



Strategic Plan 2016-2020*

EUROSTAT

*The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

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PART 1. Strategic vision for 2016-2020

A. Mission statement

The mission of EUROSTAT is:

To be the leading provider of high quality statistics on Europe
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Our aims are:

- To be the reference for statistics on Europe
- To provide the statistical information needed to design, implement, monitor and evaluate EU policies
- To develop and promote standards, methods and procedures that allow the cost effective production and dissemination of comparable and reliable statistics throughout the EU and beyond
- To steer the European Statistical System, strengthen cooperation among its partners, and ensure its leading role in official statistics world wide
- To be the public authority for European Statistics and verify data used for administrative purposes

B. Operating context

Eurostat and the European statistical system

Eurostat is the **statistical authority of the European Union** and a Directorate-General of the Commission¹. It ensures the development, production and dissemination of European statistics according to the rules and statistical principles laid down in Regulation (EC) N°223/2009 on European statistics (the so-called 'Statistical Law') and the European statistics Code of Practice.

As the European Union statistical authority, Eurostat leads the **European statistical system (ESS)** which is the partnership with the national statistical institutes and other national authorities in the Member States responsible for the development, production and dissemination of European statistics. The overall mission of the ESS is to provide the European Union and the world with independent high quality information on the economy and society on European, national and regional levels and make the information available to everyone for decision-making purposes, research and debate.

The ESS functions as a partnership, where Eurostat steers - in close cooperation with the national statistical authorities - the work towards harmonised statistics and the provision of quality assurance for statistics at European level. Within the ESS, data are collected and statistics compiled primarily at national level by the Member States in conformity with the principle of subsidiarity. These tasks are normally carried out by the national statistical institutes but also in some cases by other national statistical authorities. In each Member State, the national statistical institute has the responsibility for co-ordinating all statistical activities at national level, in particular as regards programming and reporting, quality monitoring, methodology and data transmission. The other national statistical authorities can be ministerial statistical departments, national central banks, regional statistical offices, specialised bodies such as public agencies or research institutes, or even private sector bodies².

The main reference for statistics in the Treaty on the Functioning of the European Union is Article 338 which provides a general legal basis for the adoption of measures for the production of European statistics and sets out the principles with which the production of such statistics must comply. There are also other specific provisions in the Treaty that deal with statistical matters such as data on gross national income or statistical data used for the application of the excessive deficit procedure. For the latter Eurostat has been assigned with specific tasks such as investigation powers in the case of manipulation of statistics.

The role and responsibilities of Eurostat within the internal organisation of the Commission were further specified in a decision adopted by the Commission in 2012, with a particular focus on the coordination of statistical activities under the supervision of the **Director-General of Eurostat as Chief Statistician**³. While Eurostat is in charge of and accountable for European statistics and their quality, it has also the responsibility to coordinate the development and production of other statistics that are produced by the Directorates-General and Services of the Commission. Eurostat also fully cooperates with the Directorates-General and Services of the Commission as its main internal stakeholders, with the objective to take into account user needs, policy developments and other initiatives relevant for the development of European statistics. The Commission has furthermore explicitly recognised that as far as European statistics are concerned, the Director-General of Eurostat has sole responsibility for deciding on processes, statistical methods, standards

¹ Article 6a(1) of Regulation (EC) N°223/2009 on European statistics.

² The list of those national statistical institutes and other national authorities **statistics as designated by Member States** is published by Eurostat and is available at the following address:
http://ec.europa.eu/eurostat/documents/747709/753176/List_ONAs_No_SI_29Oct2015/6028a72c-9e9b-4191-aa74-b993aa93f0fd

³ Commission Decision 2012/504/EU on Eurostat.

and procedures, and on the content and timing of statistical releases, in accordance with the European statistical programme and the annual work programme: he or she must act in an independent manner when carrying out these statistical tasks and may not seek nor take instructions from any institution, government, body or entity.

