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REFORM PROGRESS REPORT – FEBRUARY 2001

(presented by the Commission)

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1. INTRODUCTION

The White Paper “Reforming the Commission” was adopted by the College on 1st March 2000. It set out to introduce new working systems which would allow the Commission to be more independent, accountable, efficient, transparent and guided by the highest standards of responsibility. The programme for achieving these objectives included a detailed Action Plan of 98 separate actions with a timetable extending into 2002.

This report reviews the progress made by the Commission, after one year, in developing and introducing measures aimed at implementing the White Paper. It will describe the approach used in each of the main areas of reform included in the White Paper as well as review work resulting from the Reform of Management of Community Programmes which is considered as part of the Commission’s Reform initiative. It will also assess overall progress and look at likely developments over the coming year.

2. BACKGROUND

The Treaty of Rome defined the role of Commission in the newly created European Community. Since then much has changed. The number of Member States has increased to 15, and, over the years, the Commission has been assigned many managerial tasks by the Council and the European Parliament in addition to its initial responsibilities. However, some of these management activities have tended to detract from the Commission’s basic role as foreseen in the Treaty.

In order to respond to the prevailing situation and prepare the Commission for enlargement, the College adopted the White Paper on Reform proposed by Mr. N. Kinnock Vice President, and took the strategic decision to focus the Commission’s work on its key policy objectives. The Peer Group of Commissioners conducted an overall assessment of activities and the resources used in order to equate them. The exercise was completed in July 2000.

The development of this reform has benefited from steps taken by the Commission early in its mandate, namely the Code of Conduct of Commissioners (Sept 1999), Code of Conduct for Commissioners and Departments (Sept 1999), Commissioners’ Declaration of Interests (Aug 1999).

Considering the clear link between the on-going reform and governance, the two teams are co-operating very closely to ensure coherence between the two exercises.

Unlike previous occasions, when individual aspects of Commission activity were the subject of reform, the White Paper put forward for the first time a set of integrated reforms proposing inter-linked actions covering several areas of Commissioner’s

activities, the overall objective being to fundamentally change the administrative culture.

Clearly the Commission must have optimal structures and systems for the deployment of its resources. The White Paper 'Reforming the Commission' set out a programme for a fundamental review of working practices, programming of activities, management of human and financial resources; and, coupled with this, a reform of financial management which would allow the Commission to ensure the highest standard of effectiveness in the handling of public funds.

Much of the objective of the reform is centred around the reinforcement of five principles namely independence, responsibility, accountability, efficiency and transparency; all of which should foster a culture based on service, and oriented towards results rather than inputs.

The Action Plan, which is part of the White Paper, is an integrated set of 98 separate actions divided into chapters each reflecting an aspect of the Reform. These proposed measures are clearly complementary, since the setting of priorities and the efficient use of resources have to be matched by a reform of human resource development to, not least, facilitate improved financial management, control, and internal auditing.

The nature of an action determines the time needed to prepare it and put it into effect, and not all actions will yield immediate results, eg. financial circuits have been re-designed and are now operational, whilst actions related to Activity Based Management are being carried out on a pilot basis for 2002.

3. REFORM PROCESS

From the very start of the Reform, the Commission adopted a process which would ensure the direct involvement of the Services in the development of ideas and methods, and allow for broad consultation at all levels¹. Indeed, during the drafting of the White Paper, consultation was carried out through both direct meetings with staff and electronic communication. This process is also being used in the formulation of various communications related to human resources with draft documents posted on the intranet inviting staff to comment. Discussions also took place in the General Affairs' Council of Ministers during the Portuguese presidency and concluded with a supportive resolution. In addition, numerous contacts and discussions took place with Parliament. The Van Hulst resolution of January 2000 gave an initial steer on the direction of the White Paper. The four substantial Parliamentary reports which followed later in the year went into more specific details as to Parliament's support and concerns for the reform process.

A group of Reform Commissioners was set up to provide advice and in-put into the main policy lines of reform, and comment on legislative proposals prior to their being submitted to the College for approval.

