Force, and to continue **ensuring appropriate resource allocation**. To this end, the thorough screening of all vacant posts, followed by redeployment where needed will continue throughout the year, as well as the continuous assessment of workload. To **maintain motivation and ensure staff retention** in this crucial period, contracts of temporary staff are systematically prolonged beyond 2026, until the end of the Task Force's mandate.

At the time of the creation of the joint entity, **the share of female middle managers** was 53%. SG REFORM remains fully committed to maintain at least 50% share by the end of its mandate and will continue supporting colleagues to develop and deepen their management skills, including through management trainings, thus **ensuring equality** in line with the Commission policy.

SG REFORM aims to attain a high **level of staff engagement**, above the Commission average, and maintain a competent and engaged workforce. To this end, the provision of a rich **internal learning offer** will be continued throughout 2026, including the RRF Academy sessions. Effective **internal communication** has a fundamental importance in supporting the achievement of these objectives, with the **regular house meetings** and SG REFORM's intranet as crucial channels. The main outputs related to the above-mentioned initiatives for 2026 are outlined in Annex 2.

B. Digital transformation and data management

The SG REFORM IT Steering committee, chaired at Director level, takes place twice a year to oversee IT budget and TSI IT systems governance for SG REFORM. Cybersecurity is managed by a Local Informatics Security Officer in DIGIT. The **IT security plan**, established in 2024, will be updated in 2026.

While ECFIN maintains RRF IT tools, SG REFORM develops TSI IT tools, ensuring alignment with the European Commission's Digital Strategy.

Digital transformation

SG REFORM is undertaking three digital transformation projects:

- A first project is focussed on **shaping the future of Technical Support**. We are collaborating with DIGIT to conduct an assessment that **identifies corporate solutions** based on the Reuse-Buy-Build model. Our aim is to incorporate modern solutions that will **prepare the replacement of the existing IT systems** (if needed) in the upcoming Multiannual Financial Framework (MFF).
- Data is a key asset, our second project is specifically addressing it by **upgrading our data warehouse** using **corporate and sovereign solutions**, with a dedicated dashboard to monitor data quality. These improvements will protect data (currently embedded in JIRA) to prepare the phase out of the current IT tools, enable the integration of external data sources while harnessing the power of **artificial intelligence** to enhance our business processes.
- **Capacity building in Artificial Intelligence** is another 2026 priority. We will analyse users' needs while simultaneously work on two use cases related to previously identified business needs, for example to simplify project summaries and optimise content indexing of our projects for better access and usability. In parallel to this, practical training sessions on AI will be organised at least 3 times in 2026.

Cloud usage is not a priority in 2026, it will be considered in 2027 after the **improvement of our data warehouse** is completed and we have a better understanding of the TSI future.

SG REFORM promotes the corporate training sessions proposed by DIGIT in EU Learn, emphasizing corporate applications, collaborative tools and the TSI supporting tools where our target is for 80% of TSI users receiving an appropriate training to enhance program management ⁽⁵⁾.

The **EC data catalogue** entry for TSI systems will be updated during Q1 2026 to reflect recent changes (RRF tools are managed by ECFIN), data maturity indicators will be reassessed on this occasion.

Data Security

⁽⁵⁾ RRF programme is managed by ECFIN, users' training is not managed by SG REFORM.

Building on the successful implementation of the 2024 IT security plan, cyber security remains a priority for 2026. **IT Security Controls will be updated in April 2026** to comply with corporate IT and information security rules as defined in the GRC (Governance, Risk and Compliance) tool.

Data protection

SG REFORM commits to ensure that 80% of its staff have attended at least one awareness-raising session on data protection by the end of 2027. This target will be achieved by delivering three internal trainings/awareness-raising sessions per year and through promoting corporate trainings organised by the Commission's Data Protection Officer. In addition, **SG REFORM has already updated its data protection records** regarding the TSI management IT system in 2025.

More specifically on **cybersecurity** where **awareness** is important, we present 3 times a year the results of cybersecurity fishing exercises organised by DIGIT to our staff, moreover, dedicated trainings will be organised 3 times a year.