The main external stakeholders of Eurostat are represented in the bodies that support the governance of the ESS. The **European Statistical System Committee (ESSC)** plays a central role in that respect⁴. Chaired by the Director-General of Eurostat, the ESSC is composed of the representatives of the Member States with observers from the national statistical institutes of the European Economic Area (EEA)/European Free Trade Association (EFTA) countries and from the other interested institutions or organisations such as the European Central Bank (ECB) and the Organisation for Economic Cooperation and Development (OECD). The overarching task of the ESSC is to provide professional guidance to the ESS. To that end, the ESSC must be consulted on a wide range of issues, including measures that Eurostat intends to take for the development, production and dissemination of European statistics, the establishment and implementation of the statistical multi-annual and annual programmes, issues related to statistical prioritisation, methodology, and the reduction of the response burden or statistical confidentiality. The ESSC is also in principle the committee responsible for approving in accordance with the comitology rules the draft measures prepared by Eurostat for the implementation of statistical legislation.

Finally, the **European Statistical Advisory Governance Board (ESGAB)** provides an independent overview of the ESS as regards the implementation of the European statistics Code of Practice⁵ and the **European Statistical Advisory Committee (ESAC)** is the body where users of statistics are represented with the mission to assist the European Parliament, the Council and the Commission in ensuring that the requirements of users of European statistics are taken into account⁶.

European statistics, an information source of unique value

European statistics are statistics that are necessary for the performance of the activities of the European Union. They represent an information source of quite unique and unparalleled value, meeting the highest standards in terms of objectivity and impartiality. In today's complex and fast evolving environment, it is increasingly important for everyone to take well-informed decisions on the basis of strong and objective evidence. This is true not only for policy-makers but also for businesses, citizens and the public at large.

At European level, this is particularly crucial for the design, implementation, monitoring and evaluation of EU policies. Better regulation principles require for example systematic impact assessments at all stages of the policy life-cycle that can only be based on the most solid evidence sources such as statistical evidence provided by European statistics.

European statistics are specified in the **European statistical programme**⁷ where the main fields and objectives of the statistical actions are also set out. The European statistical programme is both a programming instrument of a regulatory nature and a spending programme of the European Union with an associated budget. It is implemented by individual statistical actions that can be either legislative acts adopted by the European Parliament and the Council, temporary direct statistical actions decided by the Commission in accordance with a comitology procedure, or written agreements between statistical authorities. The European statistical programme is complemented by annual work programmes adopted by the Commission where more detailed objectives are set out for each year. The current European statistical programme covers the years 2013-17. In order to

⁴ <http://ec.europa.eu/eurostat/web/european-statistical-system/ess-governance-bodies/essc>

⁵ <http://ec.europa.eu/eurostat/web/esgab/introduction>

⁶ <http://ec.europa.eu/eurostat/web/european-statistical-advisory-committee-esac/overview>

⁷ Regulation (EC) N°99/2013 on the European statistical programme

synchronise it with the Multiannual Financial Framework 2014-2020, the programme will be extended to cover the years 2018-2020⁸.

The whole range of possible interventions at the disposal of the Commission is used by Eurostat to deliver European statistics according to the required quality standards: from regulatory and enforcement actions related to the application of Union legislation on statistics, policy coordination partnership activities within the ESS, international co-operation on statistical matters to the management of EU programmes and budget execution, etc.

C. Strategy

As described in Sections A and B, Eurostat contributes actively to the delivery of all the general objectives by providing high-quality statistics on Europe. The table below gives examples of the many European statistics produced by Eurostat in support of these general objectives.