¹ See annex 1

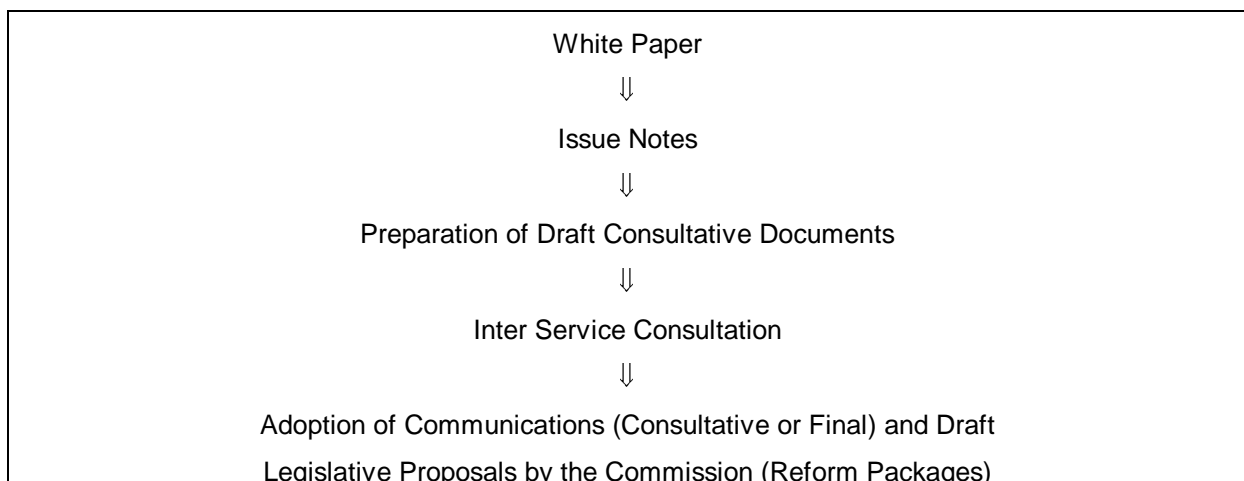
Programming and Co-ordination Groups were established on Financial Circuits, Internal Audit, Human Resources, Externalisation, Activity Based Management and the Protection of Financial Interests. Each was headed by a Director General and brought together senior staff and 'end-users' of the reform. Those that are still operational continue to provide valuable input in the implementation phase of the Reform.

The Group on Financial Circuits made recommendations on the financial organisation, and other proposals put forward by DG Budget, i.e. the recasting of the Financial Regulations, the Charter of Authorising Officers and Standards for internal control. This Group is now conducting hearings of Directors General each of whom present their services' plans for the improvement of financial management and control systems. The Group on Externalisation has identified three appropriate forms for the Commission to externalise its non-core tasks, and has developed a Communication to the Commission on the Externalisation of Management of Community Programmes. The Group on Internal Audit greatly contributed to the drafting of appropriate sections in the White Paper and completed its work on 22 February 2000. The Activity Based Management (ABM) Group oversees the whole process leading to the development and setting-up of the process related to the implementation of this new approach to priority setting, operational planning and resource allocation. Another Group is currently overseeing the implementation of reform actions in the field of protection of the Communities' financial interests.