C. Sound financial management

In terms of financial management, SG REFORM is responsible for the Technical Support Instrument implementation. SG REFORM's overarching objective is to provide the authorising officer by delegation (AOD) with **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.

As far as RRF is concerned, the responsibility for financial management rests with DG ECFIN. The role of SG REFORM is, together with DG ECFIN, to support Member States in implementing the reforms and investments included in their Recovery and Resilience Plans and assess whether the pre-agreed milestones and targets have been satisfactorily fulfilled, with the Regulation establishing the Recovery and Resilience Facility ⁽⁶⁾ defining the deadline of 31 August 2026 for fulfilment of those milestones and targets. This role is not equivalent to operational initiating agent, which is placed in DG ECFIN.

SG REFORM intends to reach the targets presented in **Annex 2**. They are related to key control objectives for the expenditure managed in line with the rules and procedures of the Commission. To this end, SG REFORM will ensure that its organisational structure and the types of financial operations managed are supported by **adequate segregated controls**.

In order to ensure that the AOD has sufficient and robust elements to draw conclusions of reasonable assurance on the legality and regularity of operations under his responsibility, SG REFORM will, in addition to the **ex-ante controls**, continue performing its **ex-post control**

(6) REGULATION (EU) 2021/241 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 12 February 2021 establishing the Recovery and Resilience Facility; Article 20.5 (d).

activities, including external audits and ex-post checks on a sample basis. The results of these will be used to estimate the materiality of errors found and the corrections to be made. The 2024 baseline for estimated risk at payment for DG REFORM ⁽⁷⁾ was 0.54%. SG REFORM is fully committed to maintaining this indicator below the materiality level of 2% (cf. Annex 2C).

D. Fraud risk management

SG REFORM prepared ⁽⁸⁾ its anti-fraud strategy 2026-2027 by re-assessing its fraud risk and controls with a view to protecting its interests in the coming years. **SG REFORM's anti-fraud strategy (AFS) 2026-2027** keeps the focus on staff awareness of fraud and is aligned with the Commission's anti-fraud strategy and the related action plan last reviewed in 2023 ⁽⁹⁾. The new AFS takes into consideration the structural arrangements and controls of the newly created SG REFORM and its operations and covers 2026-2027 i.e. time till the end of the mandate of the Task Force.

SG REFORM's anti-fraud strategy includes an action plan of preventive, detective, reporting and corrective activities to be performed on an annual basis, as appropriate. It also serves as a management tool for communicating on SG REFORM's **zero-tolerance approach to fraud**. SG REFORM will strive towards full implementation of its anti-fraud strategy's action plan in line with the corporate instructions (cf. Annex 2D, output 1).

Simultaneously, SG REFORM will regularly participate in the **Fraud Prevention and Detection network** chaired by OLAF with the intention to follow up on best practices and developments in the area of anti-fraud and ensure an effective liaison between OLAF and SG REFORM's staff (cf. Annex 2D, output 2).

In the context of OLAF developing **several training modules** ⁽¹⁰⁾ under action No 40 of the CAFS, SG REFORM will regularly keep its staff informed via news items on MyIntracomm on the availability of the modules and categories of staff, which should follow the training.

E. Sound environmental management

SG REFORM carefully considers its **environmental footprint** in all its activities and actively supports initiatives to minimise the ecological impact of its operations. In alignment with the Communication and Action Plan on Greening the Commission of April 2022, SG REFORM remains committed to advancing measures and contributing to the Commission's goal of

⁽⁷⁾ DG REFORM was responsible for management of the Technical Support Instrument before the reorganisation of the Commission which took place on 1 February 2025. The TSI remains the only instrument in the financial envelope of SG REFORM created on that date.