Commission general objectives	Examples of relevant European statistics (current or planned for the period 2016-2020)
1. A new Boost for Jobs, Growth and Investment	<p>Europe 2020 indicators and Globalisation indicators</p> <p>Accounting frameworks: National Accounts including GDP, environmental economic accounts, productivity, gross value added, investment and employment by industry, balance of payments</p> <p>EU regions; regional accounts</p> <p>Business demography (incl. high growth enterprises), structural business statistics, International trade in goods and services</p> <p>Statistics on high-tech industry and knowledge-intensive services, Community Innovation Survey, R&D</p> <p>Statistics on employment and unemployment, unemployment rate, job vacancies, labour costs, earnings</p> <p>Education and life-long learning</p> <p>Farm structure statistics</p>
2. A Connected Digital Single Market	<p>Digital agenda for Europe (primary data and indicators)</p> <p>Information society statistics (enterprises, households and individuals), ICT sector</p>

⁸ http://ec.europa.eu/smart-regulation/roadmaps/docs/2014_estat_003_esp_en.pdf

	<p>Statistics on intellectual property rights and telecommunication services</p>
<p>3. A Resilient Energy Union with a Forward-Looking Climate Change Policy</p>	<p>Statistics on energy dependence, security of supply and energy efficiency; energy prices</p> <p>Energy balance sheets, share of energy from renewable source</p> <p>Annual production, trade, energy transformation and consumption, monthly energy supply and oil stocks</p> <p>Early CO2 emission estimates, air emissions accounts</p> <p>Statistics on international trade in goods</p>
<p>4. A Deeper and Fairer Internal Market with a Strengthened Industrial Base</p>	<p>Structural business statistics</p> <p>Statistics on the production of manufactured goods, Trade in goods</p> <p>Income and living conditions (incl. employment and social policy indicators)</p> <p>Annual government finance statistics (incl. taxes and tax indicators)</p> <p>Statistics on agricultural prices, animal production, crop production</p> <p>Transport statistics, trade in services</p>
<p>5. A Deeper and Fairer Economic and Monetary Union</p>	<p>Principal European Economic Indicators</p> <p>Scoreboard of indicators of the Macroeconomic Imbalance Procedure, Balance of payments and international investment positions</p> <p>Harmonised Indices on Consumer Prices</p> <p>Annual and quarterly national accounts, Annual Government Finance statistics, Government deficit and debt data, EDP data</p> <p>European Public Sector Accounts Standards (EPSAS)</p> <p>Employment and unemployment statistics</p> <p>Statistics on income and living conditions (incl. social policy indicators, material deprivation, well-being)</p> <p>Social protection statistics</p>

6. A Reasonable and Balanced Free Trade Agreement with the U.S.	Statistics on foreign direct investments Statistics on international trade in services and in goods Globalisation indicators Statistics on trade in services by enterprise characteristics
7. An Area of Justice and Fundamental Rights Based on Mutual Trust	Statistics on health and safety at work Gender and discrimination, gender pay gap Crime and criminal justice
8. Towards a New Policy on Migration	Statistics on asylum and migration Demography and migration statistics Labour Force Survey data
9. A Stronger Global Actor	Sustainable development indicators (2030 Agenda's Sustainable Development Goals) Enlargement and ENP-East and South countries High Income countries, Global Statistical System
10. A Union of Democratic Change	Production of European statistics in accordance with very demanding quality criteria while ensuring the privacy of data providers and the confidentiality of the information they provide. A fully documented and freely available methodology backed up by professional independence.

More generally, the statistical products and services produced, developed and disseminated by Eurostat constitute key data and information assets that are managed and safeguarded by Eurostat in an efficient and effective manner, in order to help the Commission achieve its overall political objectives (General Objective 11). The realisation of all Commission political priorities as a whole indeed relies heavily on a wealth of European statistics of high quality, both existing statistics and new statistics to be developed. More complete and more timely statistics as well as new indicators will be required in all domains to measure progress on all priorities (for instance concerning labour mobility, human capital and skills, the energy union, etc.). A successful achievement of the Europe 2020 strategy equally calls for the development of new statistics and indicators.

