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ANNEX 1: Statement of the Resources Director

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission¹, I have reported my advice and recommendations to the Secretary-General on the overall state of internal control in the Secretariat-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, 28/03/2018

[signed]

*Tatjana Verrier
SG Resources Director*

¹ Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission; SEC(2003)59 of 21.01.2003.

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

2.2.1 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 Source of data: Analytic Platform				
Baseline (01/01/2016)	Target (2019)	Latest known results (2017)		Lead Unit
28.6%	40 %	29.6% (excluding SRSS) This objective was replaced in 2017 with a quantitative target of first female appointments at middle management level by 01/11/2019. SG target is 6. Since May 2017, SG has made 3 first appointments of women.		SG.R1
Indicator 2: Percentage of staff who feel that the Commission cares about their well-being Source of data: Commission staff survey				
Baseline (2014)	Target (Continuous)	Latest known results (2016)		Lead Unit
34.6% (EC-34.9%)	To be above Commission's average score in future staff surveys	SG-33% (EC-35%)		SG.R1
Indicator 3: Staff engagement index Source of data: Commission staff survey				
Baseline (2014) (2013)	Target (Continuous)	Latest known results (2016)		Lead Unit
64 (EC-65) 73 (EC-71)	To be above Commission's average score in future staff surveys	SG-66% (EC-64%)		SG.R1
Main outputs in 2017:				
Description	Indicator	Target	Latest known results	Lead Unit
HR Scorecard: monthly figures on available resources, vacant	Delivery	Monthly	Delivered In 2017, the objective was replaced to move to	SG.R1

posts and working patterns			Quarterly reports	
SG HR Report	Delivery	Biannual	Delivered In 2017, the objective was replaced with annual delivery	SG.R1
Specific training program designed for AD women: "So you want to be a Head of Unit?"	Number of participants in 2017	>20	This 3-day course was replaced by other format. A new training course "Women in management – is it for you?" was organised in 2017 and 16 SG women participated. A lunchtime conference on Women Leading the Way was also organised and 7 women from SG participated	SG.R1 (AMC 5)
Follow-up on gender target in the final selection procedure	Share of female candidates applying for Middle-Management positions	>30%	56.10% (23 candidates out of 41)	SG.R1
Staff Survey 2017	Staff participation (s.p.) Staff engagement index (s.e.i)	s.p. ≥55% s.e.i ≥66%	Staff survey did not take place in 2017 Result in 2016: - s.p. 55% - s.e.i. 66%	SG.R1/ SG.F5
Local fit@work programme targeted to SG's needs	Information sessions to help staff to improve work-life balance	Monthly	Following the implementation of new HR delivery model, HR.AMC.5 has been working on improving the offer in relation to staff well-being and fit@work. In 2017, the following activities were organised: - 5 conferences - 2 blood collections - 2 charity booksales - launch of the European Week of sports, with 11 sport sessions	SG.R1 (AMC 5)

2.2.2 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 2015	Target (Continuous)	Latest known results (2017)	Lead Unit
1.23%	< 1%	0.13%	SG.R2

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

Baseline	Target (Continuous)	Latest known results (2017)	Lead Unit
77.09%	> 80%	87.14%	SG.R2

Indicator 3: Percentage of HAN files shared with other DGs

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

Baseline (2015)	Target (Continuous)	Latest known results (2017)	Lead Unit
2.91%	> 20%	74.96%	SG.R2

Main outputs in 2017:

Description	Indicator	Target	Latest known results	Lead Unit
Implementation of new electronic working methods, notably as a general rule the compulsory use of the paperless e-signatory for the validation of internal documents created and sent by the Secretariat-General	Number of registered documents with a fully approved e-signatory (no paper circulation in parallel).	30% of registered documents approved in full electronic mode	43% Since its implementation	SG.R2
Sharing information with other DGs – SG files content made available for other	- Number of SG files ⁴ with file readers expanded to other	>8%	74.96%	SG.R2

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](#).

⁴ This does not apply to HAN files integrated in Hermes from other applications/registers

DGs /entities	DGs/entities - Awareness action to the use of markings			
Five years after their creation, review of the SG documents with a marking or with a classification in order to verify with the CF unit if this level of sensitivity is still needed	Numbers of SG Ares documents created between June 2009 and December 2011	Reviewing of 100% of the targeted documents	Ongoing The analysis highlighted the need to broaden the discussion with the Local Security Officer (LSO) in SG R4 and with DG HR's Security Directorate (HR.DS)	SG.R2
Transfer or elimination of the SG Adonis paper files with an expired administrative retention period (ARP)	Number of transferred or eliminated SG Adonis files	>50% of SG Adonis files with expired administrative retention period	70%	SG.R2
Registration of important emails via Areslook – Trainings for SG staff	Number of emails registered via Areslook	>2016 number (5387)	5396	SG.R2

2.2.3 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 November 2014	Target (2020)	Latest known results (November 2017)	Lead Unit
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%	Total "Positive": 40% Neutral: 37% Total "Negative": 21%	SG.F5

Main outputs in 2017: Policy-related outputs

Description	Indicator (e.g. adoption by the Commission; completion)	Target	Latest known results (situation on 31/12/2017)	Lead unit
New SG presence on Europa under the Digital Transformation Project, thematic classes 'About the Commission', 'Strategy' and 'EU law': complete with improvements and maintain the revamped content	All SG content transformed No outdated content	End 2017	All explanatory content transformed and continually updated As regards national Parliaments' opinions, these documents have not yet migrated for technical reasons.	SG.F5
Direct reach of SG communication actions via Europa pages	Number of unique visitors to the SG Europa pages	Avg December 2017 > January 2017 ⁵	1,477,343 yearly unique visitors Increase December to January: 131,591 from 92,836	SG.F5

Annual communication spending (based on estimated commitments):

Baseline (2016):	Target (2017):	Total amount spent	Total of FTEs working on external communication	Lead Unit
739,219.50 ⁶	1,168,000 EUR ⁷	1,447,293.47 ⁸	5.6 in 2017	SG.F5

⁵ New web analytics tool as of January 2017

⁶ Amount committed.

⁷ 360 000 EUR managed by F5 (including 250 000 EUR from COSME programme for promotion of Better Regulation Agenda),

500 000 EUR for communicating European Citizens' Initiative (COSME) managed by C4

8 000 EUR from COSME for REFIT scoreboard online publication managed by C1 as well 300 000 EUR for SG publications budget – History of the Commission Vol3. All together 1 168 000 EUR

⁸ The amount spent represents the total amount contracted in 2017. It is higher than the target for 2017 because the funds from COSME programme i.a. for promotion of Better Regulation were requested and granted during the year.

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**
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- Table 6 : Average Payment Times**
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- Table 9 : Ageing Balance of Recovery Orders**
- Table 10 : Waivers of Recovery Orders**
- Table 11 : Negotiated Procedures (excluding Building Contracts)**
- Table 12 : Summary of Procedures (excluding Building Contracts)**
- Table 13 : Building Contracts**
- Table 14 : Contracts declared Secret**

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2017 (in Mio €)					
			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)	0,08486937	0,75792316	893,05 %
Total Title 02			0,08486937	0,75792316	893,05%
Title 18 Migration and home affairs					
18	18 04	Fostering European citizenship	0,61664695	0,5991	97,15 %
Total Title 18			0,61664695	0,5991	97,15%
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	8,69529083	8,63514374	99,31 %
Total Title 25			8,69529083	8,63514374	99,31%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	1,03966079	1,03966079	100,00 %
Total Title 26			1,03966079	1,03966079	100,00%
Total DG SG			10,45646794	11,0518277	105,69 %

* 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.

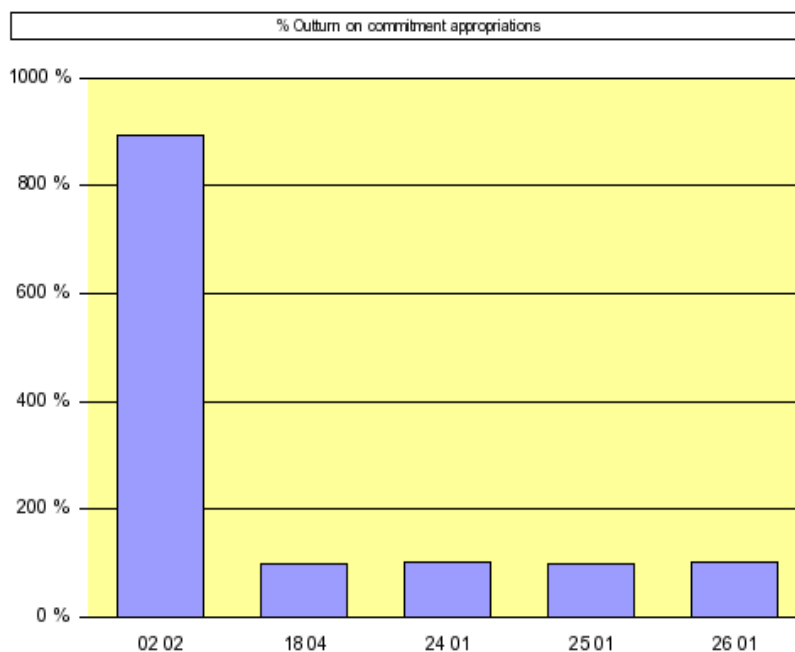


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2017 (in Mio €)					
Chapter			Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0,69047601	0,68570801	99,31 %
Total Title 02			0,69047601	0,68570801	99,31%
Title 18 Migration and home affairs					
18	18 04	Fostering European citizenship	0,83783959	0,64614250	77,12 %
Total Title 18			0,83783959	0,64614250	77,12%
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0,02000000	0,02000000	100,00 %
Total Title 24			0,02000000	0,02000000	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	10,34461373	6,59035906	63,71 %
Total Title 25			10,34461373	6,59035906	63,71%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	1,56433897	0,81105879	51,85 %
Total Title 26			1,56433897	0,81105879	51,85%
Total DG SG			13,45726830	8,75326836	65,04 %

* 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).

