



2019

Annual Activity Report

Annexes

Secretariat-General



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ANNEX 1: Statement of the Directors in charge of Risk Management and Internal Control

Director in charge of risk management and internal control:

'I declare that in accordance with the Commission's communication on the internal control framework¹, I have reported my advice and recommendations on the overall state of internal control in the Secretariat-General to the Secretary-General.

I hereby certify that the information provided in Section 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.'

Brussels, 4 May 2020

[signed]

Tatjana Verrier

Director Transparency, Efficiency and Resources

Director taking responsibility for the completeness and reliability of management reporting on results and on the achievement of objectives:

'I hereby certify that the information provided in Section 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.'

Brussels, 4 May 2020

[signed]

Pascal Leardini

Director Strategy, Better Regulation and Corporate Governance

¹ C(2017)2373 of 19.04.2017.

ANNEX 2: Reporting – Human Resources, Better Regulation, Information Management and External Communication

2.1 Human resource management

Objective: The SG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Indicator 1: Percentage of female representation in middle management and number of first appointments of female managers

Source of data: Analytic Platform

Percentage of female representation in middle management

Baseline (01/01/2016)	Target (2019)	Latest known results (2019)	Lead Unit(s)
SG: 28.6 %	Commission: 40 %	SG: 32 %	SG.C3

Number of first appointments of female managers

Baseline (n/a)	Target (by the end 2019)	Latest known results (2019)	Lead Unit(s)
n/a	SG: 6 additional first female appointment	SG: 7	SG.C3

Indicator 2: Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey

Baseline (2014) (2013)	Target (Continuous)	Latest known results (2018)	Lead Unit(s)
34.6 % (EC-34.9%) 49.8 % (EC-49.3%)	To be above Commission's average score in future staff surveys	46 % (EC-52%)	SG.C3

Indicator 3: Staff engagement index

Source of data: Commission staff survey

Baseline (2014) (2013)	Target (Continuous)	Latest known results (2018)	Lead Unit(s)
64 %(EC-65 %) 73 %(EC-71 %)	To be above Commission's average score in future staff surveys	69 % (EC-69%)	SG.C3

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
HR Scorecard: monthly figures on available resources, vacant posts and working patterns	Delivery once a month	Monthly	HR Dashboard presented monthly to top management	SG.C3 AMC5

SG Strategic HR Plan	Delivery once a year	Beginning 2019	Under development. To be presented once the corporate HR Strategic Plan is in place	SG.C3
SG HR Report	Delivery once a year	End 2019	Under development. To be presented in early 2020.	SG.C3
Activities related to enhancing staff engagement including communication on the 'SG we want to be'	Staff engagement index (s.e.i) in staff survey	s.e.i \geq 66%	2018 staff engagement index was 69%.	SG.C3 SG.A5
Local fit@work programme targeted to SG's needs	Information to help staff improve work-life balance	Ongoing	Ongoing	SG.C3 AMC5
Action plan to follow up on the 2018 staff opinion survey, including communication to staff	Approval of the action plan by the Secretary-General	1st half of 2019	Discussed/developed during "SG Vision and Reflection Day" in May 2019 and presented to DG HR in July 2019. The results of the survey were communicated to staff through the local Intranet.	SG.C3 SG.A5 AMC.5

2.2 Information management aspects

Objective: Information and knowledge in SG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.

Indicator 1: Percentage of registered documents that are not filed² (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)*³ statistics

Baseline	Target	Latest known results	Lead Unit(s)
2015	(Continuous)	(2019)	
1,23%	< 1%	0.03%	SG.C4

Indicator 2: Percentage of HAN files readable/accessible by all units in the DG Source of data: *HAN statistics*

Baseline	Target	Latest known results	Lead Unit(s)
	(Continuous)	(2019)	
77.09%	> 80%	92.69%	SG.C4

Indicator 3: Percentage of HAN files shared with other DGs

Source of data: *Hermes-Ares-NomCom (HAN)* statistics

Baseline	Target	Latest known results	Lead Unit(s)
(2015)	(Continuous)	(2019)	

² Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

³ Suite of tools designed to implement the [e-Domec policy rules](#).

2.91%	> 20%	88.72% ⁴	SG.C4
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Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Information sharing – Expanding the readers of SG files – Identification of file types with corporate interest – Awareness actions and bilateral meetings	Percentage of files shared with at least one other Directorate-General/service	12%	88.72% High percentage due to the integration of Decide and GestDem files (opened to all Commission) to HAN	SG.C4
Protecting sensitive documents filed in a file with expanded readers – adopting new working habits – Awareness action and regular quality check action	Percentage of members of Local Document Management Officer (DMO) Network and SG assistants trained	75%	45%	SG.C4
Paperless e-signatory – revision of the existing SG instructions in order to extend the use of a 100% electronic validation to other SG document types (including promotion of increased use of Ares courtesy copy option)	Percentage of registered documents with a fully approved e-signatory (no paper circulation in parallel)	45%	45%	SG.C4
Information sharing – Ensuring that SG registered documents are filed – Regular check (DMO report)	Percentage of documents created by SG without filing – eDomec statistics	≤ 1,5%	0.03%	SG.C4

⁴ High percentage due to the integration of Decide and GestDem files (opened to all Commission) to HAN.

Information sharing - Promote correct processing of information shared via collaborative tools	Percentage of SG collaborative sites using Aresbridge	3%	13%	SG.C4
Promote collaborative working, knowledge and information sharing	Number of new MyIntraComm, Wiki, Connected and CIRCABC collaborative sites created in SG	≥ 5 new collaborative sites or solutions	13 new collaborative sites or solutions.	SG.C5
Enhanced internal communication along proposals following 2018 internal communication survey	Percentage of staff feeling well informed	Increase as compared to the previous survey	No survey in 2019, the latest figure from 2018 survey is that 81% of the staff feel well or very well informed.	SG.A5 in cooperation with all SG units

2.3 External communication activities

Objective : Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator : Percentage of EU citizens having a positive image of the EU

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

Source of data: Standard Eurobarometer (DG COMM budget) [monitored by DG COMM [here](#)].

Baseline	Target	Latest known results	Lead Unit(s)
November 2014	(2020)	(2019)	
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%	Total "Positive": 42 % Neutral: 37 % Total "Negative": 20 %	SG.A5

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Keeping the new SG content on Europa up to date and of good quality using i.a. the SG communication network	Percentage of up-to-date SG pages	100%	All explanatory content kept up to date	SG.A5
	Smooth transition to Drupal 8	Date to be determined by DG COMM	Date to be determined by DG COMM	

Contributing to consistency and quality of the Commission content on Europa through co-chairing or participating in relevant editorial boards for the 15 thematic classes	Editorial boards for law and strategy classes are launched and work plans agreed	End 2019	Participation in Europa cross-editorial meetings. New governance agreed at corporate level, editorial boards to be convened in 2020.	SG.A5
Enhancing direct reach of SG communication actions via Europa pages for those topics where active communication actions are carried out	Number of unique visitors to the SG pages promoted through communication actions	Increase of traffic compared to 2018 average or status before start of communication actions	Better regulation: 1 093 061 visits (2019) vs 899 874 visits (2018) ECI: 37 440 monthly unique visitors vs 26 252 monthly unique visitors (2018)	SG.A5
Better regulation communication campaign to raise awareness on the better regulation agenda and on the feedback and consultation opportunities available for citizens and stakeholders, and to increase the level of involvement for specific consultation opportunities	Number of posts via social media Number of promoted initiatives Number of visits to the web portal Number of visits to the related web pages Number of contributions for promoted initiatives Focus groups organised in 4 Member States Communication plan updated taking into account feedback received and lessons learned; then implemented	Stable or positive trend Q1 2019	6 success story videos produced and disseminated in EU27 10 initiatives promoted via paid or organic social media 122 posts Over 40 million impressions on Facebook, Instagram, Twitter, YouTube and LinkedIn Visits to portal: 1,093,061 3 focus groups organised in 3 Member States Communication plan updated taking into account feedback received and lessons learned	SG.A5
Producing and implementing a joint communication plan (with ECFIN and COMM) on the European Semester, following up on recommendations from the European Court of Auditors	Implementation of the communication plan	End 2019		SG.D1 SG.A5 COMM ECFIN
Development of communication strategies/plans and their	When needs identified - strategies developed and	End 2019	European Citizens' Initiative: Monthly average of	Lead services in SG and

implementation on other files where SG is in the lead or has a cross-cutting role (e.g. SRSS, SDGs, RSB etc – to be agreed with the lead services)	implemented		<p>unique visitors to the website/Social media indicators/Number of events; number of participants at events; number of multipliers</p> <p>37 440 monthly average of unique visitors to the website</p> <p>30 178 141 Impressions (Twitter, Instagram, Facebook)</p> <p>10 events (Romania, Malta, Spain, Slovenia, Slovakia, the Netherlands, Finland, Greece, Estonia, Belgium), participation in the European Citizens' Initiative Day in the European Economic and Social Committee (EESC) and in the EU Open Day. 719 participants (+ participants in festivals in FI, EE, NL and in the Open Day)</p> <p>1074 stakeholders reached via email</p> <p>42 multipliers</p>	SG.A5
2019 European Sustainability Award to raise awareness of the Sustainable Development Goals (SDGs) in the EU	Communication plan developed and implemented	Q2 2019	7 awards were attributed, one for each of the 7 award categories. The award was immaterial and intended to reward those that make sustainability part of their activities, operations and practices.	SG.D1 SG.A5

Annual communication spending (based on estimated commitments):

Baseline (2018):	Target (2019):	Total amount spent	Total of FTEs working on external communication	Lead unit (s)
€ 504 657 managed by unit A5:	€ 460 000 managed by unit A5:		4.5	SG.A5
COSME - € 334 657	COSME – € 350 000	COSME: € 253 419.52		
Registries & Publications - € 110 000	Registries & Publications – € 110 000	Registries & Publications: € 110 000		
Study/Evaluation Communication	-			

Better Regulation Agenda – focus groups € 60 000				
€ 1 036 550 managed by A1 for communicating on the European Citizen’s initiative:	€ 900 000 managed by A1 for communicating on the European Citizen’s Initiative			
ECI communication - € 536 550	ECI communication - € 500 000	ECI Communication: € 952 734.30		
ECI Platform - € 500 000	ECI Platform – € 400 000			
€ 93 770 managed by units A2 and G4:	€ 74 125 managed by units A2 and G4:			
COSME - REFIT SCOREBOARD publication – € 9 395	COSME - REFIT SCOREBOARD publication – € 11 149 (planned)	REFIT Scoreboard Publication: € 5 313.18		
HISTCOM - Histoire de la Commission – € 84 375	HISTCOM - Histoire de la Commission – € 64 125 (to be confirmed)	HISTCOM: € 66 233.09		
All together € 1 634 977	All together € 1 434 125	All together: € 1 387 700,09		

ANNEX 3: Draft annual accounts and financial reports

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures

Table 12 : Summary of Procedures

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in EUR million)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	1.28651428	0.68215941	53.02 %
Total Title 02			1.28	0.68215941	53.12 %
Title 18 Migration and home affairs					
18	18 04	Fostering European citizenship	0.60805125	0.6080043	99.99 %
Total Title 18			0.61	0.6080043	99.99 %
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.02	0.02	100.00 %
Total Title 24			0.02	0.02	100.00 %
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	7.95482754	7.92137458	99.58 %
Total Title 25			7.95	7.92137458	99.58 %
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0.84996627	0.84996627	100.00 %
	26 03	Services to public administrations, businesses and citizens	0.82	0.82	100.00 %
Total Title 26			1.67	1.66996627	100.00 %
Title 33 Justice and consumers					
33	33 02	Rights, equality and citizenship	0.345	0.34473	99.92 %
Total Title 33			0.35	0.34473	99.92 %
Total SG			11.88435934	11.24623456	94.63 %

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

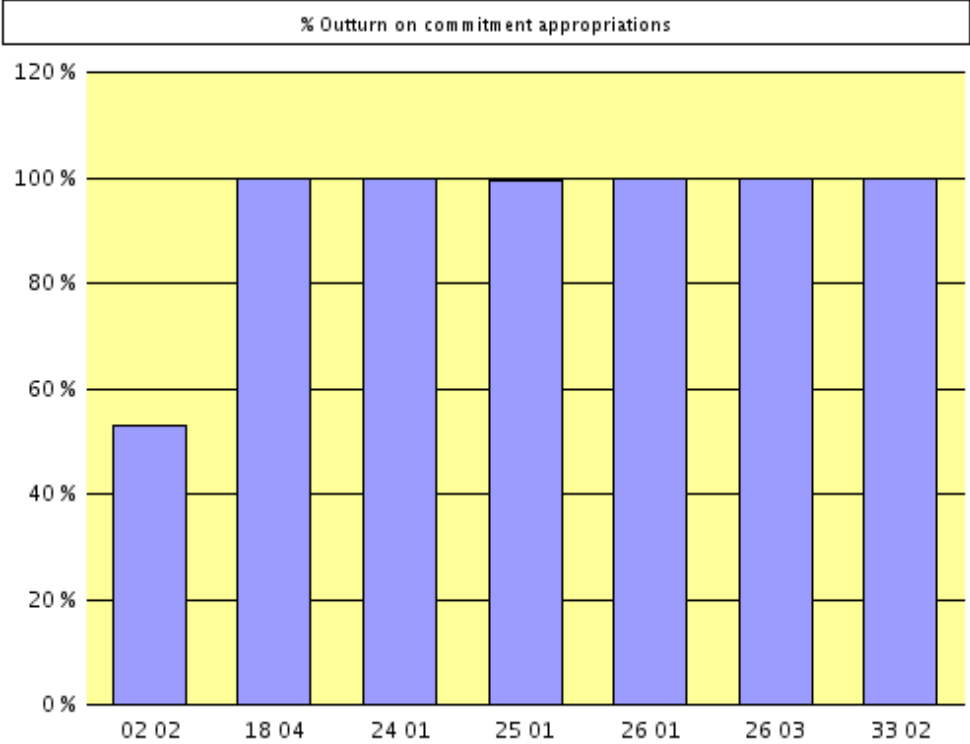


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2019 (in EUR million)					
Chapter			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	1.38032475	0.64752382	46.91 %
Total Title 02			1.38032475	0.64752382	46.91%
Title 18 Migration and home affairs					
18	18 04	Fostering European citizenship	0.76914174	0.75715236	98.44 %
Total Title 18			0.76914174	0.75715236	98.44%
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.02	0.0671	77.04%
Total Title 24			0.02	0.0671	77.04%
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	16.76272464	7.28355171	43.45 %
Total Title 25			16.76272464	7.28355171	43.45%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	1.6772858	1.08138913	64.47 %
	26 03	Services to public administrations, businesses and citizens	0	0.20279278	100.00%
Total Title 26			0.84996627	0.98660729	116.08%
Title 33 Justice and consumers					
33	3302	Rights, equality and citizenship	0.08625	0.0861825	99.92 %
Total Title 33			0.08625	0.0861825	99.92%
Total SG			19.8684074	9.82811768	49.47 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