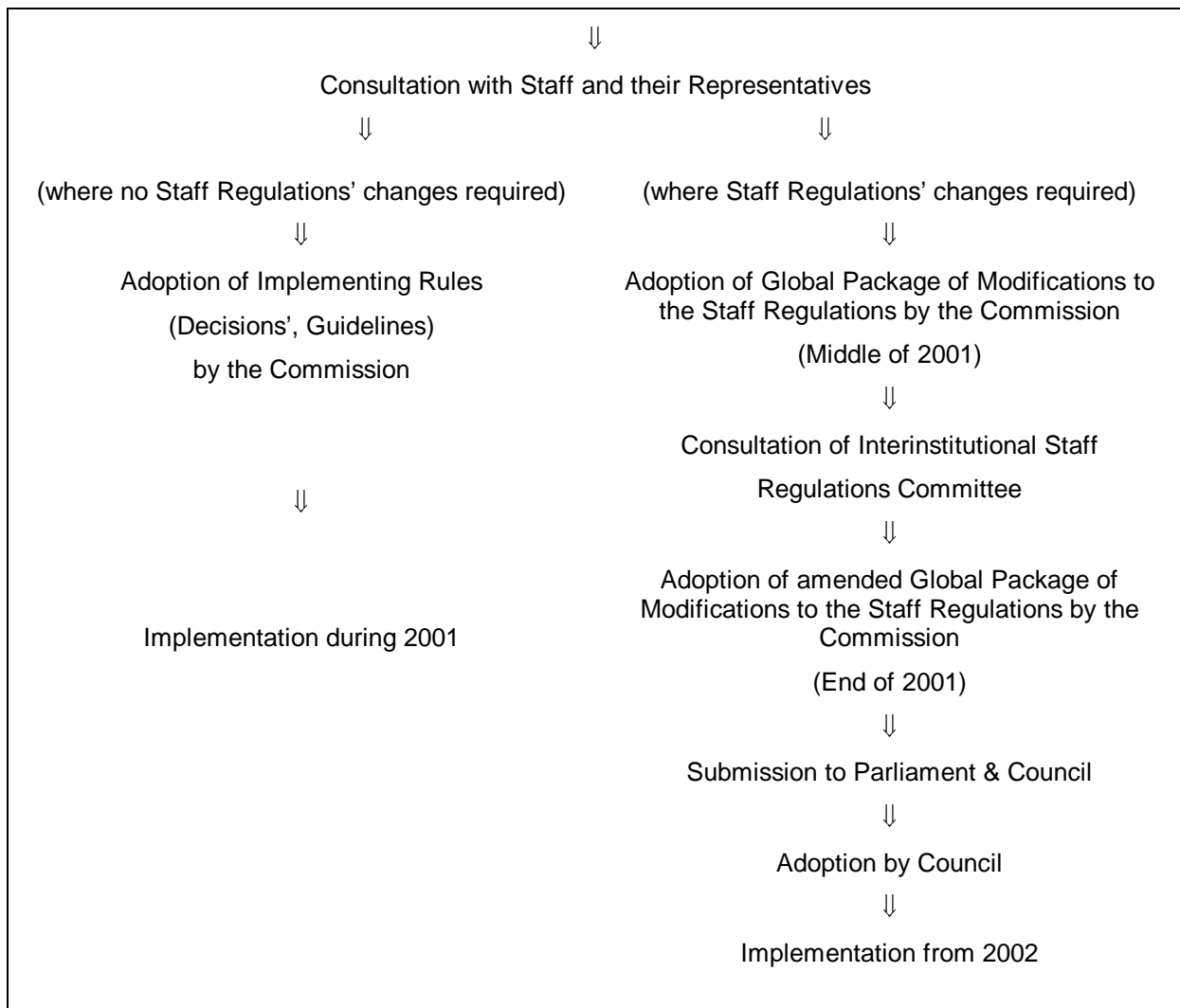
During the implementation phase lead Services have taken over the responsibility for carrying out actions whilst operational DG's continue to apply reform measures.

In addition to this wide internal consultation process, the Commission has sought, where appropriate, advice from a broad spectrum of external professionals and specialists.

In general, where the drafting of documents has been an essential part of the activities it has followed the sequence as shown by the following chart:



In the case of Human Resources, the process continues as follows.



4. AREAS OF REFORM

4.1. A Culture Based On Service

4.1.1. Main points of this area of reform

The main objective is to improve relations between all European institutions and the citizen through the improvement of standards of service provided and greater use of information and communication technologies and networks (e-commission).

4.1.2. Developments to date

Since the adoption of the White Paper, and building on a number of initiatives launched by the previous Commission, several texts on self-regulation have been adopted. Transparency measures have been taken and activities devised in order to put into place a coherent approach among all services to enable them to use information and communications technology tools to their full potential.

The Commission has also adopted a proposal for an Inter-Institutional Agreement for the setting up of an 'Advisory Group on Standards in Public Life'. The need for greater transparency has also been fully recognised by the Commission's adoption of a proposal for a Regulation on 'Public Access to European Parliament, Council and Commission documents'. This Regulation is to be adopted by Council and Parliament in accordance with the co-decision procedure later in 2001.

On another – more ambitious – level, actions were started to ensure a higher profile and user friendliness of the Commission's EUROPA website, to explore the possibility of using the Internet to hold interactive policy consultations, and to promote electronic public procurement and transactions.

4.1.3. Main achievements since 1 March 2000

- The Commission has adopted a Code of Good Administrative Behaviour for its officials in their relations with the public (July 2000).
- A new framework agreement laying down the rules and procedures for co-operation with the European Parliament has been agreed between the Commission and Parliament (July 2000).
- A strategy on the e-Commission has been designed along three main strands (internal administration; citizens and business; external partners). This work will lead to a reform of the Commission's information and communication technology policy.
- Substantial efforts have been made to enable Services to abide by the new 60 day payment period for the settlement of Commission invoices.
- The Customer Panel has supported the work of DG Personnel and Administration by putting forward suggestions to improve standards of service and has met four times to date.

