

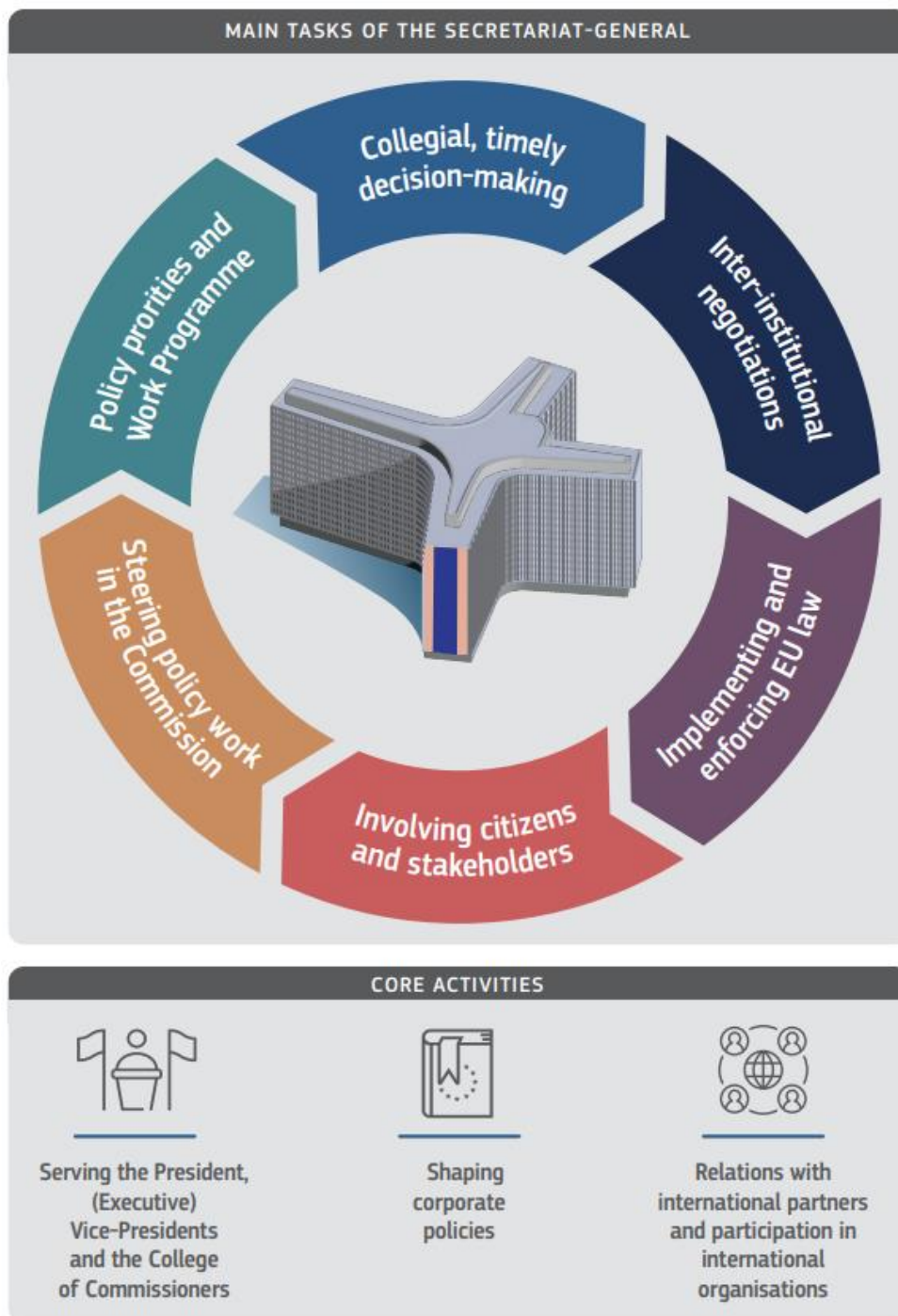


Management Plan 2024

Secretariat-General

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1. Introduction

Under the authority of the President, the Secretariat-General serves the College and oversees the implementation of the Commission’s political priorities¹. It ensures the **collegiality, consistency, efficiency and regularity** of the Commission’s action.

To this end, the Secretariat-General steers and coordinates the work of Commission departments across all policy areas to **ensure the coherence, quality and timely delivery of policy**, legislation and operations, promoting a ‘whole of government’

¹ <https://ec.europa.eu/info/strategy/priorities-2019-2024>

approach to policymaking. It does this from the early stages of policy development, through the internal decision-making process, to interinstitutional negotiations and policy implementation.

The Secretariat-General oversees good governance within the Commission, fostering a **modern, transparent and sustainable administration**. Under the steer of the President and in close cooperation with her Cabinet, it strives to ensure transparency and efficiency in the relationship between all members of the College. It supports the Executive Vice-Presidents and Vice-Presidents in their coordination tasks, including through the management of Groups of Commissioners and Project Teams. The Secretariat-General is also an important interface between the Commission and the other European institutions, bodies, national Parliaments, international and non-governmental organisations.

This management plan describes in particular how the Secretariat-General will coordinate work related to the Commission's priorities for 2024, as set out in the **2024 Commission Work Programme**². It highlights the most important outputs planned for 2024 and explains how they will contribute to the specific objectives set out in the Secretariat-General's strategic plan for 2020-2024³.

2024 constitutes the last year of President von der Leyen's Commission. The Commission has delivered on most of the proposals announced in President von der Leyen's political guidelines. In 2024, the focus will be on **finalising the remaining key legislative proposals** presented by this Commission, and on adopting a limited number of new initiatives that deliver on existing commitments or respond to emerging challenges.

Under the European Green Deal, the Commission will launch the process to set a **2040 climate target** and will prepare a proposal on industrial **carbon** management. To foster the digital transition, the Secretary-General will support the work following up on the **Artificial Intelligence Act** and aiming at creating a framework for the **digital networks** of tomorrow.

The Secretariat-General will place particular emphasis on **cutting red tape and simplifying rules for citizens, businesses and public administrations** through the implementation of the regulatory fitness and performance programme (REFIT). The **one in - one out** approach, the mechanism of offsetting administrative costs generated by Commission' proposals by removing an equal amount of costs in other proposals, will continue to be applied. Additionally, the Commission will be focusing on **reducing burdens** from reporting requirements on business and public administrations by 25%, without undermining policy objectives. The Secretariat-General will steer the work of the Commission departments to deliver rationalisation plans contributing to the achievement of this target. Moreover, the Commission will appoint an SME envoy who will interact with the Regulatory Scrutiny Board on all initiatives that have an SME dimension.

² [Commission work programme 2024 \(europa.eu\)](https://ec.europa.eu/info/publications/commission-work-programme-2024_en)

³ https://ec.europa.eu/info/publications/strategic-plan-2020-2024-secretariat-general_en

In close cooperation with DG ECFIN, the SG RECOVER taskforce will continue to support Member States in their reform efforts by publishing country reports and making country-specific recommendations in the 2024 **European Semester** spring package, also in the context of the economic governance review. SG RECOVER will also identify the key policy priorities for the months to come in its Semester autumn package, in particular in the **Annual Sustainable Growth Survey**. It will continue to coordinate the **assessment of the milestones and targets for all payment requests** by Member States under the Recovery and Resilience Facility.

Intensive work will go into the different aspects of the Commission's work to strengthen the **rule of law**, from the Rule of Law Report – now opened to candidate countries as well – to the conditionality Regulation, the rule of law related Recovery and Resilience Plans milestones and the European Semester country specific recommendations.

To boost labour productivity and competitiveness of the EU industry, the Secretariat-General will support the work on an **EU biotech and biomanufacturing** initiative.

The Secretariat-General and DG BUDG will use all its means to bring about a swift agreement on the **revision of the Multiannual Financial Framework 2021-2027**, so that the EU budget can respond to recent emergencies, in particular the need to continue supporting Ukraine.

The Secretariat-General will help take forward key initiatives like the **European Defence Industrial Strategy**, the **EU Space Law** and the **Space Data Economy Strategy**.

Priority will be given to the implementation of the acts that facilitate the response to defence capabilities' needs resulting from **Russia's war of aggression against Ukraine**. In parallel, the Secretariat-General will continue its coordination role in the implementation of the twelve packages of **sanctions** adopted in response to Russia's full-scale invasion of Ukraine and will support the negotiations on the proposal to use extraordinary revenues deriving from the management of immobilised Russian state-owned assets for the recovery and reconstruction of Ukraine.

The Secretariat-General will contribute to steer the Commission's **external relations** policy in order to promote the EU's priorities and values at multilateral, regional and bilateral level, in close cooperation with the relevant Commission departments. One of the main work strands will be the implementation the European Economic Security Strategy that the Commission put forward in 2023, including the adoption of a package of new initiatives in January.

The Commission will continue to strongly support the **EU accession** process of the candidate countries and potential candidates, including through guidance on reforms and extensive financial assistance. It will closely monitor progress on EU-related reforms, in particular on respect for fundamental values and the rule of law, which will continue to be part of the fundamental conditions for EU accession. Following the December 2023 European Council decision to open the accession negotiations with Ukraine and Moldova,

the Secretariat-General will be closely involved in preparing for the next steps of the procedure. It will monitor the progress of Georgia and will report to the Council on progress achieved by Bosnia and Herzegovina.