⁽⁸⁾ Under approval process with OLAF at the time of finalisation of the management plan 2026

⁽⁹⁾ COM(2023) 405 final and SWD(2023) 245 final

⁽¹⁰⁾ Corporate "Fraud: Stay Vigilant" and 9 customisable modules of the fraud "train"

achieving **climate neutrality by 2030** ⁽¹¹⁾. SG REFORM will persist in focusing on the following actions:

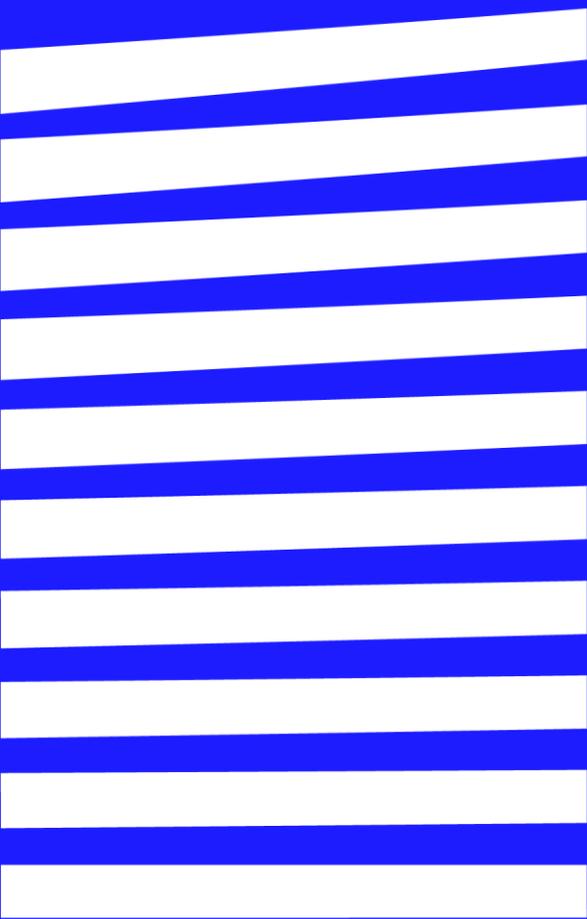
- locally promote the Commission's eco-management and audit scheme (EMAS) initiatives focused on waste management, resource efficiency, and sustainable mobility.
- endeavour to keep staff highly informed about effective environmental management and share best practices that are environmentally friendly, through newsletter and posts on SG REFORM intranet (cf. Annex 2E, output 3);
- reduction of CO2 emissions from departments staff missions by 10% in 2026 (cf. Annex 2E, output 1) ⁽¹²⁾;
- standing ready to participate in the annual energy saving actions (BEST initiative) (cf. Annex 2E, output 2);
- Share the results of projects implemented under the TSI programme in intranet news post or internal seminars, to showcase on-the-ground results which can be relevant for the EMAS EC community.

⁽¹¹⁾ RRF is a temporary instrument set to last till end 2026. The mandate of SG REFORM expires end 2027. Since the composition or tasks of SG REFORM in subsequent years are not known, setting travel emissions objectives for 2030 is, therefore, not possible at this stage.

⁽¹²⁾ Since SG REFORM was created only on 1 February 2025 as a result of a merger of SG RECOVER and DG REFORM, establishing a 2024 baseline is not possible. For this reason, SG REFORM chose to commit to annual outputs as regards the CO2 emissions from staff missions as outlined in Annex 2.E.



ANNEXES



ANNEX 1: Performance tables – delivering on Commission priorities in 2026

General objective 1: A new plan for Europe’s sustainable prosperity and competitiveness

Specific Objective 1.1: National recovery and resilience plans are implemented swiftly and maintain their core objectives and ambition

Related to spending programme: Recovery and Resilience Facility

Main outputs in 2026:

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Closure guidelines on the RRF	Adoption by the Commission	Q2 2026
Assessment of all RRFs amendment requests submitted to the Commission.	Adoption by the Commission	Q3 2026

Other major outputs

Output	Indicator	Target
Assessment of all payment requests submitted until end Q3 2026	Adoption by the Commission	Q4 2026

General objective 1: A new plan for Europe’s sustainable prosperity and competitiveness

Specific Objective 1.2: Member States requests to implement reforms are effectively supported by the Technical Support Instrument in line with the Union priorities and the financial and human resources available