4.2. Priority setting & the efficient use of resources

4.2.1. Main points of this area of reform

The first challenge in this area consisted of designing a coherent approach through Activity Based Management (ABM) to bring together and integrate a series of activities that were, until now, not coordinated in a systematic way, (ie. the definition of policy objectives, the planning and programming of activities, the preparation of the budget, and the allocation of resources). This would prepare future ABM exercises and limit adjustments in the allocation of resources. The second challenge was to increase efficiency and performance through the revision and improvement of working methods including the development of a mechanism for permanent review and adjustment.

4.2.2. Developments to date

The design by the responsible Services of the various elements necessary to establish the ABM were discussed and tested within a joint services/cabinet working group

prior to launching official consultation. Although there were some delays in setting up the appropriate structure, substantial progress was made in the second part of 2000.

The Peer Group of Commissioners under the chairmanship of the President carried out an analysis of the work of Directorates General with a view to providing an equilibrium between tasks and the resources required to carry them out. In the conclusions to its report the Peer Group identified, inter alia, a number of posts and training needed by the Services (to implement measures stemming from the Reform) and has indicated the budget required. As a result of this the College adopted in July a letter of amendment to the 2001 Preliminary Draft Budget which proposed internal redeployment of staff, early retirement for some 600 staff over 2001 and 2002, and a request for complementary resources. The draft proposal for an early retirement scheme in the context of the peer group exercise was discussed with staff representatives prior to being adopted by the Commission. The budgetary aspects of the Peer Group proposals were then approved by the Council and introduced in the 2001 budget.

In the context of ABM and in order to adapt and respond to new challenges and priorities the Commission may decide to re-allocate resources, this would require the redeployment of people and not simply posts. Consequently there was a need to establish accompanying measures in the form of "Guidelines for Redeployment". The Commission discussed these with staff representatives before issuing a Communication in November.

4.2.3. Main achievements since March 2000

The key actions of Activity Based Management (ABM) are now well advanced: a Strategic Planning and Programming (SPP) function has been created within the Secretariat-General of the Commission. A unit was set up which, with contribution from a network of SPP correspondents representing each DG, has developed the design of the SPP cycle. The first cycle - which covers the year 2002 - is largely a pilot exercise, since not all the methodological tools are as yet available. This started in December 2000 with a political orientation debate from which the Commission identified six main priorities for 2002. It will be confirmed by an Annual Policy Strategy decision to be taken by the Commission in February 2001. This will form the basis on which the Preliminary Draft Budget and the Commission Work Programme will subsequently be prepared.

The development of ABM relies on a comprehensive information technology (IT) tool known as the Integrated Resource Management System (IRMS), which brings together several other information instruments and provides an impressive range of monitoring, reporting and data extraction functions. Eight DGs have operated pilot schemes of IRMS, which will be fully deployed in 2002. The successful introduction of Activity Based Management (ABM) has led to the adoption by the College of a Communication aimed at strengthening the evaluation system within the DGs and at Commission level. Evaluation of policies and activities plays a key role in the process of Annual Policy Strategy and Strategic Planning and Programming.

A first interim action plan on the simplification of procedures and working methods covering twelve actions has been adopted, paving the way for the subsequent

adoption of the first measure concerning the simplification of the Commission decision-making process. As part of the process of developing management tools, guidelines for drafting job descriptions for each official have been adopted and an (IRMS-based) IT tool developed. The result of the 'task assignments' pilot exercise launched last year will be integrated into the guidelines for completing the new staff appraisal system to facilitate the setting and evaluation of individual objectives.

4.3. Externalisation

4.3.1. Main points of this area of reform

The development of a policy on externalisation was born out of the need to phase out the over reliance on Technical Assistance Offices (TAO), an objective strongly supported by Parliament. The Commission has identified the circumstances in which externalisation can be recommended, the limits of externalisation, and the types of externalisation which are possible. The Commission considers three forms of delegation of all or some of certain activities, namely :

- a) devolution through the establishment of (executive) agencies;
- b) decentralisation to networks where certain responsibilities are entrusted to public service national bodies in Member States;
- c) contracting out to private sector entities certain non-core activities (outsourcing).

4.3.2. Developments from March 2000 to date

A Communication on the Management of Community Programmes was approved by the College in December 2000. A framework regulation for a new type of Executive Agency was attached to this Communication. This document will shortly be discussed with Parliament and the Council.