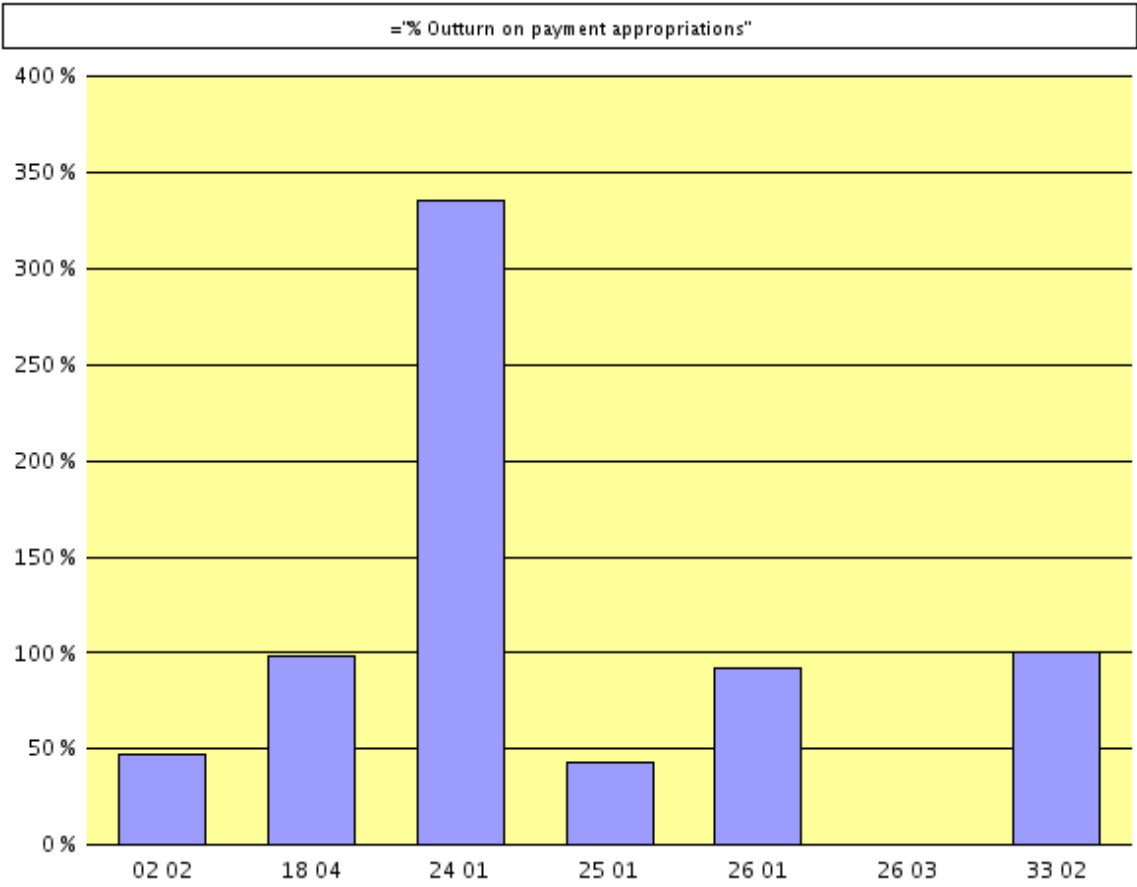


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in EUR Million)

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 02 : Internal market, industry, entrepreneurship and SMEs									
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0.68	0.09	0.59	87.16%	0.02	0.61	0.61
Total Title 02			0.68	0.09	0.59	87.16%	0.02	0.61	0.61
Title 18 : Migration and home affairs									
18	18 04	Fostering European citizenship	0.61	0.36	0.25	40.41%	0.01	0.25	0.40
Total Title 18			0.61	0.36	0.25	40.41%	0.01	0.25	0.40
Title 24 : Fight against fraud									
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.02	0.00	0.02	100.00%	0.00	0.02	0.07
Total Title 24			0.02	0.00	0.02	100.00%	0.00	0.02	0.07
Title 25 : Commission's policy coordination and legal advice									
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	7.92	4.37	3.55	44.86%	0.06	3.61	3.07
Total Title 25			7.92	4.37	3.55	44.86%	0.06	3.61	3.07
Title 26 : Commission's administration									
26	26 01	Administrative expenditure of the 'Commission's administration' policy	0.85	0.21	0.64	75.14%	0.00	0.64	0.58

	26 03	area Services to public administrations, businesses and citizens	0.82	0.15	0.67	81.49%	0.00	0.67	0.05
Total Title 26			1.67	0.36	1.31	78.26%	0.00	1.31	0.63
Title 33 : Justice and consumers									
33	33 02	Rights, equality and citizenship	0.34	0.09	0.26	75.00%	0.00	0.26	0.00
Total Title 33			0.34	0.09	0.26	75.00%	0.00	0.26	0.00
Total SG			11.24623456	5.27	5.97965724	53.17 %	0.08934197	6.06899921	4.7794098

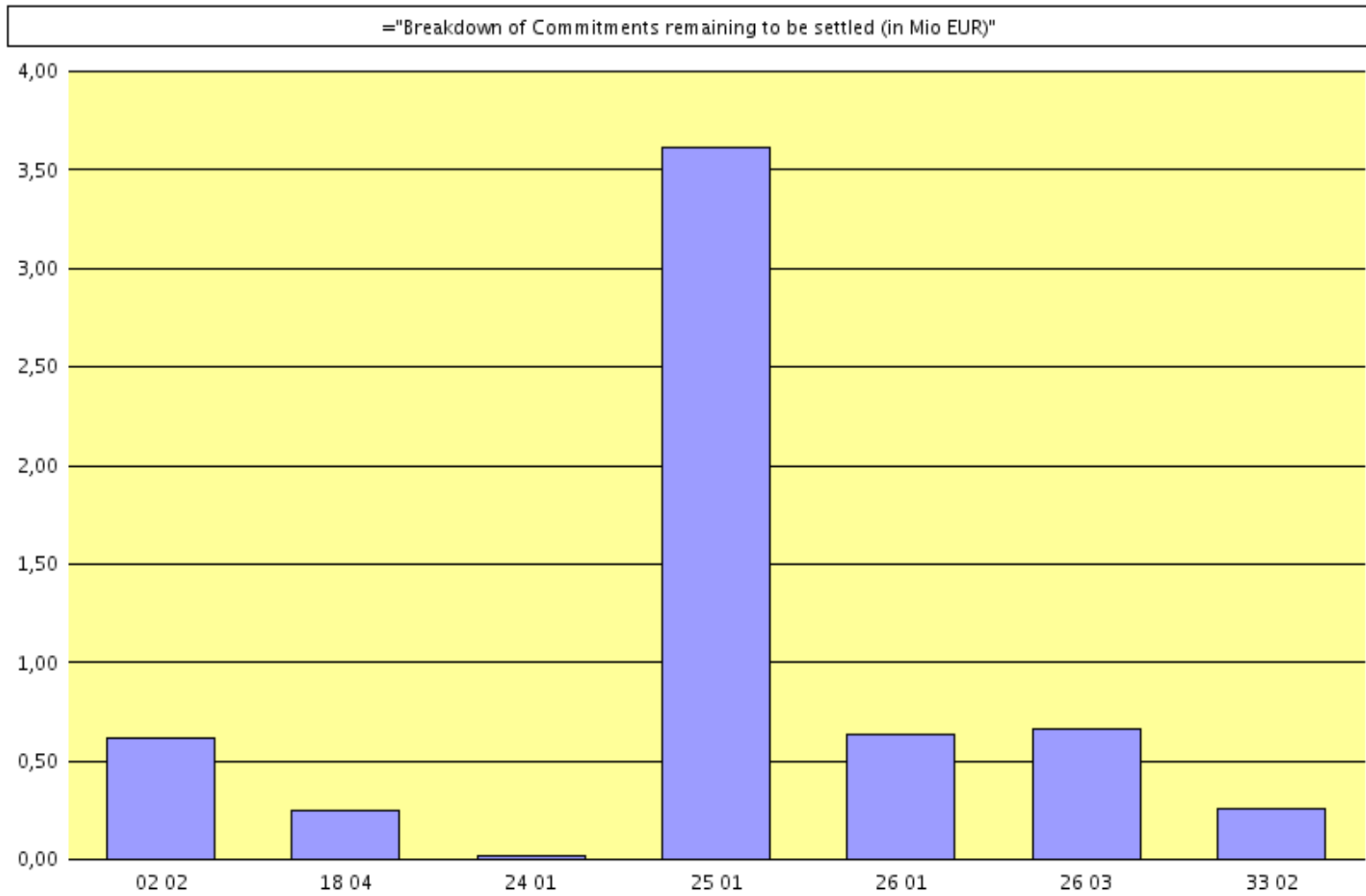


TABLE 4 : BALANCE SHEET SG

BALANCE SHEET	2019	2018
A.I. NON CURRENT ASSETS	3 856 505.56	3 856 505.56
A.I.1. Intangible Assets	3 856 505.56	3 856 505.56
A.II. CURRENT ASSETS	2 639 601.61	2 505 224.46
A.II.2. Current Pre-Financing	2 637 691.90	2 503 314.75
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	1 909.71	1 909.71
ASSETS	6 496 107.17	6 361 730.02
P.II. CURRENT LIABILITIES	-99.49	-9 800
P.II.4. Current Payables	-99.49	-9 800.00
LIABILITIES	-99.49	-9 800
NET ASSETS (ASSETS less LIABILITIES)	6 496 007.68	6 351 930.02
P.III.2. Accumulated Surplus/Deficit	41 888 277.69	33 857 251.27
Non-allocated central (surplus)/deficit*	-48 384 285.37	-40 209 181.29
TOTAL	0	0

"It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by the Directorate-General for Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit."

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE SG

STATEMENT OF FINANCIAL PERFORMANCE	2019	2018
II.1 REVENUES	-863 653.07	-816 132.43
II.1.1. NON-EXCHANGE REVENUES	-11 3960	
II.1.1.6. OTHER NON-EXCHANGE REVENUES	-113 960.00	
II.1.2. EXCHANGE REVENUES	-749 693.07	-816 132.43
II.1.2.2. OTHER EXCHANGE REVENUE	-749 693.07	-816 132.43
II.2. EXPENSES	8 313 310.04	8 847 158.85
II.2. EXPENSES	8 313 310.04	8 847 158.85
II.2.10.OTHER EXPENSES	5 032 198.87	6 479 015.47
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	3 281 111.17	2 368 143.38
STATEMENT OF FINANCIAL PERFORMANCE	7 449 656.97	8 031 026.42

TABLE 5bis : OFF BALANCE SHEET SG

OFF BALANCE	2019	2018
OB.1. Contingent Assets		0
GR for pre-financing		0
OB.4. Balancing Accounts	0	0
OB.4. Balancing Accounts	0	0
OFF BALANCE	0	0

TABLE 6: AVERAGE PAYMENT TIMES FOR 2019 - SG

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Number of Payments within Time Limit	Percentage	Average Payment Times (Days)	Number of Late Payments	Percentage	Average Payment Times (Days)
30	563	556	98.76 %	9.712230216	7	1.24 %	46.42857143
45	5	4	80.00 %	23	1	20.00 %	77
60	34	33	97.06 %	17.21212121	1	2.94 %	62
90	1	1	100.00 %	6			
120	41	41	100.00 %	11.95121951			

Total Number of Payments	644	635	98.60 %		9	1.40 %	
Average Net Payment Time	10.90062112			10.32440945			51.55555556
Average Gross Payment Time	11.51086957			10.94330709			51.55555556

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	30	13	2.02%	644	280073.11	3.26%	8586393.90

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2019 FOR SG

	Chapter	Revenue and income recognised			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	38 000.00	0	38 000.00	38 000.00	0	38 000.00	0
66	OTHER CONTRIBUTIONS AND REFUNDS	912 400.00	0	912 400.00	912 400.00	0	912 400.00	0
Total SG		950 400	0	950 400	950 400	0	950 400	0

TABLE 8 : RECOVERY OF PAYMENTS
 (Number of Recovery Contexts and corresponding Transaction Amount)

Year of Origin (commitment)	Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Number	RO Amount	Number	RO Amount
No Link	9	912400		
Sub-Total	9	912400		

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount	Number	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES							13	22 774.69		
Sub-Total							13	22 774.69		
GRAND TOTAL							22	935 174.69		

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS

No data to be reported

TABLE 10: WAIVERS OF RECOVERY ORDERS

No data to be reported

TABLE 11 : NEGOTIATED PROCEDURES FOR SG

No data to be reported

TABLE 12 : SUMMARY OF PROCEDURES FOR SG**External Procedures > EUR 20 000**

Procedure Legal base	Number of Procedures	Amount (€)
Total		

Internal Procedures > EUR 60 000

Procedure Legal base	Number of Procedures	Amount (€)
Open procedure (FR 164 (1)(a))	1	1041 400.00
Total	1	1041 400.00

Table 13 : Building Contracts

No data to be reported

Table 14 : Contracts declared Secret

No data to be reported

TABLE 15 : FPA duration exceeds 4 years - SG

No data to be reported

Additional comments

The Task Force for the Preparation and Conduct of the Negotiations with the United Kingdom under Article 50 of the Treaty on European Union (TF50) and the Structural Reform Support Service (SRSS) have granted a co-delegation to the Secretariat-General on the administrative budget lines that form their global envelopes. In accordance with the Internal Rules, TF50 and SRSS should have also co-delegated to the Pay Master Office (PMO) the payments to be authorised for missions and experts, instead of co-delegating them first to the Secretariat-General (SG). Technically, the Directorate-General for Budget could only implement such an arrangement by showing the Pay Master Office as a local position with the Secretariat-General (SG) as fund management centre and not a co-delegated entity. As a result, the Directorate-General for Budget is unable to filter these expenses from the Secretariat-General's Annual Activity Report and assign them to the Pay Master Office.

The correct figures for Annex 3 Table 2 'Outturn of Payment Appropriations' should show payments against 25.01 of EUR 6 016 877.61 (and not EUR 7 299 847.21). This has an impact also on the corresponding payment appropriations, as well as on Table 3 'Breakdown on commitments to be settled'.

The accounting situation presented in the Balance Sheet and Statement of Financial Performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.

ANNEX 4: Materiality criteria

The Secretariat-General uses the corporate guidelines for determining materiality as regards legality and regularity. According to these guidelines, only material reservations can be used to qualify the annual declaration. In the analysis leading, to the decision to issue a reservation or not, the following steps are followed:

a) Identifying a deficiency (e.g.: a significant weakness of the control systems, insufficient audit coverage, a critical issue outlined by the European Court of Auditors, the Internal Audit Service and European Anti-Fraud Office;

b) Determining if the deficiency falls within the scope of the Authorising Officer by Delegation's declaration (it relates to the reasonable assurance concerning the use of resources, sound financial management or legality and regularity of underlying transactions);

c) **Qualitative assessment:** assessing if the deficiency is significant in qualitative terms. In order to accomplish the deficiency's qualitative assessment, the following four pillars need to be analysed:

- the nature and scope of the deficiency,
- the duration of the deficiency,
- the existence of compensatory measures (mitigating controls which reduce the impact of the deficiency),
- the existence of effective remedial actions to correct the deficiencies (action plans and financial corrections) which have had a measurable impact;

d) **Quantitative assessment:** a deficiency, which is significant from a qualitative perspective, must be quantified in terms of "monetary value of the identified problem"/ "amount considered at risk". In line with the guidelines agreed centrally in the Commission, the Secretariat-General applies the recommended threshold of 2 % i.e. when the value of the transactions affected by the deficiency represents more than 2 % of the budget of one Activity Based Budgeting (ABB) activity of the Directorate-General. It should be noted however, that the target percentage is 0 % for procurement and administrative expenses and 2 % for grants.

