



European
Commission

Management Plan 2020

ESTAT

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INTRODUCTION

Eurostat's mission is to provide high-quality statistics for Europe. To this end, Eurostat develops and promotes standards, methods and procedures that allow the cost-effective production and dissemination of European statistics. Eurostat's work is governed by professional independence, impartial treatment of all users, objectivity, reliability, statistical confidentiality and cost-effectiveness.

Eurostat is the statistical authority of the European Union and a Directorate-General of the Commission. It ensures the development, production and dissemination of European statistics according to the rules and statistical principles laid down in Regulation (EC) No 223/2009 on European statistics and the multiannual European Statistical Programme (ESP) defined in Regulation (EU) No 99/2013 of the European Parliament and the Council. The roles and responsibilities of Eurostat within the internal organisation of the Commission, as regards the development, production and dissemination of statistics, are further defined in Commission Decision 2012/504/EU on Eurostat of 17 September 2012.

The management plan 2020 is the first of the new Strategic Plan 2020-2024, which describes the objectives of Eurostat for the next five years. In 2020-2024, Eurostat will contribute to the general objective "Modern, high-performing and sustainable European Commission" by delivering on its mission and modernising the way it works.

To translate the general objective into concrete plans, Eurostat has set three specific objectives that will guide its work in 2020-2024. These are:

- ✓ Eurostat remains the trusted point of reference for statistics and data on Europe, necessary for better policies, decisions and public debate in the European Union.
- ✓ Eurostat better meets user needs for relevant, timely and high-quality statistics, in particular by continuing to foster partnerships and by embracing innovative data sources and technologies.
- ✓ Eurostat better communicates and better promotes European statistics and facilitates their use by policy-makers, citizens, businesses, researchers and the media.

In its management plan, Eurostat defines its yearly outputs that will contribute to the achievement of the specific objectives. Eurostat's 2020 management plan is aligned with the 2020 annual financing decision, which includes the annual work programme for the implementation of the European statistical programme 2013-2020, as well as with the Commission work programme for 2020 'A Union that strives for more'. However, the materialisation of an unexpected risk, the COVID-19 crisis, is deeply affecting statistical production in Member States. New data and information demands have arisen as Europe takes steps towards economic and social recovery from the crisis. Therefore, maintaining the regular production of high quality statistics and meeting new information demands will

be important challenges, which can only be faced with good cooperation and coordination of efforts by Eurostat and the Member States. The lessons learnt in managing the crisis will help Eurostat to revise its business continuity plan to ensure its resilience to future potential disruptions of activities.

Despite the crisis, under the second objective, several projects will be carried out to improve the quality and relevance of European official statistics. Initiatives linked also to regulatory simplifications include a new legislative proposal for statistics on input to and output from agriculture and an impact assessment for fisheries statistics. The implementation of the framework regulations on business and social statistics will advance. Methodological work will be conducted in several fields to improve the quality and harmonisation of statistics across Member States. New experimental data, including on the collaborative economy, will be published, and new technologies and data sources will be explored with the use of Trusted Smart Statistics. The mechanism for priority setting will be revised and a third round of European Statistical System (ESS) peer reviews will be launched.

Finally, Eurostat will contribute to the objective of communicating and promoting European statistics by disseminating high quality statistics on Europe through its website and across other dissemination channels, including new products and contributions to important Commission reports. Participation in international conferences will help promote European statistics. Eurostat will also continue working on adherence to and promotion of European statistical standards, including in the countries outside the ESS, especially in the countries which aspire to join the EU.

PART 1. Delivering on the Commission's priorities: main outputs for the year

In 2020, the statistics produced and disseminated by Eurostat will be the main output under specific objective 1. In particular, the regular production and dissemination of the following statistics will be assured:

- **Business and trade statistics**, in particular principal European economic indicators (PEEIs), including short term indicators on industry, on construction, on wholesale and retail trade; international trade in goods. Maintaining the uninterrupted provision of statistical information of high quality on European businesses, and in particular of timely statistics on short-term business developments and international trade will remain one of the key priorities in the area of European business and trade statistics, also in the context of the COVID-19 situation.
- **Excessive deficit procedure (EDP) and government finance statistics (GFS)**. In 2020, regular production of high quality EDP and GFS will continue to form the solid evidence for fiscal monitoring in the EU. In particular, these statistics are essential for monitoring budgetary developments in the Member States and the possible statistical implications of the Stability and Growth Pact.
- Trusted **social statistics** will be maintained, including data on the labour market, income, living conditions, consumption, demography and migration, health, education and social protection, with, whenever possible, breakdowns allowing regional, age, gender, equality, disability, etc. analyses. More emphasis will be given to quarterly data on labour market, in order to follow the latest developments, e.g. in the SURE context. Data from the dedicated surveys conducted in 2019 will be published, such as the structure of earnings survey (SES), the labour force survey (LFS) module on work organisation and working time arrangements, the European health interview survey (EHIS) and the statistics income and living conditions (SILC) module on intergenerational transmission of disadvantages and evolution of income. Beyond employment and unemployment indicators, complementary indicators will be developed to better reflect the impact COVID-19 on the income situation of persons and households. To better monitor the impact of COVID-19, data on weekly deaths will be collected on a voluntary basis.
- High quality statistics on **agriculture, environment, fisheries, transport, energy, water and for regions and cities** will continue to be produced. Eurostat will launch a new data collection on packaging and packaging waste as required under the updated waste legislation¹ that came into force recently and will continue upgrading statistics in the context of the European Green Deal.