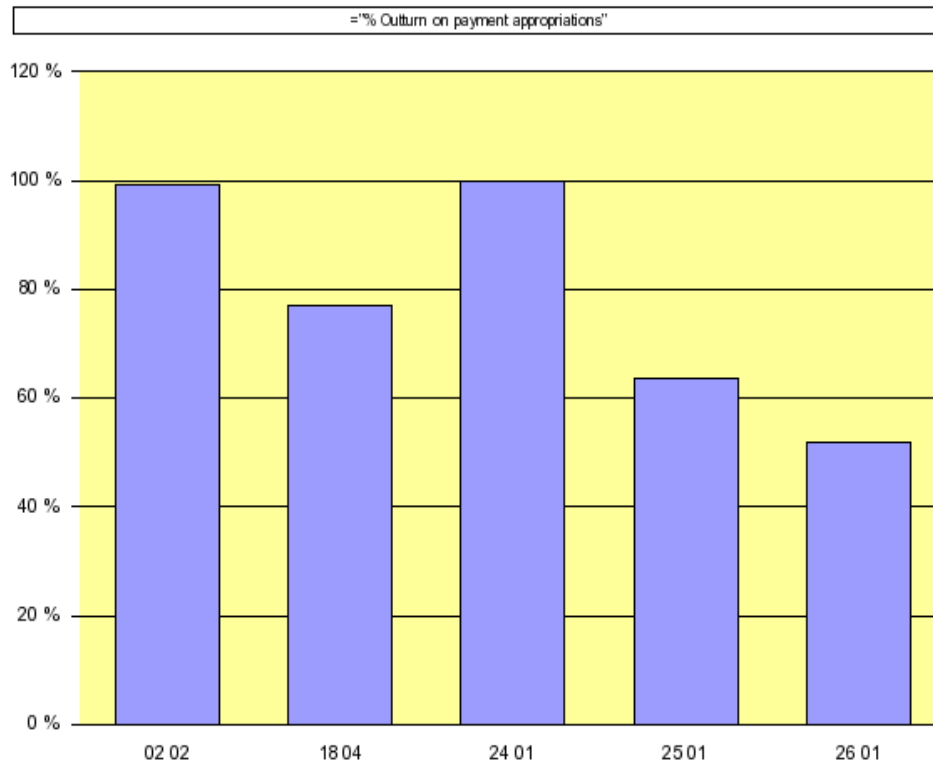


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (in Mio €)									
Chapter			2017 Commitments to be settled				Commitments to be settled from financial years previous to 2017	Total of commitments to be settled at end of financial year 2017	Total of commitments to be settled at end of financial year 2016
			Commitments 2017	Payments 2017	RAL 2017	% 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)	0,75792316	0,23	0,52734359	69,58 %	0,57	1,10	1,03
Total Title 02			0,75792316	0,23	0,52734359	69,58%	0,57202158	1,09936517	1,02715002
Title 18 : Migration and home affairs									
18	18 04	Fostering European citizenship	0,5991	0,01	0,59204555	98,82 %	0,00	0,59	0,64
Total Title 18			0,5991	0,01	0,59204555	98,82%	0	0,59204555	0,63908805
Title 24 : Fight against fraud									
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0,02	0,02	0	0,00 %	0,00	0,00	0,00
Total Title 24			0,02	0,02	0	0,00%	0	0	0
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	8,63514374	4,91	3,72556825	43,14 %	0,00	3,73	3,08
Total Title 25			8,63514374	4,91	3,72556825	43,14%	0	3,72556825	3,08412759
Title 26 : Commission's administration									
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	1,03966079	0,30	0,74401366	71,56 %	0,00	0,74	0,52
Total Title 26			1,03966079	0,30	0,74401366	71,56%	0	0,74401366	0,52467818
Total DG SG			11,05182769	5,46	5,58897105	50,57 %	0,57202158	6,16099263	5,27504384

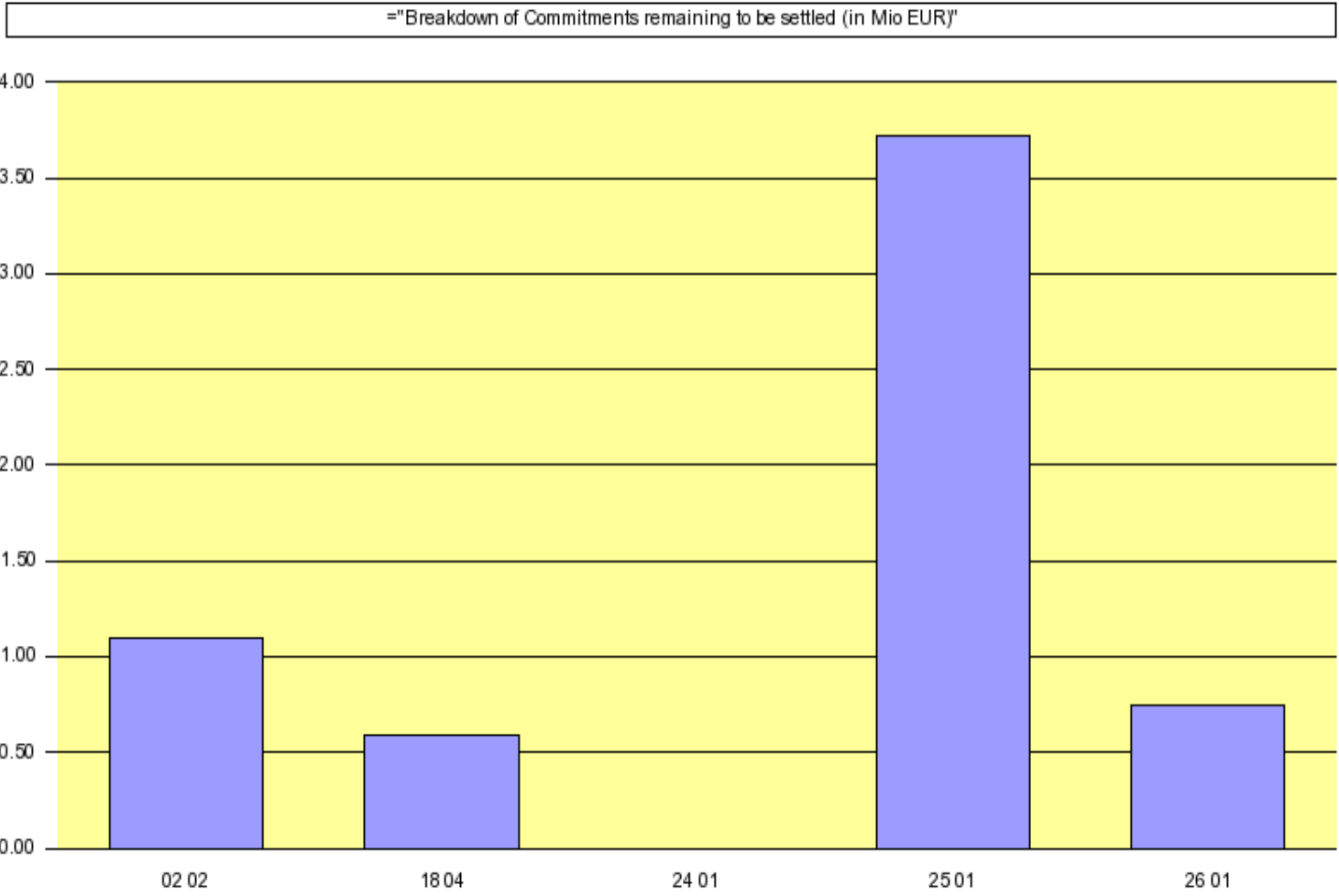


TABLE 4 : BALANCE SHEET SG

BALANCE SHEET	2017	2016
A.I. NON CURRENT ASSETS	3856505,56	3869043,12
A.I.1. Intangible Assets	3.856.505,56	3.869.043,12
A.II. CURRENT ASSETS	2285010,61	2200219,71
A.II.2. Current Pre-Financing	2.283.100,90	2.198.310,00
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	1.909,71	1.909,71
ASSETS	6141516,17	6069262,83
P.II. CURRENT LIABILITIES	-92776,69	0
P.II.4. Current Payables	-92.776,69	0,00
P.II.5. Current Accrued Charges & Defrd Income		0,00
LIABILITIES	-92776,69	0
NET ASSETS (ASSETS less LIABILITIES)	6048739,48	6.069.262,83
P.III.2. Accumulated Surplus/Deficit	27.226.704,57	24537714,35
Non-allocated central (surplus)/deficit*	-33.275.444,05	-30606977,18
TOTAL	0,00	0,00

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 DG 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.