The Secretariat-General will steer the work on a series of **pre-enlargement policy reviews** to assess how each policy area may need to be adapted to a larger Union. Amongst others, this includes a close look at EU policies across the board – agricultural policy, cohesion policy, external relations – but also finances and institutions. The Commission will submit its first ideas in the first quarter of 2024. The Secretariat-General will continue to lead on the implementation of existing agreements with western European partners, including those with the UK and the European Economic Area, and will lead on the conclusion of new agreements, including with Switzerland, Andorra and San Marino.

In this final year of legislature, the Secretariat-General will continue to steer the Commission's **relations with the other EU Institutions**. The negotiations between the co-legislators will intensify in the first months of 2024 and the Secretariat-General will ensure the Commission's positions are consistent, well-coordinated and respectful of the Treaties, institutional prerogatives and interinstitutional agreements.

Transparency will remain high on the Commission's agenda who, together with the European Parliament and the Council, will launch in 2024 the **Joint Legislative Portal**, an initiative that will increase traceability of the legislative process for EU citizens.

An important additional work strand in 2024 will be the preparation of the **institutional transition to a new Commission**. This will require significant action in a wide range of tasks, from conceptual tasks such as contributing to the preparation of Commissioners' hearings , steering the elaboration of the new multi-annual strategic planning and programming framework , to all the logistics of welcoming the new College. This will involve nearly all directorates in the Secretariat-General.

Internally, the Secretariat-General will continue to steer and shape key **corporate policies**, working closely with other central services of the Commission. It will remain at the core of the corporate governance framework, ensuring efficient use of the human and financial resources available. It will be at the forefront of efforts to push forward the IT, cyber-security, information and data management policies of the Commission in line with the digital ambitions of today. The Secretariat-General will also facilitate the smooth functioning of the collegial decision-making process, resilience and business continuity at all times. It will be responsible for the correct application of the rules on data protection and on Commissioners' post-mandate activities and their participation in elections, as well as mainstreaming equality into EU policy-making.

PART 1. Delivering on the Commission's priorities: main outputs for 2024

The first years of the mandate were devoted to preparing and putting forward the initiatives announced by President von der Leyen in her political priorities and in response to the challenges that emerged. In 2024, the focus will be on implementing all policies and adopting the remaining initiatives.

General objective 1 'European Green Deal'

Coordinating the European Green Deal

The delivery of the ambitious actions required to implement the **European Green Deal objectives** will remain a priority in 2024. Most initiatives have already been tabled by the Commission. The negotiations on most of these proposals are now completed and the focus moves on the implementation. For the remaining open files, the priority of the Secretariat-General will be to support Commission departments in the interinstitutional negotiations to ensure the timely adoption.

The Secretariat-General will also steer the work on preparing initiatives continuing to deliver on the EU Green Deal. In line with the European Climate Law, the Commission will start the process to set a **2040 climate target**, putting the EU on a path towards the objective of climate-neutrality by 2050. This work includes the adoption in 2024 of a communication on the 2040 climate target, which will be supported by an in-depth impact assessment.

The Commission will adopt a communication on industrial **carbon** management, setting out the EU policy on these technologies and their potential role in reaching carbon neutrality by 2050. The Secretariat-General will steer the work on **Climate Risk Communication** to increase the EU's readiness to climate impacts. Early 2024, it will also help prepare an initiative for **water resilience** enhancing EU preparedness and resilience and identifying possible actions to be taken at EU and international level to mitigate the effects of repeated water imbalance crises.

In the first part of 2024, the Secretariat-General will continue supporting the organisation of **Clean Transition** dialogues with industry and of a strategic dialogue with **the farming community** on the future of agriculture in the EU, which are meant to ensure that the green transition is done in a fair, smart and inclusive way.

General objective 2 ‘Europe fit for the digital age’

Shaping Europe’s digital future

Most key proposals planned under this objective have already been tabled and the Secretariat-General is working to ensure an ambitious outcome in the **final negotiations between the co-legislators** on the pending proposals on the Net-Zero Industry Act, digital labelling of fertilisers, forced labour, the revision of the Late Payments Directive (into the Late Payments Regulation) and the intellectual property package.

The Secretariat-General will also oversee the **effective implementation** of the legislation in this domain including the Digital Markets Act, the Digital Services Act and the Data Act or Foreign Subsidies Regulation, as well as the implementation of the European Economic Security Strategy. An Economic Security package with a proposal for a Council Recommendation on Research Security will be adopted on 24 January, followed by the joint risk assessments of the four critical technologies (AI, biotechnology, quantum computing, advanced semiconductors) in spring. Additionally, the Secretariat-General will coordinate the European Union’s **international digital policy**, including in key fora such as the EU-US and the EU-India Trade and Technology Council.

Following the adoption of the **Artificial Intelligence Act** and the Communication on start-ups and innovation in the field of AI to be adopted on 24 January, the Secretariat-General will ensure that the Commission maintains a holistic approach to this technology and that potential follow-up actions are in line with the act, including at international level.

As a follow-up to the exploratory consultation on the future of the **electronic communications** sector and its infrastructure, the Commission will prepare the ground for possible policy and regulatory actions to be taken within the next mandate, to facilitate the convergence between telecom networks and cloud-based software-defined networks and ensure that the digital networks of tomorrow meet the highest performance and security requirements and attract the necessary investments.

General objective 3 ‘An economy that works for people’

Reforming the economic governance framework and implementing the Recovery and Resilience Plans within the framework of the European Semester

In 2024, the Secretariat-General will, together with DG ECFIN, continue to facilitate the discussions between the co-legislators on the legislative proposals for a reform of the **European Economic Governance** framework. This comprehensive reform aims to ensure that the fiscal policy coordination framework is fit for the challenges ahead and provides financial markets with the confidence they need to support sustainable and inclusive growth. Specifically, the new framework intends to strengthen public debt sustainability, while promoting growth and fiscal sustainability enhancing reforms and investment. Once

the new framework is adopted, the Secretariat-General will coordinate its integration in the European Semester for economic and employment policy coordination, taking into account synergies with the implementation of the Recovery and Resilience Facility.

SG RECOVER, together with DG ECFIN, will continue to **ensure the implementation of the Recovery and Resilience Plans**. Specifically, the Taskforce will **coordinate the assessment of the milestones and targets** for each payment request by Member States, drawing on sectoral expertise from across the Commission. It will also organise the assessment of any amendments to the Recovery and Resilience Plans Member States might submit in line with the requirements of the Recovery and Resilience Facility Regulation. Furthermore, building on the experience gained with implementation, as well as on an independent study, the Recovery and Resilience Task Force, together with DG ECFIN, will also provide the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions with an **evaluation report** on the implementation of the Facility.

Within this context, the Secretariat-General's Recovery and Resilience Taskforce, in liaison with DG ECFIN, will prepare policy guidance to Member States through the publication of **country reports** and the Commission's proposals for **country-specific recommendations** in the 2024 European Semester spring package. It will make full use of the synergies between the Recovery and Resilience Facility, other EU funds, the European Semester and REPowerEU. The country reports will provide a holistic overview of the economic and social developments, existing policy gaps and vulnerability risks that Member States face, taking into account the regional dynamics, and the complementarities and synergies between EU funding instruments. Sustainable Development Goals will continue to be integrated in country reports as in 2023.

Towards the end of the year, SG RECOVER will also be responsible for the **Semester autumn package**, in particular the Annual Sustainable Growth Survey, outlining the key economic and social policy priorities for the 12-18 months following its adoption.

Boosting the European single market and industrial base

The Secretariat-General will also continue to play an active role in the discussions between the European Parliament and the Council on the pending proposals in the area of **Capital Markets Union, Banking Union, taxation and employment and social policy**. It will take forward the initiatives announced in the context of the **Demography Toolbox Communication**, in close cooperation with other relevant actors at EU and national level. Moreover, it will coordinate the revision of the European Works Council Directive. The Secretariat-General will also contribute to the preparation of the **Val Duchesse Social Partners Summit** and support its follow-up in the first quarter of 2024.

The Secretariat-General will contribute to the effective implementation of the Critical Raw Materials Act, the Net-Zero Industry Act (following its adoption foreseen in Q1 2024) and the Chips Act. It will also steer the preparation of the **EU Biotech and Biomanufacturing** initiative, to realise the full benefits of biotechnologies and biomanufacturing, key to the

competitiveness and modernisation of EU industry due to their high growth potential and labour productivity. The Commission will also propose a new initiative on **advanced materials for industrial leadership**.

Keeping the Multiannual Financial Framework fit for purpose

Together with the Directorate-General for Budget (DG BUDG), the Secretariat-General is leading the negotiations for a swift agreement on the **revision of the Multiannual Financial Framework 2021-2027**, tabled by the Commission on 20 June 2023. Revising the Multiannual Financial Framework 2021-2027 is crucial to ensure that the EU budget can face the most urgent challenges, including the continued support to Ukraine. Together with DG Budget, it will also launch the internal reflections and technical preparations for the **post-2027 Multiannual Financial Framework**, which is to be presented before 1 July 2025. The Secretariat-General will support DG Budget in concluding the negotiations of the **recast of the Financial Regulation**, to reinforce the transparency and protection of the EU financial interests, and in taking forward the **adapted proposal on new own resources**, presented on 20 June 2023, in line with the Interinstitutional Agreement signed in December 2020. New own resources are necessary to avoid undue cuts to Union programmes or excessive increases in Member State contributions, given the obligation to repay the grant component of NextGenerationEU. Furthermore, the Secretariat-General will continue supporting DG BUDG in implementing the **Conditionality Regulation to protect the EU budget**.