¹ Commission Implementing Decision (EU) 2019/665 of 17 April 2019 amending Decision 2005/270/EC establishing the formats relating to the database system pursuant to European Parliament and Council

- Important **macroeconomic data and statistics for administrative purposes** regarding own resources, remunerations and pensions will continue to be produced. Work will continue to expand publications with voluntary collections of breakdowns, also in the G20 context, to make available new and harmonised productivity indicators, to provide more detailed information on regional investment and to enhance harmonisation of capital stocks of assets and consumption of fixed capital.

The data transmission requirements of the European System of Accounts (ESA) 2010 will be reviewed to introduce a list of measures to improve data consistency and to respond to user needs. This initiative will include repealing the legal acts related to the previous ESA of 1995 that are still in force.

It is intended to review the Business Continuity Management (BCM) based on lessons learned with a view to ensuring Eurostat's resilience to potential disruptions of activities that may prevent it from disseminating statistics as planned.

To produce all the outputs mentioned above in order to achieve what is planned under specific objective 1, Eurostat depends on the data provided by the Member States. This is the most important external factor which can affect the production of European statistics. Data arriving late or missing from some Member States would have in particular an impact on the timeliness and completeness of European statistics. The possibility of missing or lower quality data will be greater in 2020 because of the COVID-19 crisis. The crisis may affect particularly surveys based on face-to-face interviews and the collection of data from enterprises; all of this while facing an increased demand for data, especially short term statistics linked to the crisis.

Similar problems could also affect the development of new or improved statistics under specific objective 2, if some Member States would not be able to participate in such developments, and the dissemination of statistics under specific objective 3. Receiving data late or of lower quality from some Member States would affect the quality and punctuality of the European statistics disseminated by Eurostat. Such possibility would be again greater depending on the consequences of the COVID-19 crisis on the capacity of the Member States to produce regularly the statistics. However, Eurostat has been taking measures to face that possibility, including by elaborating a prioritization list of crucial statistics, using alternative data sources and new statistical methods, as well as developing guidelines and methodological notes. In addition initiatives are being launched to better measure the COVID-19 impact, such as flash estimates, new statistics and statistical products and dedicated COVID-19 business and household surveys.

Directive 94/62/EC on packaging and packaging waste (notified under document C(2019) 2805) and Directive (EU) 2018/852 of the European Parliament and of the Council of 30 May 2018 amending Directive 94/62/EC on packaging and packaging waste.

As one of the main priorities of the German Presidency of the Council of the EU in the field of statistics, Eurostat, together with the Federal Statistical Office of Germany, has elaborated ESS recovery Dashboard for Europe. The Dashboard will respond in particular to the needs of policy-makers in the current context, at national and European levels targeting high frequency and timely indicators, covering all relevant areas in order to provide a holistic overview of the economic and social developments in the recovery period.

Furthermore with the high commitment and efforts the weekly data on deaths in 2020 and back series over past years, decomposed also by age, sex and regions, have been available in the Eurostat dissemination database for an increasing number of countries. This allows specialists to analyse the deaths time series, independently from their causes, in order to assess the additional direct or indirect mortality in the current period.

In the COVID-19 context, the ILO employment and unemployment concepts are not sufficient to describe all the developments taking place in the labour market. Eurostat developed and published a set of additional seasonally adjusted quarterly indicators which help to capture the most recent movements on the labour market in the 27 EU Member States. These additional indicators include total labour market slack, which comprises all persons who have an unmet need for employment either because they are unemployed according to the ILO definition, are close to unemployment while not fulfilling all ILO criteria, or are working part-time and would like to work additional hours.

General objective: A modern, high-performing and sustainable European Commission		
Specific objective: Eurostat remains the trusted point of reference for statistics and data on Europe, necessary for better policies, decisions and public debate in the European Union.		Related to spending programme(s) European statistical programme 2013-2020
Main outputs in 2020:		
Output	Indicator	Target
Regular and increased (COVID-19-related) dissemination of statistics, in particular for the labour force survey (LFS), as not only is there a health crisis but an economic crisis is likely to follow.	LFS statistics are disseminated without interruptions, dissemination is further increased linked to COVID-19 crisis	End of 2020
Voluntary collection of weekly deaths at detailed level (age, sex, region) in the context of COVID-19 monitoring.	Weekly deaths, and in a second phase, excess mortality analysis	Autumn 2020
Dissemination of detailed and trusted statistics for policy needs in the field of social statistics: labour market, income, living conditions, consumption, demography and migration, health, education, social protection.	Social statistics are disseminated	End of 2020