The Commission is looking at other forms of externalisation and is developing a basic and common framework for different types of agencies likely to be needed in the future. As a result of the Peer Group conclusions and within the framework of externalisation, Directorates General are carrying out two studies. The first will calculate the cost/effectiveness of externalising non-core tasks, the second will identify the form of externalisation best suited on the basis of the results of the first. Both of these studies are being closely monitored.

The question of defining core tasks which should be carried out by the Commission Services will be discussed in March and a policy fixed by the College shortly thereafter.

4.4. Human Resources

4.4.1. Main points of this area of reform

The main objective of this important area of the reform is the modernisation of Human Resources policy from recruitment to retirement, in order respond to the challenges of European public service for the benefit of citizens and staff. Many of

these reforms are being or will be implemented on the basis of existing rules during 2000 and 2001 but some of the proposed changes may require amendments to the Staff Regulations.

4.4.2. Developments from 1 March 2000 to date

The reform of human resources policy is a necessarily lengthy procedure (see *Reform Process* above) involving extensive consultation with staff and their representatives. In the European institutions' context, this is made more complex by the fact that changes to officials' terms and conditions of employment need legislative amendments to be made by Council to the Staff Regulations. In addition, these formal changes affect all the European institutions and necessitate an inter-institutional consultation process. As a result, although a substantial amount of change can be and is being achieved in the short-term, some of the intensive activity on Reform in the human resources area will not come to fruition in terms of concrete achievements before 2002. Nevertheless, significant progress has already been made in a number of fields.

The Directorates General for Personnel and Administration has carried out this important preparatory work through the internal circulation of Issue Notes, informal discussions with staff representatives and consultations with the Programming and Consultation Group on Human Resources and with other services. This has culminated in the presentation of formal Consultative Documents which, in addition to some specific activities or communications, have been grouped in three major packages: the first two were presented to the College in October and November, the third one is to be submitted in February. These developments are summarised below.

4.4.3. Management and Organisational Issues

- A Communication on Senior Management has been adopted which proposes improvements to selection procedures, appointments and career mobility of senior management (A1 and A2 officials) as well as regular performance appraisals. It also proposes reforms to the role of the Consultative Committee on Appointments (December 2000).
- The job descriptions pilot exercise has been launched. The evaluation of this pilot phase will be completed shortly (April 2001), when final guidelines will be drawn up for job descriptions and the setting of objectives for all staff (July 2001).
- A parallel Communication on Middle Management is due to be approved by the Commission shortly (February 2001).
- Decisions on administrative transparency and simplification are being prepared by the services.

4.4.4. Career Structure

- A Communication on non-permanent staff has been adopted which proposes changing the Staff Regulations to allow the recruitment of auxiliary agents for three years instead of just one year (October 2000). Staff representatives have been consulted. The Commission will shortly adopt a further Communication on the wider issues of the role of non-permanent staff (February 2001).
- The Council agreed to the Commission's proposal to extend the current 1991 (10 year) agreement for the calculation of annual increases for the salaries and pensions of civil servants for a further two years. This will allow time for comprehensive proposals to revise the Staff Regulations - including pay and pensions arrangements - to be prepared. (December 2000).
- The Commission is due to have an orientation debate on Pay and Pensions and a More Linear Career Structure (February 2001) and approve a basis for consultation shortly. (March/April 2001).
- A Communication on a Flexible Retirement Scheme is due to be approved by the Commission shortly (March 2001).

4.4.5. Accountability

- The College has adopted a Communication on Disciplinary Proceedings which aims to reform administrative and legal procedures in order to improve the efficacy and coherence of disciplinary decisions (November 2000). Discussions with staff representatives are ongoing
- A Communication on Whistleblowing has also been approved, which puts forward legal proposals to establish formal procedures for the raising of concerns on serious wrongdoing (November 2000). Discussions with staff representatives are due to begin shortly.

4.4.6. Career Development

- A new Central Career Guidance Function was established within the Directorates General for Personnel and Administration some months before schedule (September 2000).
- The Commission has approved Communications on Equal Opportunities and on Improving Perspectives for People with Disabilities which make proposals to substantially reduce obstacles to jobs and to career development based on gender, disability, ethnicity, age or sexual orientation (November 2000).
- A major staff development package is also due to be approved imminently comprising: Recruitment Policy; Staff Appraisal; Promotion; Career Mobility; Maintaining Standards of Professional Performance and Training Policy (February 2001).