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents	
Impact indicator: Trust in the European Commission	
Source of the data: Eurobarometer on Public Opinion in the European Union	
Baseline (2015)	Target (2020)
40% tend to trust	Increase
Impact indicator: Staff engagement index in the Commission	
Source of the data: European Commission	
Baseline (2014)	Target (2020)
65.3%	Increase

Eurostat specific objectives with their result indicators

Specific objective 1: Quality statistical information is provided in a timely manner, to support the development, monitoring and evaluation of the policies of the European Union properly reflecting priorities while keeping a balance between economic, social and environmental fields and serve the needs of the wide range of users of European statistics, including other decision-makers, researchers, businesses and European citizens in general, in a cost-effective manner without unnecessary duplication of effort. Ensure that delivery of such statistics is kept consistent throughout the whole duration of the programme, provided that this does not interfere with the priority-setting mechanisms of the European Statistical System.

The orientations described below are currently discussed in the context of the extension of the programme until 2020. In particular some initiatives may only be carried out if the budget of the European statistical programme is increased.

The focus will be to fill the most urgent statistical gaps and to increase timeliness of European statistics notably through the 'European approach to statistics'. This approach will facilitate the compilation of European statistical aggregates, representing the EU or the euro area as a whole, of particular importance for European Union policies and will maximise the availability of statistical aggregates at European level and improve the timeliness of European statistics while reducing the burden on the national statistical authorities. To help to achieve the objectives of the Commission, Eurostat will also have to develop new skills and build a permanent capacity to produce faster statistics based on existing data. Exploiting the potential of big data for statistical purposes will offer new opportunities to improve the timeliness and relevance of European statistics as well as to lower response burden. The traditional role of Eurostat as the producer of European statistics will be complemented by new roles such as that of an "expert data analytics service provider".

Through the financial and technical support provided to statistical authorities across Europe and beyond, Eurostat will stimulate the production of new statistics and the implementation of new methodologies that are necessary to accompany policy developments in Europe and worldwide. In particular, Eurostat will continue to support specific surveys (e.g. European social surveys), projects aiming at reengineering statistical production, the production of new publications and the use of innovative dissemination tools. Eurostat will also prepare relevant legislative proposals to be adopted by the Commission to modernise the legal architecture and the production methods that shape the European Statistical System, thereby allowing for a better use of multiple data sources, exploiting synergies and providing the flexibility that is needed. This will in particular address the domains of social statistics, business statistics and agricultural statistics. Work on validation and quality assessment (including verification of data used for administrative purposes) will be intensified, notably by exploring together with the Member States a possible certification scheme for European statistics. Eurostat will continue to ensure the required co-ordination of statistical activities

across the Commission and represent the Union in statistical co-operation between international agencies and organisations.

Specific objective: Quality statistical information is provided in a timely manner, to support the development, monitoring and evaluation of the policies of the European Union properly reflecting priorities while keeping a balance between economic, social and environmental fields and serve the needs of the wide range of users of European statistics, including other decision-makers, researchers, businesses and European citizens in general, in a cost-effective manner without unnecessary duplication of effort.

Related to spending programme:
European Statistical Programme

Result indicator 1.1: Percentage of users that rate as "Very good" or "Good" the overall quality of European Statistics. It measures the users' perception of the achievement of the specific objective n. 1 "provide quality statistics".

Source of data: Annual user satisfaction survey carried out by Eurostat.

The target has been set taking into account the fact that opinion surveys based on voluntary participation are typically biased (users that are satisfied may be less motivated to participate in the survey than those that have complaints). The yearly evolution of the results should be interpreted cautiously in particular taking into account the fact that the level of representativeness of the sample of respondents cannot be assessed and may vary from one year to the next. Documentation available on demand.

Baseline 2012	Target 2020
62.9 % (this will be the baseline for the whole period of the ESP 2013-2017)	Overall positive trend

Result indicator 1.2: Number of data extractions made by external users from Eurostat reference databases (EuroBase and Comext) via the Eurostat website. The number of data extractions is clearly related with the achievement of the specific objective n. 1 and in particular with the quality of the statistics and with the fact that the statistics responds to users' needs.

Source of data: Eurostat - More information can be found in the monthly *Monitoring report on Eurostat electronic dissemination* (available on demand).