Dissemination of the 2018 structure of earnings survey (SES) data, the 2019 LFS module on work organisation and working time arrangements, the 2019 European health interview survey (EHIS) and SILC module on intergenerational transmission of disadvantages and evolution of income.	Data from the SES 2018, from one 2019 LFS module, the EHIS 2019 and the 2019 SILC module are disseminated	End of 2020
Regular and increased (COVID-19-related) dissemination of business and trade statistics, in particular Principal European Economic Indicators (PEEIs) (short term indicators on industry, construction, wholesale and retail trade; international trade in goods).	Business and trade statistics are disseminated according to the Eurostat release calendar. PEEIs are provided without interruption, dissemination linked to the COVID-19 crisis is further increased	Varies across domains For PEEIs: monthly and/or quarterly
Regular production of excessive deficit procedure (EDP) and government finance statistics (GFS).	Dissemination according to schedule	For GFS quarterly / annual For EDP biannual
Regular production of high-quality statistics on agriculture, environment, fisheries, transport, energy, water and for regions and cities.	Data disseminated according to schedule	End of 2020
Launch of a new data collection on packaging and packaging waste as required under the updated waste legislation ² that came into force recently.	Data disseminated on packaging and packaging waste	End of 2020
Regular production of important macroeconomic data and statistics for administrative purposes regarding own resources, remunerations and pensions.	Data disseminated timely according to schedule	End of 2020
Review of the European System of Accounts (Version 2010) transmission programme.	Transmission programme reviewed with the support of at least 2/3 of statistical compilers and key users	End of 2020
Updated Business Impact Analysis (BIA) and Business Continuity Plan (BCP).	BIA and BCP are approved by senior management	End of 2020

In 2020, Eurostat will progress on a number of initiatives aiming at better meeting user needs (specific objective 2).

² Commission Implementing Decision (EU) 2019/665 of 17 April 2019 amending Decision 2005/270/EC establishing the formats relating to the database system pursuant to European Parliament and Council Directive 94/62/EC on packaging and packaging waste (notified under document C(2019) 2805) and Directive (EU) 2018/852 of the European Parliament and of the Council of 30 May 2018 amending Directive 94/62/EC on packaging and packaging waste.

Two initiatives are linked to regulatory simplification, while increasing the quality and relevance of statistics. **A new legal proposal for statistics on the input to and output from agriculture (SAIO regulation)** is scheduled to be submitted by end of 2020. The impact assessment of European fisheries statistics is scheduled to advance considerably in order to be concluded in early 2021. It will be followed by a new legal proposal linked to regulatory simplification (five current regulations could be merged into one new).

The implementation of the framework regulations on European business statistics and European social statistics will be key outputs in 2020 to increase the quality of the statistics and better meet emerging user needs.

In 2020, the implementation of Regulation 2019/2152 on European business statistics will be twofold: work on the package of 10 implementing and delegated acts (IAs/DAs) accompanying the Regulation, and preparation for its implementation to ensure that longstanding user needs in the area of services and globalisation can be fulfilled. From the package of IAs/DAs, three implementing acts are expected to be adopted in 2020, notably including the general implementing act (GIA), which will stipulate detailed data requirements for stable business statistics (i.e. excluding information and communication technologies, innovation and global value chains). Preparation for the implementation of Regulation 2019/2152 in 2020 will include in particular technical preparatory work related to two new compulsory micro-data exchanges in the area of trade in goods statistics, i.e. the micro-data exchange (MDE) related to intra-EU trade in goods statistics and the customs data exchange (CDE) related to extra-EU trade in goods statistics.

In the context of the Integrated European Social Statistics (IESS) regulation, 10 implementing and delegated acts are scheduled to be adopted in 2020. During the year, innovative and timelier social statistics related to flash estimates of income, yearly transition on the labour market, the salary calculator, as well as links between income, consumption and wealth will be disseminated. Benefiting from advances in data availability from new data sources, the last phase of discussions at technical level on a new coherent framework on population statistics will begin, with the potential of replacing four existing regulations.

In 2020, Eurostat will be closely involved with the Commission services contributing to the EU economic governance review and aiming to **strengthen the economic and fiscal surveillance framework**. It will continue methodological developments in public finance and will also strengthen its capacity to provide early clarification of the statistical rules applicable to various types of public investment and related instruments, in line with the applicable rules and transparency requirements. In particular, Eurostat will continue to clarify the accounting rules regarding public investment projects (PPPs, EPCs and concessions). Responding to the new policy measures taken by EU governments **to mitigate the economic and social impact** of the enforced shutdown of businesses across the EU **due to the COVID-19 pandemic, Eurostat will provide timely guidance on the correct implementation of accounting rules**, ensuring as far as possible that

similar policy measures across EU Member States are recorded in a harmonised way. Eurostat is closely following the developments concerning Next Generation EU sub-program Recovery and Resilience Facility. Discussions will take place in appropriate statistical fora in order to ensure sound statistical recording of the RRF non-repayable financial support.