General objective 4 ‘A stronger Europe in the world’

Strengthening coordination on strategic external policy issues

The tense geopolitical situation has been further aggravated by an increase of conflicts and instability in and around Europe: Russia’s war of aggression against Ukraine continues unabated, whilst the conflict in the Middle East following Hamas’ terrorist attack on Israel risks escalating in the wider Middle East.

The Secretariat-General adapts rapidly and flexibly to challenges and will continue to steer policy in **external relations**. Through its political interventions, partnerships and programming of external EU instruments, the EU projects its **priorities and values**, and **defends its interests at multilateral, regional and bilateral level**. The Secretariat-General ensures that these activities are coherent, and in line with the political guidelines of the President and support the overall objectives of the Union.

The Secretariat-General has led the preparation of the **European Economic Security Strategy** in June 2023 and is now overseeing its implementation. The Strategy has a strong external component on which the Secretariat-General plays a central coordinating role, in particular in the realm of trade policies and international cooperation with key partners and international fora like the G7. Work is being undertaken in terms of designing initiatives to address risks to the EU’s economic security, such as those related to exports

of dual use goods or outbound investments, while the existing toolbox to deal with economic security issues is being reinforced such as through measures to strengthen Research Security and tackle cases of economic coercion. In 2024, the Secretariat-General will continue to provide political steering to services rolling out the strategy and will ensure the overall consistency and coordination of these measures.

The Secretariat-General will support the negotiations of the Commission's proposals for a **Ukraine Facility**, to fully underpin the Union's unwavering support to Ukraine and ensure that the Facility is set up as soon as possible. It will also continue its coordination role for the EU-Ukraine **Joint Coordination Platform** on Ukraine's agricultural exports. The Platform aims to improve the flow of trade of Ukrainian grain and ensure the full functioning of the Solidarity Lanes. In parallel, the Secretariat-General will continue to coordinate work on the **sanctions** adopted in response to Russia's war of aggression on Ukraine and support negotiations on the proposals to use extraordinary revenues generated from the management of immobilised Russian sovereign assets to support Ukraine's recovery and reconstruction. Last but not least, the Secretariat-General will steer the implementation of the December 2023 Council conclusions with regard to the EU's future **enlargement**, whilst also facilitating negotiations on a **Western Balkans Growth Plan and Facility**.

Monitoring the implementation of important crosscutting policy initiatives, such as the **Global Gateway**, will remain important. Both the G20 chair (Brazil) and the G7 chair (Italy) have ambitious international programmes for 2024. The Secretariat-General provides the support to the Presidents and their sherpas and will steer external work in all these contexts.

As announced in its work programme 2024, the Commission and the High Representative will adopt in 2024 a Joint Communication on a **Strengthened Partnership with Africa** in view of the next EU-AU Summit. It will ensure coherence of initiatives and actions related to external action and alignment with the commitments made in the political guidelines.

At the same time, the Secretariat-General will continue to provide comprehensive support to the President in her external activities, including through the preparation of briefings for summits, contacts with international partners, participation in international fora, notably the **G7 and G20**, and her bilateral outreach.

Boosting the Foreign, Security and Defence Policy

Security and defence will remain among the essential elements of the 2024 political agenda, given the ongoing **Russian aggression against Ukraine**, the escalation of tensions in the Middle East, the continuing instability in the Sahel and the Horn of Africa.

Also in 2024, the Secretariat-General will coordinate the implementation of the foreign policy instruments, including sanctions, and of space and defence policy, notably defence industrial aspects. It will help bring forward timely the initiatives listed in the 2024 Commission work programme, notably a **European Defence Industrial Strategy**, a

European Defence Investment Programme, an **EU Space Law** and a **Space Data Economy Strategy**. A key priority will be the swift implementation of the Act in Support of Ammunition Production and the European Defence Industry Reinforcement through common Procurement Act, which respond to urgent **defence capabilities needs** resulting from Russia's war against Ukraine and would be key enablers to reach the one million ammunition delivery target as set by the European Council in March 2023.

In parallel, the Secretariat-General will maintain its focus on ensuring the successful implementation of ongoing **EU defence initiatives**, including the European Defence Fund, the new Military Mobility Action Plan, countering hybrid threats, addressing security and defence aspects of climate change, security and defence for space, maritime security, EU-NATO cooperation and critical technologies.

Preparing the EU for enlargement

Russia's aggression against Ukraine has demonstrated more clearly than ever that the perspective of membership of the European Union is a strong anchor not only for prosperity and stability, but also for peace and security.

In December 2023, the European Council endorsed the Commission's recommendations on opening **accession negotiations with Ukraine and Moldova**, granting candidate status to Georgia on the understanding that relevant steps are taken, and opening accession negotiations with Bosnia and Herzegovina once the necessary degree of compliance with the membership criteria is achieved. The Secretariat-General will be closely involved in preparing for the next steps of the procedure for Ukraine and Moldova. It will monitor the progress of Georgia on the nine steps set out in the Commission's recommendations of 8 November 2023 and it will report to the Council on progress achieved by Bosnia and Herzegovina at the latest in March 2024.

As the EU is preparing for a possible further enlargement, it must also ensure that it can maintain its own development, including its capacity to integrate new members and to take effective decisions. The Secretariat-General will steer the work on a series of **pre-enlargement policy reviews** to assess how policy areas may need to be adapted to a larger Union. This includes examining policies across the board, funding, decision-making and institutional issues. The Commission intends to submit its ideas in the first quarter of 2024 during the Belgian Presidency of the Council.

EU's relations with the United Kingdom and other western European partners

The Secretariat-General will lead the **implementation of existing agreements with western European partners**. It will focus on ensuring a balance of rights and obligations, and the maintenance of a level playing field, particularly regarding the functioning of the internal market.

The Secretariat-General is responsible for the implementation, application and enforcement of the **EU-UK Withdrawal Agreement**, with significant work continuing in particular in the areas of citizens' rights, with a view to ensuring that beneficiaries of the agreement can fully enjoy their rights. Following the adoption by the Joint Committee of joint legal texts related to the Windsor Framework in 2023, the Commission will closely monitor the safeguards for the protection of the single market and will continue the legal work relating to the agreed flexibilities as part of the framework.

The Secretariat-General is also responsible for coordinating the implementation, application and enforcement of the **EU-UK Trade and Cooperation Agreement**. The Secretariat-General will closely monitor that the UK respects its commitments in all areas covered by the agreement, from trade to fisheries, law enforcement and judicial cooperation. Level playing field and sustainable development issues will continue to require particular attention, as the UK seeks to diverge from EU rules and standards.

Additionally, efforts will continue to be deployed to reach an **EU-UK agreement in respect of Gibraltar**.

The Secretariat-General oversees the implementation of the **Agreement on the European Economic Area (EEA)** and will work towards the signature and conclusion of the agreements on the financial contribution of the EEA EFTA states to cohesion, and on the temporary liberalisation of access for fish products from Iceland and Norway. It coordinates the EU's engagement with **Switzerland**, to expand the EU-Swiss relationship to new areas, based on a balanced model that provides legal certainty and a level playing field. The Secretariat-General will also work towards the signature and conclusion of the **Association Agreement with Andorra and San Marino**.

General objective 5 'Promoting our European way of life'

Implementing the Security Union

The Secretariat-General will steer the work related to the 2020-2025 **EU Security Union Strategy** in order to deliver on all its objectives by the end of the Commission's mandate. By now, for more than half of the 36 proposals already put forward by the Commission, inter-institutional negotiations have already been concluded. But the implementation of the Security Union Strategy requires a continuous effort to respond to the changing threat landscape in an effective manner.

In 2024, the Secretariat-General will continue to support the full adoption by co-legislators of the remaining initiatives tabled by the Commission in the context of the Security Union Strategy. These proposals are meant to crack down on **corruption**, to step up preparedness for cyber-attacks with the **Cyber Solidarity Act**, to fight against organised crime with the **Migrant Smuggling package**. Once adopted, the proposal on a **European Ports Alliance** will mobilise all relevant actors operating in the ports against drug trafficking and criminal

infiltration, while the **Critical Infrastructure Blueprint** will strengthen the resilience of the EU's critical infrastructure.

The Secretariat-General will also ensure the proper implementation by Member States of the legislation under the Security Union Strategy, so that citizens can fully benefit from the Security Union by the end of the legislature.

Migration

As part of the response to Russia's war of aggression against Ukraine, the applicability of the **Temporary Protection Directive** was extended for another year until March 2025. Together with a general increase of migratory pressure on key routes, this has accentuated the need for action to mitigate the steep increase of irregular arrivals and to fight migrant smuggling in the wake of the November 2023 International Conference for a Global Alliance to Counter Migrant Smuggling. The **New Pact on Migration and Asylum** will have a powerful impact on the EU's ability to deliver an effective and sustainable policy both inside the EU and beyond. The Secretariat-General has a particular role in bringing together the work of Commission departments and the European External Action Service to take forward the external dimension of the pact, notably for international comprehensive partnerships.

In 2024, the Secretariat-General will continue the work on both external and internal aspects of migration to bring forward action to establish a mutually beneficial partnership with **Egypt**, given the country's vital role for the security and stability in the Middle East. The EU and **Tunisia** will work together to tackle irregular migration at its roots in a comprehensive manner through support for education, job creation and climate adaptation on the basis of the Memorandum of Understanding for a strategic partnership signed in July 2023.

The Secretariat-General will also be involved in the interinstitutional efforts to conclude negotiations on the pending proposals in the area of asylum, migration and borders. Work will continue in other key areas such as legal migration, notably on the various work strands of the **talent mobility package**, and on strengthening the Schengen area.