Baseline 2012	Target 2020
7.87 Mio (this will be the baseline for the whole period of the ESP 2013-2017)	Positive approximately linear trend

Planned evaluations: Mid-term and final evaluation of spending programme (Production of European statistics 2013-2017)

Specific objective 2: New methods of production of European statistics aiming at efficiency gains and quality improvements are implemented.

Specific objective: New methods of production of European statistics aiming at efficiency gains and quality improvements are implemented.		Related to spending programme: European Statistical Programme
<p>Result indicator 2: Percentage of users that rate as "Very good" or "Good" the timeliness of European statistics for their purposes. The timeliness of the statistics is related to this specific objective n. 2 to the extent that (1) it is an important aspect of the quality of the statistics and (2) it can be improved also by means of efficiency gains. This indicator measures the users' perception of the timeliness while next indicator gives an objective measurement of it. It is important to have both because even if we improve the actual timeliness of the statistic, this may not be reflected in the users' perception if, meanwhile, the users' requirements or expectations have increased.</p> <p>Source of data: Annual user satisfaction survey carried out by Eurostat.</p> <p>The target has been set taking into account the fact that opinion surveys based on voluntary participation are typically biased (users that are satisfied may be less motivated to participate in the survey than those that have complaints). The yearly evolution of the results should be interpreted cautiously in particular taking into account the fact that the level of representativeness of the sample of respondents cannot be assessed and may vary from one year to the next. Documentation available on demand.</p>		
Baseline 2012	Target 2020	
56.3 % (this will be the baseline for the whole period of the ESP 2013-2017)	Overall positive trend	
Planned evaluations: Mid-term and final evaluation of spending programme (Production of European statistics 2013-2017)		

Specific objective 3: The partnership within the European Statistical System and beyond is strengthened in order to further enhance its productivity and its leading role in official statistics worldwide

Specific objective: The partnership within the European Statistical System and beyond is strengthened in order to further enhance its productivity and its leading role in official statistics worldwide.		Related to spending programme: European Statistical Programme
<p>It must be noted that all the indicators included in this part of the SP are related to this specific objective n. 3 because they all depend on good partnership and productivity within the European Statistical System (all European statistics depend on information collected by the Member States).</p> <p>Result indicator 3: Percentage of users that rate as "Very good" or "Good" the comparability of European statistics among regions and countries. It is related to the achievement of the specific objective n. 3 to the extent that the comparability of the European statistics is one of the important expected results of the partnership within the European Statistical System.</p> <p>Source of data: Annual user satisfaction survey carried out by Eurostat.</p> <p>The target has been set taking into account the fact that opinion surveys based on voluntary participation are typically biased (users that are satisfied may be less motivated to participate in the survey than those that have complaints). The yearly evolution of the results should be interpreted cautiously in particular taking into account the fact that the level of representativeness of the sample of respondents cannot be assessed and may vary from one year to the next. Documentation available on demand.</p>		
Baseline 2012	Target 2020	
56.2 % (this will be the baseline for the whole period of the ESP 2013-2017)	Overall positive trend	
Planned evaluations: Mid-term and final evaluation of spending programme (Production of European statistics 2013-2017)		

Furthermore, Eurostat's overall strategy will closely follow the vision elaborated by the European statistical system as a whole: the ESS Vision 2020. The ESS Vision 2020 is a comprehensive strategy that offers a common response to the challenges that European statistics and the ESS partnership are facing. Five key areas have been identified for delivering the ESS Vision 2020, with the firm conviction that better statistics at European level will contribute to a better Europe.



Values

In pursuing its strategy to achieve the general objectives of the Commission, Eurostat will adhere to the key values of trust, innovation and excellence:

- Trust will be at the core of Eurostat's organisation: it will include transparency, working in a safe environment and in a good atmosphere building on competencies and experience of staff, and considering and respecting other peoples' achievements;
- Innovation and constant improvement will be one of the main drivers for moving the organisation forward, and thus need to be prominent in the management culture and accompany and complement the production of European statistics;
- Striving for excellence will inspire all the actions carried out by Eurostat and will include quality of statistical production, professional independence as well as respect of rules.