4.4.7. *Social Environment*

- The Commission has approved consultative proposals concerning Family Related Leave and Flexible Working Arrangements which proposes changes to Staff Regulations to bring them more into line with legislation in Member States (October 2000).
- In addition a Social Policy Communication which includes proposals for a future strategy of involving staff representatives in human resources developments, is due for approval shortly (February 2001).

4.5. Financial Management, Control and Internal Auditing²

4.5.1. *Main points of this area of reform*

The reform in this area operates at three complementary levels:

- (1) Renewing the regulatory framework - which implies fundamental changes to the Financial Regulation, charter of responsibilities of authorising officers, standards for internal control, annual activity reports and Director-Generals' declaration of assurance.
- (2) Overhauling the structure of the Commission's system of financial management, control and internal auditing which includes dismantling central ex-ante controls; decentralisation to DGs of responsibility for on-the-spot control checks; reform of financial circuits; creation of Central Financial Service, central Internal Audit Service (IAS), internal audit capabilities within DGs and Audit Progress Committee (APC).
- (3) Strengthening the financial management and audit control capacity of Commission services (i.e. increased staffing (by 200 in total), training, operational manuals, help-desk, and information systems).

4.5.2. *Developments to date*

As a prerequisite to the creation of a new administrative culture, the necessary infrastructure, both in terms of regulatory framework and of new structures, had to be put in place. In this context, the Commission presented proposals for a fast track change to the Financial Regulation for the separation of internal auditing from financial control (in May 2000) and for the general recasting of the Financial Regulation (in July 2000). The Commission adopted the charters of the Internal Audit Service (IAS) and the Audit Progress Committee (APC) as well as a Communication on the conditions for the setting up of Internal Audit Capabilities in all Commission services in October 2000. The Commission adopted the charter of responsibilities for authorising officers and the standards of internal control in December 2000.

² Annex 2 shows an overview of the new management, control and audit structures in the Commission.

4.5.3. *Main achievements since 1 March 2000*

- The creation of a strong commitment of Commission management and staff to meet the high standards fixed by the White Paper. To this end, Directorates General were asked to go through a process of self-assessment of internal controls – (80% of Commission’s senior management participated), redesign financial circuits, and produce action plans to reinforce their management and control capacity. In addition, all senior and middle managers with responsibility for spending activities underwent training on the life cycle of expenditure. This process is about to be completed and has significantly increased the awareness of line management on responsibilities for both financial management and control and had a positive effect on the administrative culture.
- The Central Financial Service (CFS) within DG Budget became operational in the second half of 2000. It has since concentrated, inter-alia, on the facilitation of internal control self-assessment in all DGs, the setting of standards for internal control, and the provision of training (e.g. on internal control and risk management).
- The Commission succeeded in establishing - within less than one year - a new internal auditing system. The Internal Audit Service became operational and is carrying out a review of the progress made by all Commission services in the Reform. The Audit Progress Committee had its first meeting just before Christmas and Internal Audit Capabilities have been created in all Commission services although not all are yet operational.

4.6. Reform of the Management of External Assistance

4.6.1. Main points of this area of reform

The reform of the management of external assistance aims at achieving a radical improvement in the speed of delivery and quality of external assistance. This is being achieved through a review of a number of related aspects.

4.6.2. Developments to date

The Commission adopted the Communication on the Reform of the Management of External Assistance on the 16th of May. An Action Plan consisting of 53 actions was annexed to the Communication. The reform is being implemented by a standing Interservice Working Group (Groupe Interservice Permanent – GIP). Four sub-working groups were also established, dealing with decentralisation of management responsibilities to delegations, the Interservice Agreement, Human Resources and comitology.

4.6.3. Main achievements since the 1st of March 2000

In September 2000, as one of the main measures to improve the quality of programming documents, the Interservice Quality Support Group was established with a secretariat in DG Development. The Commission adopted the decision on the creation of the EuropeAid Co-operation Office on the 29th of November 2000. The

office has been effective since the 1st of January 2001. The first meeting of the office's Board was held on the 1st of February, 2001. An Interservice Agreement, defining the division of responsibilities between DG External Relations, DG Development and the EuropeAid Co-operation Office in the management of the project cycle, was adopted on the 13th of December 2000. Finally, the Budgetary Authority granted the Commission supplementary resources for implementing external assistance programmes in the 2001 Budget.

5. ANTICIPATED DEVELOPMENTS IN 2001

As a consequence of the substantial progress made thus far, 2001 will be a busy year in terms of the implementation and consolidation of the Reform. To list all the specific actions due to be taken during the course of the year would be somewhat lengthy, but the following selected highlights give a flavour of on-going progress in 2001.