Stepping up European cooperation on crisis management

The Secretariat-General will provide guidance and support to Commission departments to ensure that the institution is able to **respond effectively to crises that require action at EU level**. Learning from the recent crises such as the COVID-19 pandemic, it will work closely with **national authorities** to coordinate and improve the EU response.

As it manages the Commission's crisis management system (ARGUS), in 2024 the Secretariat-General is aiming to design, together with relevant Commission actors, an **ARGUS Crisis Dashboard** which will improve the efficiency of decision-making. The work on the **EU exercise policy** and the related **guidelines** will exploit synergies of the

numerous exercises organised yearly. The capacity building, including the training for Commission staff, will also be continued to enhance their knowledge and skills.

Building a Health Union

With several Commission departments involved in the effort to build the European Health Union, the Secretariat-General will play a key role in bringing the work together and articulating the policy goals. An important objective for 2024 will be to improve the **availability of medicines** to citizens at all times. The Secretariat-General will coordinate the work of Commission services on implementation of actions to address critical shortages of medicines and strengthen security of supply in the EU. Focus will lay on advancing inter-institutional discussions on the **pharmaceutical reform** announced in April 2023, which will improve security of supply and tackle critical shortages of medicines in the long-term. A **new Prevention Package** to improve protection of citizens' health through provisions on smoke-free environments and tackling of vaccine-preventable cancers will be presented in January 2024.

The Secretariat-General will take the lead in reviewing the work of the Commission in preparedness and response to health crises, taken forward in particular through the Health Emergency Preparedness and Response Authority. For the key proposals already on the table – such as the **reform of the Pharmaceutical Regulation and the European Health Data Space** - the Secretariat-General will follow the negotiations, aiming to carefully balance considerations on competitiveness and innovation, patient access and health outcomes.

Implementation of the regulatory framework for medical devices will be closely monitored in 2024, and the Secretariat-General will oversee the work to adjust this framework to ensure the supply of devices in the years to come.

The Secretariat-General will continue to coordinate the work of Commission services to implement the **Global Health Strategy** adopted by the Commission in November 2022 with the objective to establish a strong EU's position and role in the context of ongoing negotiations on a Global Pandemic Treaty at the World Health Organization.

Education and Youth

The European Education Area seeks to remove barriers to learning and improve access to quality education for all, respecting the specific competences of Member States while showing the added value of EU cooperation. The Secretariat-General will work to support the progress in key areas such as the **Joint European Degree**, and will coordinate across DGs the work to take forward digital skills and education. The Secretariat-General will also seek to build on the 2022 European Year of Youth and contribute to mainstreaming youth aspects across all relevant policy areas.

General objective 6 ‘A new push for European democracy’

Strengthening the rule of law

The Secretariat-General coordinates the European rule of law cycle, with its annual Rule of Law Report at the centre, covering all Member States in an objective and impartial manner. As announced by President von der Leyen in her State of the Union address 2023, from 2024 the Commission **opened these reports to candidate countries**. This is an opportunity to support them to get ready for accession, placing them on equal footing with Member States early on. The Secretariat-General will continue to take responsibility for the Communication framing the overall report.

The Secretariat-General will also continue to play a leading **role regarding the different strands of the Commission's work on the rule of law**, including the implementation of the general regime of conditionality for the protection of the Union budget, monitoring Member State compliance with the EU Charter of Fundamental Rights throughout the implementation of programmes under Cohesion Policy funds , the implementation of the anti-corruption package and the rule of law related to the Recovery and Resilience Plans milestones and Semester country specific recommendations.

The Secretariat-General will steer the work on the follow-up to the 2023 review of the 2020 **European Democracy Action Plan** to close the identified loopholes, in order to ensure that our democratic sphere is protected from foreign interference while building resilience from within by encouraging civic engagement and participation in our democracies, ahead of and beyond the 2024 European Parliament elections. Moreover, the Secretariat-General will continue to cooperate closely with the European Parliament and Council to facilitate an agreement on the proposal for a recast of the regulation on the statute and **funding of European political parties and European political foundations**. This proposal will enable European political parties to fulfil their mission of raising European political awareness and will contribute to the creation of a true European political space.

Strengthening the Commission's better regulation policy

The Secretariat-General is developing and overseeing the implementation of the Commission's better regulation agenda for evidence-based policy making. In 2024, better regulation policy will focus particularly on the delivery of the Commission's commitment for simplification and burden reduction, including from reporting requirements. The **one-in, one-out** approach, which is the brake on costs for businesses and citizens stemming from Commission proposals, aims to compensate adjustment costs to the greatest extent and offset administrative costs by removing an equal amount of costs. The Secretariat-General will continue to oversee the implementation of the approach and report on it in the **Annual Burden Survey 2023**. It will also lead and steer the work of Commission departments to reduce by 25% the burdens related to the reporting requirements in EU laws. The Secretariat-General will coordinate the efforts to design ambitious plans for each Commission department to rationalise and simplify these requirements.

The Secretariat-General has also prepared its own plan **to contribute to the simplification and rationalisation of reporting requirements** and reduce related burden on businesses and administrations, without undermining the policy objectives. The plan includes a list of concrete actions planned for 2024 and beyond to progress towards the goal of 25% reduction of such burden. The Secretariat-General will work towards further promoting structured means of mapping reporting requirements using modern technologies, such as augmented search functionalities. It will monitor and facilitate the adoption by co-legislators of burden reduction and reporting rationalisation measures presented in annex II of the Commission work programme. It will also work towards improving the way in which reporting requirements are presented in Commission proposals, supporting the implementation of the ‘digital by default’ and ‘once only’ principles.

The Secretariat-General provides the secretariat of the **Fit for Future Platform**. The Platform will support the Commission to simplify and modernise the EU acquis and reduce burden, and in particular to rationalise reporting requirements through three dedicated opinions. This further reinforces the burden reduction work of the Regulatory Fitness (**REFIT**) programme, under which all evaluations and proposals to change existing laws should seek to simplify and reduce unnecessary regulatory costs, while maximising the benefits for the final users.

Embedding strategic foresight in the policy process

The Secretariat-General is embedding strategic foresight in the EU policymaking. Collaboration and joint reflection between policy Commission departments will be fostered through the Strategic Foresight Network. The Secretariat-General will actively participate in the work of the interinstitutional European Strategy and Policy Analysis System, aimed at publishing the **General Trends Report** in spring 2024, ahead of the new EU political cycle. In addition, the Secretariat-General will continue fostering cooperation with Member States, through the EU-wide Foresight Network and the meetings of Ministers for the Future. Additionally, in collaboration with the Joint Research Centre, the Secretariat-General will promote awareness and practical use of various foresight tools through dedicated trainings for Commission staff, including on a better regulation tool on strategic foresight for impact assessments and evaluations. Finally, the Secretariat-General will also work closely with the Joint Research Centre on the further development the horizon scanning project and uptake of its result.

Promoting transparency and stakeholder involvement

The Secretariat-General coordinates the corporate policy on public access to documents. In 2024, work will continue on improving the digital solutions to ensure that documents are easily accessible and can be obtained in a timely manner, including the use of artificial intelligence.

The Commission maintains an open, transparent and regular dialogue with civil society and stakeholders representing various interests. The **Transparency Register** is the key tool of the EU institutions to promote transparent and ethical interest representation at EU level.

Being part of the interinstitutional Secretariat of the Transparency Register, the Secretariat-General will work on delivering the annual priorities of the register for 2024⁴, as determined by the register's Management Board⁵. These include targeted data quality screening of the register's content, modernising further the register's IT tool and engaging with other EU actors to maximise synergies.

The **Have Your Say Portal** is the single-entry point for all forms of citizen engagement of the Commission. In 2024, its accessibility and usability will be improved. The portal will be brought closer to the Member States by offering integration services via the Open Data Portal. It will also target the young generations by collaborating with academic networks.

The **Joint Legislative Portal**, a joint initiative of the European Parliament, the Council and the Commission, will be launched in 2024. It will increase the transparency and traceability of the legislative process for EU citizens. The Secretariat-General will provide information and related documents on the Commission's decision-making process.

Giving citizens a say in policymaking: the European Citizens' initiative

Following the publication of its review report on the application of Regulation (EU) 2019/788 at the end of 2023, the Commission will continue to make practical improvements to the implementation of the European citizens' initiative framework. It will further develop the **Central Online Collection System** based on feedback and suggestions collected during the review process and will support organisers in setting up and managing their initiative, including by providing guidance through the European Citizens' initiative Forum.

The Commission will also continue its multilingual communication activities, with a strong focus on social media, and through events in the Member States with the help of its multipliers network. In its **awareness raising activities**, the Commission will seek the involvement of the other EU Institutions and bodies, as well as of regional and local authorities, educational institutions and civil society organisations. The video competition for secondary school students that closes in spring 2024 will be a unique occasion to bring the European Union and the ECI tool to the attention of this target group.

Promoting the highest ethical standards

The Secretariat-General is contributing at corporate level to the promotion and application of the highest ethical standards in the EU civil service. The Code of Conduct for the Members of the European Commission details how the general Treaty obligations of independence, integrity and discretion should be applied. Through the network of Cabinets' transparency and ethics contact points, the Secretariat-General will continue to oversee

⁴ The annual priorities are published on the [website](#) of the Transparency Register.

⁵ The Management Board of the Transparency Register consists of the Secretaries-General of the European Parliament, the Council and the Commission.

that Cabinets have a high-level of awareness of the **ethical rules applicable to Commissioners** and will ensure a regular flow of information.