As from 2019⁵, a 'de minimis' threshold for financial reservations is introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

e) For deficiencies which are considered significant from a qualitative point of view, but their financial impact is lower than the 2 % threshold, the Secretariat-General takes into account the potential reputational consequences they may entail. A reservation would be made if such a reputational event were to occur and negatively impact on the image of the Commission.

Additionally, the Secretariat-General continues to apply another materiality criterion: its systemic responsibilities. Beyond its own operational responsibilities, the Secretariat-General is a horizontal service operating as a service provider and thus bears responsibility for the development and quality of a certain number of corporate processes. In particular, the Secretariat-General has the responsibility at Commission level for the decision-making process of the College, document management and crisis management.

⁵ Agreement of the Corporate Management Board of 30/4/2019.

ANNEX 5: Relevant Control System(s) for budget implementation (RCSs)

PROCUREMENT DIRECT MANAGEMENT

The Secretariat-General mainly concludes contracts for IT service providers based on framework contracts made available by the Directorate-General for Informatics; that way the tender procedure (framework contract) is not managed by the Secretariat-General itself. For occasional needs, the Secretariat-General uses negotiated procedures for low-value contracts (not exceeding EUR 60 000). The Secretariat-General itself manages maximum 1 to 2 open or restricted procedures per year for contracts exceeding EUR 60 000. Given that the Secretariat-General only has a single grant and no calls for proposals, the control system is identical. The same logic applies to administrative expenditures.

Stage 1 –Procurement

A - Planning

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate to meet the operational objectives	Validation by AO(S)D of justification (economic , operation) for launching a procurement process	100 % of the forecast procurements	<p>Effectiveness: Number of projected tenders cancelled, Number of contracts discontinued due to lack of use (poor planning).</p> <p>Efficiency: time-to for the definition of needs within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
Discontinuation of the services provided due to a late contracting (poor planning and organisation of the procurement process)	Decisions discussed/taken at management meeting	All key procurement procedures (> amounts and/or having significant impact on the objectives of the DG) are discussed at management meeting	

B - Needs assessment & definition of needs

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
<p>The best offer/s are not submitted due to the poor definition of the tender specifications</p>	<p>Authorising Officer by sub-Delegation supervision and approval of specifications</p>	<p>100 % of the specifications are scrutinised. Depth may be determined by the amount and/or the impact on the objectives of the DG if it goes wrong</p>	<p>Effectiveness: N° of open procedures where only one or no offers were received.</p> <p>Efficiency: time-to for receiving an adequate number of offers within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>

C – Selection of the offer & evaluation

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity). Fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
<p>The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process</p>	<p>Formal evaluation process: Opening committee and Evaluation committee, presence of SG.C.3</p>	<p>100 % of the offers analysed. Depth: all documents transmitted</p>	<p>Effectiveness: Numbers of 'valid' complaints or litigation cases filed.</p> <p>Efficiency: time-to for the selection of the offer within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
	<p>Opening and Evaluation Committees' declaration of absence of conflict of interests</p>	<p>100 % of the members of the opening committee and the evaluation committee</p>	
	<p>Exclusion criteria documented</p>	<p>100 % checked. Depth: required documents provided are consistent</p>	
	<p>Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision.</p>	<p>100 % when conditions are fulfilled</p>	

Stage 2 – Financial transactions

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
<p>The services foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions. Business discontinues because contractor fails to deliver</p>	<p>Operational and financial checks in accordance with the financial circuits (100 % ex ante verification).</p> <p>Operation authorisation by the Authorising Officer by sub-Delegation (AOSD)</p>	<p>100 % of the contracts are controlled, including only value adding checks.</p>	<p>Effectiveness: Number of 'refusal for correction/cancellation' sent to the contractors</p> <p>Efficiency: time-to-pay within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
	<p>Management of sensitive functions</p>	<p>High risk operations identified by risk criteria. Amount and potential impact on the DG operations of late or no delivery</p>	

Stage 3 – Supervisory measures

Main control objectives: Ensuring that any weakness in the procedures (tender and financial transactions) is detected and corrected

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex ante control, prior to payment	Ex post publication (possible reaction from tenderer / potential tenderer such as whistle blowing)	Potentially 100%	<p>Effectiveness: Amounts associated with errors detected after payment (related to fraud, irregularities and error).</p> <p>Efficiency: time-to-pay within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
	Review of exceptions reported and Authorising Officer by sub-Delegation reporting	100% twice a year. Depth: look for any weakness in the procedures (procurement and financial transactions)	
	Review of the process after each procedure	100%. Depth: review any significant problem that occurred	

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

Not applicable for the Secretariat-General

ANNEX 7: EAMR of the Union Delegations

Not applicable for the Secretariat-General

ANNEX 8: Decentralised agencies and/or EU Trust Funds

Not applicable for the Secretariat-General

ANNEX 9: Evaluations and other studies finalised or cancelled during the year

No used in Annex 3 MP2019	Title	Reason ⁶	Scope ⁷	Type ⁸	Associated DGs	Costs (EUR)	Comments ⁹	Reference
I. Evaluations finalised or cancelled in 2019								
a. Evaluations finalised in 2019								
None								
b. Evaluations cancelled in 2019								
None								
II. Other studies finalised or cancelled in 2019								
a. Other studies finalised in 2019								
	Security study for Decide corporate decision-making system	O		I	DG DIGIT	100 000.00	Finalised beginning of 2019, not published	
	Security Study for the Transparency Register	O		I		57 406.00	Finalised in August 2019, not published	
	Evaluation and future strategy for the Secretariat-General's Registers with interfaces on Europa website	O		I	DG DIGIT DG COMM	66 783.76	Finalised in May 2019, not yet published	
	Security Study for the new Register of Commission Documents	O		I		25 000.00	Finalised in September 2019, not published	

⁶ Reason why the evaluation/other study was carried out, please align with Annex 3 of the MP 2016. The individual symbols used have the following meaning: L - legal act, LMFF - legal base of MFF instrument, FR - financial regulation, REFIT, REFIT/L, CWP - 'evaluate first', O - other (please specify in Comments)

⁷ Specify what programme/regulatory measure/initiative/policy area etc. has been covered

⁸ FC - fitness check, E - expenditure programme/measure, R - regulatory measure (not recognised as a FC), C - communication activity, I - internal Commission activity, O - other - please specify in the Comments

⁹ Allows to provide any comments related to the item (in particular changes compared to the planning). When relevant, the reasons for cancelling evaluations/ other studies also needs to be explained in this column.

		OECD – Indicators for Regulatory Policy and Governance (iREG) for the European Union	0		0		200.000	Finalised in September 2019, grant agreement with OECD to update indicators to more EU countries	
b. Other studies cancelled in 2019									
None									

ANNEX 10: Specific annexes related to "Financial Management"

The control systems for financial management at the Secretariat-General¹⁰ show the following features:

- Each transaction is of a given type that corresponds to a risk profile (inherent risk) and a control system (control risk: set of control procedures)
- Each transaction is subject to one or more primary control objectives (with indicators) and/or secondary control objectives and/or occasional control objectives
- Each transaction benefits for each applied control objective from one or more primary assurance and/or secondary assurance and/or occasional assurance
- Each transaction forms part (or not) of one or several accounting tables in Annex 3 to the Annual Activity Report

The internal control framework for financial management is built around the three lines of defence model:

- 1. The first line of defence is about day-to-day ownership and management of risk and control: internal control processes designed to identify and assess significant risks, execute activities as intended, highlight inadequate processes, address control breakdowns, and communicate to key stakeholders of the activity.***
- 2. The second line of defence includes various risk management and compliance functions put in place by management. The second line of defence helps ensuring that controls and risk management processes implemented by the first line of defence are designed appropriately and operating as intended.***
- 3. Internal auditors (IAS) and external auditors (ECA) serve as the third line of defence with a high level of organisational independence and objectivity.***

¹⁰ The Article 50 Task Force on the negotiations with the United Kingdom (TF50) and the Structural Reform Support Service (SRSS) have granted a co-delegation to the Secretariat-General on the administrative budget lines that form their global envelopes. In accordance with the Internal Rules, TF50 and SRSS should have co-delegated to the Pay Master Office (PMO) the payments to be authorised for missions and experts, instead of co-delegating them first to the Secretariat-General (SG). Technically, the Directorate-General for Budget could only implement such an arrangement by showing the Pay Master Office as a local position with the Secretariat-General as fund management centre and not a co-delegated entity. As a result, the Directorate-General for Budget is unable to filter these expenses from the Secretariat-General's Annual Activity Report and assign them to the Pay Master Office. For the 2019 Annual Activity Report, this affects commitments as well.

The correct figures for Annex 3 Table 1 "Outturn on Commitment Appropriations" should show EUR 6 458 483.18 (and not EUR 7 921 374.58). This has an impact also on the corresponding commitment appropriations, as well as on Table 3 "Breakdown of commitments to be settled". The total correct amount for commitments is EUR 9 783 343.16 (and not EUR 11 246 234.56).

The correct figures for Annex 3 Table 2 "Outturn on Payment Appropriations" should show EUR 6 041 827.93 (and not EUR 7 283 551.71). This has an impact also on the corresponding payment appropriations, as well as on Table 3 "Breakdown of commitments to be settled". The total correct amount for payments is EUR 8 586 393.90 (and not EUR 9 828 117.68).

Types of transactions	Control objectives	Forms of assurance	Annex 3	Colour codes
<p>- Grants</p> <p>- Public Procurements</p>	<p>RER (residual error rate)</p> <p>CE (cost-effectiveness and time-efficiency)</p> <p>AFS (fight against fraud)</p> <p>SA (safeguarding of assets)</p> <p>RR (reliability of reporting)</p> <p>SFM (effectiveness, efficiency, economy)</p>	<p>- Ex ante: Prevention (appropriate clauses and instructions); Detection (review); Correction (Initiating Agent/Verifying Agent)</p> <p>- Performed by SG staff before the transaction is finalised</p> <p>- Ex post: Detection (review); Cure (recommendations); Opinion (report)</p> <p>- Performed by the Secretariat-General's staff after the transaction is finalised</p> <p>- Third-Party: Information (negative assurance)</p> <p>- Performed by beneficiaries and contractors</p> <p>- Independent: Opinion (report)</p> <p>- Performed by auditors</p>	<p>Expenses (table 2)</p> <p>Assets (table 4)</p> <p>Income and costs (table 5)</p> <p>Guarantees (table 5bis)</p> <p>Revenues (table 7)</p>	<p>Primary: green</p> <p>Secondary: blue</p> <p>Occasional: yellow</p> <p>N/A: no filling</p>

I. Historical Archives Grant

Transaction	Control objectives and forms of assurance					
EUI Grant	RER ¹¹	CE ¹²	AFS ¹³	SA ¹⁴	RR ¹⁵	SFM ¹⁶
	Ex ante	N/A	Ex ante	Ex ante	Ex ante	Ex ante
	Ex post	N/A	Ex post	Ex post	Ex post	Ex post
	Third-party	N/A	Third-party	Third-party	Third-party	Third-party
	Independent	N/A	Independent	Independent	Independent	Independent

Indicators	Estimated (residual) error rate below 2 % of the grant	Cost-effectiveness ratio and legal requirements for time-to ratios if any	No fraudulent activities reported in ex post and audit reports	Pre-financing payments properly recorded in ABAC to show on the balance sheet	Pre-financing payments properly recorded in ABAC to show on the balance sheet	Value for money of the EUI services for the historical archives
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II. Public Procurement (and administrative expenses)

- ¹¹ RER – primary objective: amount at risk and declaration of assurance. Legality and regularity is systematically verified ex ante by initiating and verifying agents (annual). Information (annual activity report) is provided by the EUI to substantiate the payment request (annual). An independent audit was carried out (2016/2017).
- ¹² CE – secondary objective: staff costs should be kept under control to reflect the implementation by a third-party and time-to indicators are legally binding. Cost-effectiveness will be computed on the basis of FTE's and payments made and time-efficiency on the basis of time to inform and time to grant (annual).
- ¹³ AFS – occasional objective: the EUI is a beneficiary that is shown in the basic act and which has a very long working relationship with the Commission. Anti-fraud's provisions are included in the FPA. Information on fraud is provided by the EUI - at a minimum negative assurance (annual).
- ¹⁴ SA – secondary objective: only pre-financings are at risk and the EUI is a public body. Pre-financings will be recorded in the books and cleared with the final payment. Information is provided by the EUI to substantiate the payment request (annual).
- ¹⁵ RR – secondary objective: no clearing of pre-financings before final payment; no accrued expenses. Amounts and G/L accounts are systematically verified ex ante by initiating and verifying agents (annual). Accrued expenses are not computed under the light cut-off procedure (no material impact)
- ¹⁶ SFM – primary objective: purpose of the grant, related deliverables, expenditure-related outputs and expected results. Annual work programmes underpinning SGA's are systematically verified ex ante by operational agents (annual). The interinstitutional group of depositing institutions review all annual work programmes (annual). Information is provided by the EUI to substantiate the payment request (annual).

Transaction	Control objectives and forms of assurance					
Direct Contracts, Specific Contracts and Order Forms	RER ¹⁷	CE ¹⁸	AFS ¹⁹	SA ²⁰	RR ²¹	SFM ²²
	Ex ante	N/A	Ex ante	Ex ante	Ex ante	Ex ante
	Ex post	N/A	Ex post	Ex post	Ex post	Ex post
	Third-party	N/A	Third-party	Third-party	Third-party	Third-party
	Independent	N/A	Independent	Independent	Independent	Independent

Indicators	Estimated (residual) error rate below 2 % of the related expenses	cost-effectiveness ratio	No fraudulent activities reported in ex post and audit reports	Pre-financing payments properly recorded in ABAC to show on the balance sheet	Pre-financing payments properly recorded in ABAC to show on the balance sheet and correct use of G/L accounts	Value for money of the ordered goods and the services delivered
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¹⁷ RER – primary objective: amount at risk and declaration of assurance. Legality and regularity is systematically verified ex ante by initiating and verifying agents (annual). Information (deliverables; time-sheets) is provided by the contractor to substantiate the payment request (annual).

¹⁸ CE – secondary objective: staff costs should be kept under control. Cost-effectiveness will be computed on the basis of FTE's and payments made (annual).

¹⁹ AFS – secondary objective: specific contracts against other DG's framework contracts are the norm and direct contracts are the exception. Anti-fraud's provisions are included in the framework contracts.