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE SG

STATEMENT OF FINANCIAL PERFORMANCE	2017	2016
II.1 REVENUES	-798648,39	-707335,79
II.1.2. EXCHANGE REVENUES	-798648,39	-707335,79
II.1.2.2. OTHER EXCHANGE REVENUE	-798.648,39	-707.335,79
II.2. EXPENSES	7429195,09	3396326,01
II.2. EXPENSES	7429195,09	3396326,01
II.2.10. OTHER EXPENSES	5.184.506,56	2.691.694,24
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	2.244.688,53	704.631,77
STATEMENT OF FINANCIAL PERFORMANCE	6.630.546,70	2.688.990,22

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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 5bis : OFF BALANCE SHEET SG

OFF BALANCE	2017	2016
OB.1. Contingent Assets	359464,2	
GR for pre-financing	359.464,20	
OB.3. Other Significant Disclosures		0
OB.3.2. Comm against app. not yet consumed		0,00
OB.4. Balancing Accounts	-359464,2	0
OB.4. Balancing Accounts	-359.464,20	0,00
OFF BALANCE	0,00	0,00

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 DG 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 6: AVERAGE PAYMENT TIMES FOR 2017 - DG SG

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	677	675	99,70 %	10,5437037	2	0,30 %	92
60	9	9	100,00 %	13,66666667			

Total Number of Payments	686	684	99,71 %		2	0,29 %	
Average Net Payment Time	10,82215743			10,58479532			92
Average Gross Payment Time	11,35860058			11,12280702			92

Suspensions							
Average Report Approval Suspension	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	20	18	2,62 %	686	232.986,23	3,09 %	7.547.425,95

DG	GL Account	Description	Amount (Eur)

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2017

Chapter		Revenue and income recognized			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	
66	OTHER CONTRIBUTIONS AND REFUNDS	894867	0	894867	894867	0	894867	0
Total DG SG		894867	0	894867	894867	0	894867	0

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

Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2017			8	894867		
Sub-Total			8	894867		

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES	13	140128,34					13	140128,34	13	140.128,34	100,00%	100,00%
Sub-Total	13	140128,34					13	140128,34	13	140128,34	100,00%	100,00%
GRAND TOTAL	13	140128,34					13	140128,34	21	1034995,34	61,90%	13,54%

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 : CENSUS OF NEGOTIATED PROCEDURES - DG SG -
2017**

Internal Procedures > € 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Art. 134.1(b) (Without prior publication) Technical or artistic reasons, or reasons connected with the protection of exclusive rights	1	90.000,00
Total	1	90.000,00

This legal commitment relates to an agreement between the Secretariat-General and DG DIGIT whereby the latter develops training material for IT tools managing the Commission decision making process (DECIDE). These IT tools are developed by DG DIGIT. The staff trainings themselves are managed by the Secretariat-General.

TABLE 12 : SUMMARY OF PROCEDURES OF DG SG EXCLUDING BUILDING CONTRACTS

External Procedures > € 20,000

Procedure Legal base	Number of Procedures	Amount (€)
(Ext. act) Supply - International Open Procedure after publication of a contract notice (Art. 267.1(a) RAP)	1	54.000,00
(Ext. act) Works - International Restricted Procedure with prior publication (Art. 269.1(a)(i) RAP)	2	2.668.365,00
Total	3	2.722.365,00

Internal Procedures > € 60,000

Procedure Legal base	Number of Procedures	Amount (€)
Exceptional Negotiated Procedure without publication of a contract notice (Art. 134 RAP)	1	90.000,00
Negotiated Procedure with at least five candidates below Directive thresholds (Art. 136a RAP)	4	415.705,00
Open Procedure (Art. 127.2 RAP)	2	20.337.503,00
Total	7	20.843.208,00

Table 13 : Building Contracts

No data to be reported

Table 14 : Contracts declared Secret

No data to be reported

ANNEX 4: **Materiality criteria**

The Secretariat-General uses the guidelines provided in the Communication COM(2003)28 of 21 January 2003. According to these guidelines, only material reservations can be used to qualify the annual declaration.

The process of deciding whether a deficiency is material consists of the following steps:

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 means analysing:

- 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;

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

ANNEX 5: Internal Control Template(s) for budget implementation (ICTs)

PROCUREMENT DIRECT MANAGEMENT

The Secretariat-General mainly concludes contracts for IT service providers based on framework contracts made available by DG DIGIT; 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 EUR). The Secretariat-General itself manages maximum 1 to 2 open or restricted procedures per year for contracts exceeding EUR 60,000 EUR.

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	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	
			Control indicators	
The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate to meet the	Validation by AO(S)D of justification (economic , operation) for launching a procurement process	100% of the forecast procurements	Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section 3.2.5 Ares	Effectiveness: Number of projected tenders cancelled, Number of contracts discontinued due to lack of use (poor planning).

operational objectives 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	(2014)3702334 dated 04/11/2014	Efficiency: single global indicator = overall cost of control / payments made (%)
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NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

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	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The best offer/s are not submitted due to the poor definition of the tender specifications	AOSD supervision and approval of specifications	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	Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section 3.2.5 Ares (2014)3702334 dated 04/11/2014	Effectiveness: N° of procedures where only one or no offers were received. Efficiency: single global indicator = overall cost of control / payments made (%)

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

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	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	Formal evaluation process: Opening committee and Evaluation committee, presence of SG.R.1	100% of the offers analysed. Depth: all documents transmitted	Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section 3.2.5 Ares (2014)3702334 dated 04/11/2014	Effectiveness: Numbers of 'valid' complaints or litigation cases filed. single global indicator = overall cost of control / payments made (%)
	Opening and Evaluation Committees' declaration of absence of conflict of interests	100% of the members of the opening committee and the evaluation committee	Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section 3.2.5 Ares (2014)3702334 dated 04/11/2014	
	Exclusion criteria documented	100% checked. Depth: required documents provided are consistent	Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section	

			3.2.5 Ares (2014)3702334 dated 04/11/2014	
	Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision.	100% when conditions are fulfilled	Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section 3.2.5 Ares (2014)3702334 dated 04/11/2014	

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

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	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
<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). Operation authorisation by the AOSD</p>	<p>100% of the contracts are controlled, including only value adding checks.</p>	<p>Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section 3.2.5 Ares (2014)3702334 dated 04/11/2014</p>	<p>Effectiveness: Ex ante control - number of 'refusal for correction/cancellation'; - percentage of overdue payments Efficiency: single global indicator = overall cost of control / payments made (%)</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>		

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

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	How to determine coverage frequency and depth*	How to estimate the costs and benefits of controls	Possible control indicators
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%	Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section 3.2.5 Ares (2014)3702334 dated 04/11/2014	Effectiveness: Amounts associated with errors detected (related to fraud, irregularities and error). In % over total checked. single global indicator = overall cost of control / payments made (%)
	Review of exceptions reported and AOSD 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		

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

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

Not applicable for the Secretariat-General

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

No used in Annex 3 MP2017	Title	Reason ⁹	Scope ¹⁰	Type ¹¹	Associated DGs	Costs (EUR)	Comments ¹²	Reference ⁵
	I. Evaluations finalised or cancelled in 2017							
	a. Evaluations finalised in 2017							
	None							
	b. Evaluations cancelled in 2017							
	None							
	II. Other studies finalised or cancelled in 2017							
	a. Other studies finalised in 2017							

⁹ 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

¹⁰ FC – fitness check, E – expenditure programme/measure, R – regulatory measure (not recognised as a FC), C – communication activity, I – internal Commission activity, O – other

¹¹ 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.

¹² For evaluations the references should be 1) number of its Evaluation Staff Working Document and number of the SWD's executive summary; 2) link to the supportive study of the SWD in EU bookshop. For other studies the references should be the link to EU bookshop or other reference where the 'other study' is published via different point.