The Commission adopted in 2023 a proposal on the establishment an **interinstitutional ethics body** common to all institutions. The future body is expected to develop common minimum ethical standards applicable to the members of participating EU institutions and bodies, as well as updating them when needed. In the course of 2024, political and technical meetings will be organised, under the aegis of the Secretariat-General, in view of a future agreement between the institutions and the two advisory bodies mentioned in Article 13 of the Treaty on the European Union (TEU).

Coordinating the Equality Task Force

The Task Force on Equality ensures delivery of key initiatives of the Commission in the field of equality and non-discrimination, and the follow-up of the **Union of equality strategies** adopted by the Commission since the beginning of its mandate. In 2024, the Task Force will strive to implement effective **equality mainstreaming** in the Commission so that equality considerations are integrated in EU policies, legislation and funding programmes. The secretariat of the task force will support the network through capacity-building, the provision of tools, reviews of Commission departments' equality mainstreaming work plans and exchanges of inspiring practices.

General objective 7 ‘A modern, high-performing and sustainable European Commission’

The Secretariat-General plays a vital role in steering and coordinating all aspects of the Commission’s work, from policy planning to corporate management. The Secretariat-General will in 2024 continue to coordinate policy work across all of the President’s political priorities and to ensure a unified and collegial approach to the Commission’s engagement with the other institutions. The Secretariat-General is also at the apex of the Commission’s system of corporate governance, chairing the **Corporate Management Board** and driving the Commission’s corporate policies in close cooperation with other central services.

Preparing the Commission for the institutional transition

The Secretariat-General will assume in 2024, in addition to its usual functions, a number of actions linked to the institutional transition to the new Commission that will take office after the 2024 elections.

The preparations for a new Commission are multifaceted and will entail the involvement of all parts of the Secretariat-General. The work related to the transition process can be summarised under four broad categories of action:

- Policy: contribution to the drafting of new political orientations and the next political guidelines; preparation of the Commission’s input to the new strategic agenda for the next institutional cycle; preparation of briefings and speeches, across portfolios;
- Interinstitutional: preparation of the hearings of the Commissioners-designate before the European Parliament, including by coordinating the preparation of declarations of interest;
- Governance: update and consolidation of Commission Rules of Procedure; possible development of new working methods; organisation of the responsibilities of the Members of the Commission; preparation of the new multiannual strategic planning and programming cycle;
- Logistics, information and training: handover and welcome packages; human resources; ethics; digital aspects; office space and logistics; security; document management;
- Handover from outgoing College: support to the outgoing Commission; advice on post-mandate activities; document management and archiving.

Leading the Commission's strategic planning and programming

In 2024, the Secretariat-General will lay the foundations for the next multiannual **strategic planning and programming cycle** covering the mandate of the new College. This will require a forward-looking reflection which will define the best framework able to ensure alignment between the headline priorities of the new College and the objectives of each Commission department.

The Secretariat-General will also ensure that proper mechanisms for the **accountability** of Commission departments are in place. It will provide instructions on how they should report on their achievements in the annual activity reports. Together with DG Budget, it will prepare the **Annual Management and Performance Report** through which the College takes political responsibility for the management of the budget. It will closely follow the discharge procedure in the European Parliament and the Council and monitor sensitive audits from the Internal Audit Service and the European Court of Auditors. It will continue to ensure **coordination and awareness about the risks faced by the Commission** and keep the governance bodies of the Commission informed accordingly (College, Corporate Management Board, Audit Progress Committee).

Preparing the Commission Work Programme

The Commission work programme for 2024 sets out the Commission's priorities for 2024. The Secretariat-General will coordinate the implementation of this programme, covering the interinstitutional process on priority pending proposals, follow up on the rationalisation of reporting requirements⁶ and the development of the limited number of new initiatives announced for 2024 that deliver on existing commitments or respond to emerging challenges. The Secretariat-General does this by providing guidance, coordination and quality control on policy and procedures with a view to ensuring quality and coherence.

The Secretariat-General will coordinate the **preparation of the 2025 Commission work programme** that will set out the actions the new Commission will take in 2025 to implement the political guidelines of the President of the new Commission.

Managing the Commission's relations with the other institutions

The Secretariat-General oversees the Commission's institutional relations with the **European Council and the Council** and coordinates the participation of the College members in plenary meetings of the **European Parliament**. The Secretariat-General follows political and policy developments in these institutions, of particular importance in 2024 ahead of and after the elections to the European Parliament, and reports shortly after relevant meetings. In 2024, the Secretariat-General will continue to actively engage in the preparation of the meetings of the European Council and EU Leaders, and ensure appropriate follow-up of European Council conclusions. It will also continue to follow the

⁶ See section on better regulation, p. 16

ongoing discussions on institutional reform, including on the European Parliament's recent request under Article 48 TEU for amendments to the Treaties.

Developments in the legislative process for all pending proposals will continue to be monitored by the Secretariat-General and discussed regularly by the Cabinets of Commissioners in the **Interinstitutional Relations Group**. Contacts with the services of the Parliament and the Council will continue, to facilitate the adoption of pending proposals. Particular emphasis will be given also in this context to the removal of unnecessary or inefficient reporting requirements.

In 2024, the Secretariat-General will continue to coordinate the inquiries and requests submitted by the **European Ombudsman**. It will also follow the debates in the European Parliament on issues related to the European Ombudsman.

The Secretariat-General will coordinate the Commission's active engagement and relations with national Parliaments, the **European Economic and Social Committee** and the **European Committee of the Regions**. It will finalise the review and update the protocol of cooperation with the European Committee of the Regions. Finally, the Secretariat-General coordinates relations with **EU decentralised agencies**, including via the EU Agencies' network which will continue to meet regularly in 2024.

Providing briefings and political intelligence

The Secretariat-General prepares **briefings and flash reports** for the President, the Executive Vice-Presidents, the Vice-Presidents and the Commission's senior management, to support their discussions and negotiations with interlocutors from outside the institution. This helps them to promote and defend the Commission's political priorities, also internationally.

Through this work, the Secretariat-General ensures that the institution's political leadership is provided with **high quality and timely information** on policy, political and institutional developments. The Secretariat-General prepares the participation of the President in the European Council, and the participation of the President, the Executive Vice-Presidents, the Vice-Presidents in European Parliament meetings. It also supports the Executive Vice-President for the European Green Deal, Interinstitutional Relations and Foresight in his coordination role by preparing his participation in the General Affairs Council as well as in engagements with the European Parliament.

The Secretariat-General also hosts the Commission Central EU Classified Information Registry, which is responsible for **handling EU classified information**. It serves as the main point of entry/exit for classified exchanges with other EU Institutions, agencies, bodies and offices, Member States as well as non-EU countries (i.a. USA, EFTA countries) and international organisations (such as NATO).

Overseeing the implementation of the data protection rules

The Data Protection Officer ('DPO') of the Commission ensures in an independent manner the internal application in the Commission of the Data Protection Regulation for the EU institutions and bodies (Regulation (EU) 2018/1725). The DPO monitors the implementation of the actions set in the Commission's **Data Protection Action Plan** to improve compliance, in close cooperation with Data Protection Coordinators in Commission departments.

In 2024, the DPO will continue its close monitoring of the implementation of the data protection rules within the Commission. This includes the annual **survey** and report on compliance by Commission departments and the **continuous review** of the records of processing operations. The DPO will provide oversight of the Commission's responses to **data subject requests** and **personal data breaches**, as well as treating **complaints**.

All staff in the Commission need to be **aware of data protection rules** and their specific obligations. For that purpose, in addition to the training offered by each Commission department, the DPO will continue to organise training courses and promote awareness-raising at corporate level, provide relevant e-learning materials, and support the work of Data Protection Coordinators.

Business continuity

The Secretariat-General leads the business continuity policy in the European Commission, enhancing the institution's resilience by ensuring better **preparedness for incidents and crises**, and facilitating a swift recovery from disruptions. The Secretariat-General is responsible for keeping the business continuity framework updated, as the framework outlines the core principles of business continuity management within the Commission, as well as the specific roles and responsibilities of the various departments.

In 2024, the Secretariat-General will concentrate on further raising awareness and exercising the updated business continuity arrangements at corporate and local level. A particular focus will be put on preparing an ambitious awareness-raising action plan covering all aspects of crisis management and all staff and on improving communication during incidents.

Managing the Commission's IT, cyber-security, information and data management policies

The Secretariat-General chairs the **Information Technology and Cybersecurity Board**, which ensures that investments in IT are efficient and that business needs are supported by secure systems. In 2024 the Secretariat-General will steer the process for the establishment of the annual IT implementation plan for 2025. It will monitor the implementation of the European Commission Digital Strategy and of the IT security strategy 2023-2024.

The Secretariat-General also chairs the **Information Management Steering Board**, which oversees the implementation of the Commission's data, information and knowledge management policy. The policy aims to enhance the sharing of data, information and knowledge and to establish collaborative working practices. In 2024, under the 2022-2024 Rolling Action Plan, key actions will include implementing corporate policies on reference data, launching additional data learning paths for different staff profiles, launching a corporate service for data acquisition and piloting a digital ready policymaking service. In addition, the Board will follow-up implementation of the AI@EC Communication to the Commission, introducing actions to focus the development and use of lawful, safe and trustworthy Artificial Intelligence systems in the European Commission.

Managing the decision-making procedures

Efficient decision-making is essential for continuing to deliver on the Commission priorities during the last year of the mandate. The Secretariat-General ensures **collegiality and quality** in the adoption of Commission acts. It coordinates the Commission's collegial position on pending proposals in the negotiations with the co-legislators.