Work will be conducted to further deepen Eurostat values in the context of the European Foundation for Quality Management (EFQM) excellence framework.

D. Key performance indicators (KPIs)

Indicators
1.1 Percentage of users that rate as "Very good" or "Good" the overall quality of European statistics
1.2 Number of data extractions made by external users from Eurostat reference databases (EuroBase and Comext) via the Eurostat website
2. Percentage of users that rate as "Very good" or "Good" the timeliness of European statistics for their purposes
3. Percentage of users that rate as "Very good" or "Good" the comparability of European statistics among regions and countries

PART 2. Organisational management

A. Human Resource Management

Objective: The DG 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: DG HR

Baseline 2015: 52,9%	Target 2019: 50%
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Indicator 2: Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey

Baseline 2014: 41.7%	Target 2020: 50%
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Indicator 3: Staff engagement index

Source of data: Commission staff survey

Baseline 2014: 70%	Target 2020: at least 60%
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Indicator 4: Efficient organisation fully adapted to business needs: percentage of staff on temporary allocations

Source of data: Eurostat HR Plan 2015-2017

Baseline 2014: 7-8%	Target 2020: Maintain the share of staff on temporary allocations to 7-8%
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How the objective is going to be achieved:

Indicator 1

When selecting a new Head of Unit, in case of equal merit, the post will be given to the underrepresented gender. Measures are being put in place to have more female non-management AD staff in order to have more potential female candidates for future Head of Unit appointments (it is planned to create a female non-management AD network, to include more information on flexible working arrangements in vacancy notices, etc.).

Although Eurostat is currently (in 2015) above the target for female middle managers for 2019, it is important to maintain this ratio and pay attention to it in future recruitments at middle management level. However, this task will become challenging with the new middle management mobility policy as DGs will not have full influence on middle manager appointments.

Indicator 2

Currently (in 2015) Eurostat is one of the leading DGs in the area of flexible working arrangements, with the label of Balanced Working Place received in 2013.

Current measures in place will also be carried out in the future (focus on balance between work and private life, a great share of staff teleworking, promoting wellbeing activities that are run by volunteers, liaising with the Office for Infrastructures and Logistics in Luxembourg (OIL) in relation to

requests for special ergonomic equipment provided they present a certificate to demonstrate the need for such equipment).

To further progress in this area, an internal working group has been created in our DG, the mandate of which is to come up with proposals for improvements at Eurostat in three different areas (physical environment, IT and working methods). In agreement with the Vice President Georgieva, Eurostat plans to pilot the implementation of these proposals. Reflection groups at Director-General level, namely in the area of Information and Communication Technologies (ICT), are expected to bring some further improvements in this area.

Furthermore, in line with the new fit@work initiative of the Commission, Eurostat will launch a set of actions to further improve the wellbeing of its staff. Amongst them, a more comprehensive wellbeing policy for the DG is being planned, which would also invite staff to contribute to the wellbeing policy with their personal initiatives.

A number of actions are foreseen in the area of integration of staff with disabilities.

Indicator 3

Staff is regularly informed about important decisions taken by senior management via dedicated senior management-staff meetings and via debriefings by their immediate superiors.

Also, senior managers regularly organise highly appreciated lunch-time discussions with staff on a wide variety of topics proposed by staff.

Apart from the Commission-wide staff survey, Eurostat has its own staff opinion survey, conducted every two years. Its results are followed up by the senior management.

To capture some bottom-up outside-the-box ideas and in line with a more project oriented way of working promoted in Eurostat, staff is invited to join one of the existing networks depending on their competencies and interests (e.g. network of methodologists, Equal Opportunities Working Group, the local AST Network).

Informal learning groups are also in place to share knowledge on a variety of work-related subjects (such as big data and its impact on Eurostat in the future).