²⁰ SA – secondary objective: only pre-financings are at risk and very few specific or direct contracts include a pre-financing provision. Pre-financings will be recorded in the books and cleared with the final payment. Information is provided by the contractors to substantiate the payment requests (annual).

²¹ RR – secondary objective: no clearing of pre-financings before final payment; no accrued expenses. Amounts and G/L accounts are systematically verified ex ante by initiating and verifying agents (annual). Accrued expenses are not computed under the light cut-off procedure (no material impact)

²² SFM – primary objective: purpose of the contract, related deliverables, expenditure-related outputs and expected results. Goods, deliverables, and services are systematically verified ex ante by operational agents (annual). Information is provided by the contractor to substantiate the payment request (annual).

Table: Overview of the estimated cost of controls at Commission (EC) level²³:

Public Procurement with Grant and Administrative Expenses							
Ex ante controls			Ex post controls			Total	
EC total costs (in EUR)	funds managed (in EUR)*	Ratio (%): Total ex ante control cost in EUR ÷ funds managed in EUR	EC total costs (in EUR)	total value verified and/or audited (in EUR)	Ratio (%): Total ex post control cost in EUR ÷ total value verified and/or audited in EUR	EC total estimated cost of controls (in EUR)	Ratio (%): Total cost of controls ÷ funds managed
1 306 175	9 828 118	13%	N/A	N/A	N/A	1 306 175	13%

²³ The total costs are based on the ATLAS values for the staff involved in the ex ante controls. The ATLAS activities include financial management; programme management; budget and accounting; management; general coordination; and ICT depending on the persons involved. This results in a total of **10.0 FTE's** (OIA; FIA; Management)

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

Not applicable for the Secretariat-General

ANNEX 12: Performance tables

General objective A: A New Boost for Jobs, Growth and Investment

Impact indicator: Percentage of EU GDP invested in R&D (combined public and private investment)

Source of the data: Eurostat²⁴.Eurostat table rd_e_gerdtot

Baseline (2012)	Latest known value (2017)	Target (2020) Europe 2020 target
2%	2.12% (provisional)	3%

Impact indicator: GDP growth

Source of the data: Eurostat table nama_10_gdp

Baseline (2014)	Latest known value (2018)	Target (2020)
1.7%	2.0%	Increase

Impact indicator: Labour productivity EU-28 as compared to US (US=100)
Explanation: Gross domestic product at 2010 reference levels per hour worked (purchasing power parity adjusted)

Source of the data: Annual macro-economic database of the European Commission's Directorate-General for Economic and Financial Affairs

Baseline (2014)	Latest known value (2018)	Target (2020)
76 (US=100)	77	Increase

Impact indicator: Resource productivity: Gross Domestic Product (GDP, EUR) over Domestic Material Consumption (DMC, kg)

Explanation: The indicator focuses on the sustainability of growth and jobs

Source of the data: Eurostat table env_ac_rp

Baseline (2010 – Eurostat estimate)	Latest known value (2018) provisional	Target (2020)
1.84 EUR/kg (EU-28)	2.04 EUR/kg (EU-28)	Increase

Specific objective A1: To ensure sound public finances, Related to spending prevent excessive macroeconomic imbalances, pursue programme(s) NO structural reforms for jobs and growth and boost investment by providing integrated fiscal, economic, employment and social policy guidance to the Member States

Result indicator: Rate of progress towards the implementation of the country-specific recommendations

Source of data: Commission services' analysis and information from Member States (missions, bilateral meetings, national reform programmes)

⁽²⁴⁾Eurostat periodically revises its published data (including corrections of baselines retrospectively) to reflect new or improved information, also for previous years. The latest published data are available by clicking on 'bookmark'. The 'latest known value' column reflects the data that were available at the time of the preparation of the *Annual activity report 2019* and is the reference point for the annual activity reports of Commission services.

Baseline (February 2015 assessment)	Target (2020)	Latest known results (2019)	Lead Unit(s)
3% fully addressed 9% substantial progress 41% some progress 35% limited progress 12% no progress	Improved take up of country-specific recommendations	9% fully addressed 17% substantial progress 44% some progress 25% limited progress 5% no progress	SG.D1
Completed evaluations: n/a			

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Country reports	Publication by Commission services	February 2019	27 February 2020	SG.D1 ²⁵
Country-specific recommendations	Adoption by the Commission	May 2019	Adopted on 5 June 2020 because of the EU elections end of May	SG.D1
Annual Growth Survey ²⁶	Adoption by the Commission	November 2019	17 December 2020 (prioritisation of new College)	SG.D1

Specific objective A3: The current multiannual financial framework is reviewed and a new MFF put in place for the post-2020 period

Related to spending programme(s) YES

Result indicator: Delivery of the mid-term review of the multiannual financial framework and proposals for the post-2020 multiannual financial framework

Source of data: Secretariat-General

Baseline (2015)	Interim Milestone (2016)	Target (Before 2020)	Latest known results (2019)	Lead Unit(s)
Implementation of current multiannual financial framework	Mid-term review of the multiannual financial framework	Political agreement on the post-2020 multiannual financial framework and its constituent programmes	At the December 2019 European Council, leaders discussed the main features of the new multiannual financial framework following the presentation of the negotiating box with figures by Finnish Presidency.	SG.A3

²⁵ Also responsible: DG ECFIN and DG EMPL (for the employment and social-related aspects)

²⁶ Also responsible: DG ECFIN and DG EMPL.

			The European Council mandated its President to take the negotiations forward with the aim of reaching a final agreement. This work continues in 2020.	
Completed evaluations: n/a				

Main outputs in 2019:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Conduct the negotiations of the post-2020 multiannual financial framework	Agreement in principle on the key elements of the future multiannual financial framework beyond 2020	October 2019	In December 2019, the Finnish Presidency presented the negotiating box with figures. The December European Council mandated the President of the European Council to lead the final phase of negotiations. Co-legislators had already adopted a number of negotiating positions by the end of 2019, allowing a dozen partial political agreements - 'common understandings' - to be reached on the main features of many key programmes	SG.A3

General objective B: An Area of Justice and Fundamental Rights Based on Mutual Trust

Specific objective B1: The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms					Related to spending programme(s) NO
Result indicator: Progress towards the benchmarks set in 2007 in respect of judicial reform and anti-corruption measures (and action against organised crime in the case of Bulgaria). This measures the extent of progress each year and the extent to which the previous year's recommendations have been followed					
Source of data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)					
Baseline (Commission report January 2016)	Target (2020)	Latest known results (2019)	Lead Unit(s)		
0 benchmarks fulfilled so far in accordance with the original Decisions establishing 6 benchmarks for Bulgaria and 4 for	There is a political objective that progress in the two Member States would be sufficient by 2020 to justify the conclusion of the	6 benchmarks fulfilled for Bulgaria and 0 benchmarks fulfilled for Romania so far in accordance with the original Decisions	SG.F1		

Romania	mechanisms		
Completed evaluations: n/a			

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Cooperation and Verification Mechanism reports	Adoption by the Commission	2 nd half of 2019	Adopted on 22 October 2020	SG.F1

General objective C: A Union of Democratic Change

Impact indicator: Voter turnout at European Elections

Source of the data: European Parliament

Baseline (2014)	Latest known value (2019)	Target (2019)
42.61%	50.66%	Increase

Source: European Parliament

Impact indicator: Number of opinions received from national Parliaments

Explanation: The number of opinions to a certain degree depends on the number of legislative proposals and policy communications put forward by the Commission

Source of the data: European Commission Annual report on relations between the European Commission and national parliaments

Baseline (2014)	Latest known value (2018)		Target (2020)
		(31 December 2019)	
506	569	159	Increase

Source: European Commission annual report on relations between the European Commission and national parliaments

Specific objective C1: Regulatory policy and related tools are fully developed and applied throughout the legislative cycle (planning to impact assessment to evaluation) in order to improve the effectiveness and efficiency of EU regulation. The acquis is 'fit for purpose' delivering its benefits by least cost

Related to spending programme(s) NO

Result indicator: Proportion of REFIT initiatives with quantified burden reduction estimated

Source of data: Regulatory Scrutiny Board

Baseline (2016)	Interim Milestones			Target (2020 - quantification now is limited but with ongoing work DGs should meet this target in 2020)	Latest known results (2019)	Lead Unit(s)
	(2017)	(2018)	(2019)			
10%	20%	30%	40%	50%	68%	SG.A2

Result indicator: Proportion of impact assessments passing the Regulatory Scrutiny

Board at the first submission Source of data: Regulatory Scrutiny Board				
Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2019)	Lead Unit(s)
50%	60%	70%	Not applicable for 2019 – only one impact assessment scrutinised	SG.A2
Result indicator: Major legislative amendments to existing legislation preceded by evaluations Source of data: Corporate Work Programme initiatives adopted				
Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2019)	Lead Unit(s)
16%	40%	60% There is a long lead-in time for evaluation work preceding impact assessment and adoption of proposals. Some priority or urgent initiatives may continue to be presented without full evaluation backing	Not applicable for 2019 – only one impact assessment scrutinised.	SG.A2
Result indicator: Percentage of (proposed) directives accompanied by Implementation Plans Source of data: VISTA				
Baseline (2016)	Interim Milestone (2018)	Target (2020)	Latest known results (year)	Lead Unit(s)
21%	30%	50%	...	SG.F3
Completed evaluations: n/a				

Main outputs in 2019:

All new initiatives and REFIT initiatives from the Commission Work Programme				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Further enhancing subsidiarity, proportionality and better regulation in the preparation and implementation of Union law (Follow-up measures to the Subsidiarity and Proportionality Task Force)	Implementation of the measures announced in the Commission's follow-up Communication COM(2018)703 (such as more aggregate reporting on national Parliaments' opinions)	Full implementation by July 2019	Measures implemented: - A Subsidiarity grid was launched and DGs were invited to use it. - The Secretariat-General revised the consultation to differentiate local and regional authorities including regional assemblies Full implementation of changes related to producing 'aggregate responses' and discounting the Christmas/New years period from the 8 weeks for national Parliaments' subsidiarity scrutiny	SG.A2 SG.G4 SG.G3
Other important outputs:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Commission Work Programme	Adoption by the Commission	To be decided by the new Commission	Adopted on 29 January 2020	SG.A1
Support the interinstitutional negotiations on the 'RPS/PRAC ²⁷ alignment' – Commission proposals 2016/798&799 for two European Parliament and Council Regulations adapting a number of legal acts providing for the use of the regulatory procedure with scrutiny to Art. 290 and 291 TFEU	Adoption of the proposals by co-legislators	Q1 2019	Agreement found on 64 of the acts to be aligned (Regulation 2019/1243). For the remaining 104 acts, negotiations continue	SG.G4
Opinions on impact	Timely delivery of opinions issued	Ongoing	Ongoing	RSB SG.A2

²⁷ Regulatory Procedure with Scrutiny or referring to its French denomination, Procédure de Réglementation Avec Contrôle (RPS/PRAC)

assessments issued in 2019 – support to the RSB	on all cases submitted by the Commission services			
Opinions on fitness checks and major evaluations issued in 2019 – support to the RSB	Timely delivery of opinions	Ongoing	Ongoing	RSB SG.A2
Analysis of sensitive infringement cases	Quality, timeliness and accuracy of information	Ongoing	Ongoing	SG.F3
Consolidate the information on the full life cycle of monitoring of the implementation and application of Union law, notably on infringements management	Themis/Infringements module fully operational	June 2019	The development team is currently finalising the implementation of the infringement related features. Project stakeholders have agreed to start using the THEMIS/Infringements module after the arrival of the new Commission for a smooth transition for the users.	SG.C5 SG.F3
Support the interinstitutional negotiations allowing to supplement the Common Understanding on delegated acts with a catalogue of legally non-binding criteria for the delineation between delegated and implementing acts	Adoption by co-legislators	Q1 2019	Negotiations were concluded successfully and the non-binding delineation criteria (2019/C 223/01) were published in the Official Journal on 3 July 2019	SG.G4 Legal service

Specific objective C2: A more democratic and accountable European Union opening up policy-making and enhancing its dialogue with citizens, stakeholders and national Parliaments

Related to spending programme(s) NO

Result indicator: Better Regulation Portal number of visitors

The Better Regulation portal is regularly visited: the related web pages receive a substantial number of unique visitors per month and a sizeable number of searches are performed

Source of data: SAS Web Analytics for website; Better Regulation Portal

Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2019)	Lead Unit(s)
30 000	20% increase compared to 2015 baseline of visits to existing relevant Europa website following the launch of the Better Regulation Portal	80 000 (similar to Transparency portal)	62 566 (Better Regulation Portal) 93 200 (related web presence)	SG.B4 SG.A5
Result indicator: Better Regulation Portal user satisfaction (number of users who declare that the site met their expectations)				
Source of data: Secretariat-General				
Baseline (n/a)	Target (2020)	Latest known results (2019)	Lead Unit(s)	
n/a	70%	73% ²⁸	SG.B4 SG.A5	
Result indicator: Number of registered citizens' initiatives				
Source of data: Secretariat-General				
Baseline (2015)	Interim Milestone (2016)	Target (2020)	Latest known results (2019)	Lead Unit(s)
6	8	15	16 ²⁹	SG.A1
Result indicator: Percentage of roadmaps, inception IAs, Commission proposals covered by feedback				
Source of data: Better Regulation Portal				
Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2019)	Lead Unit(s)
n/a	100%	100%	Roadmaps and Inception IAs: 89% Commission proposals: 57% ³⁰	SG.A2
Completed evaluations: n/a				

Main outputs in 2019:

Delivery on legislative proposals pending with the legislator

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Supporting the Council negotiations	Unanimous adoption of the	October 2019	Two decisions adopted by the	SG.G1

²⁸ Users were asked to score their general experience in user tests carried out by DG COMM in May 2019

²⁹ 40 in total since 2015

³⁰ The participation in public consultations is voluntary, so there is no direct control from the Commission on this indicator's variations, which are inevitable.