The **digital transformation** of decision-making will further progress with the integration of the Commission's handling of replies to European Parliament resolutions and opinions from Consultative Committees into Decide, the Commission's decision-making system. The Decide timeline will be extended to cover the inter-institutional steps of the legislative cycle, making it possible to follow initiatives from planning to adoption by co-legislators.

A complete **review and streamlining of the entire decision-making process** will prepare the transformation of Decide into a more modern and flexible application using the latest technologies. The Secretariat-General will also continue to improve EdiT, the new legislative editor, so that it can be used for drafting proposals under the ordinary legislative procedure as soon as the next College is in place.

PART 2. Modernising the administration: main outputs for 2024

The internal control framework (7) supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

A. Human resource management

The Secretariat-General will continue implementing the key priorities of the corporate human resources strategy, while also adding actions with an important local impact.

Human resources will be deployed efficiently. Working under constantly evolving policy priorities and intense pressure, the Secretariat-General manages to deliver thanks to its skilled and flexible workforce, close cooperation between directorates and units and internal staff redeployments. The allocation of human resources will continue to be constantly monitored and adapted to respond in the most efficient way to the political priorities.

Fostering a **positive and inclusive workplace** will remain a priority. The Secretariat-General will closely monitor indicators on staff wellbeing (absence rate, number of long-term absences) and take action to address them. To ensure swift integration of new colleagues to the Secretariat-General, comprehensive training, mentoring and information will continue to be provided in 2024.

Learning programmes will support professional growth. A corporate learning programme policymaking, the **EU Policymaking Hub**, will be further developed in 2024 as part of the Commission's new learning strategy to support onboarding, upskilling, and reskilling of staff in the policymaking domain. Furthermore, the corporate policymaking learning programme will expand its offer by further developing special and advanced learning packages, to increase the visibility of the offer and to add more strategic learning opportunities based on the collaboration and input of the relevant policy Directorates-General.

The Secretariat-General is **promoting equality, diversity and inclusion** by dedicated awareness raising actions. In order to grant the equal representation of men and women in the management positions, it will endeavour to reach the targets of female middle management appointments established by the Commission, and will subsequently apply the principle of balanced appointments. **Internal communication** will help strengthen

⁷ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

team cohesion and ensure understanding of the policy objectives of the Commission and the Secretariat-General's role in achieving those objectives. The information and knowledge base will be kept up to date, and the use of collaborative spaces further enhanced. Moreover, the Secretariat-General will make use of the opportunities presented by the new Commission intranet environment and will keep a balance between corporate and users' needs.

The Secretariat-General will focus on ensuring an efficient and **flexible working environment**. It will take stock of the lessons learnt from the recently introduced flexible workplace to make better use of space.

B. Sound financial management

The main objective of our sound financial management processes is to ensure that the Secretary-General has reasonable assurance that resources are used in accordance with the principles of **effectiveness, efficiency and economy**, and that cost-effective controls are in place, which give the necessary guarantees concerning the legality and regularity of underlying transactions.

The Secretariat-General has set up an **internal control strategy** for financial management. This strategy provides detailed means to achieve each year the control objectives laid down in the financial regulation. Furthermore, the Secretariat-General conducts a risk analysis on a regular basis to better align the financial workflows and actors with the associated risks. In parallel, the Secretariat-General makes full use of the corporate financial and procurement IT tools.

The Secretariat-General has a **low-risk profile in financial management**, mainly because of the small size of its budget (EUR 6.5 million in procurement and administrative expenses paid) and because almost all contracts entered into are against framework contracts. Furthermore, the Secretariat-General manages a single grant (for the historical archives of the European Union, of EUR 2.5 million, including contributions from other EU Institutions), exempt from the requirement to have a call for proposals.

All financial transactions recorded in the ABAC IT System are initiated and verified centrally in the financial unit. The authorising officer is the head of the operational unit, except for administrative operations where the authorising officer is in the financial unit. An **accounting quality review** to identify unusual, irregular transactions is performed twice a year.

More specifically, in 2024, the Secretariat-General will take actions through a careful analysis of the risks involved to ensure a smooth transition to the new corporate financial platform (SUMMA). This will require adequate training, user acceptance testing, as well as adjustments to working methods.

C. Fraud risk management

The Secretariat-General contributes to one of the two main axes of the Commission's Anti-Fraud Strategy, which is to enhance the **governance of anti-fraud policy**. It supports the European Anti-Fraud Office in ensuring adequate corporate steer and oversight of the Commission's anti-fraud policy and its implementation across Commission departments, including via the meetings and conclusions of the Corporate Management Board.

More specifically, the Secretariat-General supports the steer and oversight, by the Corporate Management Board, on the follow-up of OLAF recommendations addressed to Commission departments and on information received from the **European Public Prosecutor's Office**. To this end, the Secretariat-General organises regular monitoring meetings with all relevant horizontal departments and an annual high-level review of the cooperation with the Office under the Commission-EPPO Agreement.

Given its specific role, as the main service of the President, closely working with the other Presidential services, the central services and the Cabinets of the Members of the Commission, the Secretariat-General might be exposed to fraud without any direct financial impact for the EU (e.g. **disclosure or leakage of sensitive or confidential information**), which might cause reputational damage to the Commission. It will therefore remain highly vigilant in relation to that risk.

In addition, the Secretariat-General is taking steps to **prevent and detect fraudulent behaviour** internally. As with any Directorate-General, raising fraud awareness and ethical behaviour among staff and newcomers is one of the most effective actions. Given its central role in coordinating the Commission's work, it is critical that Secretariat-General staff are aware of the ethical aspects of their daily activities. More generally, the small size of the budget and the coordination of policies (rather than the definition of policies), limit the risk of possible fraudulent behaviour at the Secretariat-General.

In 2024, the Secretariat-General intends to build on its revised local anti-fraud strategy and to strengthen the focus on **raising staff awareness** on ethics aspects. The revised action plan provides for training sessions on ethics, on cyber-security, on the proper handling of information, as well as detailed and updated information on a dedicated SG webpage. Stronger cooperation with other Directorates-General for the implementation of the Recovery and Resilience Facility will also be pursued.

D. Digital transformation and information management

Digital transformation

In 2024, the Secretariat-General will implement the European Commission's digital strategy with a focus on the following priority domains:

Digital culture

The Secretariat-General will continue to further optimise and tailor its **comprehensive digital skills training and coaching programme**. This will include information sessions for practitioners, ad hoc training sessions and digital information in the format of newsletters and intranet pages. One of the focal points will be to complete the Commission-wide roll-out of a new intranet and collaborative solutions platform. These actions aim to progressively develop a genuine digital culture, promote the uptake of the new digital ways of working and accelerate the digital transformation journey.

Business-driven digital transformation

The Secretariat-General helps deliver on the Commission's strategic objectives by providing and managing digital solutions designed to support key processes and policies (e.g. decision-making, transparency, business continuity, crisis management, document management, enforcement of EU Legislation, data protection, mediation).

In parallel, in 2024 it will focus on the implementation of its process efficiency agenda. This is an inventory of coordination and administrative processes that can be **redesigned, simplified, or streamlined**.

The former paperless and process automation network has been re-launched and will focus in 2024 on **artificial intelligence** and **process efficiency**.

Finally, the Secretariat-General will complete the **migration** of all its collaborative sites to SharePoint Online and promote their seamless integration with the communication content of the new intranet.

Seamless Digital Environment

- **Records management:** The Secretariat-General will **simplify the corporate records management** system. It will continue to promote the 'digital by default' principle by automating the capture of records from internal collaborative platforms.
- **EU Law Monitoring:** The integration of dedicated IT tools will allow Commission departments to have **a single point of access** for the management of the full life-cycle of infringements of EU law. The interoperability between the different modules will streamline the processing of cases, improve security of data management and generally improve the institutional memory in the area of enforcement.
- **Decision-making:** see section on Managing the decision-making procedures.

Green, resilient and secure infrastructure

The Secretariat-General's digital solutions will be assessed to determine their cloud-readiness and a multi-annual transition plan will be drawn up. Staff will benefit from the synergies and efficiencies created by the integration between collaboration and internal communication sites.

IT security

To counter the evolving cybersecurity threats, the Secretariat-General draws up annual cybersecurity plans taking into account the **evolving landscape of cyberthreats**. They combine an effective blend of measures designed to comply with the corporate IT security policy including the periodic assessment, in the IT security plans, of **the level of risk** and definition of **countermeasures**.

The Secretary-General will pursue the pro-active life-cycle management and modernisation of its portfolio of digital solutions with a view to tackling obsolescence and minimising system vulnerabilities.

Furthermore, the Secretariat-General will continue to raise awareness on **cybersecurity, physical and information security**. It will organise dedicated information sessions and enforce cybersecurity upstream in its systems by promoting secure development and by regularly scanning the systems for potential security vulnerabilities. Secure coding will be promoted to the project teams by enabling them to take part in relevant trainings and by introducing **secure static code analysis** early in the development process.

Data, information and knowledge management

The Secretariat-General will continue to contribute to the implementation of the Rolling Action Plan for Data, Information and Knowledge Management 2022-2024, and will coordinate the drafting of an action plan for the next mid-term period. It will continue to co-lead the action on Corporate Reference Data Management along with the Publications Office and be a partner service in other actions.

Regarding the local implementation of the **data governance and data policies** at the Commission, the Secretariat-General will continue to document data management processes related to key data assets, and to identify updates needed to the related IT systems. Moreover, the Secretariat-General will organise awareness raising activities for staff with data related responsibilities, enabling local coordination of data related activities.