Related to spending programme: Technical Support Instrument

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
TSI 2026 selection of projects to be financed – Financing Decision	Adoption by the Commission	Q1 2026

Other major outputs

Output	Indicator	Target
TSI 2026 selection round – TSI national Cooperation and Support Plans	Agreed with the Member States	Q3 2026

Output	Indicator	Target
Implementation of technical support projects	Percentage of technical support projects that are as minimum 'on the ground' and 'closed' at maximum by end of year	100% of projects selected for funding under the TSI 2025 and 50% under the TSI 2026 by end 2026

General objective 1: A new plan for Europe's sustainable prosperity and competitiveness

Specific Objective 1.3: Competitiveness, sustainability, and social fairness are promoted through reforms and investments.

Related to spending programme: Recovery and Resilience Facility

Main outputs in 2026:

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
More transparent monitoring of the progress on the implementation of CSRs	Increased analytical coverage of CSRs implementation in the country reports	June 2026
Simplification of CSR progress monitoring	Reduction of categories to three: a) no progress; b) partial progress; c) full implementation	June 2026
Response of Member States to the guidance provided in country-specific recommendations	Share of the 2025 country-specific recommendations (CSRs) with at least partial progress	25%

ANNEX 2: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: SG REFORM employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.

Main outputs in 2026:

Output	Indicator	Target
Workload assessments to ensuring appropriate resource allocation	Number of workload assessments (questionnaire sent to all staff)	At least 9
Encouraging and supporting female colleagues' participation in management/talent development programmes	Number of female colleagues taking part in management/talent development programmes.	At least 2
Regular interactive all-staff meetings with the Director-General to ensure that staff are well informed of the latest developments	Number of SG REFORM House Meetings	At least 25

B. Digital transformation and data management

Objective: SG REFORM is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission.

Main outputs in 2026:

Digital Transformation

Output	Indicator	Target
Implementation of the corporate principles for data governance for SG REFORM key data assets	Percentage of implementation of the corporate principles for data governance for SG REFORM key data assets	90%
Improvement of TSI data quality	Delivery of dashboard	Q2 2026

Data Security		
Output	Indicator	Target
Update of SG REFORM IT security plan	Report delivered	Q2 2026
Improving staff IT literacy on security and AI	Number of training sessions delivered per year	3 sessions per year
Data Protection		
Output	Indicator	Target
Training sessions on data protection targeting all staff	Number of training sessions delivered per year	3 sessions 80% of staff trained by end 2027
Improving staff data literacy with TSI IT supporting tools	Organising trainings for staff on JIRA and QlikSense at least once a month	12 trainings

C. 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 2026

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	Timely payments	remains 95% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	remains < 5% of funds managed

D. 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 ⁽¹³⁾ aimed at the prevention, detection and correction ⁽¹⁴⁾ of fraud.

Main outputs in 2026:

Output	Indicator	Target
Improved fraud awareness and effective fraud prevention and detection actions	% of implementation of the annual actions set out in SG 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	SG REFORM participation in the FPDNet working groups (% of meetings with SG REFORM presence)	100%

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

Main outputs in 2026

Output	Indicator	Target
Actions to reduce emissions from staff professional travel	CO ₂ emissions from departments staff emissions.	Total emissions below 270 tonnes (10% less than 2025 target)
Energy saving actions	% of department buildings participating in the annual BEST energy saving actions (summer action) % of department buildings participating in the annual BEST energy saving actions (winter action)	Improvement (if possible) since 2025
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns or from local initiatives	5 all staff mails/intracom news on SG REFORM raising awareness to greening the commission and EMAS

⁽¹³⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019; Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023" [COM\(2023\) 405](#) of 11 July 2023 – “the Communication on the 2023 revision” – and the accompanying revised action plan, [SWD\(2023\)245](#)– “the revised Action Plan”.

⁽¹⁴⁾ Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output

Digital hygiene

Indicator

Number of actions promoting more efficient use of IT resources

Target

2 actions per year to promote more efficient use of IT resources among the staff