on the proposals for the composition of the European Economic and Social Committee and of the Committee of the Regions	decision by the Council		Council on 21 May 2019	
Commission opinion on the European Parliament's proposal for a draft regulation of the European Parliament laying down the regulations and general conditions governing the performance of the Ombudsman's duties (Statute of the European Ombudsman)	Adoption of the opinion by the Commission and consideration given to the opinion by Parliament and Council	2019	Opinion adopted on 31 October 2019	SG.C2
Other important outputs				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Follow-up to the European Ombudsman's requests	Quality and timeliness of follow-up	Ongoing	The Secretariat-General was one of the lead services mostly concerned by the European Ombudsman's requests. In total, the Secretariat-General coordinated 467 projects for replies to the European Ombudsman in 2019 and sent out 189 Commission replies	SG.C2
Annual report on subsidiarity and proportionality (in the future to be merged with what used to be the Annual report on the Commission's relations with national Parliaments)	Adoption by the Commission	July 2019	11 July 2019	SG.G3
Follow-up to national Parliaments' opinions	Quality and timeliness of follow-up to reasoned opinions and opinions received within the political dialogue with national Parliaments	Ongoing	Ongoing Courtesy or substance replies produced for each opinion of a national Parliament	SG.G3 SG.D SG.E SG.F
Aggregate replies to national Parliaments for initiatives on which a significant	Implement the new reply format; produce Guidelines for	July 2019	All necessary procedures are in place. No concrete case for aggregate	SG.G3 SG.D SG.E SG.F

number of them raise concerns (below yellow card threshold).	Commission services.		reply has materialised so far	
Follow-up to the opinions of the consultative committees (European Economic and Social Committee and the Committee of the Regions)	Quality and timeliness of follow-up to the opinions received from the European Economic and Social Committee and the Committee of the Regions	Ongoing	Ongoing Thanks to the updated procedure, introduced in October 2018, the timeliness of the follow-up improved substantially in 2019	SG.G1 SG.D SG.E SG.F SG.H
Lead the negotiations on the revision of the European political parties and foundations Regulation	Adoption of the revision by co-legislators in time for the European elections	March 2019	Compromise between co-legislators was reached in trilogue on 16 January 2019. The revision was signed on 25 March 2019. The publication in the Official Journal was on 28 March 2019	SG.G1
IT tools for efficient implementation of the new European Citizens' Initiative Regulation	New European Citizens' Initiative IT tools developed and ready for deployment	End 2019	All IT tools delivered or upgraded	SG.A1
Further development of the Better Regulation Portal	Roll-out of additional release(s) improving the possibilities for external stakeholders to provide feedback at relevant stages of the decision-making process and track the progress of initiatives	In 2019, all main features are developed and the Portal is improved to take into account users' feedback	Completed	SG.B4
Preparation of the Commission communication on the 'Conference on the Future of Europe'	Adoption by the Commission	22 January 2020	On track	SG.A5 SG.G

Specific objective C3: The public has easy access to information on the EU's work and contacts with stakeholders – from the preparation stage to the final documents

Related to spending programme(s) NO

Result indicator: Number of entities registered in the Commission transparency register

Source of data: SG

Baseline (2013)	Interim Milestone (2018)	Target (2020)	Latest known results (2019)	Lead Unit(s)
8 200	9 500	11 000	11 874	SG.C1
Completed evaluations: n/a				

Main outputs in 2019:

Delivery on legislative proposals pending with the legislator

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Public access to European Parliament, Council and Commission documents (COM(2008)229 final and COM(2011)137 final)	Monitor possible further developments as regards the position of the two other institutions with regard to this file	2019	Concluded. The European Parliament requested a withdrawal of the proposals. The Commission Work Programme sets Commission position on this legislative file	SG.C1

Other important outputs

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Support the negotiations on and the subsequent implementation of a new Interinstitutional Agreement for a mandatory register	Adoption and the subsequent implementation of the Agreement by the Parliament, Council and Commission	Q4 2019	Ongoing. The negotiations are to resume in the course of 2020	SG.C1
Development of a single Register of Delegated and Implementing Acts	Going live of the new Register	Q4 2019	Developments well advanced, launch date still to be decided	SG.G4
Support negotiations for the IIA Better Lawmaking: follow-up on informing EP about international negotiations and on trilogue transparency, and horizontal follow-up	Adoption by co-legislators	Q1 2019	Completed Negotiations at services level led to an agreement on the practical arrangements. However, they could not be concluded before the elections because of a principled opposition from Council and are suspended since then. The Secretariat-General closely follows the ongoing discussions in the Council on this matter and stands ready to take additional steps to enhance	SG.G1 SG.B3

			transparency of trilogues	
Handling of Commission replies to European Parliament questions, supported by a well-performing IT tool	Quality and timeliness of replies	Ongoing	Ongoing	SG.G1
	Integration of BASIL in Decide	In 2019, all Parliamentary questions are efficiently handled in Decide	Completed Successful deployment of Decide Replies on 31 July 2019, integrating replies to parliamentary questions and replies to Ombudsman inquiries	SG.G1 SG.B4

General objective D: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents

Impact indicator: Trust in the European Commission

Source of the data: Standard Eurobarometer on public opinion in the European Union

Baseline (EB 83 – Spring 2015)	Latest known value (EB 92 – Autumn 2019)	Target (2020)
40% tend to trust	47% tend to trust	Increase

Impact indicator: Staff engagement index in the Commission

Source of the data: European Commission

Baseline (2014)	Latest known value (2018)	Target (2020)
65.3%	69%	Increase

Specific objective D1: The policy-making process is efficiently steered and coordinated in order to ensure that the ten political priorities of the Commission are delivered on time and in a collegial way

Result indicator: Implementation rate of CWP Annex I initiatives
The translation of the President's political priorities into concrete deliverables in the CWP (and the subsequent realisation of the CWP) indicates the effectiveness of the link between the objectives and the delivery of policy initiatives

Source of data: Secretariat-General

Baseline (2015)	Interim Milestone (2017)	Target (2020)	Latest known results (2019)	Lead Unit(s)
16 out of 23	100%	100% Target defined by the	100%	SG.A1

initiatives delivered		priorities set out by the President. The aim is to deliver on all initiatives programmed in each year leading up to the end of the President's mandate		
Completed evaluations: n/a				

Main outputs in 2019:

Delivery on legislative proposals pending with the legislator

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Strengthening fiscal responsibility and the medium-term budgetary orientation in the Member States (Council Directive)	Progress in the Council	2019	Limited progress in the Council; the Commission underscored the importance of the issue in the Economic and Monetary Union Communication of June 2019	SG.D2
Commission proposal for progressively establishing unified representation of the euro area in the International Monetary Fund (Council Decision)	Progress in the Council	2019	Limited progress in the Council; the Commission underscored the importance of the issue in the Economic and Monetary Union Communication of June 2019	SG.D2

Other important outputs:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Reflection Paper 'Towards a Sustainable Europe by 2030, on the follow-up to the UN Sustainable Development Goals, including on the Paris Agreement on Climate Change'	Adoption by the Commission	Q1 2019	COM(2019) 22 was adopted by the Commission on 30 January 2019	SG.E2
Towards a new institutional framework for our energy and climate policy by 2025: options for enhanced qualified majority voting and for a possible reform of the Euratom Treaty	Adoption by the Commission	Q1 2019	COM(2019) 177 was adopted on 9 April 2019	SG.E2
Communication on more efficient law-making in the field	Adoption by the Commission	Q1 2019	Adoption of the Communication by the College on 16 January	SG.D2

of taxation: identification of areas for a move to qualified majority voting			2019	
Communication "Deepening Europe's Economic and Monetary Union: taking stock four years after the Five Presidents' Report"	Adoption by the Commission	Q2 2019	Adoption of the Communication by the College on 12 June 2019	SG.D2
Communication on more efficient law-making in social policy: identification of areas for an enhanced move to qualified majority voting	Adoption by the Commission	Q1 2019	Discussion with Ministers in the Employment, Social Policy, Health and Consumer Affairs (EPSCO) Council of 24 October 2019	SG.D3
Initiative to strengthen the enforcement of the Rule of Law in the European Union	Adoption by the Commission	Q3 2019	Communications published on 3 April 2019 and 17 July 2019	SG.F1
Other important outputs:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Chairing of Steering Groups on all Commission Work Programme items	Successful completion of inter-service process	Ongoing	In line with the Commission's working arrangements the Secretariat-General chaired all interservice groups for major initiatives including those in the Work programme	SG.D SG.E SG.F
Reports on the implementation of the European Agenda on Migration	Adoption by the Commission	Quarterly 2019	Reports adopted in March (COM 219 of 6 March 2019) and October (COM 481 of 16 October 2019)	SG.F2
Delivering on the objectives of the Security Union	Adoption by the Commission Recommendation Cybersecurity of 5G networks	Early 2019	Adopted on 26 March 2019	SG.F2
Assisting DG HOME in leading the Coordination Team meetings on the Refugee Crisis	Achievement of policy and operational objectives of the EU's response to the refugee crisis	Ongoing	Ongoing	SG.F2
Leading the Taskforce for the implementation of the Partnership Framework approach	Achievement of policy and operational objectives of the new Partnership Framework approach	Ongoing	Ongoing	SG.F

Support the negotiations on the legislative proposal on the European Solidarity Corps beyond 2020	Adoption of the proposal by the co-legislators	May 2019	Trilogue phase ongoing (part of MFF 2021-2027)	SG.D3
Leading the Taskforce for the implementation of European Solidarity Corps	Achievement of policy and operational objective of 100000 young volunteers placements by 2020	Ongoing	More than 190 000 young people have now registered to join the European Solidarity Corps. In total more than 58 000 opportunities for young people have been funded and over 34 500 European Solidarity Corps participants have already been deployed	SG.D3
4 th State of the Energy Union 2019 progress report	Adoption by the Commission	Q1 2019	Adopted on 9 April 2019	SG.E2
Report on the Strategic Action Plan on batteries	Adoption by the Commission	Q1 2019	Adopted on 9 April 2019	SG.E2
Implementation of the Digital Single Market Strategy	Adoption of the proposals by co-legislators	May 2019	Ongoing Agreement of co-legislators achieved in 28 out of 30 pending files	SG.E1
Implementation of the European Agenda on Migration	Follow up of approach announced in September 2017 mid-term review and the CWP 2019	Ongoing	Ongoing	SG.F2
Contribution to the ongoing negotiation process on the proposal for the European Labour Authority	Adoption of the proposal by the co-legislators	May 2019	Negotiations concluded in February. European Labour Authority established in July	SG.D3

Specific objective D2: The Commission's prerogatives Related to spending and positions in inter-institutional negotiations are programme(s) NO defended

Result indicator: Number of proposals for which the co-legislators substantially deviate from the initial Commission proposition and for which therefore unanimous agreement in the Council is required.

This indicator is relevant to the specific objective as it shows the number of instances where the Commission did not agree with the compromise presented by the Presidency in the Council and where the unanimous agreement of the Member States against the Commission's position is required

Source of data: Secretariat-General

Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2019)	Lead Unit(s)
0	0	0	0	SG.B3

Completed evaluations: n/a

Main outputs in 2019:

Delivery on legislative proposals pending with the legislator

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Participation to the Interinstitutional relations group (GRI) meetings and input to GRI fiches	Contribution to quality of GRI fiches	Ongoing	Ongoing	SG.B3 input to GRI fiches from SG.D, SG.E, SG.F and SG.A

Delivery on legislative proposals pending with the legislator

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Modern and efficient framework for Commission interinstitutional position-taking (GRI-procedures)	Quality of service	Ongoing	Ongoing	SG.B3 with input from all SG units concerned
Chairing pre-GRI meetings	Successful completion of pre-GRI procedures	Ongoing	Ongoing	SG.B3 with input from all SG units concerned
Joint Declaration on legislative priorities: weekly progress tracker and reinforced monitoring by GRI to identify proposals that require additional actions to ease the legislative process and secure adoption	Accuracy and timeliness of the tracker	Ongoing	Ongoing Of the 89 initiatives in the joint declarations, by the time of the European elections, 61 had been politically agreed or formally adopted by the European Parliament and the Council. By the end of 2019, 22 initiatives remained to be agreed	SG.B3 with contribution from SG.D, SG.E, SG.F
Pending legislative proposals weekly progress tracker and reinforced monitoring by GRI to identify proposals that require additional actions to ease the legislative process and secure adoption	Accuracy and timeliness of the tracker	Ongoing	Ongoing Of 544 proposals made or carried over by the Juncker Commission, 370 were agreed or adopted by the co-legislators by 30 November 2019	SG.B3 with contribution from SG.D, SG.E, SG.F
Overview of ongoing trilogue negotiations	Accuracy and timeliness	Ongoing	Ongoing	SG.B3
Attendance and reporting of ongoing trilogue negotiations	Accuracy and timeliness	Ongoing	Ongoing	SG.B3 SG.D SG.E SG.F

Interinstitutional calendar	Regularly updated Quality of information	Ongoing	Regularly updated. Traffic increased considerably following integration on revamped MySGnet and broader access given to all Commission staff	SG.G1 SG.A5 SG.C5
Commission Report "In-depth analysis of the implementation of the Joint Statement and Common Approach as regards the location of decentralised Agencies"	Adoption by Commission	Q2 2019	Report adopted on 26 April 2019	SG.G4

Specific objective D3: The President and the Vice-Presidents are provided on time with high quality, fit-for-purpose briefings as well as flash reports on major institutional and international issues

Related to spending programme(s) NO

Result indicator: Number of instances generating negative reactions from briefing users - and reasons for dissatisfaction- in relation to overall number of briefings/flash reports. The SG produces a very large number of briefings and flash reports: instances where the user of these documents goes back to the services having produced them with critical remarks is a very relevant indicator to measure the quality of briefings and flash notes and to be able to improve it

Source of data: Secretariat-General

Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2019)	Lead Unit(s)
0	0	0	0	SG.B3 SG.G2 SG.G3 SG.A4

Completed evaluations: n/a

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Briefings for Commission representatives at institutional and external events	Quality and timeliness	Ongoing	High numbers of briefing requests are handled on a daily basis by all units across the Secretariat-General. The Directorate for Strategy, Better Regulation and Corporate Governance, the Directorate for Interinstitutional Relations and the Directorate for External Relations alone, prepared more than 1 000 briefings and several other documents for the President, the Vice-Presidents, the Secretary-	SG.A4 SG.B3 SG.G1 SG.G2 SG.G3 SG.H1 SG.H2

			General and the Deputy Secretaries-General	
Coaching and training sessions on delivering effective briefing contributions	Number of people trained	10 participants per session	Number of sessions, all having gathered more than 10 participants: <ul style="list-style-type: none"> • Ariane training: 8 • DG-specific training: 4 • Swap lives coaching: 5 • Training to new Cabs: 7 • Training of SG policy units: 4 • "Train the Trainee" sessions: 3 • Campaign "Clear writing": 2 • Several personal ad-hoc trainings to Cabinets and SG staff 	SG.A4
Reporting and analysis on European Parliament activities	Quality and timeliness	Ongoing	Ongoing Formal reporting is ensured for all European Parliament activities and distributed via the VISTA tool. Delays in circulation may occur for committee meetings but are often compensated by ad hoc flashes on important points	SG.G SG.D SG.E SG.F SG.A
Early warning messages on sensitive issues for the other institutions and better anticipation of major issues of relevance for the European Council	Timeliness of information	Ongoing	Ongoing	SG.G2
Reporting COREPER I & II and the relevant Council formations: Same day flash reports Preparation and circulation of SI notes	Accuracy and timeliness of information	Ongoing	Ongoing	SG.G2 SG.G3 SG.D SG.E SG.F SG.A
Establish and maintain close working relationship with the Presidency, the General Secretariat of the Council, the	Quality and availability of information	Ongoing	Ongoing	SG.G2 SG.G3