This will be a pivotal year for the reform of human resources policy. The Commission will adopt key Communications in February and March and extensive consultation with staff representatives will continue. All those reforms which do not necessitate changes to the Staff Regulations e.g. training policy, will be implemented. In addition, the Commission will submit a single global package of modifications to the Staff Regulations to the Inter-Institutional Staff Regulations' Committee and then on to the Council and Parliament by year-end. It is clear that for this most crucial pillar of the Reform 2001 will represent a demanding timetable.

The efficient use of resources will be enhanced by the completion of the first pilot Strategic Planning and Programming cycle for the Commission's annual policy strategy for 2002. This will, for the first time, enable the Commission to devote the resources needed to put into effect the priority policy areas it has identified, and which will be contained in the Annual Policy Strategy decision due to be taken in February. As part of its efforts to fully assess work presently being carried out by the Services and the resources allocated, the Commission will continue to refine the necessary tools and complete the task assignments and job descriptions exercise for all of its staff. In line with the objective of improving delivery of external aid, the Commission will devolve programme management responsibility to a first group of 23 Delegations in partner countries.

Advances in the reform of financial management have been, to date, the most visible. 2001 will see further progress with the publication of an annual activity report by each of the Commission's Directorates General on the implementation of financial reform, as well as the publication of the first annual Internal Audit Report by the recently established Internal Audit Service which will review progress of the reform. Given the important changes that are taking place in this sector, and the new methods being introduced, the Commission intends to deliver more than ten thousand man-hours of training to staff. To improve its ability to settle payments promptly, a Commission-wide computer system for registering and monitoring all incoming invoices will be introduced. DGs will launch a major initiative to implement the new internal control standards and prepare for the move away from the centralised prior financial approval system.

In order to pursue the accountability and transparency agenda, it is hoped that the European Institutions will come to an agreement on the setting up of an Advisory Group for Standards in Public Life, based on the Commission's proposal. In addition, 2001 should see the adoption of the 'Regulation on Public Access to European Parliament, Council and Commission documents' by the European Parliament and the Council.

6. ASSESSMENT OF OVERALL PROGRESS

The Commission can be satisfied with the progress made since the 1st March 2000 when the 'Reforming the Commission' White Paper was adopted.

The first year of implementation has been a challenging one. Staff at all levels have had - in addition to their usual workload - to develop and embrace wide-ranging new systems, while sometimes also having to continue to live within the 'old' ones. Change has been a difficult, but a rewarding process. Overall, progress on the ambitious Action Plan of 1st March 2000 has been substantial.

One of the Reform's major objectives was a restructuring of the organisation in order to allow the Commission to fulfil the role bestowed on it by Member States through the treaties. In this respect, the first year of Reform has been highly productive.

In the first instance, the comprehensive assessment made by the Commission of its current activities provided a clear vision of its mission and core activities and an accurate picture of the resources it required. As a result of this Peer Group process, a strategy for the reallocation of existing resources and the externalisation of certain activities was drawn up and the Budgetary Authority has allocated additional resources. Secondly, the structures and systems put in place for financial management, control and internal audit have now been brought up to the highest international standards of modern and effective management.