To facilitate new ways of working, the Secretariat-General will continue integrating platforms for collaborative working with the corporate records management system and providing guidance for records and content management across those systems.

Data protection

With a significant number of processing operations conducted across the Commission, the Secretariat-General **leads by example** on the respect of the right to the protection of personal data.

To further improve compliance, in 2024 the Secretariat-General will conduct awareness-raising and training activities, both among units in charge of specific processing operations and other staff of the Secretariat-General. Exercising due diligence when choosing external processors of personal data on behalf of the Secretariat-General and ensuring respect of the principle of 'data protection by design and by default' when designing new IT systems will also improve the level of compliance with data protection rules.

E. Sound environmental management

The Secretariat-General takes full account of its environmental impact in its actions and actively promotes measures to reduce the environmental impact of the administration and its work. The Secretariat-General will continue to take action, in line with the Communication and Action Plan on Greening the Commission adopted in April 2022, and contribute to the Commission efforts to achieve climate neutrality by 2030. The Secretariat-General will continue its actions on the following:

- more efficient use of the office space, in line with the Commission's building policy;
- raising staff awareness about the priorities of the Green Commission and engaging staff to adopt environmentally friendly and energy-efficient ways of working and commuting;
- analysing corporate surveys on staff's environmental awareness and the impact of work and designing actions tailored to the survey's findings;
- favouring the use of more sustainable modes of transports for business trips and proposing videoconference facilities in increasing number, as set out in the Commission's environmental policy⁸. The Secretariat-General will design and implement an ex-post assessment mechanism of missions, which will offer additional clarity on their emissions' justification. In parallel, maintaining and possibly increasing expert groups' online/hybrid meetings will enable the Secretariat-General to reduce emissions from experts' travel.

F. Initiatives to improve economy and efficiency of financial and non-financial activities

The Secretariat-General permanently strives to make its activities more efficient and use resources more economically. In the human resources area, each time a post becomes

⁸ It is to be noted that the Secretariat-General houses the Commission's Protocol Service and an External Relations Directorate. The missions of these two services represent a significant share of the business trips performed by the Secretariat-General, for which the scope for reducing CO2 emissions is limited

vacant, the Secretary-General and the Chief Operating Officer assess the opportunity of reallocating it to another file. This allows to address changes in workload and in priorities effectively. The practice of putting volunteering colleagues at the disposal of another unit in order to provide expertise for a limited period of time will also be pursued in 2024. The Secretariat-General will also reflect this year on how to best adjust its workforces to the needs of the next College and the new political priorities of the Commission. Furthermore, the Secretariat-General will integrate the Commission's replies to the resolutions of the European Parliament and the opinions of the consultative committees into Decide Replies. This will digitalise a process which is currently mainly manual and significantly increase its efficiency.

ANNEX 1 Performance tables


General objective: European Green Deal

Specific Objective 1.1: The initiatives presented in the roadmap annexed to the Communication on A European Green Deal (COM(2019) 640 final) are delivered during the mandate of President von der Leyen

Related to spending programme(s): No

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
 Coordination of all major initiatives on the European Green Deal as in the Commission work programme for 2024	Adoption by the Commission	100 %


General objective: A Europe fit for the digital age

Specific Objective 2.1: The initiatives specified under the Europe fit for the digital age priority are delivered during the mandate of President von der Leyen

Related to spending programme(s): No

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
 Coordination of all major initiatives on "Europe fit for digital age" headline ambition in the Commission Work Programme for 2024	Adoption by the Commission	100%


General objective: An economy that works for people

Specific Objective 3.1: *Sound public finances are ensured, excessive macroeconomic imbalances are prevented, structural reforms in line with country-specific recommendations are pursued*

Related to spending programme(s): Recovery and Resilience Facility

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
 Coordination of all major initiatives on “An economy that works for people” headline ambition in the Commission Work Programme for 2024	Adoption by the Commission	100%
Annual Sustainable Growth Survey	Adoption by the Commission	Q4 2024

General objective: An economy that works for people

Specific Objective 3.2: *The Sustainable Development Goals (SDGs) are integrated into the European Semester.*

Related to spending programme(s): no

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
27 staff working documents / country reports accompanying the Commission proposals for Council country-specific recommendations, in the context of the European Semester	Publication by the Commission	Q2 2024

General objective: An economy that works for people

Specific Objective 3.3: National Recovery and Resilience Plans are fully aligned with the challenges faced by the Member States and the green and digital transitions

Related to spending programme(s): Recovery and Resilience Facility

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
Preliminary assessment of all payment requests submitted by Member States until end Q3 2024	Adoption by the Commission	Q4 2024

Evaluations and fitness checks

Output	Indicator	Target
Staff Working Document on the mid-term evaluation of the Recovery and Resilience Facility	Publication by the Commission	Q1 2024

General objective: An economy that works for people

Specific Objective 3.4: The multiannual financial framework for 2021-2027 is finalised and efficiently implemented

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
The revision of the MFF 2021-2027 is adopted	Adoption by the Council, after consent of the European Parliament.	Q1-2024


General objective: A stronger Europe in the world

Specific Objective 4.1: Commission services are well coordinated to ensure a coherent EU position on strategic external policy issues and at G7/G20 summits

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
 Coordination of all major strategic external policy initiatives in the Commission Work Programme for 2024	Adoption by the Commission	100%


General objective: A stronger Europe in the world

Specific Objective 4.2: The policy-making and implementation process is efficiently steered and coordinated in order to ensure that the priorities of the President in the field of foreign, security and defence policy are delivered on time and in a collegial way

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
 Coordination of all major foreign, security and defence policy initiatives in the Commission Work Programme for 2024	Adoption by the Commission	100%


General objective: Promoting our European way of life

Specific Objective 5.1: The Security Union is consolidated with a view to ensuring a coordinated EU response to existing and emerging threats

Related to spending programme(s): No

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
 Coordination of all initiatives on the Security Union in the Commission Work Programme for 2024	Adoption by the Commission	100%

Other important outputs

Output	Indicator	Target
7 th Implementation Progress Report produced on the Security Union	Adoption by the Commission	Q2
Report on Migration and Asylum	Adoption by the Commission	Q1

General objective: Promoting our European way of life

Specific Objective 5.2: An effective and efficient crisis mechanism system is in place that allows the EU to respond effectively to major crises and emerging threats

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
EU Exercise Policy	Adoption and start of implementation. Participation in crisis management exercises, including EU-NATO PACE exercises.	Q4 2024
Yearly programme of crisis management exercises	Delivery	Q4 2024
Corporate (ARGUS) Crisis Dashboard	Design and start of development of a corporate solution co-owned by the relevant Commission departments	Q4 2024
Training programme on transboundary crisis management	Courses delivered	Q4 2024
Conference on the new ISO standards in the area of crisis management	Organisation	Q2 2024

General objective: A new push for European democracy

Specific Objective 6.1: A preventive approach on the rule of law is developed in the EU through a dedicated cycle.

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
2024 report on the situation of the rule of law in the EU and some candidate countries	Adoption by the Commission	Q2/Q3 2024

General objective: A new push for European democracy

Specific objective 6.2: The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms.

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
The mechanism was closed in September 2023		

General objective: A new push for European democracy

Specific Objective 6.4: Regulatory tools are applied systematically throughout the legislative cycle to improve policy-making

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Opinions on impact assessments, fitness checks and selected major evaluations issued in 2024 – support to the Regulatory Scrutiny Board	Timely delivery of draft RSB opinions issued on all cases submitted by the Commission departments	100%

General objective: A new push for European democracy

Specific Objective 6.5: The EU legislation is 'fit for purpose', delivering its benefits by least cost.

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Fit for Future Platform - 2024 annual work programme opinions	Adoption	Q4 2024
'One in-one out' approach	Offsetting administrative costs of relevant Commission proposals adopted in the preceding year 2023	100%
Rationalisation of reporting requirements	Structured means of mapping of reporting requirements are available to Commission departments All relevant DGs deliver according to their rationalisation plans	Q4 2024
Annual Burden Survey 2023	Publication of the survey	Q2 2024

General objective: A new push for European democracy

Specific Objective 6.6: The public has easy access to high quality information on contacts with stakeholders through the Transparency Register

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Annual report on the functioning of the Transparency Register ⁹	Adoption by the Management Board of the Transparency Register	Q2 2024
Annual report on the application of Regulation 1049/2011	Adoption by the Commission	Q3 2024

⁹ The Secretariat-General of the Commission shall coordinate the preparation of the annual report in 2024.

General objective: A new push for European democracy

Specific Objective 6.7: *The Commission's policy-making cycle is open to participation from public and stakeholders.*

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Factual summary reports on the input received from citizens on Have Your Say	Proportion of public consultation with a factual summary report published by the Commission on Have your Say	Target: 100%

General objective: A new push for European democracy

Specific Objective 6.8: *An independent ethics body common to all EU institutions is established to ensure the application of the highest ethical standards by all EU institutions*

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Proposal for the creation of an interinstitutional ethics body	Agreement reached between the institutions and advisory bodies mentioned in Article 13 TEU	Q2 2024

General objective: A new push for European democracy

Specific Objective 6.9: *The European Citizens' initiative is successfully implemented and a high level of citizen engagement in policy-making is ensured.*

Related to spending programme(s): No

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
Commission decisions on requests for registration of citizens' initiatives	Adoption of registration decisions within the required legal deadlines	100%

Output	Indicator	Target
Commission's response to successful citizens' initiatives	Communications in reply to the successful citizens' initiative within the legal deadlines	100%
External communication actions		
Output	Indicator	Target
Trainings and webinars raising citizens' awareness about the European citizens' initiative	Delivery	4
Social media multilingual campaigns	Delivery	2
Regular European Citizens' Initiative newsletter	Publication	10

General objective: A new push for European democracy

Specific Objective 6.10: : The equality dimension is mainstreamed in all stages of policy design in all EU policy areas

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Training on equality and equality mainstreaming	Number of training sessions held Number of staff trained	6 training sessions 300 members of staff
Updated Commission internal equality mainstreaming toolbox	Dissemination in the Commission	At least once a year

Specific objective 7.1: The policy-making process is efficiently steered and coordinated in order to ensure that the six headline ambitions of the Commission are delivered on time in a collegial way.