President of the European Council Cabinet and expand the network of contacts with all Member States				
Representation of the Commission in all Coreper meetings (including in all Mertens/Antici group meeting preparing Coreper I and II)	Timely and accurate organisation of appropriate representation in meetings, provision of political intelligence to Commission representatives	Ongoing	Ongoing	SG.G2 and SG.G3 preparation based on input from SG.D, SG.E, SG.F and SG.A
Ensuring Commission representation in all meetings of the Political and Security Committee (as well as all meetings of the Nicolaidis group)	Timely and accurate organisation of appropriate representation in meetings, provision of political intelligence to Commission representatives	Ongoing	Ongoing	SG.H2
Reporting from Political and Security Committee meetings (and also Nicolaidis group meetings): Same day flash reports	Accuracy and timeliness of information	Ongoing	Ongoing	SG.H2
Social media monitoring and analysis, providing political intelligence	Quality of analysis Social media intelligence incorporated in briefings	Ongoing	Following the Secretariat-General's recent reorganisation, this activity has been discontinued	SG.A5

Specific objective D4: A strong performance management framework is implemented and resources are adequately allocated in all Commission services in order to deliver Related to spending programme(s) NO

efficiently on the political priorities of the Commission					
Result indicator: Percentage (%) of Secretariat-General recommendations addressed to Commission services implemented by Commission services					
The indicator will measure recommendations made by the Secretariat-General, and addressed to all Commission services, on draft versions of Strategic Plans, Managements Plans and Annual Activity Reports.					
Source of data: Secretariat-General					
Baseline	Interim Milestone		Target (2020)	Latest known results (2019)	Lead Unit(s)
	(2017)	(2018)			
n/a					
n/a	65%	70%	80%	81% ³¹	SG.A3
Completed evaluations: n/a					

Main outputs in 2019:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Instructions for the preparation of the 2020 Management Plans implementing the Strategic Plans 2016-2020	Release of the instructions	Q4 2019 (to be confirmed by the incoming Commission)	The 2020 management plan instructions became part of the new multiannual strategic planning and programming cycle, which was launched in Q1 2020	SG.A3
Instructions for the preparation of the 2019 Annual Activity Reports	Release of the instructions	November 2019	Instructions released on 7 November 2019	SG.A3
Adoption of the 2018 Annual Management and Performance Report for the EU budget (AMPR)	Adoption of the Report by the Commission	June 2019	Adopted on 25 June 2019	SG.A3 SG.A2
Communication across the Commission on the work and projects endorsed by the Commission corporate governance bodies will be strengthened, in line with a new communication strategy to be adopted.	Regular communication on the outcomes of the Commission corporate governance bodies	Communication strategy adopted and implemented	No separate communication strategy adopted, but continuous communication through presentations to relevant stakeholders as well as articles and revamped flash notes on the Commission's intranet etc.	SG.A6 SG.A5

³¹ Because of the transition to the new Commission, the 2020 management plans will only be finalised in 2020. The percentage reported here therefore only refers to the review of the draft 2018 annual activity reports.

Specific objective D5: Corporate IT investments and Related to spending strategy are aligned with the business priorities of the programme(s) NO Commission

Result indicator: Number of projects implemented despite a negative recommendation by IT Board regarding re-use and rationalisation

Source of data: IT Board minutes and GovIS2

Baseline	Interim Milestone		Target (2020)	Latest known results (2019)	Lead Unit(s)
	(2017)	(2018)			
n/a IT Board was created in 2015					
n/a	3	2	0 (The IT portfolio of the European Commission is fully optimised and all proposed IT investments are fully justified)	0	SG.A6

Completed evaluations: n/a

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Assistance to the IT Governance bodies in the priority setting for budget allocation for 2019-2020 for the common IT Budget on Heading 5	Adoption of the budget proposal by Information Technology and Cybersecurity Board.	March 2019	April 2019	SG.A6
Assistance to the corporate IT Governance bodies for the oversight, monitoring and review of the European Commission Digital Strategy	Adoption of the key short-term deliverables of the European Commission Digital Strategy	April 2019	Delayed. Final set of initial deliverables scheduled for adoption in January 2020	SG.A6

Specific objective D6: The corporate information security is implemented by an appropriate governance structure, strategy and framework in cooperation with DG DIGIT and DG HR

Result indicator: Actions successfully completed from the Action Plan on Information Security Governance following the IAS audit

Source of data: SG Records and minutes of the Information Security Steering Board (ISSB)

Baseline	Interim Milestone	Target	Latest known results	Lead Unit(s)
n/a Audit established in	(2016)	(2018)	(2019)	

December 2015				
n/a	60%	100% Completion of the IAS Action Plan on Information Security Governance	100%	SG.A6
Completed evaluations: n/a				

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Assistance to the IT Governance bodies on IT Security Risks and implementation of the IT Security Strategy	Reporting on risks to the IT Governance bodies and monitoring of the implementation of the IT Security Strategy	Ongoing	Ongoing reporting e.g. last risk reporting in December 2019	SG.A6

Specific objective D7: The highest ethical standards of service are promoted in order to encourage ethical conduct, accountability and an anti-fraud culture at all levels in the Commission

Related to spending programme(s) NO

Result indicator: Level of satisfaction of members of the Clearing House and of Cabinets' members with SG support (satisfaction survey will be organised to verify the level of satisfaction)

Source of data: SG

Baseline	Target (2020)	Latest known results (2019)	Lead Unit(s)
n/a	> 90%	In the framework of the update of the "Administrative Arrangements on co-operation and a timely exchange of information between the European Commission and the European Anti-Fraud Office" signed on 4 December 2018, it was concluded that the function of the Clearing House was no longer necessary. At the same time, a new mechanism for monitoring the follow-up of OLAF recommendations addressed to the Commission was set up, as envisaged in the above-mentioned Administrative Arrangements. On 27 November 2019, the Corporate Management Board welcomed the 'significant efforts' made in improving the follow-up of OLAF's financial	SG.C2

		recommendations, based on the new monitoring mechanisms	
Completed evaluations: n/a			

Main outputs in 2019:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Implementation / application of the New Code of Conduct for Commissioners	Handling of post term of office activities of current Commissioners	Ongoing	Information to the Members of the Commission on their obligations with regard to post term of office activities provided First notifications of post term of-office activities, in view of the adoption of corresponding Commission decisions (prior opinions of the Independent Ethical Committee, where necessary) and their publication processed	SG.C2
	Publication of mission costs	Ongoing	Published on bimonthly basis	
	Publication of Declarations of Interests of current Commissioners	January / February 2019	Support provided to the Members of the Commission for their declarations of interests in view of the publication of these declarations early 2019	
	Support to the person proposed as candidate for President of the Commission and Commissioners-Designate ref. their Declarations of Interest	Mid-2019	Support provided to the President-elect and the Commissioners-designate	
	Quality and timeliness of secretarial support to the Independent Ethical Committee	Ongoing	The Independent Ethical Committee issued opinions on four specific topics. The Secretariat-General managed the Committee's secretariat in a timely and adequate way in line with the requests from the members of the Committee	

	<p>Adoption of Annual Report on the application of the Code</p> <p>Information of the European Parliament about Members standing as candidate in the European elections and measures taken by the President in line with Article 10(4) of the Code</p> <p>Websites updated</p>	<p>February 2019</p> <p>January 2019</p>	<p>Adopted on 25 June 2019.</p> <p>On 6 February 2019, the President adopted Guidelines on Ethical Standards for the Participation of the Members of the Commission in the election campaign for the European Parliament elections 2019.</p> <p>The European Parliament was duly informed in line with the Framework Agreement and the Code of Conduct</p> <p>Complete overhaul of the website related to the Code of Conduct for the Members of the Commission</p>	
Swift and adequate replies to consultations from the Cabinets on the application of the Code of Conduct for Commissioners	Quality and timeliness of responses to consultations	Ongoing	All consultations were handled in a swift and adequate manner	SG.C2
Management and monitoring of information communicated by OLAF to the Commission in the framework of OLAF Regulation 883/2013 and the Administrative Arrangements between OLAF and the Commission	Quality of management and monitoring	Ongoing	<p>All information received from OLAF was handled in compliance with the Administrative Arrangements between the Commission and OLAF of 4 December 2018.</p> <p>A new mechanism³² for monitoring the follow-up of OLAF recommendations was established in 2019, as envisaged in the Administrative Arrangements.</p> <p>On 27 November 2019, the Corporate Management Board welcomed the 'significant efforts' made in improving the follow-up</p>	SG.C2

³² The new mechanism aims to increase the quality and frequency of information on the follow-up of OLAF recommendations by Commission services.

			of OLAF's financial recommendations based on the new monitoring mechanisms	
Follow the legislative procedure ref. the amendment of OLAF regulation 883/2013	Adoption of the Regulations	End 2019	Trilogue discussions on the revision of OLAF Regulation (EU, Euratom) n° 883/2013 started in the third quarter of 2019 The Secretariat-General closely followed the discussions, as well as the preparatory interservice work within the Commission	SG.C2
Application and review and application of the 1979 Commission rules for Patronage	Timely and accurate application Review and possible up-date of the rules	Ongoing June 2019	The Secretariat-General replied to consultations on patronage requests in a timely and appropriate manner The review of the current rules was postponed to 2020 to let the new Commission decide about the approach it wants to take	SG.C2
Analysis of DG requests for Commission participation in private law bodies and update of the inventory with regard to existing participations	Quality of service; Complete inventory update of existing participations	Ongoing	The inventory of the Commission's participation in private law bodies was kept up to date in 2019. Feedback on the Secretariat-General's advice regarding the possibility for the Commission to participate in specific entities was positive	SG.C2
Follow-up in the complaint procedure as foreseen by the Commission's Code of Good Administrative Behaviour	Quality and timeliness of replies	Ongoing	In 2019, several complaints were launched by citizens. The SG replied to requests for review whenever a review was requested. Whenever a complaint did not qualify as such under the Code, an answer was also provided or the correspondence was transmitted to the competent service for follow-up. Finally, the website related to the Code of Good Administrative Behaviour and the complaints procedures was reviewed	SG.C2

Follow-up of the consultations by DG HR concerning external activities of former staff members (Article 16 of the Staff Regulations)	Quality and timeliness of replies	Ongoing	Timely and consistently replied to a high number of consultations	SG.C2
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Specific objective D8: The Commission is sufficiently resilient to face unexpected events in an effective and coordinated manner and, in case of a major business interruption, continues operating its critical and essential functions and returns to normal activities within business relevant deadlines

Related to spending programme(s) NO

Result indicator: Number of hours needed for the President, Vice-Presidents and Commissioners to relocate to alternative premises in case the headquarters (BERL) are not operational due to unexpected events and business continuity is activated. The SG provides framework, guidance, training and support to hosting DGs and central services in order to establish the Relocation Plans for all Commission Members. It also checks the compliance with the Secretariat-General's guidance and organise alternative premises' tests and exercises

Source of data: Secretariat-General

Baseline (2015)	Interim Milestone (2016)	Target (2020 and beyond)	Latest known results (2019)	Lead Unit(s)
n/a	2	2	2 ³³	SG.A6

Result indicator: Capacity of the Duty Officers in all Commission DGs and Executive Agencies to take, in the event of major disruptions, timely decisions by fast response (within maximum 60 minutes).

The Secretariat-General, in its corporate role, provides training, tools, guidance and tests in order to support and measure the readiness of the Commission stand-by services to resume the critical functions as soon as possible. The Duty Officers in each DG and EA play a key role and their availability (24/7) is crucial. Every year the Secretariat-General tests their reactivity in an unanticipated exercise

Source of data: Secretariat-General

Baseline 2011	Interim Milestone (2016 ³⁴)	Target (2020)	Latest known results (2019)	Lead Unit(s)
62% of all DGs (the EAs were not in the scope)	More than 85% of all DGs More than 67% of 6 EA	More than 90% of all DGs More than 90% of 6 EAs	No specific duty officer test due to large-scale corporate exercise and on-going changes to the system for Cabinets Streamlined system approved by the Corporate Management	SG.A6

³³ Lessons learned from the corporate exercise 2019: New revised relocation plan template

³⁴ 86% in 2014 was an exceptional result above target and expectations.

			Board in October 2019	
Completed evaluations: n/a				

Main outputs in 2019:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Enhancing 'ARGUS' as the Commission's integrated process to react quickly, efficiently and in a coordinated manner to major crises affecting the Union	Updated inventory of the Commission's tools and mechanisms that can be used in a crisis situation	End 2019	The inventory has been updated	SG.H3
Specific business continuity exercise	Participation from all relevant services	End 2019	Corporate exercise took place on 21 February 2019 involving SG, HR, HR.DS, OIB, DIGIT, COMM, SCIC, BUDG and SJ	SG.A6
Improving the security (integrity, availability and confidentiality) of IT tools	Launching a prioritised action plan for implementing security measures	End 2019	Action plan launched on 27 June 2019; Implementation in progress	SG.A6
Updating arrangements for alternative premises for the College and the Secretariat-General	Adapted relocation plans	End 2019	Awareness raising activities and new template for relocation plans completed. Updating of plans for the new Cabinets by DGs in progress	SG.A6

Specific objective D9: Correct and timely transmission/ consultation of classified information by its intended recipients, in full compliance with Commission's Security is ensured					Related to spending programme(s) NO
Result indicator: Ensuring a fully functional and compliant Registry. Within service constraints and limitations, all documents are received, registered, consulted and transmitted in accordance with Security Rules (Commission Decision 2015/444 and Security Notices) and CENTER procedures handled by staff having followed a clearance procedure. Following the adoption of the new Security Framework in the Commission the procedures of the Central EUCI Registry have been updated. Operational modalities of exchanges between institutions have been adapted and agreed as well					
Source of data: Secretariat-General					
Baseline (2014)	Interim Milestone		Target (2020 and beyond)	Latest known results (2019)	Lead Unit(s)
	(2015)	(2016)			
Inspection by the Security Directorate showed "full compliance" of	As in the baseline	As in the baseline	Keep the same level of compliance to security rules	Full compliance with security rules ensured	SG.H3

CENTER and its network with Security Rules, and in particular, that all Confidential and Secret documents are registered and traceable.			Keep same level of good document management (all Confidential and Secret documents are registered, distributed and traceable		
<p>Result indicator: Stakeholder satisfaction Stakeholders of CENTER include: end users (Commissioners, Cabinet members, SG officials), peer entities (other Commission Registries and DGs with no registry) and other Institutions (Council, EEAS, Parliament) Source of data: Secretariat-General</p>					
Baseline (2013)	Interim Milestone		Target (2020 and beyond)	Latest known results (2019)	Lead Unit(s)
	(2015)	(2016)			
User satisfaction survey (December 2013) showed a very positive opinion on the reduction of use of paper (> 90%) and a positive opinion on the user support / consultations (>75% very satisfied / satisfied)	As in the baseline	As in the baseline	Same or improved levels of satisfaction on the basis of a new user satisfaction survey that will be launched in 2016	User satisfaction: 97.5%	SG.H3
Completed evaluations: n/a					

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Correct and timely delivery of EU classified information (EUCI) to the Commissioners, their Cabinets and within the Secretariat-General	Absence of disruptions in the delivery of EUCI	End 2019	No disruptions in 2019	SG.H3

Specific objective D10: The Commission's policy on information management, including document management and archiving, is developed and implemented to ensure appropriate access to information for Commission officials in the framework of their duties and the institution's memory