In addition, the methodological work stemming from **the updated Manual of Government Deficit and Debt (MGDD) will lead to higher quality and more harmonised public finance** statistics, which are essential for fiscal monitoring in the EU, in particular for monitoring the statistical implications of the Stability and Growth Pact.

To facilitate the implementation of ecosystems accounting, which is of crucial importance **for informing the European Green Deal, the international ecosystem accounting handbook** (System of Environmental-Economic Accounting - Ecosystem Accounting SEEA-EEA) **will be finalised** by the end of 2020.

To further improve quality and better harmonise statistics, a methodological manual on defining Cities and Rural Areas for statistics will be produced in close cooperation with international partners.

A new publication on the recording of aviation and shipping in balance of payments and national accounts will be produced to ensure that it corresponds to user needs and supports high quality national accounts and balance of payment statistics. To further meet user needs, Eurostat will publish experimental data for 2010-2018 on inter-country Supply/Use Input/Output Tables (SUIOT) within the framework of the full international and global accounts for research in input-output analysis (FIGARO) project.

Methodological work will also be carried out in the fields of national accounts and balance of payments to better respond to user needs. Eurostat will propose a methodology and a voluntary data collection for greenfield investment and make sure that European interests are represented in the update of the System of National Accounts (SNA) and Balance of Payments and International Investment Position Manual (BPM).

The third round of European Statistical System (ESS) peer reviews will contribute to the achievement of the objective by launching an initiative that proves to the ESS and external stakeholders that European statistics are produced in a professionally independent, impartial and objective manner and according to a principle (European statistics Code of Practice)-based system. Similarly, the implementation of Eurostat's internal quality reviews of statistical processes and outputs will contribute to the achievement of the objective by assessing and suggesting improvements to the quality of processes and outputs. Quality reviews serve as a second layer of quality assurance for Eurostat's senior management, thereby ensuring that European statistics are of high quality.

Effective priority setting will increase the relevance of statistics. A systematic and continuous review of priorities will ensure that user needs are met. As agreed by the European Statistical System Committee (ESSC) in February 2020, this should include a

critical review of existing requirements and parameters, identify the need for new statistics, and in addition aim to reduce costs and burden for the ESS and for respondents wherever possible. Four elements were already identified for priority setting: 1) the multiannual action plan (MAP); 2) the review process; 3) the user dialogue process; 4) funding/resources. Outcomes will serve as an input for strategic discussions, changes to the annual work programme(s), streamlining of data collections in the ESS, and result in an updated MAP for the single market programme – European statistical programme (SMP-ESP) duration (2021-2027).

Trusted Smart Statistics is a major development that Eurostat recently initiated together with its partners in the ESS. The term refers to the evolution of official statistics to embrace the opportunities provided by new technologies and new data sources originating from the digitalisation of society and the economy. The expected benefits of including new data sources in the production of statistics include major gains across all quality dimensions – timeliness, more granularity, and cost-effectiveness. The Trusted Smart Statistics centre developed by Eurostat can be understood as an assemblage of the capabilities relevant for accessing and processing non-traditional data sources.

The collaborative economy is fuelled by internet platforms that provide contact between consumers and service providers. In January 2020, Eurostat concluded agreements with four platforms for the provision of data for compiling statistical indicators on short-term accommodation in the collaborative economy. This collaboration will enable Eurostat to compile more reliable and detailed statistics of high policy relevance in comparison to traditional surveys. The project confirms the potential of **setting up partnerships with data owners in both the public and private sectors** and of preparing legislative initiatives with a view to establishing systematic statistical access to some privately held data sources.

Partnerships with international organisations (IOs) will be further expanded in developing international standards to ensure comparability of statistics across the globe.

General objective: A modern, high-performing and sustainable European Commission

<i>Specific objective: Eurostat better meets user needs for relevant, timely and high-quality statistics, in particular by continuing to foster partnerships and by embracing innovative data sources and technologies.</i>	<i>Related to spending programme(s) European statistical programme 2013-2020</i>
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Main outputs in 2020:

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
A new legislative proposal for statistics on the input to and output from agriculture (SAIO regulation) is scheduled to be ready by the end of	Legislative proposal adopted by the Commission	End of 2020