		Study on data requirements for the European Citizens' Initiative	O	Regulation No 211/2011 on the citizens' initiative	O	DIGIT	239,135.00		http://ec.europa.eu/citizens-initiative/files/Study-on-data-requirements-final-report.pdf
		Study on the use of Electronic identification (eID) for the European Citizens' Initiative	O	Regulation No 211/2011 on the citizens' initiative	O	DIGIT	229,969.00		http://ec.europa.eu/citizens-initiative/files/eID_ECI_Final_Report.pdf
		Study on online collection systems and technical specifications pursuant to ECI Regulation (EU) No 211/2011 and Implementing Regulation (EU) No 1179/2011	O	Regulation No 211/2011 on the citizens' initiative	O	DIGIT	54,997.00		http://ec.europa.eu/citizens-initiative/files/ECI-Technical-Specifications-Final-Report.pdf
	b. Other studies cancelled in 2017								
	None								

ANNEX 10: Specific annexes related to "Financial Management"

Not applicable for the Secretariat-General

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: Eurostat ¹³		
Baseline (2012)	Latest known value (2014 - provisional)	Target (2020) Europe 2020 target
2.01%	2.03%	3%
Bookmark		
Impact indicator: GDP growth Source of the data: Eurostat		
Baseline (2014)	Latest known value (2016)	Target (2020)
1.8%	2.20%	Increase
Bookmark		
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: AMECO database of the European Commission's Directorate-General for Economic and Financial Affairs		
Baseline (2014)	Latest known value (2016)	Target (2020)
75 (US=100)	764	Increase
Impact indicator: Resource productivity: Gross Domestic Product (GDP, €) over Domestic Material Consumption (DMC, kg) Explanation: The indicator focuses on the sustainability of growth and jobs. Source of the data: Eurostat		
Baseline (2010 – Eurostat estimate)	Latest known value (2016)	Target (2020)
1.8 €/kg (EU-28)	2.1 €/kg (EU-28)	Increase
Bookmark		

¹³ Please note that Eurostat periodically revises its published data to reflect new or improved information, also for previous years. The latest published data is available by clicking on "bookmark". The "latest known value" column reflects the data that was available at the time of the preparation of the 2016 Annual Activity Reports and is the reference point for the Annual Activity Reports of Commission services.

Specific objective A.1: 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	
<p>Result indicator: Rate of progress towards the implementation of the country-specific recommendations.</p> <p>Source of data: Commission services' analysis and information from Member States (missions, bilateral meetings, national reform programmes)</p>			
Baseline (February 2015 assessment)	Target (2020)	Latest known results (2017)	Lead Unit
3% fully addressed, 9% substantial progress, 41% some progress, 35% limited progress, 12% no progress	Improved take up of CSRs	9% fully addressed, 17% substantial progress, 43% some progress, 26% limited progress, 5% no progress	SG.D1
Completed evaluations: n/a			

Main outputs in 2017: Policy-related outputs				
Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Country reports ¹⁴	Publication by Commission services	End of February 2017	Published on 22 February 2017 for 27 Member States	SG.D1
Country-specific recommendations ¹⁵	Adoption by the Commission	May 2017	Adopted on 22 May 2017	SG.D1
Annual Growth Survey ¹⁶	Adoption by the Commission	November 2017	Adopted on 22 November 2017	SG.D1

¹⁴ Assessment of economic and social developments and challenges, of the reform agenda, of the implementation of country-specific recommendations and of progress in the implementation of the Europe 2020 strategy for each Member State.

¹⁵ Operational guidance to Member States on how to increase growth and jobs, including by removing bottlenecks preventing growth and job creation, and to promote sustainable public finances. The number and scope of the country-specific recommendations reflect the intensity and severity of the challenges faced by the Member States and the adequacy of their response to previous country-specific recommendations.

¹⁶ It sets out the European Union's economic priorities for the coming year and launches the annual European Semester cycle

Specific objective A.3: The current MFF 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 MFF and proposals for the post-2020 MFF. Source of data: SG				
Baseline (2015)	Interim Milestone	Target (Before 2020)	Latest known results (2017)	Lead Unit
	(2016)			
Implementation of current MFF.	Mid-term review of the MFF.	Political agreement on the post-2020 MFF and its constituent programmes	Following the Commission proposal on the mid-term review of the current MFF in September 2016, the Council unanimously reached agreement, after obtaining the consent of the European Parliament, in June 2017.	SG.B1

Main outputs in 2017: Policy-related outputs				
Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Post-2020 Multiannual Financial Framework	State of preparedness of an MFF proposal by the Commission	Timing to be decided at political level	As indicated in the Commission Work Programme 2018, the Commission will make a comprehensive proposal for the next multiannual EU budget in May 2018, including on own resources.	SG.B1

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

Specific objective B.1: 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)	
<p>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.</p> <p>Source of data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)</p>			
Baseline (Commission report January 2016)	Target (2020)	Latest known results (2017)	Lead Unit
0 benchmarks fulfilled so far in accordance with the original Decisions establishing 6 benchmarks for Bulgaria and 4 for Romania	There is a political objective that progress in the two Member States would be sufficient by 2020 to justify the conclusion of the mechanisms	January and November 2017 reports identified specific state of progress of remaining actions	SG.E1
Completed evaluations: n/a			

Main outputs in 2017: Policy-related outputs				
Description	Indicator	Target date	Latest known results (situation on 31/12/2016)	Lead unit
Cooperation and Verification Mechanism reports	Adoption by the Commission	January 2017	Adopted on 25 January 2017 and 15 November 2017	SG.E1

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		Target (2019)
42.61%	No new value		Increase
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 <i>Annual report on relations between the European Commission and national parliaments</i>			
Baseline (2014)	Latest known value		Target (2020)
	(2016)	(30/9/2017)	
506	620	417	Increase

Specific objective C.1: 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) ...

Result indicator: Proportion of REFIT initiatives with quantified burden reduction estimated.
Source of data: SG

Baseline (2016)	Interim Milestones			Target (2020 - quantification now is limited but with ongoing work DGs should meet this target in 2020)	Latest known results (2017)	Lead Unit
	(2017)	(2018)	(2019)			
10%	20%	30%	40%	50%	33%	SG.C1

Result indicator: Proportion of impact assessments passing the Regulatory Scrutiny Board (RSB) at the first submission.
Source of data: RSB

Baseline (2015)	Interim Milestone	Target (2020)	Latest known results (2017)	Lead Unit
	(2018)			
50%	60%	70%	57%	SG.C2

			In the course of the year, the RSB issued opinions on 53 impact assessments.	
Result indicator: Major legislative amendments to existing legislation preceded by evaluations Source of data: CWP initiatives adopted				
Baseline (2015)	Interim Milestone	Target (2020)	Latest known results (2017)	Lead Unit
	(2018)			
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)	87%	SG.C1

The Result Indicator "Percentage of (proposed) directives accompanied by Implementation Plans has been deleted from the Annual Activity Report for 2017 because this instrument (Implementation Plan) has proven to be rather of limited value in the implementation phase as it does not take on board modifications made in the legislative process. There was not sufficient feedback on the utility of implementation plans from Member States. It appears that they are largely superseded by Guidance Documents which provide explanations on the provisions of a directive and possible way of their implementation. Therefore, it was decided that it should be deleted from this reporting document.

Main outputs in 2017: Policy-related outputs				
Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Commission Work Programme	Adoption by the Commission	October 2017	Adopted on 24 October 2017	SG.C4
Joint Declaration on programming	Completion of preparatory work	December 2017	Joint Declaration signed on 14/12/17. Tracking implementation of the 2017 Declaration and preparing the	SG.F1

			2018/19 is ongoing	
Regulation on European Political Parties and Foundations	Adoption of the revision	Q2 2018 (to cover the 2019 European elections)	Commission proposal COM(2017)481 adopted in September 2017. At inter-institutional negotiation stage. ¹⁷	SG.F1
Update of Better Regulation Guidelines and Toolbox	Publication of revised Guidelines (Staff Working Document) and Toolbox (web-based)	Q1 2017	Completed on 7 July 2017	SG.C2
Communication Completing the Better Regulation Agenda: Better solutions for better results ¹⁸	Adoption by the Commission	2017	Communication adopted on 24 October 2017	SG.C2
Annual Overview including Burden Survey	Adoption by the Commission	October 2017	Adopted on 24 October 2017	SG.C1
Register of delegated acts	Successful roll-out of an interinstitutional register of delegated acts by 1 January 2018	Q4 2017	The new Register of delegated acts went successfully online on 12 December 2017	SG.B2
Task Force on Subsidiarity, Proportionality and "Doing Less More Efficiently"	Creation of Task Force on Subsidiarity, Proportionality and "Doing Less More Efficiently"	2017	Task Force established on 14 November 2017 ¹⁹	SG.C2

Specific objective C.2: 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; BR Portal

Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2017)	Lead Unit

¹⁷ Trilogue on Commission's proposal amending the Regulation took place on 27 February 2018. European Parliament plenary vote on 17 April and signature of the act on 2 May. Publication and entry into force from 3 May.

¹⁸ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions

¹⁹ DECISION OF THE PRESIDENT OF THE EUROPEAN COMMISSION on the establishment of a Task Force on Subsidiarity, Proportionality and "Doing Less More Efficiently", C(2017) 7810 of 14.11.2017

30,000 ²⁰	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)	Since its launch (June 2016), the number of visitors to the new better regulation web presence has dramatically increased –from 5,500 (June 2016) to 51,000. The feedback section ('Better Regulation Portal') shares the same positive trends. Since its creation, the number of visitors has continued to increase on a monthly basis, from 3,000 in July 2016 to almost 44,000 in October 2017. Visitors increased, in particular, thanks to #EUHaveYourSay social media promotion campaign (March 2017) and the enlargement on the scope of the portal.	SG.A1/S G.F5
<p>Result indicator: Better Regulation Portal user satisfaction (number of users who declare that the site met their expectations). Source of data: SG</p>				
Baseline (n/a)	Target (2020)	Latest known results (2017)		Lead Unit
n/a	70%	Survey to be carried out in 2018		SG.A1/S G.F5
<p>Result indicator Number of citizens' initiatives registered Source of data:</p>				
Baseline (2015)	Interim Milestone (2016)	Target (2020)	Latest known results (2017)	Lead Unit
6	8	15	8	SG.C4
<p>Result indicator percentage of roadmaps, inception IAs, Commission proposals covered by feedback Source of data: DG COMM</p>				
Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (100)	Lead Unit
n/a	100%	100%	100%	SG.C4
Completed evaluations: n/a				

²⁰ Due to change of the tool used for web analytics as of 2017 data before and as of 2017 are not comparable.