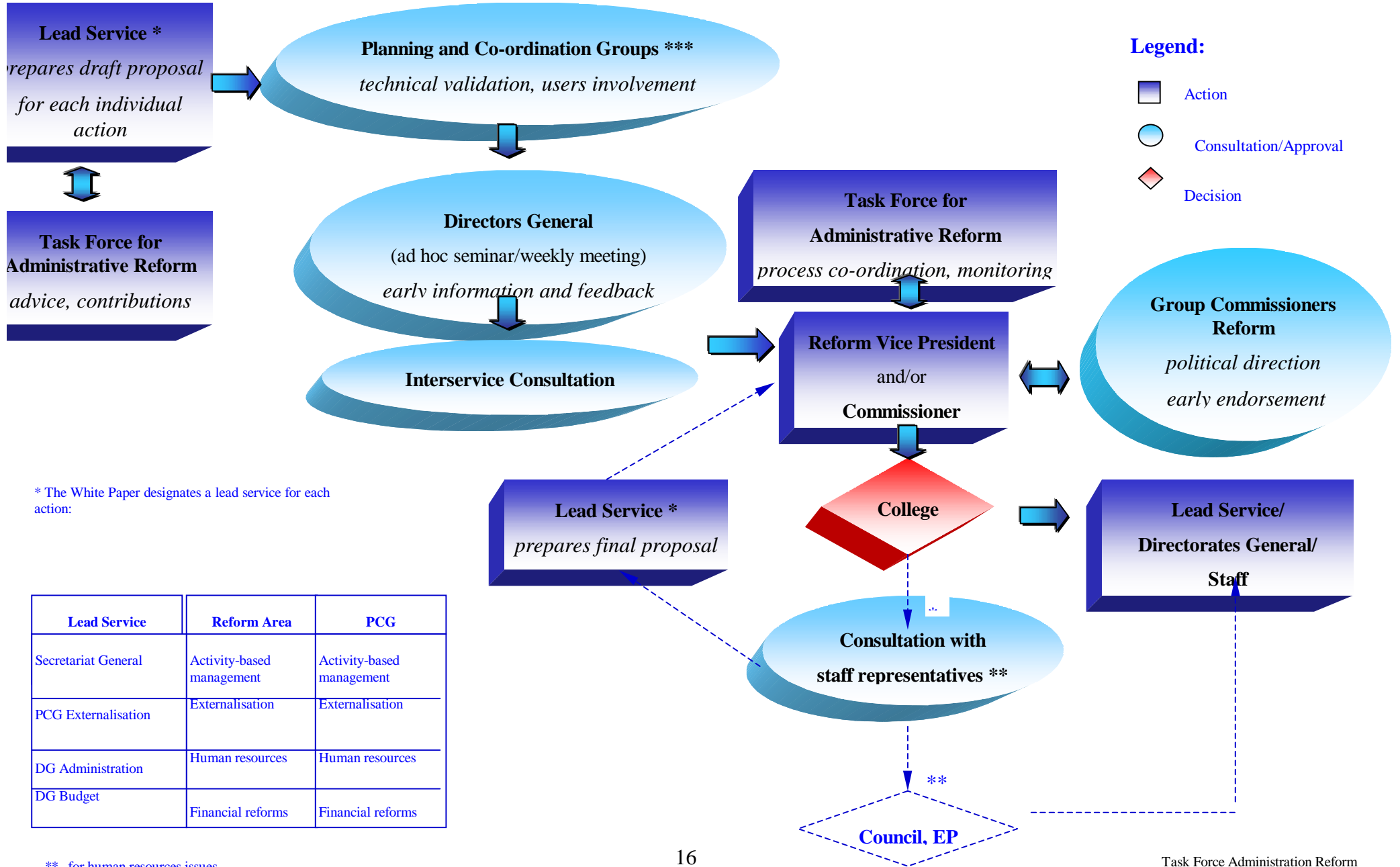
One year on, the Commission's lead services have fully taken over the ownership of the Reform both in terms of planning and implementation. Operational services have also begun to take on board those aspects of the Reform which directly concern them. In the financial field, a tangible change of culture has been achieved in the way that the Community's budget is managed. This year has seen the first experiment in the development of the Annual Policy Strategy for 2002 in which the whole of the organisation has been involved. Staff are also immersed in a comprehensive review of the Commission's human resources strategy.

That is not to say that the Commission has been able to implement every planned reform action without delay or modification. Some target dates have had to be re-assessed e.g. in the human resources field where timings were redefined in order to maintain the coherence of the process, i.e. the necessary conceptual 'grouping' of related activities such as appraisal and promotion. Some other activities had initially been under-estimated in their complexity and necessitated a pilot run in order to ensure optimal implementation. Necessary consultation with end-users had also sometimes taken up more time than initially planned which has - on occasion - had a 'knock-on' effect on connected activities e.g. the Charter for Authorising Officers.

Nevertheless the general timetable has been respected and none of these delays have been caused by fundamental problems with the direction of Reform.

The White Paper also recognised that the ambitious timetable could not be achieved without the whole-hearted commitment of staff at all levels and the full participation of all European institutions. If the milestones of the first year of Reform have been globally met, it is not least because of the genuine commitment of the Commission's staff to the new agenda and the support and co-operation of other European Institutions. The ultimate benefit of this unprecedented project will be the restoration of public confidence in a streamlined, professional public service which aspires to the highest international standards of best practice.

WHO DOES WHAT IN THE REFORM PROCESS



* The White Paper designates a lead service for each action:

** for human resources issues

*** Where applicable

Overview of Management, Control and Audit Structures in the Commission