2020.		
The impact assessment of European fisheries statistics is scheduled to reach an advanced stage by the end of 2020. There has been a feedback period for the inception impact assessment (4 weeks) and the public consultation on the impact assessment will last at least 12 weeks, likely more due to the COVID-19 pandemic. The impact assessment will be followed by a new legislative proposal linked to regulatory simplification (five current regulations could be merged into one new).	Draft Impact assessment agreed in the interservice group	End of 2020
Other important outputs		
Output	Indicator	Target
In the context of the Integrated European Social Statistics (IESS) regulation, adoption of 10 implementing and delegated acts.	Acts are adopted	End of 2020
Dissemination of innovative and timelier statistics related to flash estimates of income, yearly transition on the labour market, the salary calculator, as well as links between income, consumption and wealth.	Innovative and timelier statistics are disseminated	End of 2020
Implementation of the European business statistics (EBS) regulation (regulatory work and technical implementation).	Adoption of the general implementing act Adoption of the nomenclature of countries and territories for the external trade statistics of the Union and statistics of trade between Member States (GEONOM) implementing act Adoption of the information and communication technologies implementing act	Q3 2020 Q3 2020 End of Q2 2020
Methodological work stemming from the updated Manual of Government Deficit and Debt (MGDD).	All countries have implemented the new MGDD	End of 2020
Continuous methodological developments in public finance.	Timely statistical reply to policy needs	Continuous
The international ecosystem accounting handbook (SEEA-EEA) is finalised.	Handbook finalised	End of 2020
A methodological manual on defining Cities and Rural Areas for statistics is produced in close cooperation with international partners.	Methodological manual produced	End of 2020

A new publication on the recording of aviation and shipping in balance of payments and national accounts.	The publication is produced	End June 2020
Experimental data for 2010-2018 on inter-country Supply/ Use Input/Output Tables (SUIOT) tables within the framework of the Full international and global accounts for research in input-output analysis (FIGARO) project is published.	Experimental data is published	End of 2020
A methodology and a voluntary data collection for greenfield investment is proposed.	Proposal is finalised	End of 2020
European interests are represented in the update of the System of National Accounts (SNA) and Balance of Payments and International Investment Position Manual (BPM).	European input is integrated into the United Nations Statistical Commission (UNSC) documents	End of 2020
The methodology for the third round of ESS peer reviews is discussed and endorsed by the ESSC, together with a communication strategy to promote the objectives and output of the peer reviews.	The third round of ESS peer reviews is launched in the entire ESS through official letters and publication of the methodology and the corresponding tools and instruments on Eurostat's website in accordance with the endorsed methodology for ESS peer reviews	End of 2020
10 quality reviews of statistical processes, which were started in 2019, will be finalised and eight more will be implemented in Eurostat.	10 quality reviews finalised and eight more implemented in Eurostat and reported on	End of 2020
The process of the priority-setting mechanism is established in cooperation with the ESSC.	A pilot review is launched to examine the requirements and parameters of a statistical area	End of 2020
Web Intelligence Platform based on EC data platform.	The Web Intelligence Platform allowing data to be collected from the web using new technologies is operational and delivering reusable datasets mainly containing statistical data derived from online job advertisements	End of 2020
Data on population and population movements.	Creation of a methodological framework for estimating population based on mobile networks operators data	End of 2020
New data sources for official statistics.	Assessment of non-standard data sources, advanced technologies and methodologies to process them in view of improving official statistics in the domain of tourism, demography, labour market,	End of 2020

	transport, energy, agriculture, environment, land cover New data workflows are designed for the most promising for energy and transport	
Data releases on the collaborative economy.	Release of first experimental tourism statistics on occupancy (and possibly on capacity)	Q3/Q4 2020
Further development of partnerships with international organisations (IOs) in developing international standards to ensure comparability of statistics across the globe.	Two Administrative Arrangements are reviewed/signed with IOs	End of 2020

In 2020, Eurostat will contribute to the objective of communicating and promoting European Statistics by **disseminating high quality statistics for Europe through its website and across other dissemination channels**. In particular, Eurostat will:

- expand its reach across different dissemination channels – Eurostat website, Facebook, Twitter and Instagram - through regular visually appealing products, responsive interactions with users and carefully targeted promotional activities,
- create a COVID-19 section on the website containing all relevant statistics and data on the crisis in one place; the section will also include guidance for official statisticians on how to address the methodological issues triggered by the crisis,
- expand the range of statistical literacy products available,
- contribute to communication activities on Commission priorities,
- develop a Eurostat Communication and Dissemination Strategy 2020-2024,
- strengthen cooperation with EU National Statistical Institutes in the field of strategic communications, sharing and translating of products and tools, and
- develop a communication strategy to raise awareness of the value and quality of European statistics in the context of the ESS-wide peer reviews.

The Sustainable Development Goals (SDG) monitoring report 2020 and the accompanying communication material has been released in June 2020. This report supports the integration of SDGs in the European Semester. Further work will be done in the second half of 2020 to contribute to the next European semester exercise also in synergy with the Recovery and Resilience Facility with an increased focus on SDGs.

The Regional Yearbook will be produced in a new format and include a new digital edition.

Eurostat will also contribute with an important statistical annex to the Commission report on the impact of demographic change.

Working on adherence to and promotion of European statistical standards, including in the countries outside of the ESS, especially in countries which aspire to join the EU. Eurostat will continue fostering partnerships and giving assistance to their national statistical systems.

General objective: A modern, high-performing and sustainable European Commission

Specific objective: Eurostat better communicates and better promotes European statistics and facilitates their use by policy-makers, citizens, businesses, researchers and the media.