Main outputs in 2017: Policy-related outputs				
Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Follow-up to the European Ombudsman's requests	Quality and timeliness of follow-up	Ongoing	Percentage of replies sent to the European Ombudsman within agreed deadline 100%	SG.F3
Further development of the Better regulation Portal	Roll-out of 2 major releases further streamlining the possibilities for external stakeholders to provide feedback at relevant stages of the decision-making process and enabling them to track the progress of initiatives	End 2017	Roll-out completed Two major deliveries were implemented in February and October 2017 which enlarged the scope of the Portal as regards feedback opportunities (roadmaps, adopted proposals, REFIT Lighten the Load). The deliveries also enriched the information provided to DGs and external stakeholders (e.g. new search criteria such as topics or Commission Work Programmes, notifications, statistics, etc.) and improved users' experience.	SG.A1
Annual report on subsidiarity and proportionality and Annual report on relations with national Parliaments	Adoption by the Commission	August 2017	Adopted in June 2017	SG.F3
Follow-up to national Parliaments' (NPs) opinions	Quality and timeliness of follow-up to reasoned opinions and opinions received within the political dialogue with NPs	Ongoing	Percentage of NP opinions for which proper follow-up was given within the self-imposed deadline of 3 months 48%	SG.F3 with contributions from SG.D and SG.E

Specific objective C.3: 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 (2017)	Lead Unit
8,200	9,500	11,000	11,500	SG.B4
Completed evaluations: n/a				

Main outputs in 2017: Policy-related outputs				
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Support the negotiations on a new Interinstitutional Agreement for a mandatory register	Progress in the negotiations with the two other main institutions towards adoption of a new Interinstitutional Agreement	End 2017	Two political meetings took place between the European Parliament, the Council and the Commission in September and December to prepare the ground for the formal trilateral negotiations which are set to open in early 2018.	SG.B4
Joint database of legislative files	Accuracy and timeliness of information.	To be defined interinstitutionally	Concept paper drafted in collaboration with all Institutions. Preparatory work still ongoing	SG.A1/ SG.F1
Support negotiations for the Interinstitutional Agreement on Better Law-making follow-up on informing EP about international negotiations and	Progress in the negotiations with the two other main institutions towards adoption of common ground rules.	To be defined interinstitutionally	Formal launching of negotiations at political level on delineation criteria for delegated and implementing acts on 12 September 2017	SG F.1 with contributions from SG.E and SG.B

<p>on trilogue transparency, as well as horizontal follow-up</p>				
<p>Replies to Parliamentary Questions</p>	<p>Quality and timeliness of replies</p>	<p>Ongoing</p>	<p>The joint process to improve the management of the parliamentary questions led by the European Parliament and Commission's Deputy Secretaries-General delivered positive results. Improvement in delays has already been made and further improvements are expected overtime. The consultancy engagement (by the Internal Audit Service) to improve efficiency of the workflow for Parliamentary Questions was one of the bases for revising internal guidelines on the management of parliamentary written questions, to be finalised early 2018</p>	<p>SG.F1 with contributions from SG.D and SG.E</p>

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 87 – Spring 2016)	Target (2020)
40% tend to trust	41% tend to trust	Increase
Impact indicator: Staff engagement index in the Commission		
Source of the data: European Commission		
Baseline (2014)	Latest known value (2016)	Target (2020)
65.3%	64.3%	Increase

Specific objective D.1.: 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. Related to spending programme(s) NO

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: SG

Baseline (2015)	Interim Milestone (2017)	Target (2020)	Latest known results (2017)	Lead Unit
16 out of 23 initiatives delivered	100%	100% Target defined by the 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.	90% 19 out of 21 initiatives delivered at least partially	SG.C4

Completed evaluations: n/a

Main outputs in 2017: Policy-related outputs				
Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Mid-term review of implementation of the European Agenda on Migration	Adoption by the Commission	June 2017	Adopted on 27 September 2017	SG.E1
Mid-term review of the implementation of the Digital Single Market Strategy	Adoption by the Commission	May 2017	Adopted on 10 May 2017	SG.E2
Initiatives announced in the mid-term review of the Digital Single Market a) Cyber-Security b) Platform liability c) High Performance Computing	Adoption by the Commission	September 2017	Adopted a) 12 Sept b) 15 Sept c) 11 Jan 2018 (WP)	SG.E2
Mobility Package I & II	Adoption by the Commission	Spring and Autumn 2017	Package I -31 May Package II – 8 November	SG.D4
Legislative Proposal on The European Solidarity Corps	Adoption by the Commission	Spring 2017	Adopted on 30 May 2017	SG.D4
Chairing of Steering Groups on all CWP items	Successful completion of inter-service process	Ongoing	Ongoing	SG.D and SG.E
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	Weekly meetings	SG.DSG 2 and SG.E1
Leading the Taskforce for the implementation of the Partnership Framework approach	Achievement of policy and operational objectives of the new Partnership Framework approach	Ongoing	Weekly meetings	SG.DSG 2 and SG.E
Reports on the Partnership Framework	Adoption by the Commission	March, June 2017	The central Mediterranean. Communication was adopted on 25 January 2017. The Partnership Framework reports were adopted in March, June and September 2017. The merged report was adopted on	SG.E1/ SG.E3

			15 November 2017 and finally, the state of play in the Leader's communication, on 7 December 2017	
Reports on the EU-Turkey Statement	Adoption by the Commission	March, June 2017	The reports were adopted on 2 March, 13 June and 6 September 2017. The merged report on 15 November 2017 and the state of play in the Leader's communication, on 7 December 2017	SG.E1
3 rd Report on the Energy Union	Adoption by the Commission	Late 2017	Adopted on 23 November	SG.D3
Legislative proposal to amend the "Comitology" Regulation	Adoption by the Commission	February 2017	Adoption by the Commission on 14 February 2017 (COM(2017)85)	SG.B2

Specific objective D.2: The Commission's prerogatives and positions in inter-institutional negotiations are defended.		Related to spending programme(s) NO		
<p>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</p> <p>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.</p> <p>Source of data: SG</p>				
Baseline (2015)	Interim Milestone (2018)	Target (2020)	Latest known results (2017)	Lead Unit
0	0	0	1 (Aarhus convention)	SG.F2
Completed evaluations: n/a				

Main outputs in 2017: Policy-related outputs				
Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Modern and efficient framework for Commission inter-institutional position-taking (GRI procedures)	Quality of service	Weekly GRI cycle	Weekly GRI meetings held throughout the year in preparation of each Commission meeting.	SG.F1
Participation to GRI meetings and input to GRI fiches	Contribution to quality of GRI fiches	Ongoing	Colleagues from different units participated at each GRI meeting with desk officers working specifically on Coreper I & II being always present. Additionally, SG was consulted on GRI fiches concerning Council aspects on approximately 30-35 occasions.	SG.F2 input to GRI fiches from SG.D/SG.E and SG.B
Progress tracker on priority legislative files	Accuracy and timeliness	Linked to GRI cycle	28 proposals adopted in relation to the 2017 Joint Declaration.	SG.F1 with contribution from SG.D, SG.E and SG.B1
Overview of ongoing trilogue negotiations	Accuracy and timeliness	Weekly	Regular status updates circulated continuously	SG.F1
Attendance and reporting of ongoing trilogue negotiations	Accuracy and timeliness	Weekly	Flashes circulated shortly after the meeting	SG.F1, SG.D and SG.E
Recommendations in relation to agencies' resources	Adoption of Recommendations by the Inter-Institutional Working Group on agencies' resources	Q4 2017	The Interinstitutional Working Group on agencies (IIWG) agreed to six final Recommendations at its meeting on 18 October; the Commission formally endorsed these on 29 November 2017	SG.B2/BUDG

Specific objective D.3: 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/ashes.
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: SG

Baseline (2015)	Interim Milestone	Target (2020)	Latest known results (2017)	Lead Unit
	(2018)			
0	0	0	1 instance of negative feedback on a briefing provided by another DG and accepted by the Secretariat-General	SG.F1 /SG.F2/ SG.F3/ SG.F4

Completed evaluations: n/a

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Quality, fit-for-purpose and timely 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 Relations with other institutions in 2017 alone prepared approximately 1000 briefings for the President, Vice-Presidents, Secretary-General and Deputy Secretaries-General .	SG.F4/SG.F1/ SG.F2/ SG.F3 SG.E3
Reporting and analysis on EP activities	Quality and timeliness	Ongoing	Consistent and rapid reporting from Plenary Sessions and Committees ensured throughout the year	SG.F1/ SG.D/ SG.E/ SG.B