This objective has no outputs planned because 2024 is a transition year..

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

Specific Objective 7.2: High-quality and timely political intelligence is provided regularly to senior hierarchy and the political level

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Briefing files and reports for meetings with interlocutors from outside the institutions; with other Institutions and bodies. Coordination of briefings for COREPER II and I.	Delivery	Timely delivery of briefings and reports in all cases.

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

Specific Objective 7.3: A strong performance management framework is implemented in order to deliver efficiently on the Commission's political ambitions

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Instructions for the preparation of the 2024 Annual Activity Reports	Instructions signed and communicated to Commission departments	Q4 2024
2023 Annual Management and Performance Report for the EU budget	Adoption by the Commission	June 2024
Instructions for the 2025-2029 planning documents ⁽¹⁰⁾	Draft instructions prepared and communicated to the Commission departments	Q4 2024

¹⁰ European elections will take place in June 2024. Following the elections, Parliament votes to elect the new head of the European Commission, and to approve the full team of Commissioners.

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

Specific Objective 7.4: Commission services respect the right to protection of personal data

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Survey monitoring the implementation of the Commission's Data Protection Action Plan	Delivery	1
Report, including the DPO's recommendations, to the EC corporate management (based on the DPO's monitoring activities)	Delivery	Q1 2024 for 2023
Training courses raising awareness about data protection in the Commission	Number of training courses: - general: - specific:	15 10

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

Specific Objective 7.5: Digitally transformed and simplified business continuity procedures make the Commission resilient to business disruptions

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Corporate exercises raising awareness on business continuity across departments	Number of exercises	3

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

Specific Objective 7.6: The Commission has strong governance arrangements and policies, ensuring its full digitalisation, allowing wide use of information while preserving high security

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
IT implementation plan 2025	Approval by the Information Technology and Cybersecurity Board	Q2 2024

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

Specific Objective 7.7: The decision-making process is further streamlined, improved and digitalised

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Extension of the Decide timeline to the interinstitutional steps	Delivery	Q4 2024
Handling of resolutions of the European Parliament and opinions of the Consultative Committees in Decide Replies.	Delivery	Q1-Q2 2024

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

Specific Objective 7.8: Procedures are well-designed, information and guidance are provided to Commission staff and collaboration is enhanced

Related to spending programme(s): No

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Revamped GoPro, the guide to Commission's decision-making procedures on SharePoint Online, smoothly integrated with the Commission's new intranet for greater visibility and easier access.	Delivery	Q1 2024
Learning package on decision-making for policy makers and Cabinets.	Delivery	Q4 2024

ANNEX 2 Regulatory Scrutiny Board

In 2024 the Regulatory Scrutiny Board will provide **quality control on impact assessments, fitness checks and major evaluations** to support the effective implementation of the Commission’s Better Regulation Agenda.

It will continue to pay special attention to competitiveness impacts, the integration of the foresight dimension and the application of the ‘one-in, one-out’ principle. It will continue to assess the quality of cost estimates and whether reports sufficiently explore the potential to simplify legislation and to reduce unnecessary burdens for business and citizens. On initiative that have a high impact on SMEs, it will liaise and have a regular dialogue with the EU SME envoy including inviting the envoy to participate in RSB hearings with Directorates-General.

In 2024, the Board will also continue to provide upstream guidance to Directorates-General, at the early stages of the evaluation and impact assessment process. The Regulatory Scrutiny Board will **support the Better Regulation Agenda** and its application. It will continue its outreach concerning its role in the wider EU regulatory process with the European Parliament and the Council, as well as with external stakeholders engaged in regulatory impact analysis and evaluation. The Board plans to organise its sixth annual conference in 2024.

General objective: A new push for European democracy

Specific Objective: Regulatory tools are applied systematically throughout the legislative cycle to improve policy-making

Related to spending programme(s): No

Main outputs in 2024:

Impact assessments, evaluations and fitness checks

Output	Indicator	Target
Opinions on impact assessments, fitness checks and major evaluations issued in 2024	Number of impact assessments, fitness checks and evaluations reviewed each year	50
Opinions on impact assessments, fitness checks and major evaluations issued in 2024	On time delivery of the opinions on impact assessments, fitness checks and evaluations.	100% in accordance with article 9.1. of the Regulatory Scrutiny Board’s Rules of Procedure.

Other important outputs

Output	Indicator	Target
Provision of advice to Directorates-General	Number of upstream contacts with Directorates-General	20
Annual report on the activities of the Regulatory Scrutiny Board in 2023	Publication	Q2 2024

ANNEX 3 European Fiscal Board

The European Fiscal Board is mandated to carry out an independent assessment of fiscal policy-making in the EU and of the implementation of the Stability and Growth Pact. Since its inception at the end of 2016, the Board has become an integral part of the EU fiscal surveillance framework. The findings and conclusions of its assessments are regularly presented to the College of Commissioners, the Economic and Financial Affairs Council committees, the European Parliament and the network of independent fiscal institutions. In 2024, the Board plans to publish two reports and organise its sixth annual conference, involving independent fiscal institutions and other key stakeholders. The European Fiscal Board's reports and conference will, as in previous years, contribute to a better understanding of the strengths and weaknesses of the EU's fiscal framework.

General objective: An economy that works for people

Specific Objective: Sound public finances are supported by independent assessments and advice on the implementation and future evolution of the EU fiscal framework

Related to spending programme(s): No

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target
Report to the Commission on the prospective fiscal stance appropriate for the euro area	Publication	Q2 2024
Assessment report on the implementation of the EU fiscal framework	Publication	Q4 2024

External communication actions

Output	Indicator	Target
Conference with national independent fiscal councils and other key stakeholders	Organisation	Q1 2024

ANNEX 4 Modernising the administration

Objective: The Secretariat-General employs a competent and engaged workforce magand contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Training and welcome sessions organised for newcomers	Number of sessions	At least 3
SG HR report 2023	Adoption	Q1 2024
Action plan following staff survey	Adoption	Q2 2024

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Main outputs in 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	Need to know principle enforced through IT security, physical restriction where necessary to access to offices and awareness raising trainings	Positive assessment by LISO and LSO on the safeguarding of information.
Efficient controls	Timely payments	Remains at 97% or more of payments in value made on time
Economy of controls	Overall estimated cost of controls	Remains < 15% of funds managed

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽¹¹⁾ aimed at the prevention, detection and correction ⁽¹²⁾ of fraud.

Main outputs in 2024:

Outputs	Indicator	Target
Awareness-raising sessions for newcomers on ethics and antifraud matters	Percentage of newcomers invited to these sessions	100%
High-level review of Commission-EPPPO cooperation	Meeting held	1 meeting

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

Main outputs in 2024:

Output	Indicator	Target
<i>Digital transformation and information management</i>		
Further development of EASE (Electronic Access to EC Documents) to explore the potential of AI in the handling of request for access to documents	Implementation of identification and search of requested documents via IA Assistance to applicants via EASE Portal in their search for documents Assistance to case handlers in the drafting of replies	Q4
SG IT Clinic meetings	Number of meetings	12 per year
SG Digital Digests	Number of digests	10 per year
Implementation of corporate principles for data governance for SG's key data assets ⁽¹³⁾	Percentage of implementation of the corporate principles for data governance for the SG's key data assets	80%

⁽¹¹⁾ [Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) –‘the Communication on the 2023 revision’ – and the accompanying document, [SWD\(2023\) 245](#) – ‘the revised Action Plan’.

⁽¹²⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

⁽¹³⁾ For each key data asset, departments should assess if the following principles have been respected (see also this [practical guidance](#)):

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

Output	Indicator	Target
Information and IT security		
IT security risk assessment of the Secretariat-General's active information systems	Percentage of SG information systems with an up-to-date IT Security plan.	90%
Compliance of SG IT systems according to IT security policies and standards owned and maintained by DG DIGIT as defined in the Commission Decision 2017/46 and its Implementation Rules	Percentage of the level of compliance of the IT systems	85%
Data protection		
Awareness-raising activities on data protection compliance	Percentage of Secretariat-General staff attending	100%

Objective: The Secretariat-General takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

Main outputs in 2024:

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Optimised use of office space, in line with the Commission's building policy	Percentage of SG staff in more efficient, sustainable, and climate-resilient working space	>80%
Monitoring the Secretariat General's waste generation, based on verified data from Commission's Environmental Statement (2019 data – per building).	Waste generation	Decrease in generated waste
	Waste sorting	Increase in waste sorting

Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Awareness-raising actions about environmental responsibility and training offered by the Commission	Number of actions	At least five actions/trainings communicated yearly At least one action designed yearly, based on environmental staff survey analysis

Reducing emissions from experts travels under the administrative budget

Output	Indicator	Target (2019 as baseline, as appropriate)
Reduced emissions from experts travel under the administrative budget	% of SG expert meetings in virtual/hybrid mode	≥ 50%