It is planned to account for staff's participation in such extra activities by including an objective and by acknowledging the contribution on staff performance in the appraisal exercise.

A suggestion box for any staff proposal exists in Eurostat, managed by the Assistant to the Director General.

Indicator 4

Since its introduction in 2010, Eurostat's system of internal redeployment of posts collected through the levy has proven to be an effective means to free up the necessary resources for new priorities.

Since 2013, it is implemented in addition to the Commission's central collections of posts. Posts liberated via such a local post collection exercise are given to new priority projects which normally last 2 years, though their duration can be exceptionally extended if the senior management wishes so. At the moment 7-8% of staff are allocated to such temporary priority projects. Due to the reduction in the number of staff at the level of the Commission, such a system will be implemented also in the future.

B. Financial Management: Internal control and Risk management

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Indicator 1: Estimated residual error rate

Source of data: Error rate overview table

Baseline 2014	Target
0,24 %	Below the materiality criteria for each and every year

Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.

Source of data: Error rate overview table

Baseline 2014	Target (<i>none</i>)
52,484 €	

Indicator 3: Estimated future corrections

Source of data: AAR 2014

Baseline 2014	Target (<i>none</i>)
0.02% (average from 2009 to 2014) 13,700 €	

Objective 2: Effective and reliable internal control system in line with sound financial management.

Indicator 1: Conclusion reached on cost effectiveness of controls

Source of data: AAR

Baseline 2014	Target
No	Yes

Indicator 2: Calculating the cost of controls over expenditure that could be compared with a reference, (overall cost of control per distinct control system).

Source of data: AAR

Baseline 2014	Target
No	Yes

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Indicator 1: Updated anti-fraud strategy of Eurostat, elaborated on the basis of the methodology provided by OLAF

Source of data: EUROSTAT AFS

Baseline	Interim Milestone	Target
October 2013 (date of the adoption of AFS)	Review of the strategy action Plan in 2016	In 2017 the impact of the strategy is evaluated and the strategy updated

How the objectives are going to be achieved:

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

The achievement of the objective will be ensured through the implementation of Eurostat control strategy for transactions managed by Eurostat. The Eurostat control strategy 2012-2017 defines objectives, expected outcome and implementing tools to detect and prevent errors and irregularities in implementing the budget managed by Eurostat regarding legality and regularity of the underlying transactions. The control strategy will be reviewed in 2017 in order to ensure continuity from 2018 onwards. Key tools to implement the targets underlined in the Strategic Plan 2016-2020 are:

- Design of a rolling control programme for ex-ante/ex-post controls;
- Implementation of effective controls in line with the framework defined;
- Simplification measures (e.g. unit costs for direct personnel costs) to reduce the risk of errors in the financial management of grant agreements.

Objective 2: Effective and reliable internal control system in line with sound financial management.

Linked with the Eurostat control strategy and its expenditure policy, Eurostat performs regular analysis of the cost effectiveness of controls serving additionally as input regarding the management of financial resources in the AAR. Costs of controls are measured on a regular basis and followed-up over time. The evolution of cost over time is subsequently challenged by its financial benefits. However non-monetary benefits such as preventive or deterrent effects are integrated in the assessment likewise.

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Eurostat adopted its Anti-Fraud Strategy in October 2013. The strategy applies for the period 2014 – 2017. It is complemented by an anti-fraud action plan. During its period of application, the fraud risks and their criticality are annually reviewed and monitored. Eurostat will evaluate the impact of the strategy in 2017, and will update the strategy accordingly. As a milestone towards this target, Eurostat will review its anti-fraud action plan in 2016. Eurostat will carry out this review on the basis of the revised OLAF guidance and methodology.