<p>Early warning messages on sensitive issues for the other institutions and better anticipation of major issues of relevance for the European Council</p>	<p>Timeliness of information</p>	<p>Ongoing</p>	<p>Early warning messages passed throughout the year as part of regular work, by email and/or informal contacts with hierarchy and concerned stakeholders.</p> <p>Continuous monitoring of issues of importance for the European Council, European Council (Art.50) and Leaders' Agenda meetings in all regular work. Issues proactively highlighted to hierarchy at Coreper/GAC preparatory stages (including in flash reports). Early 'formal' analysis of topics and sensitive issues began approx. 2 months ahead of each meeting.</p>	<p>SG.F2</p>
<p>Reporting COREPER I & II and the relevant Council formations: Same day flash reports Preparation and circulation of SI notes</p>	<p>Accuracy and timeliness of information</p>	<p>Ongoing</p>	<p>220 SI notes 180 flash reports prepared (Coreper I, Coreper II, Coreper Art.50, GAC, GAC Art.50)</p>	<p>SG.F2 with contributions from SG.D SG.E and SG.B</p>
<p>Establish and maintain close working relationship with the Presidency, the GSC, the PEC Cabinet and expand the network of contacts with all MS</p>	<p>Quality and availability of information</p>	<p>Ongoing</p>	<p>Effective working relationships developed and maintained by regular formal & informal meetings: Antici/Mertens (97); Presidency briefings + meetings with CSG (119); meetings with Member States (75) and with Presidency (48)</p>	<p>SG.F2</p>
<p>Representation of the Commission in all Coreper meetings (including in all Mertens/Antici group meeting preparing Coreper I and II)</p>	<p>Timely and accurate organisation of appropriate representation in meetings</p>	<p>Ongoing</p>	<p>Appropriate level of Commission representation successfully assured at each of the Coreper I, Coreper II, Coreper Art.50, Antici and Mertens meetings in 2017: 250 meetings in total</p>	<p>SG.F2 preparation based on input from SG.D / SG.E and SG.B</p>

Specific objective D.4 : A strong performance management framework is implemented and resources are adequately allocated in all Commission services in order to deliver efficiently on the political priorities of the Commission.

Related to spending programme(s)

Result indicator: Percentage (%) of SG recommendations addressed to Commission services implemented by Commission services²¹

The indicator will measure recommendations made by SG, and addressed to all Commission services, on draft versions of Strategic Plans, Managements Plans and Annual Activity Reports.

Source of data: SG

Baseline n/a	Interim Milestone		Target (2020)	Latest known results (2017)	Lead Unit
	(2017)	(2018)			
n/a	65%	70%	80% of recommendations implemented	<p><u>For the AARs:</u> 88% of recommendations were fully implemented and an additional 5% were implemented partially</p> <p><u>For the MPs:</u> 88% of recommendations were fully implemented</p>	SG.B1
Completed evaluations: n/a					

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Instructions for the preparation of the 2018 Management Plans implementing the Strategic Plans 2016-2020	Instructions issued	October 2017	Instructions issued on 12 September 2017	SG.B1
Instructions for the preparation of the 2017 Annual Activity Reports	Instructions issued	November 2017	Instructions issued on 30 November 2017	SG.B1
Adoption of the Annual Management and Performance Report for the EU budget 2016 (AMPR)	Adoption of the Report by the Commission	June 2017	AMPR adopted on 13 June 2017 (COM(2017)351)	SG.B1 (CF)/ SG.C1 (ASSOC)
Paper on "Governance in the European Commission"	Publication in Europa website	Q1 2017 (If not adopted in 2016)	Communication published on 11 October 2017 (C(2017)6915)	SG.B1

²¹ This indicator is based on an assessment by staff in the Secretariat-General, which necessarily involves an element of judgement. Guidelines are in place to make this assessment as objective and consistent as possible and the sample size is increasing.

Specific objective D.5: Corporate IT investments and strategy are aligned with the business priorities of the Commission.

Related to spending programme(s)

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

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

Baseline	Interim Milestone		Target (2020)	Latest known results (2017)	Lead Unit
	(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 (In 2017, the IT Board reviewed 47 IT investments. The IT Board promotes optimal re-use of IT investments via the creation of Corporate Building Blocks.)	SG.B1

Completed evaluations: n/a

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Assistance to the IT Governance bodies in the priority setting for budget allocation for 2017 and 2018 for the common IT Budget on Heading 5	Adoption of the budget proposal by the Group of Resources Directors	March 2017	The GDR adopted the budget proposal for 2017 and 2018 by written procedure on 18 April 2017	SG.B1

Specific objective D.6: The corporate information security is implemented by an appropriate governance structure, strategy and framework in cooperation with DG DIGIT and DG HR.

Related to spending programme(s) NO

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 (2018)	Latest known results (2017)	Lead Unit
n/a Audit established in December 2015	(2016)			
n/a	60%	100% Completion of the IAS Action Plan on Information Security Governance	For 3 out of 4 recommendations, all relevant actions have been implemented. For the remaining recommendation, one action is still ongoing.	SG.B1

Completed evaluations: n/a

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
A new risk assessment method for information security risks (distribution of reporting templates and instructions)	Availability of templates and instructions	March 2017	The current risk assessment methodology used to develop security plans is still applicable and allows the identification and monitoring of risks by the Information Security Steering Board (ISSB). The new methodology should be available by Q1 2018	SG.B1
Assistance to the Information Security Steering Board in the monitoring, evaluation and control of information security risks and issuance of formal recommendations for improvement	Availability of risk reports	Discussion of risk reports at each ISSB meeting, from June 2017	The Information Security Steering Board is performing risk evaluation at each of its meetings based on reports from Commission security services and CERT-EU. An ad-hoc analysis of the risks was performed end 2017 and concluded that the current IT Security Strategy properly covers the main risks	SG.B1

Specific objective D.7: 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 n/a	Target (2020)	Latest known results (2017)	Lead Unit
n/a	> 90%	Ongoing survey with Directorates-General involved in the Clearing House on expectations and feedback on the functioning of the Clearing House	SG.B3
Completed evaluations: n/a			

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Revision of the Code of Conduct for Commissioners	Completion of the revision	Q1 2018	Draft Code of Conduct approved adopted on 31 January 2018 and published in the Official Journal. C65 on 21 February 2018	SG.B3
Swift and adequate reply to any consultation from the Cabinets in order to achieve full and coherent implementation of the Code of Conduct for Commissioners	Quality and timeliness of responses to consultation	Ongoing	In 2017, the Secretariat-General provided adequate and timely answers to all requests concerning the Code of Conduct for Commissioners.	SG.B3
Update of list of FAQ on issues related to ethical matters, especially as concerns the implementation of the Code of Conduct for Commissioners	Keep-up-to date	Ongoing	Ongoing internal process. New questions are progressively integrated.	SG.B3
Renegotiation of the Framework Agreement with regard to electoral leave of Commissioners	Agreement on new text	Ongoing	The text was agreed between the Presidents of the Commission and Parliament in Autumn 2017; the formal process in the European Parliament is expected to be completed early 2018	SG.F1

Specific objective D.8: 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 (RP) for all Commission Members. It also checks the compliance with the SG's guidance and organise alternative premises' tests and exercises.

Source of data: SG

Baseline (2015)	Interim Milestone	Target (2020 and beyond)	Latest known results (2017)	Lead Unit
	(2016)			
n/a	2	2	2 (assumed) There was no business continuity activation in 2017.	SG.R4

Result indicator: Capacity of the Duty Officers in all Commission Directorates-General (DG) and Executive Agencies (EA) 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 Directorate-General and Executive-Agency 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	Target (2020)	Latest known results (2016)	Lead Unit
	(2016 ²²)			
62% of all DGs (the EAs were not in the scope)	More than 85% of all DGs More than 67% of 6 EAs	More than 90% of all DGs More than 90% of 6 EAs	98% of the DGs 83% of the EAs	SG.R4

Completed evaluations: n/a

²² 86% in 2014 was an exceptional result above target and expectations.