Related to spending programme(s)
European statistical programme
2013-2020

Main outputs in 2020:

Output	Indicator	Target
SDG monitoring report 2020 and the accompanying communication material.	Number of downloads/ consultations	25000 downloads of 2020 PDF report 40000 consultations of SDG&Me visualisation
Regional Yearbook in a new format: a communication package including the new digital edition.	Number of downloads/ consultations	25000 downloads of 2020 PDF edition 100000 consultations of digital edition
Contribution, with an important statistical annex, to the Commission report on the impact of demographic change.	Number of downloads	25000 downloads of PDF factsheets
Increase Eurostat presence across different dissemination channels - the website, Twitter, Facebook and Instagram.	Increased number of visits to the Eurostat website Increased number of Eurostat followers and stable engagement rate on social media	16000000 recorded user sessions Twitter: 160,000 followers, 1% engagement rate Facebook: 60,000 followers, 1% engagement rate Instagram: 3,000 followers, 1% engagement rate
Creation of a COVID-19 section on the website containing all relevant statistics and data on the crisis, including guidance for official statisticians on how to address the methodological issues triggered by the crisis.	Number of page views/ downloads	250000 page views of COVID-19 section 35000 downloads of methodological guidelines
Expand the range of statistical literacy products.	Increased number of statistical literacy products	5 Videos, 1 website portal page
Develop a Eurostat Communication and Dissemination Strategy 2020-2024.	Strategy adopted	June 2020
Strengthen ESS cooperation in the field of strategic communication.	All actions and deliverables for the Task Force on ESS Strategic Communication are implemented as defined in the TF work plan	End of 2020
Raise awareness of the value and the quality of European statistics in the context of the ESS-wide peer	Communication strategy in the context of the peer reviews developed and approved by the	End of 2020

reviews.	ESSC	
Continue fostering partnerships and giving assistance to national statistical systems outside the ESS, with priority to enlargement countries, but also those in the European Neighbourhood Policy (ENP) East area in connection to Eastern Partnership, as well as in Africa and ENP South.	Management and implementation of large regional statistical cooperation programmes (Instrument for Pre-Accession Assistance (IPA) 2017 for enlargement countries, Statistics through eastern partnership (STEP) for ENP East, closure of Pan African statistical programme (PAS) 1 in Africa and programming of the EU regional programme for co-operation between Euro-Mediterranean statistical institutes (MEDSTAT) V for ENP South), with mitigation of coronavirus setbacks. Successful contracting of new IPA 2019 contracts.	End of 2020

PART 2. Modernising the administration: main outputs for the year

In 2020, Eurostat will develop a Human Resource strategy establishing the overarching link between the business goals, skills and staffing, working culture and actions to respond to the most important HR challenges. 2020 being the preparatory year for the new Multi-Annual Financial Framework, Eurostat will actively work on the adaptation of procedures to align them to the new budgetary and financial governance within the Single Market Programme. A decision needs to be taken on the potential use of a common budgetary planning and monitoring tool. Work on simplifying procedures and shifting towards completely paperless workflows will continue throughout the year. Issuing the updated Anti-Fraud Strategy 2021-2023 and its related action plan is high on the agenda of Eurostat management. The strategic plan (IT strategy) to drive the digital transformation for the following years will be finalised in 2020 and Eurostat will continue implementing the different collaborative solutions provided by DIGIT to modernise the workplace, aiming towards a fully digitalised workplace in the future. Regular EMAS announcements will raise environmental awareness among Eurostat staff to improve sustainability.

The internal control framework³ supports sound management and decision-making. In particular, it ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

³ [Communication C\(2017\)2373 – Revision of the Internal Control Framework](#)

A. Human resource management

In 2020, Eurostat will develop a local HR strategy with a 5-year perspective consistent with the Commission's corporate HR strategy in order to ensure the effective management of human resources and to optimise the capacity to deliver on strategic priorities in the future. Eurostat's HR strategy will establish the overarching link between the business goals of the DG, the skills and staffing needed to fulfil those, the working culture and the actions to undertake to respond to the most important HR challenges. Particular focus will be placed on learning and development in response to the rapidly changing technologies and emerging digital sources used in the production and dissemination of European statistics.

The new Commission Gender Equality Strategy provides for measures to achieve gender equality at all levels of management by the end of 2024. Eurostat will continue to contribute and keep up efforts to maintain the current levels. Eurostat will make full use of its allocated quota as regards the Female Talent Development Programme in 2020. Furthermore, Eurostat will encourage team leaders to further develop their management skills via the existing course offer.