C. Better Regulation (only for DGs managing regulatory acquis)

Objective: Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.		
Indicator 1: Percentage of Impact assessments submitted by EUROSTAT to the Regulatory Scrutiny Board that received a favourable opinion on first submission.		
Source of data: EUROSTAT (coordinated by EUROSTAT Unit A5 and if needed confirmed by SG Unit C.1)		
Baseline 2015	Interim Milestone 2016	Target 2020
0%	Positive trend compared to DG's 2015 situation.	Positive trend compared to DG's 2016 situation.
Indicator 2: Percentage of the DG's primary regulatory acquis covered by retrospective evaluation findings and Fitness Checks not older than five years.		
Explanation: Better Regulation principles foresee that regulatory acquis is evaluated at regular intervals. As evaluations help to identify any burdens, implementation problems, and the extent to which objectives have been achieved, the availability of performance feedback is a prerequisite to introduce corrective measures allowing the acquis to stay fit for purpose.		
Relevance of Indicator 2: The application of better regulation practices would progressively lead to the stock of legislative acquis covered by regular evaluations to increase.		
Source of data: EUROSTAT (coordinated by EUROSTAT Unit A5 based in particular on REFIT reporting)		
Baseline 2015	Interim Milestone 2016	Target 2020
20%	Positive trend compared to baseline	Positive trend compared to interim milestone

How the objective is going to be achieved:

Eurostat takes already active part in the Commission's REFIT and Better regulation activities, including by way of a statistical annex covering the statistical domains of business, agricultural and social statistics. The aim of change in these domains is to streamline the existing acquis into wider framework regulations, allowing a more efficient production of European statistics. The relevant regulations are meant to be in place before 2020 (proposals to be adopted by the Commission in 2016).

Every new legislative proposal will be prepared in accordance with the new Commission working methods which include evaluation and impact assessment. Eurostat aims to constantly improve the performance of such evaluations and assessments based on the experience gained in the limited number of proposals in the statistical domain. Most of the statistical acquis foresees a reporting obligation for the Commission towards the European Parliament and the Council. Since 2015, the reports provided include more coherent references to burden assessment and costs (better regulation elements).

The activities under this objective are closely linked to Eurostat's ESP general objective.

D. Information management aspects

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable		
Indicator 1: Percentage of registered documents that are not filed (ratio)		
Source of data: Hermes-Ares-Nomcom (HAN) statistics		
Baseline 2015		Target 2020
1,17%		0%
Indicator 2: Percentage of HAN files readable/accessible by all units in the DG		
Source of data: HAN statistics		
Baseline 2015		Target 2016
43,70%		50%
Indicator 3: Percentage of HAN files shared with other DGs		
Source of data: HAN statistics		
Baseline 2015		Target 2016
0,15%		0.17%

How the objective is going to be achieved:

The long-term strategy to fulfil the target consists of the following streams:

- Continuous improvement of DMO/CAD procedures with emphasis on productivity, reduction of red tape, clear task allocation within the DMO/CAD team.
- Cross-boundary approach in raising awareness of operational units about the importance of document and information management, by means of close co-operation with Financial Cells, middle and senior management. Such approach enables to orchestrate and launch DG-wide initiatives in view of standardisation of document management procedures across services and increases the sense of responsibility of middle and senior management. This is crucial to foster a paradigm change at all levels whereby document management would no longer be considered only as secretarial work.
- Ensure change management to move towards abandoning the notion of document management and introducing instead the notion of information management. Emphasis will be put on the importance of sharing information and on devising and applying state-of-the-art procedures for document retrieval as a means of ensuring a long-term and sustainable competitive advantage for the organisation.

E. 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 1: Percentage of EU citizens having a positive image of the EU

Eurostat will contribute to enhancing the positive image of the EU by:

- providing high quality statistics on Europe to all groups of users (citizens, businesses, European, national and local administrations, researchers, journalists, ...).
- respecting the following principles: data are supplied free of charge and all users are treated equally, data are accompanied by information to help users to understand European statistics, data are published in a neutral and independent manner.
- making all relevant statistics needed for the understanding and assessment of EU policies available to EU citizens.
- engaging pro-actively with users in order to better identify their needs and improving our responsiveness to new user needs.

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
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%