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Review of procedures in case of a major business disruption, including at corporate level	Revision of the SG Business Continuity Plan Reflection paper on existing procedures, notably at corporate level	End 2017	SG Business Continuity Plan revised in February 2017. Security and Business Continuity procedures streamlined in the new Crisis Manual.	SG.R4
Integration of Commissioners and their Cabinets in Business Continuity Management	Finalisation of the analysis of Cabinet's needs Approval and implementation of agreed measures in line with the 2015 Action Plan	End 2017	Business Impact Analysis for Cabinets completed. Relocation plans updated.	SG.R4
Better alignment of the existing IT Tools (NOAH, ARGUS, AMA, Permanence) with needs	NOAH improvement (new release) Conclusive works on the reserved remote access in case of disruption, an infrastructure for which DIGIT is responsible	End 2017	New NOAH interface completed; to be deployed in February 2018. Reserved remote access completed.	SG.R4
Review and rationalisation of stand-by arrangements	Submission of a strategic options paper Implementation of first rationalisation measures	End 2017	Revision of SG Duty Officer system completed and implemented.	SG.R4

Specific objective D.9: 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)

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 (2017)	Lead Unit
	(2015)	(2016)			
Inspection by the Security Directorate showed "full compliance" of CENTER and its network with Security Rules, and in particular, that all Confidential and Secret documents are registered and traceable.	As in the baseline	As in the baseline	Keep the same level of compliance to security rules Keep same level of good document management (all Confidential and Secret documents are registered, distributed and traceable	no irregularities identified or complaints received	SG.R4

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

Baseline (2013)	Interim Milestone		Target (2020 and beyond)	Latest known results (2017)	Lead Unit
	(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	Survey shows 75% user satisfaction.	SG.R4

Completed evaluations: n/a

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Ensure the correct and timely delivery of EU classified information (EUCI) to the Commissioners, their Cabinets and SG colleagues	The absence of disruptions in the delivery of EUCI	Ongoing	Fulfilled: no disruptions occurred in 2017	SG.R4
Put in place arrangements to ensure business continuity of the Commission's Central EUCI Registry (CENTER)	Administrative arrangements (or equivalent) agreed with another Commission service	End 2017	Completed Trilateral MoU with DGs HOME and ECHO signed	SG.R4

Specific objective D.10: 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	Target (2020)	Latest known results (2017)	Lead Unit
	(2018)			
57%	65%	70%	66.7%	SG.B1

Completed evaluations: n/a

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Major upgrade of HAN (Hermes-Ares-NomCom)	Roll-out of the new HAN version	End 2017	Release HAN 2.10 deployed on 29 September 2017. The deployment of the	SG.B1

			release 3.0 has been postponed to the first quarter of 2018 to allow for comprehensive user testing.	
External audit report on the Implementation of the budget and work programme for the EU Historical Archives	Delivery of the audit report	End 2017	The audit report was delivered in November 2017	SG.B1
Fine-tuning of current archival repository (Hermes Preservation Services (HPS) II) and preparation of decision on future archive management module (HPS III), including needs assessment, development of business case and product testing.	Decision on way forward on HPS III	End 2017	The archival repository (HPS II) is in production since Oct 2017. The decision on the future archive management module (HPS III) depends on ISA project ("Standards-based archival data management, exchange and publication") deliverables. Delivery date is July 2018	SG.B1
Work programme for 2017 on data, information and knowledge management	Adoption of the work programme by the IMSB	Q1 2017	Adopted on 19 January 2017	SG.B1

Specific objective D.11: 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	Target (2020)	Latest known results (2017)	Lead Unit
	(2016)			
97 %	> 97	> 97 % ²³	98%	DPO

²³ 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.

Caveat: The 2020 target is subject to the development of other compliance criteria resulting from 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.

Result indicator: Number of complaints to the 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.

Source of data: Secretariat-General

Baseline (2014)	Interim Milestone	Target (2020)	Latest known results (2017)	Lead Unit
	(2016)			
5	< 10	< 10 ²⁴	6	DPO

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.

Source of data: Secretariat-General

Baseline (2014)	Interim Milestone	Target (2020)	Latest known results (year)	Lead Unit
	(2016)			
7	< 10	< 10 ²⁵	4	DPO

Completed evaluations: n/a

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Drafting new implementing rules for the DPO.	Completion	End 2017	Completed in 2017	DPO
Data Protection Awareness campaign:	Completion	Mid 2017	Completed on time in 2017	DPO

²⁴ 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. The target for 2020 is based on the current indicator with the assumption that the regime of complaints to the DPO 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.

²⁵ The volume of complaints addressed to the EDPS has always been extremely low; the 2020 target aims at confirming that the situation remains under control. 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.

<p>surveys, information sessions, training, communications, brochures, articles.</p> <p>Review and update of the data protection eLearning, classroom course and information material; include key elements on the GDPR and the revision of Regulation (EC) N°45/2001</p>				
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<p>Specific objective D.12: The Commission's decision-making process runs smoothly, works continuously and is effectively managed and monitored.</p>		<p>Related to spending programme(s) NO</p>		
<p>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: SG</p>				
<p>Baseline (2015)</p>	<p>Target (Continuous)</p>	<p>Latest known results (2017)</p>		<p>Lead Unit</p>
<p>100%</p>	<p>100%</p>	<p>100%</p> <p>The Secretariat-General managed a large volume of files (all procedures combined). Upstream coordination, anticipation of complex decision packages with full cooperation between the concerned Registry teams, and strict quality control were applied in an effective mix ensuring a timely and efficient decision-making process in line with legal, procedural and political requirements.</p>		<p>SG.A2/S G.A3</p>
<p>Completed evaluations: n/a</p>				

<p>Main outputs in 2017: Policy-related outputs</p>				
<p>Description</p>	<p>Indicator</p>	<p>Target date</p>	<p>Latest known results (situation on 31/12/2017)</p>	<p>Lead unit</p>
<p>Timely and regular adoption and post-adoption process</p>	<p>Quality of adoption and post-adoption handling</p> <p>Respect of legal and political requirements</p>	<p>Ongoing</p>	<p>Completed</p> <p>The Commission adopted more than 9,500 legislative and non-legislative acts as a result of a decision-making process managed smoothly and efficiently in conformity with legal, procedural and political requirements.</p>	<p>SG.A2 SG.A3</p>

			The Secretariat-General ensured quality processing and appropriate post-adoption handling. More specifically, the Secretariat-General carried out more than 7,100 individual transmissions of acts to other EU institutions and national Parliaments, more than 12,500 notifications to Member States, businesses and other parties as well as more than 3,700, publications of acts and documents in the Official Journal.	
Reinforced monitoring, early warning, information and evaluation system in place	<p>Identification of sensitive files</p> <p>Innovative solutions proposed</p> <p>Ex-post assessments on the handling of complex cases</p>	Ongoing	<p>Completed</p> <p>As part of the upstream planning and coordination of the decision-making process, the Secretariat-General identified monitored and flagged politically sensitive files.</p> <p>To continuously enhance these tasks, the Secretariat-General overhauled part of its early warning and information system.</p>	SG.A2 SG.A3
Chairing of Fast-Track inter-service meetings	Successful completion of inter-service consultations	Ongoing	Fast-Track inter-service consultations chaired by SG: 157	SG.D/ SG.E/ SG.B

Specific objective D.13: 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	Target (Continuous)	Latest known results (2017)	Lead Unit
	(Continuous)			
Setting up within the Registry of a centre of expertise (<i>pôle de procédures</i>) on SG corporate procedures.	<p>The <i>pôle de procédures</i> analyses existing and/or new procedures and makes proposals for rationalising and streamlining them.</p> <p>This provides also the basis for the conceptual development of the corporate decision-making IT tool, Decide.</p>	Measures streamlining the decision-making process are implemented by the Registry and developed in Decide	<p>Completed</p> <p>Proposals were made to streamline political validation across successive steps of the decision-making process and to improve the fast-track procedure for inter-services consultations. These proposals were implemented by changes in Decide Consultation: validation workflow before the launch of an</p>	SG.A1

			ISC (January 2017), validation workflow before publication of a draft act for feedback on Europa (October 2017), fast-track simplification (December 2017).		
Result indicator: Rate of completion of the drafting and updates of GoPro. Source of data: SG					
Baseline (2012 - 2013)	Interim Milestone		Target (From 2018)	Latest known results (2017)	Lead Unit
	(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 New chapters on line (e.g. on the College, national parliaments and budget). Many updates including on Better Regulation.	SG.A1
Result indicator: Increased procedural knowledge in DGs and services Source of data: SG					
Baseline (2012 - 2013)	Interim Milestone		Target (From 2017 and beyond)	Latest known results (2017)	Lead Unit
	(2016)	(2016-2020)			
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 Promotion video with the Secretary-General and posters in different buildings of the Commission as part of a Communication campaign launched end 2016. Direct entry to GoPro under My IntraComm 'Top Tools'. Increased interactivity with users: possibility to comment on information.	SG.A1
Completed evaluations: n/a					

Main outputs in 2017: Policy-related outputs

Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Cleaning of empowerments	Adoption of repealing or revisions of existing empowerments	Ongoing	Completed Adoption of the revision of a Secretariat-General empowerment on corrigenda (Commission decision of 12.7.2017 on delegation of the power to correct obvious errors in Commission acts). Interservice consultation on the draft decision revising a Secretariat-General empowerment on infringements launched in December (draft decision granting an empowerment relating to the adoption of decisions to send letters of formal notice under Article 258 TFEU for failure to notify national measures transposing a directive).	SG.A1
Guidance and information on procedures	Delivery of quality advice given by the helpdesk and through specific trainings (e.g. induction programme)	Ongoing	Completed Guidance and assistance on procedures.	SG.A1
Further drafting and regular updates of GoPro to increase the use by DGs	Delivery of clear and updated information on procedures	Ongoing	Completed Main procedures on line on GoPro.	SG.A1

Specific objective D.14: 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: SG