Following the results of the 2018 Commission Staff Survey, between May and June 2019, open debates organised in different groups took place at Eurostat, thereby involving staff members in the co-design of improvement actions. Many suggestions provided by the different groups fed into the Eurostat Development Plan, which lays down improvement actions structured around four key areas (mobility and career progression, collaboration and communication, senior management, and encouraging innovation). Half of the 30 improvement actions have a direct or indirect impact on boosting staff engagement. The actions aim to provide more information on career opportunities, promote more inclusive communication between senior management and staff and lastly to encourage innovation in the production and dissemination of European Statistics and in the way work is carried out at Eurostat. These actions will contribute to the development of a better information flow and an organisational culture able to learn from mistakes and failures, while being innovative, and engaging staff in change, be it big or small. Examples can be senior and middle managers holding virtual coffee meetings and other informal events to meet staff and to allow colleagues to interact informally, articles from colleagues on Intranet "Cybernews" describing how they are coping with the confinement and teleworking as default working method ("Postcard from Quarantine"). The implementation of the Eurostat Development Plan is carefully followed up by senior management.

Objective: Eurostat employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Main outputs in 2020:

Output	Indicator	Target
An established local HR strategy, aligned to the priorities of the DG, comprising work force planning and recruitment, staff development, as well as learning and development.	Strategy defined with stakeholders and approved by senior management	Before the end of 2020
Gender Equality at all levels of management by the end of 2024.	Number of first female appointments to middle management position	Two in the period 2020-2022
Boosting staff engagement.	Percentage of actions implemented at the end of 2020 for Eurostat Development Plan following the Commission staff survey of 2018	80% of actions implemented at the end of 2020

B. Sound financial management

Eurostat's operational budget aims to implement the European Statistical Programme in line with the multi-annual framework and in accordance with the Financial Regulation and related rules. Eurostat puts in place key processes to ensure efficient and effective budget planning and monitoring, the processing and controlling of transactions to ensure their legality and regularity, support to internal and external users, and related reporting. Eurostat also develops projects to simplify its financial management and adapt the control system to current and future changes in its legal and operational environment.

2020 is a preparatory year for the MFF 2021-27, where European statistics will be incorporated in the Single Market Programme, unifying programmes from seven Commission DGs. The rules on budgetary and financial governance within the programme need to be finalised, and common procedures need to be aligned with a view to developing synergies and efficiencies. Decision needs to be taken on the potential use of a common budgetary planning and monitoring tool.

Work on simplifying procedures and shifting towards completely paperless workflows will continue throughout the year, to reduce the administrative burden for Member States as well as for the Commission, also helping to reduce the overall cost of control.

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 2020:

Output	Indicator	Target
Effective controls: Legal and regular transactions.	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Efficient controls.	Time-to-pay	>95% payments (in value) on time
Economical controls.	Overall estimated cost of controls	Decreases from 12.08% of funds managed
Effective controls - Safeguarded assets.	Number of incidents recorded regarding data integrity in the reception and transmission of information, including the web site	<=1

C. Fraud risk management

Eurostat has an Anti-Fraud Strategy (AFS), including an anti-fraud Action Plan, valid for the period 2018-2020.

In 2020, this strategy will be updated to take into account the revised Commission Anti-Fraud Strategy (CAFS) adopted in 2019, and a new AFS for the period 2021-2023 will be issued.

Eurostat will monitor the implementation of the anti-fraud Action Plan, concentrating its efforts mainly on achieving the strategic objective of improving awareness among staff to strengthen Eurostat's anti-fraud capacities.

The anti-fraud exercise is integrated in Eurostat's normal reporting; regular reporting is ensured in the Annual Activity Report and through the internal control reports, which include a specific section on anti-fraud/OLAF investigations, which are issued twice a year and addressed to the Commissioner.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF)⁴ aimed at the prevention, detection and correction⁵ of fraud

Main outputs in 2020:

Output	Indicator	Target
Update Anti-Fraud Strategy.	Anti-Fraud Strategy 2021-2023 issued	Q4 2020
Monitor the implementation of the actions of the anti-fraud Action Plan.	Percentage of actions implemented as planned in the year	100%
Follow up of OLAF's investigations.	Report with status on anti-fraud to Commissioner delivered	Twice per year

⁴ 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'.

⁵ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

D. Digital transformation and information management

To advance in digital transformation, in 2020, Eurostat will finalise the strategic plan (IT strategy) that will drive the digital transformation for the following years. In this year, it will also progress in modernising and transforming IT systems used for data exchange and dissemination of data, with the roll-out of the new IT solutions (EDAMIS 4.0 and Dissemination chain) developed following the principles of the EC Digital Strategy.

In 2020, Eurostat will also start to set up the Web Intelligence Hub platform based on the new EC Data platform. It will pilot the implementation of new technologies and solutions enabling Eurostat to harness new data sources. This solution will build on cloud infrastructure and services set up and maintained by DG DIGIT.

Eurostat will also continue to modernise legacy solutions and rationalise IT in 2020, by completing the phase-out of one of the existing production systems based on OLAP technology and modernising IT systems using Coldfusion technology, replacing them with other solutions supported by DIGIT.

Last but not least, in 2020, Eurostat will continue Commission-wide cooperation, such as implementing the different collaborative solutions provided by DIGIT to modernise the workplace, aiming towards a fully digitalised workplace in the future. Eurostat is contributing to the development of the Digital Commission and the EC data strategy. Building upon its broad experience of data and metadata standardisation, Eurostat actively contributes to the definition of a corporate reference data management concept.