Related to spending programme(s) NO

Result indicator: Percentage of records created by IT systems integrated with Hermes

through the Hermes web services (HRS – Hermes Repository Services) compared to the total number of records stored in Hermes

This indicator measures the degree of integration of IT tools in the Commission producing documents, with the central Hermes repository. Hermes, due to the high number of records it contains, represents an important lever for the successful implementation of the information management policy

Source of data: DIGIT statistics

Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (year)	Lead Unit(s)
57%	65%	70%	70%	SG.C1
Completed evaluations: n/a				

Main outputs in 2019:

Output description	Indicator (e.g. adoption by the Commission; completion)	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Major upgrade of HAN (Hermes-Ares-NomCom)	Roll-out of the new HAN versions	End 2019	Concluded Two major releases have been deployed on 28 September and 13 December 2019	SG.C1
Hermes Repository Services	Extension of Ares Bridge functionality to other collaborative tools than SharePoint	End 2019	Ongoing	SG.C1
Digital Preservation Plan for the European Commission	Adoption by the Commission	End 2019	Delayed Consultation with relevant services ongoing	SG.C1
Guidance on the rules and best practices with regard to electronic signature according to eIDAS Regulation ³⁵ and new technologies.	Agreement on types of electronic documents and legal value needs at corporate level.	End 2019	Ongoing	SG.C1
Full deployment of the archival repository (Hermes Preservation Services, HPS II) and development of the future archive management module (HPS III), with a view to deployment in 2019	Decision on way forward on HPS III (buy or build). Solution design defined (target architecture, tailored use cases and required infrastructure)	End 2019	Delayed The business case for the future archives management system (HPS III), which includes the way forward and the solution design, was submitted to the ITCB at the end of January 2020.	SG.C1
Implementation of the work programme for 2018-2019 on data, information and	Monitoring of the implementation	Ongoing	Completed Continuous monitoring	SG.A6

³⁵ Regulation (EU) N°910/2014

knowledge management by the Information Management Steering Board			throughout 2019 and adoption of a new 2020-2021 work programme in November 2019	
Data Strategy at the European Commission Action Plan	Appointment of data correspondents in each Directorate-General	Q1 2019	Completed The network met 3 times in 2019	SG.A6
Data Strategy at the European Commission Action Plan	Endorsement of corporate data governance and data policies	Q3 2019	Completed	SG.A6
Data Strategy at the European Commission Action Plan	SG data inventory	Q2 2019	The Secretariat-General's contribution to the data inventory of Commission data assets completed	SG.A6
Management of the EU Historical Archives	Signing of a new framework partnership agreement with the European University Institute in Florence	April 2019	Concluded The framework partnership agreement was signed on 18 March 2019.	SG.C1
Cabinet Archives	Transfer to the Commission's Historical Archives at the end of the mandate of the College	End 2019	Concluded at the end of the mandate of the Juncker Commission.	SG.C1

Specific objective D11: Commission services respect the right to protection of personal data
 Related to spending programme(s) NO

Result indicator: Percentage of compliance with the data protection regulation for the inventory entries, within the deadline set by the EDPS
 This indicator consists of a permanent comparison between (a) the amount of processing operations on personal data identified in the services and inventoried and (b) the amount of processing operations duly notified to the DPO by the responsible service and appearing in the DPO register; this indicator has been consistently used since 8 years and has been adopted by the EDPS as the key monitoring tool for the performance of EU institutions and bodies

Source of data: Secretariat General

Baseline (2014)	Interim Milestone (2016)	Target (2020)	Latest known results (2019)	Lead Unit(s)
97%	>97%	>97% ³⁶	The number of processing operations in the DPO register are	DPO

³⁶ The compliance rate of the Commission increased from 96% to 98% between 2014 and 2015, however a rate above 97% will remain the target for the future as this rate guarantees that all "living" processing operations have been duly notified, the remaining 3% margin corresponds to normal evolution of the systems and procedures in a dynamic administration.

			1026. Following the adoption of Regulation (EU) 2018/1725, a new inventory system has been adopted by the European Commission. Consequently, all services have to review and transform their notified processing operations from notifications to records. At this moment the conversion rate from notification to records is 23%	
<p>Result indicator: Number of complaints to the Data Protection Officer (DPO) The indicator reveals the number of problematic situations brought to the knowledge of the DPO by data subjects (staff and citizens alike); this figure has consistently been very low (less than 10 per year). This reveals the absence of serious problems perceived or encountered by data subjects, or the lack of awareness of their rights. However, the fact that the figure has remained extremely low since the regulation has been in force, in spite of constant efforts of the DPO to increase awareness, suggests that the situation is globally satisfactory</p> <p>Source of data: Secretariat-General</p>				
Baseline (2014)	Interim Milestone (2016)	Target (2020)	Latest known results (2019)	Lead Unit(s)
5	<10	<10 ³⁷	16	DPO
<p>Result indicator: Number of complaints to the EDPS This is the same as for the previous indicator, except that the complaints addressed directly to the EDPS are generally more serious (or the situation is perceived as more serious by the complainant) than complaints addressed to the DPO</p> <p>Source of data: SG</p>				
Baseline (2014)	Interim Milestone (2016)	Target (2020)	Latest known results (2019)	Lead Unit(s)
7	<10	<10 ³⁸	4	DPO
Completed evaluations: n/a				

³⁷ The 2020 target aims at confirming that the situation remains under control; naturally the DPO is not directly capable of influencing the amount of complaints.

³⁸ There again the amount of complaints addressed to the EDPS has always been extremely low; the 2020 target aims at confirming that the situation remains under control. A sudden increase of the complaints to the EDPS could reveal a lack of confidence of the data subjects in the redress mechanisms in place at the Commission. The target for 2020 is based on the current indicator with the assumption that the regime of complaints to the EDPS will not be modified by the alignment of Regulation (EC) N° 45/2001 within the context of the new general data protection regulation (GDPR) which is foreseen to enter into force in 2018.

Main outputs in 2019:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Implementation of the Data Protection Officer's Work Programme for 2019	Successful implementation of the Work Programme	End 2019	Due to the delay in the legislative process for adoption of Regulation (EU) 2018/1725, adopted only in December 2018, organisation of the work of the DPO office has been determined directly by the Regulation, including its novel features to address; finalisation of implementing rules; establishment of guidance for data breaches; etc.	DPO
Monitor the implementation of the Commission's Data Protection Action Plan	Completion	End 2019	Completed The Data Protection Action Plan has been subject of bi-annual review by survey amongst all services	DPO
Support and advise the Commission's services in ensuring compliance with data protection rules	Production of new guidelines and establishment/review of necessary procedures	End 2019	New guidelines have been produced in the area of -Data breach handling -Record filling by use of corporate records In addition, a Data Protection Guide has been published	DPO
Introductory course to the new data protection Regulation (EU) 2018/1725 by external provider	10 courses organised	End 2019	External provider has provided 23 courses. In addition, the DPO office has organised 2 workshops on data breach handling	DPO
Update the data protection eLearning to adjust content to the new Regulation	eLearning fully updated	Q3 2019	Update postponed in light of training priorities	DPO
Awareness raising and training support offered to all Directorates-General by the Data Protection Officer's office	4 sessions per month organised	1 st half 2019	Awareness raising activities have taken place, in particular via bilateral with management, with speeches etc. In addition, the DPO office has presented its activities at the courses presented by an external provider Finally, the DPO office has organised 2 workshops on data breach handling	DPO

Upgrade the new Data Protection Record Management System (DPMS) in order to improve its usability and interoperability, design and integrate additional tools for data protection, and conclude arrangements with other EU institutions and bodies for the use of the system	Smooth running of the DPMS, successful integration of additional features and effective inclusion of new users	End 2019	Completed, including in relation to: -Correction of deficiencies and enhancements as requested by the system owner, business manager and the users. -Updates to technical infrastructure as requested or recommended by DIGIT -End-user support, training and coaching. -Updates to the project documentation. - Deployment of new functionalities such as the corporate (centralised, de-centralised) record feature As the system development progress, new additional tools have been identified for future deployment, including: -Data breach register	DPO SG.C5
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Specific objective D12: The Commission's decision-making process runs smoothly, works continuously and is effectively managed and monitored.		Related to spending programme(s) NO		
Result indicator: Timely and regular adoption, and post-adoption handling, of Commission decisions according to the highest quality standards and in line with legal and political requirements				
Source of data: Secretariat-General				
Baseline (2015)	Target (Continuous)	Latest known results (2019)	Lead Unit(s)	
100%	100%	100% ³⁹	SG.B1 SG.B2	
Completed evaluations: n/a				

Main outputs in 2019:				
Output description	Indicator (e.g. adoption by the Commission; completion)	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)

³⁹ The Secretariat-General managed more than 9 200 acts. Upstream coordination, anticipation of complex decision packages, cooperation with stakeholders across the Commission and strict quality control were applied ensuring a timely and efficient decision-making process in line with legal, procedural and political requirements.

Timely and regular adoption and post-adoption process	Quality of adoption and post-adoption handling Respect of legal and political requirements	Ongoing Ongoing	The Commission adopted more than 9 200 legislative and non-legislative acts through its legally sound decision-making process The Secretariat-General ensured quality processing and timely transmission, notification and publication of the adopted acts ⁴⁰	SG.B1 SG.B2
Reinforced monitoring, early warning, information and evaluation system in place	Identification of sensitive files Innovative solutions proposed Ex-post assessments on the handling of complex cases	Ongoing	As part of the upstream planning and coordination of the decision-making process, the Secretariat-General identified monitored and flagged politically sensitive files. To continuously enhance these tasks, the Secretariat-General constantly improved its early warning and information system.	SG.B1 SG.B2
Reinforced monitoring of the work of the Groupe des Relations Interinstitutionnelles with a view to identify proposals that require follow-up from the College to ease the legislative process and secure adoption	All outstanding interinstitutional issues identified by the GRI will be addressed at the level of the Heads of Cabinet or by the College	Ongoing until the end of the Commission's mandate	Completed Of 544 proposals made or carried over by the Juncker Commission, 370 were agreed or adopted by the co-legislators by 30.11.2019	SG.B1 SG.B3

40 Concretely, the Secretariat-General carried out more than 3 850 individual transmissions of acts to other EU institutions and national Parliaments, more than 13 800 individual notifications to Member States, businesses and other parties as well as more than 2 400 publications of acts and documents in the Official Journal of the European Union.

Specific objective D13: Commission corporate procedures handled by the SG are rationalised and streamlined. Relevant and up-to-date information and guidance to users of procedures is provided. Related to spending programme(s) NO

Result indicator: Contribution to the rationalisation and streamlining of SG corporate procedures
Source of data: SG

Baseline (2012)	Interim Milestone (Continuous)	Target (Continuous)	Latest known results (2019)	Lead Unit(s)
Setting up within the Registry of a centre of expertise (<i>pôle de procédures</i>) on SG corporate procedures.	The <i>pôle de procédures</i> analyses existing and/or new procedures and makes proposals for rationalising and streamlining them. This provides also the basis for the conceptual development of the corporate decision-making IT tool, Decide.	Measures streamlining the decision-making process are implemented by the Registry and developed in Decide	Drafting of a proposal for new Rules of Procedures (RoP): review, recast and merge of the current RoP and the rules giving effect to them. Launch of the work towards a e-signature for the authentication of the acts adopted by the Commission	SG.B4

Result indicator: Rate of completion of the drafting and updates of GoPro
Source of data: Secretariat-General

Baseline (2012 - 2013)	Interim Milestone		Target (From 2018)	Latest known results (2019)	Lead Unit(s)
	(2016)	(2016-2017)			
Transfer to SG.A of the responsibility regarding the manual of operating procedures of the Commission. First chapters of GoPro are on line	All chapters of GoPro, revised according to the Better Regulation package and the new Commission working methods, are on line in EN and FR	All procedures handled by the SG are integrated in GoPro	Updates are integrated in GoPro each time a change on the procedures or working methods intervenes	Completed All updates online including the changes introduced in December based on the main principles of the new working methods	SG.B4

Result indicator: Increased procedural knowledge in DGs and services
Source of data: Secretariat-General

Baseline (2012 - 2013)	Interim Milestone		Target (From 2017)	Latest known results	Lead Unit(s)
	(2016)	(2016-2020)			

			and beyond)	(2019)	
Setting up within the Registry of a centre of expertise (<i>pôle de procédures</i>) on SG corporate procedures	A training module is developed to give information sessions in the services on procedures and Decide	Information sessions are regularly given in DGs. SG Procedural Helpdesk provides upstream guidance to services on files submitted to the Commission. It gives efficient and clear advice to users	Services have a better Knowledge of the procedures and GoPro is a key tool for them. They need less "basic" advice and the helpdesk intervenes more on addressing more difficult issues, from the preparation to the adoption	Completed Trainings delivered on the decision-making process including during the bi-monthly welcome day sessions	SG.B4
Completed evaluations: n/a					

Main outputs in 2019:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Cleaning of empowerments	Adoption of repealing or revisions of existing empowerments Regular updates of the Register of conferred powers (empowerments and delegations) in GoPro	Ongoing	Completed Nine decisions adopted by the College granting delegated powers. Six of these decisions concern a revision/update of existing empowerments/direct delegations, while the remaining three are new empowerments. The adoption process of the Omnibus decision updating existing empowerments in light of the new Commission distribution of portfolios was launched end 2019. Registers of	SG.B4

			Empowerments and Delegations in GoPro were updated accordingly	
Guidance and information on procedures	Delivery of quality advice given by the helpdesk and through specific trainings (e.g. induction programme, welcome days)	Ongoing	Daily guidance and assistance on procedures. Trainings for new incomers and new Members of cabinets	SG.B4
Further drafting and regular updates of GoPro to increase knowledge and respect of procedures	Delivery of clear and updated information on procedures	Ongoing	Information on corporate procedures are online and regularly updated	SG.B4

Specific objective D14: The IT tools related to the decision-making process are streamlined and rationalised.			Related to spending programme(s) NO		
Result indicator: New releases of Decide					
Source of data: Secretariat-General					
Baseline (February 2015)	Interim Milestone		Target (From 2019-2020)	Latest known results (2019)	Lead Unit(s)
	(2016)	(2017-2018)			
First release of Decide ⁴¹	New decision module (rewriting of the first part of e-Grefe focusing on DGs). New planning module replacing Agenda Planning. Improvement of the transparency of delegated and implementing acts	Rewriting of the second (Cabinets) and third (SG) parts of e-Grefe. Progressive integration of other types of documents and absorption of related IT tools (Basil, ASAP, Petition). Integration of infringements by linking with Themis. Link with existing Registers. Extension to the interinstitutional part of the	Decide is a fully integrated system, covering all phases of the process and all types of documents, either by full absorption of concerned IT tools, or integration via adequate links. The process is streamlined, users are guided by a user-friendly tool, and synergy and efficiency gains have	Since the launch of the replies module in July 2019, Decide integrates replies to the parliamentary questions and to the Ombudsman's enquiries. Developments for the integration with the new register of delegated and implementing acts and for the integration with COMPASS.	SG.B4