Baseline (February 2015)	Interim Milestone		Target (From 2019-2020)	Latest known results (2017)	Lead Unit
	(2016)	(2017-2018)			
First release of Decide	New decision module (rewriting of the first part of e-Greffe focusing on DGs). New planning	Rewriting of the second (Cabinets) and third (SG) parts of e-Greffe. Progressive integration of other types of documents and	Decide is a fully integrated system, covering all phases of the process and all types of documents, either by full	Completed (WP 2017) Four major releases of Decide were implemented in 2017. They	SG.A1

	<p>module replacing Agenda Planning. Improvement of the transparency of delegated and implementing acts.</p>	<p>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 decision-making process. Integration with Legisweb.</p>	<p>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 been harvested</p>	<p>further streamlined and rationalised the decision-making process.</p> <ul style="list-style-type: none"> - The workflow for the management of fast-track interservices consultation in Decide was simplified and their political validation was aligned with the political validation of standard consultations. - The rewriting of e-Greffe is ongoing. - The new Decision module (part 1 – DG workspace) was delivered in January 2018. -The feeding from Decide of the new Register of delegated acts (launched on 12 December 2017) has been completed. - Work has started for the integration of infringements via links with Themis. The progressive integration of parliamentary questions and other types of documents is envisaged via the creation of 'replies' module in Decide. The analysis for the extension to the interinstitutional part of the decision making process has started. -A first version of 	
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				new legislative Common Drafting Tool has been delivered mid-2017.	
Result indicator: Extension of the use of e-TrustEx. Source of data: SG					
Baseline (2011)			Target (September 2016)	Latest known results (2017)	Lead Unit
Launch of a pilot phase for using e-Trustex for transmission from Decide (e-Grefe)			Exclusive use of e-TrustEx replacing e-mail transmission to all partner administrations	Completed Exclusive use of the e-Trustex platform for the electronic transmission of documents from Decide (e-Grefe) to 8 EU institutions and bodies, 18 National Parliaments, 2 Permanent Representations and 3 Missions.	SG.A1
Result indicator: Implementation of an XML successor to LegisWrite Source of data: SG					
Baseline (2011)	Interim Milestone		Target (2020)	Latest known results (2017)	Lead Unit
	(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 decision-making process and allowing for optimal interoperability with the other institutions and the Publications' office	Completed A first version of new Legislative Common Drafting Tool (EdiT) has been delivered. A round of workshops with 10 DGs was conducted in November and December 2017. The feedback and the suggestions received will be integrated in the list of improvements to be developed in 2018.	SG.A.1

				The Council joined the project in 2017.	
Completed evaluations: n/a					

Main outputs in 2017: Policy-related outputs				
Description	Indicator	Target date	Latest known results (situation on 31/12/2017)	Lead unit
Further development of Decide	<p>Roll-out of major release(s) covering:</p> <p>Follow-up of on-going priorities (Decide Planning and Decision).</p> <p>Adaptations of the system to procedural evolution and political needs.</p> <p>Further coverage of steps and/or documents of the decision-making process.</p>	End 2017	<p>Completed</p> <p>Four major releases completed.</p> <ul style="list-style-type: none"> - Decision module (part 1 – DG workspace). - Implementation of a new monitoring tool for Planning - Adaptations in Decide Consultation to simplify the request for launching a fast-track ISC, the political validation before an ISC and the publication of draft acts on the BRP. - Start the analysis on the integration of infringements, parliamentary questions and on the inter-institutional part of Decide. 	SG.A1
Introduction of a new drafting tool for legal texts	First Pilot of XML editor replacing LegisWrite	End 2017	Workshops conducted in November-December 2017.	SG.A1

ANNEX 13: Regulatory Scrutiny Board

In 2017 the Regulatory Scrutiny Board delivered on its mandate to provide quality control on regulatory impact assessments and evaluations. It amended the process of scrutiny to make it more effective.

In the course of the year the Board issued opinions on 53 impact assessments, it considered 17 evaluations. As of 2017 the Regulatory Scrutiny Board started differentiating positive and negative opinions on evaluation reports.

Despite the fact that the rate of negative opinions did not change significantly compared to the previous year, the average quality of submitted reports was better than it was a year ago. An increased number of impact assessments rely on prior evaluations (75% in 2017 against 50% in 2016) and stakeholders' input (92% supported by an open public consultation, up from 80% in 2016 and 38% in 2015).

The Board also developed a quality performance monitoring system for impact assessments and evaluations. This system allows the Board to consolidate views across all reports and deliver a quality overview of the entire body of impact assessments. It also allows the Board to measure to what extent operational services take on board its comments and how the quality of its reports improve after scrutiny by the Board. The quality check lists and opinion templates on their side were also enhanced to be more comprehensive and coherent.

In 2017 the Board contributed actively to the improvement of the quality of impact assessments and evaluations by providing targeted advice to Directorates-General at early stages of elaboration of the legislative drafts. This resulted in 28 meetings with the operational services with senior management and Directors-General. The Regulatory Scrutiny Board members participated willingly in the Better Regulation Roadshows, organised by the Secretariat-General.

In cooperation with the Secretariat-General and the Joint Research Centre (JRC), the Board assessed the robustness of the quantification of costs and benefits in impact assessments and evaluations. It proposed to simplify and give more visibility to quantification in impact assessments and evaluations by introducing a standard overview table on costs and benefits. The table has started to be a requirement for impact assessments from 1 November onwards.

The Regulatory Scrutiny Board outreach activities in 2017 were diverse and involved a wide range of Member States' administrations and other stakeholders, including academia and think tanks, international organisations and third countries. The Board held a number of meetings with EU Institutions, other than the European Commission. Its Members organised and participated in technical and methodological workshops. The first Annual Report of the RSB was published in February 2017 and the first Annual Conference on Regulatory Scrutiny took place in March 2017. Both events received a wide public response and positive feedback.



Specific objective: The quality of impact assessments and evaluations is improved through the recommendations of the Regulatory Scrutiny Board. Related to spending programme(s) ...

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	Target (2020) Maintain/exceed 2018 level	Latest known results (2017)	Lead Unit
	(2018) In 2018 the RSB members' terms in office come to an end			
44% Out of 18 IAs: 44% to a great extent 44% to some extent 6% to a minor extent 6% not at all	60% improved to a great extent	Maintain/exceed 2018 level	Evolution of scores ²⁶ no improvement – 9% some improvement – 47% substantial and major improvement – 44%	RSB

²⁶ Based on 34 IAs submitted for interservice consultation

Main outputs in 2017: Policy-related outputs				
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2017)	Lead Unit
Opinions on impact assessments issued in 2017	Timely delivery of opinions issued on all cases submitted by the Commission services	Ongoing	53	RSB/ SG.C2 ²⁷
Opinions on fitness checks and major evaluations issued in 2017	Timely delivery of opinions	Ongoing	17	RSB/ SG.C2 ²⁸
Provision of advice to DGs	Number of Upstream contacts with DGs	10	28	RSB/ SG.C2 ²⁹
Business Plan 2017	Publication of the RSB Business Plan 2017	Q1 2017	Published on 21 February 2017	RSB
Annual conference on the regulatory scrutiny in the EU	Organisation of Annual conference	Q1 2017	Organised on 20 March 2017	RSB
Annual report on the activities of the RSB in 2016	Publication of the RSB 2016 Annual report	January 2017	Published on 16 February 2017	RSB

²⁷ For the successful accomplishment of this output the RSB will benefit from the assistance of unit SG.C2 as Secretariat to the Board.

²⁸ For the successful accomplishment of this output the RSB will benefit from the assistance of unit SG.C2 as Secretariat to the Board.

²⁹ For the successful accomplishment of this output the RSB will benefit from the assistance of unit SG.C2 as Secretariat to the Board.

ANNEX 14: European Fiscal Board

2017 was the first fully operational year for the independent advisory European Fiscal Board. In this first year of activity, the Board published two reports documenting the work carried out as per its mandate. These were:

- (i) Assessment of the prospective fiscal stance appropriate for the euro area, published on 20 June 2017; and
- (ii) Annual Report 2017, published on 15 November 2017.

The June report provided the Board's [first advice](#) on the overall direction of fiscal policy in the euro area. The Board was of the view that in 2018 a neutral fiscal stance would be appropriate for the euro area as a whole, which could be implemented through differentiated national fiscal policies within the parameters of the Stability and Growth Pact. The Board also considered that governments should target a re-composition of government expenditure with the aim of increasing investment spending, which has borne the brunt of successive fiscal consolidation efforts in the aftermath of the crisis.

In November, the European Fiscal Board published its [first Annual Report](#), which provides an independent evaluation of the implementation of the EU fiscal framework and of the appropriateness of the current fiscal stance at euro area and national level. The Annual report focused on 2016 (the last complete surveillance cycle). It concluded that, against the backdrop of a very difficult economic context, there were some imperfections but no gross errors in the implementation of the Stability and Growth Pact in 2016. Fiscal policy provided some support to the recovery in the euro area as a whole. However, the distribution of the fiscal stance across countries was suboptimal. Based on its assessment the Board also put forward a number of proposals on how to improve the Stability and Growth Pact and to deepen the Economic and Monetary Union.

Overall, the Board's independent advice is meant to contribute to more informed and better decision making.