The first steps towards achieving the target of 100% staff attending awareness raising activities on data protection compliance by 2024 will in 2020 focus on providing regular training for newcomers as well as presentations for middle and senior management, ensuring an appropriate combination of awareness-raising and training, tailored to the specific needs of the target groups. Other awareness raising activities, addressing a wider audience, may be scheduled depending on developments related to the Covid-19 crisis.

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

Main outputs in 2020:

Output	Indicator	Target
Most important IT solutions.	Degree of implementation of the digital strategy principles by the most important IT solutions:	
	- Estat production systems	54%
	- EDAMIS	94%
	- Dissemination chain	90%

New modern dissemination chain.	New modern tools to access data are made available to users on the Eurostat website	100%
New modern data exchange infrastructure.	Percentage of transmissions received using EDAMIS 4	75%
Pilot implementation of EC Data platform.	The Eurostat Web Intelligence Platform, i.e. an IT infrastructure for the ingestion and processing of web data sources (web pages, web API, etc.), is operational and used for compiling online job advertisement data and piloting new workflows	50%
Modernisation of legacy applications.	OLAP application is phased out by the end of 2020, existing Coldfusion applications are modernised by migrating to a different supported technology	65%
Implementation of corporate principles for data governance for Eurostat's key data assets.	Percentage of Eurostat's key data assets for which corporate principles for data governance have been implemented	78%
Regular training sessions on security and data protection will address all newcomers. In addition, presentations for middle and senior management will ensure an appropriate combination of awareness-raising and training, tailored to their specific needs.	Percentage of staff attending awareness raising activities on data protection compliance	30%

E. Sound environmental management

The European Commission implements the Eco-Management and Audit Scheme (EMAS) to improve its environmental performance. Although DG HR coordinates the system Commission-wide, EMAS Correspondents work in each DG to raise environmental awareness and promote environmentally sound behaviour in their respective DGs.

Eurostat created one of the first intra-DG EMAS networks in the Commission. This EMAS network (currently composed of around 40 members) intends to raise environmental awareness among Eurostat's staff. After bringing waste recycling bags to all kitchenettes in BECH, setting up an office supplies bring and borrow point or promoting sustainable urban gardening in public spaces near Eurostat's building, the EMAS network will continue to promote environmental awareness (such as responsible behaviour as regards energy, paper or water usage, waste reduction and recycling, using public transport and videoconferencing to reduce emissions, green procurement.) and the active environmental contribution of staff in 2020 through different channels.

Objective: Eurostat 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 in 2020:

Output	Indicator	Target
Eurostat's staff aware of EMAS on a regular basis through Cybernews.	Number of EMAS announcements sent through Cybernews	15
Eurostat's staff actively proposes measures to reduce the related day-to-day impact of the administration and its work.	Number of environmental suggestions received through the ESTAT EMAS network, the ESTAT EMAS mailbox or the EMAS Correspondent mailbox	12

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities

As part of ongoing efforts to improve economy and efficiency, Eurostat launched two pilot projects using simplified forms of grant financing in 2019, one with single lump sum and one with financing not linked to costs. The different forms of simplified grant financing significantly simplify administrative procedures for both the European Commission and beneficiaries, and substantially reduce the risk of error. In addition, as results-based approaches, the simplified forms of grant financing are expected to increase the quality of statistical surveys by using efficient production methods and encourage innovative statistical approaches. Eurostat is looking into the possibility of extending the use of simplified grant financing to further projects.

In the framework of paperless workflows, Eurostat is investigating solutions for incorporating electronic signatures into its approval procedures. In particular, the replacement of handwritten signatures (blue ink signatures) by qualified electronic signatures would reduce the duration and the cost of the workflows in question.

A number of projects which are part of the ESS Vision 2020 are planned to have deliverables implemented in 2020, including SERV (Shared Services). The ESSnet project I3S (Implementation of Shared Statistical Services) currently running will deploy a number of SERV deliverables, thereby making additional shared services available to use by the European Statistical System. Shared services provide efficiency through the “develop once” principle: instead of various members of the ESS developing essentially the same solution for their problem in isolation, a solution developed by one (or more) ESS members is made available in a repository, and can be reused by any ESS member which wishes to do so.

The projects forming part of the ESS Vision 2020 programme will also contribute to: 1) improving cooperation within the ESS and with various external stakeholders; 2) developing innovative ways to engage with users and partners, expanding the visibility of official statistics in the global information ecosystem; 3) delivering innovative statistical data products based on newly available and existing sources, harnessing new technologies and targeting specific and better-assessed user needs.

Building on COOL, the process and format of news releases will be modernised. The news release modernisation project planned for 2020 has two main aims: to develop a digital workspace for creating and disseminating news releases, thus reducing manual work and increasing security, and to improve the output format of news releases to make them more flexible, interactive, visual and accessible. The project will increase the efficiency of news release preparation by automating parts of the process.