⁴¹ Decide covers the decision-making process from planning to Commission adoption, including stakeholders' consultation.

		decision-making process. Integration with Legisweb	been harvested	New dashboards are available for Cabinets improving the efficiency of the decision-making process	
Result indicator: Extension of the use of e-TrustEx					
Source of data: Secretariat-General					
Baseline (2011)	Target (September 2016)		Latest known results (2019)	Lead Unit(s)	
Launch of a pilot phase for using e-Trustex for transmission from Decide (e-Greffe)	Exclusive use of e-TrustEx replacing e-mail transmission to all partner administrations		Exclusive use of the e-Trustex platform for the electronic transmission of documents from Decide (e-Greffe) to 8 EU institutions and bodies, 18 National Parliaments, 2 Permanent Representations and 3 Missions	SG.B4	
Result indicator: Implementation of an XML successor to LegisWrite					
Source of data: Secretariat-General					
Baseline (2011)	Interim Milestone		Target (2020)	Latest known results (2019)	Lead Unit(s)
	(2017)	(2018)			
LEOS (Legislation Editing Open Software) study launched under the ISA program to analyse the tools currently used by EU and MS public administrations to create and edit their legal texts	First pilot of LegisWeb, an XML editor	Integration between Decide and LegisWeb	The drafting of legislation is done within the Commission with an XML editor, fully integrated in Decide, easing the work of the different actors involved, improving the efficiency and quality of the	Integration between Decide Consultation and EdiT, XML successor to LegisWrite has been improved making easier the consolidation by the lead Directorate-General and facilitating teamwork in the consulted	SG.B4

			<p>decision-making process and allowing for optimal interoperability with the other institutions and the Publications' office</p>	<p>Directorates-General.</p> <p>Coordination and 'cross-feeding' with ongoing work of interinstitutional committees on document data and formats.</p> <p>The impact of EdiT on all translation tools and processes across the institutions has been analysed and shared with our institutional partners.</p> <p>As the tool becomes more and more adaptable, there is a growing interest from Member States, some of which have started developments to integrate LEOS in their systems (Spain) or are considering it (Germany).</p>	
Completed evaluations: n/a					

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Further development of Decide	Roll-out of major release(s)	By end 2019, the coverage of Decide has	Completed Four major releases	SG.B4

	<p>covering:</p> <p>Follow-up of on-going priorities (rewriting of e-Greffe into Decide Decision, integration of EdiT, sending information to the Better Regulation Portal and the Register of Delegated acts, Deciderinstitutional, further developing web services to link with DG tools, etc.).</p> <p>Further coverage of steps and/or documents of the decision-making process</p> <p>Improvements linked to users' feedback and procedural evolutions.</p>	significantly increased ⁴²	<p>completed.</p> <p>Decision module (part 2 – Cabinets workspace) delivered on 9 January 2019 according to business decision.</p> <p>Publication of stakeholders' consultation and summary reports on Europa initiated from Decide Planning.</p> <p>Transmission of information about corrigenda to the Register of delegated acts.</p> <p>New events from Decide Decision made available to other DG tools via web services.</p> <p>Revamping of validation tab in Decide Planning for better user experience.</p> <p>Launch of Decide Replies for the integration of Parliamentary questions and Ombudsman's inquiries.</p> <p>Development of dashboards for Cabinets improving the efficiency of the decision-making process (planning, consultation, decision and replies).</p> <p>Adaptations for the new Commission (organisational changes and new working methods).</p> <p>Proof of concept for the integration with COMPASS</p>	
Introduction of a new Common Drafting Tool for legal texts (EdiT, an XML editor)	EdiT progressively replaces LegisWrite in the Commission	By end 2019, legislative proposals drafted in EdiT are sent to the Council	Completed	SG.B4

⁴² Integration of replies to external requests and extension to further steps of the process

	and DocuWrite in the Council for the drafting of legal texts Interoperability of exchanges with other institutions and the Publications' Office is considerably improved with the use of an XML editor avoiding costly conversions	and Parliament		
Development of an e-College application based on the existing "mobimeet" application to allow College proceedings to be digitalised and paper less. While this action was not foreseen in the Annual Management Plan, it is based on a political commitment by the new President of the Commission	The use of the eCollege application was successfully implemented as of the first meeting of the new Commission mandate, as originally planned, and to the satisfaction of the users	4 December, on the date of the first meeting of the new Commission.	The e- College application is used on a regular basis at every College meeting. In the meantime, the upgrading of the application and extension of its use to preparatory meetings to the College meeting has been planned and will feature in forthcoming annual management plans	SG.B1 DIGIT

Preparing the Commission for the institutional transition

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents

Assist the President-elect and prepare the arrival and settling in of the new Commission

Main outputs in 2019:

Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
New SG Commission preparatory group	Setting up an internal group to steer the cross-cutting	Early 2019	Completed on time	SG.A

	preparations for the new Commission			
New Commission priorities	Preparation of proposals for the Commission's future priorities for consideration by the President-elect	Early 2019	Completed on time	SG.A With assistance from SG.D SG.E SG.F SG.H on policy aspects
Briefing for the new President	Coordination of the briefing preparing for President-elect and Commissioners-designate	Early 2019	Completed on time	SG.A
New working arrangements	Design of new working arrangements	Early 2019	Contribution to the new Working Methods prepared by the Cabinet of the President, the Mission Letters for the new Members of the Commission and to the Decision of the President on the establishment of Commissioners' Groups	SG.B
New rules of procedure	Design of new rules of procedure, as appropriate	Early 2019	A revised version of the Rules of Procedure was submitted to the hierarchy for a possible adoption at the beginning of the mandate of the new Commission	SG.B
Constitutive decisions: organisation of responsibilities of the Members of the Commission, revision of the empowerments, etc	Deliver on time quality and appropriate proposals	Arrival of new College	Draft decision on the organisation of responsibilities of the Members of the Commission was submitted to the Cabinet of the president on time for adoption at the first meeting of the new College The adoption process of the Omnibus decision updating existing empowerments in light of the new Commission distribution of portfolios was launched at the end	SG.B

			of 2019 Registers of Empowerments and Delegations in GoPro were updated accordingly	
Declarations of interest of new Commissioners	Monitoring and analysis of the declarations	Early 2019	The Secretariat-General provided support to Commissioners-designate for their draft declarations of interests	SG.C
Transition of IT systems	Swift adaptation of IT systems regarding new hierarchical chains and access rights for new Commission	Early 2019	As part of the Commission's commitment to transparency, new websites were created for the members of the von der Leyen Commission where their missions and meetings with organisations and self-employed individuals are published The Secretariat-General configured the access rights of staff members involved in this publication within the Application for Transparent Meetings with Organisations and Self-employed individuals (ATMOS) application and delivered a training program. It also introduced new BriefingNet sites to accelerate the preparation of briefings for the President and the Vice-Presidents and the technical teams for ATMOS and BriefingNet archived all data of the Juncker Commission	SG.C
Logistical assistance to new Commission	Provide assistance regarding working spaces (office arrangements, meeting rooms, common working areas)	Early 2019	In close collaboration with the Secretariat-General, DIGIT, DG HR, OIB and SCIC planned and performed the logistical operation. The Secretariat-General	SG.C

	Provide assistance for President-elect mail handling	Early 2019	ensured that the office space plans, meeting rooms, common working areas and equipment for the von der Leyen Commission meet the needs and expectations of the President, Executive Vice-President, Vice-Presidents and Commissioners	
Hearings of new Commissioners in the European Parliament	Preparation of the hearings	Early 2019	The hearings went well in spite of a late start due to external factors (late nomination of one Commissioner), and tight deadline to be respected. The process could not be completed by 1 November 2019, but on 1 December 2019. This was due to the political dynamics within the Parliament and in the Member States. Briefing books were prepared for all the hearings	SG.G SG.D SG.E SG.F
Strategic external policy briefings	Ensure the new Commission is updated regarding next steps on external policy	Early 2019	The Secretariat-General drafted background strategic notes on external policy issues for the President-elect and the High Representative of the Union for Foreign Affairs and Security Policy-designate on a wide array of external policy issues	SG.H
In order to provide for a smooth institutional transition from a Commission mandate to the other, a user-friendly guide to the Oral procedure was provided in FR, DE and EN and accompanied by a set of four trainings on adoption procedures provided to new Cabinet staff.	The guide on the oral procedure was disseminated among Cabinet staff in paper and electronic format. Half of the trainings have been provided in December 2019 and the two remaining ones will take place in January 2020.	End January 2020	The circulation of the guide on the Oral procedure has been extensive. Its aim is to provide for complete and user-friendly information and it will likely be used on a regular basis throughout the mandate. The take up of the trainings by Cabinet staff has unfortunately been limited in December 2019 and lessons will need to be drawn	SG. B

			once the training programme is completed at the end of January 2020	
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ANNEX 13: Regulatory Scrutiny Board

2019 was the fourth full year of operation of the Regulatory Scrutiny Board. Given the point in the policy making cycle, with European Parliament elections held in May and a new Commission taking office in December, there were hardly any impact assessments. The Board scrutinised one impact assessment, which received an initial negative opinion. It was resubmitted later in the year and received a positive opinion. The Board turned its attention to fitness checks and major evaluations. In the course of the year, the Board issued opinions on 17 standalone evaluations, of which four were fitness checks. It also reviewed its working methods to support transparent and evidence-based policymaking.

The rate of negative opinions for evaluations increased significantly in 2019, to 47%, compared to 27% in 2018, but 41% in 2017. 2018 was somewhat unusual, with evaluations supporting MFF proposals and reduced time and information available to feed into the evaluations. In 2019, with more time available for the services, the Board kept its standards high for evaluations, which helps explain the increase in negative opinions.

When the services receive a negative opinion on an evaluation, there is no obligation for them to resubmit the file to the Board. Three of the eight evaluations, which received an initial negative opinion, did resubmit and in each case, the report had improved sufficiently for the Board to give a positive opinion.

The Board has scrutinised 52 evaluations since its creation compared to 190 impact assessments. With scrutiny of 17 evaluations in 2019, the Board is now in a position to provide more detailed observations on frequent weaknesses of evaluations. This issue and how the weaknesses might be remedied is the subject of a chapter in the Board's upcoming Annual Report 2019.

Board members are appointed for three years. 2018 and 2019 saw the beginning of the transition of the Board from its first to second incarnation. The Board must have four members to have a quorum. It lost quorum for three months from August to October and could not issue opinions. During this time, Board members reviewed two evaluations and provided comments (not opinions) to the services. It had published its 2018 Annual report in April and it organised its Annual Conference in September to reflect on the role and functioning of the Board over its first three years. It also invited a number of national scrutinisers to a networking event, and found a significant appetite for exchanges and mutual learning on scrutiny issues. The Board also reviewed its quality performance monitoring system, which it introduced in 2017.

The well-established practice of the Board holding 'upstream meetings' with the services to provide targeted advice at early stages of elaboration of the impact assessments and evaluations resulted in 20 meetings with operational services, covering 33 initiatives.

To communicate its insights as well as to improve its advisory function, the RSB participated in and organised a wide range of outreach activities. The Board engaged in discussions with experts from inside and outside the Commission. Its members participated in a number of technical and methodological workshops, seminars and conferences.

General objective C: A Union of Democratic Change				
Specific objective: The quality of impact assessments and evaluations is improved through the recommendations of the Regulatory Scrutiny Board		Related to spending programme(s) NO		
Result indicator: Percentage of impact assessments improved to a great extent between the last opinion of the Regulatory Scrutiny Board and the launch of the inter-service consultation				
Source of data: SG				
Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2019)	Lead Unit(s)
	In 2018 the RSB members' terms in office come to an end	Maintain/exceed 2018 level		

44%	60% improved to a great extent	Maintain/exceed 2018 level	Not applicable for 2019 – only one case scrutinised	RSB
Out of 18 IAs:				
44% to a great extent				
44% to some extent				
6% to a minor extent				
6% not at all				

Main outputs in 2019:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Opinions on impact assessments issued in 2019	Number of impact assessments, fitness checks and evaluations reviewed each year	35	1 opinion on impact assessment 17 opinions on evaluations and fitness checks	RSB SG.A2 ⁴³
Opinions on fitness checks and major evaluations issued in 2019			1 st submission: 9 positive opinions (53%) and 8 negative opinions (47%) 2 nd submission: 3 positive opinions, 5 not resubmitted)	
	On time delivery of the opinions on impact assessments, fitness checks and evaluations (In accordance with article 9.1 of RSB Rules of Procedure)	Ongoing	Opinions on 2 resubmitted files were delivered late due to lack of quorum	RSB SG.A2
	Improvement of the quality of impact assessments, fitness checks and evaluations prepared by Commission services after interaction with the Regulatory Scrutiny Board, based on a set of 10 standard quality criteria established by the Board	Ongoing	partial improvement – 33% substantial and major improvement - 67%	RSB SG.A2

⁴³ For the successful accomplishment of these outputs, the Regulatory Scrutiny Board will benefit from the assistance of unit SG.A2 as the secretariat to the board.

Provision of advice to Directorates-General	Number of upstream contacts with Directorates-General	20	20	RSB SG.A2 ⁴⁴
Business Plan 2019	Publication of the Regulatory Scrutiny Board Business Plan 2019	Q1 2019	N/A due to transition of Board	RSB
Annual conference on the regulatory scrutiny in the EU	Organisation of annual conference	Q1 2019	Conference organised on 20 September	RSB
Annual report on the activities of the RSB in 2018	Publication of the Regulatory Scrutiny Board 2018 annual report	Q1 2019	Published on 11 April 2019	RSB
Experts workshop at technical level on a regulatory scrutiny matter	Workshop organised	Q3 2019	Scrutiniser event organised on 22 September 2019	RSB

⁴⁴ For the successful accomplishment of these outputs, the Regulatory Scrutiny Board will benefit from the assistance of unit SG.A2 as the secretariat to the board.

ANNEX 14: European Fiscal Board

Relevant general objective: A New Boost for Jobs, Growth and Investment				
Specific objective A1: To ensure sound public finances, prevent excessive macroeconomic imbalances, pursue structural reforms for jobs and growth and boost investment by providing integrated fiscal, economic, employment and social policy guidance to the Member States.				Related to spending programme(s) NO
Main outputs in 2019:				
Output description	Indicator	Target	Latest known results (situation on 31/12/2019)	Lead Unit(s)
Advice to the Commission on the prospective fiscal stance appropriate for the euro area	Publication by the European Fiscal Board	June 2019	Presented to Commission college and published on 25 June 2019	EFB
Annual Report	Publication by the European Fiscal Board	October 2019	Presentation to the Commission college on 16 October 2019 and published on 29 October 2019	EFB
Cooperation with independent national fiscal councils	Workshop on the role of independent fiscal councils in the EU fiscal framework	February 2019	The workshop took place as planned on 28 February 2019	EFB
Assessment requested by the Commission President on the effectiveness of the EU fiscal rules with a focus on the six and two-pack legislation	Submission to the Commission President	August 2019	Submitted to President Juncker at the end of July 2019. Presented to Commission college and published on 11 September	EFB