



Annual Activity Report 2021

Annexes

Secretariat-General

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ANNEX 1: Statement of the Directors in charge of Risk Management and Internal Control and Head of the Recovery and Resilience Taskforce

I declare that in accordance with the Commission's communication on the internal control framework ⁽¹⁾, I have reported my advice and recommendations on the overall state of internal control in the DG/Executive Agency to the Director-General/Executive Director.

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

Brussels, 4 May 2022

{signed}

Tatjana Verrier

Director Transparency, Efficiency and Resources

I hereby certify that the information provided in Section 1 of the present Annual Activity Report and in its annexes – with the exception of information relating to the Recovery and Resilience Taskforce which is covered separately by the statement of the Head of the Task Force below – is, to the best of my knowledge, accurate and complete.

Brussels, 3 May 2022

{signed}

Michael Wimmer

Director Strategy, Better Regulation and Corporate Governance

⁽¹⁾ C(2017)2373 of 19.04.2017.

Brussels, 5 May 2022

{signed}

I hereby certify that the information relating to the Recovery and Resilience Task Force in the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Brussels,

{signed}

Céline Gauer

Director-General, Head of the Recovery and Resilience Task Force







ANNEX 2: Performance tables




General objective 1 'European Green Deal'			
Impact indicator: Greenhouse gas emissions			
Source of the data: European Environmental Agency (Eurostat online data code: sdg_13_10)			
Baseline (2018)	Interim Milestone (2020)	Target (year 2030)	Latest known results (2020)
-23%	-20%	-55%	-31% of GHG emissions -34% of net GHG emissions (i.e. including emissions and removals from land use, land use change and forestry)

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			
<i>Related to spending programme(s): NO</i>			
Result indicator: Annual implementation rate of Green Deal Commission Work Programme initiatives			
Source of the data: Secretariat-General (VISTA/Decide)			
Baseline (2019)	Interim Milestone (2021)	Target (2024)	Latest known results (2021)
0%	100%	100%	100%

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 New EU Strategy on Adaptation to Climate Change	Adoption by the Commission	2020/2021	Adopted on 24 February 2021
 Review of the Non Financial Reporting Directive	Adoption by the Commission	2021	Adopted on 21 April 2021
 Zero pollution action plan for water, air and soil	Adoption by the Commission	2021	Adopted on 12 May 2021
 Renewed sustainable finance strategy	Adoption by the Commission	2021	Adopted on 6 July 2021
 Proposals for revision of relevant legislative measures to deliver on the increased climate ambition – Fit for 55 package (Emissions Trading System Directive, Effort Sharing Directive, Land use, land use change and forestry Regulation, Energy Efficiency Directive, Renewable Energy Directive, CO ₂ emissions performance standards for cars and vans, Social Climate Fund, Alternative Fuels Infrastructure Regulation, RefuelEU Aviation Regulation, FuelEU Maritime Regulation, Carbon Border Adjustment Mechanism; Revision Energy taxation Directive	Adoption by the Commission	June 2021	Adopted on 14 July 2021
 New EU Forest Strategy	Adoption by the Commission	2020	Adopted on 14 July 2021

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 Propose legislative waste reforms - Proposal to protect human health and the environment from some of the most harmful chemicals in waste – - Persistent Organic Pollutants (POPs). Review of the Waste Shipment Regulation	Adoption by the Commission	2020	Adopted on 29 October 2021 and 17 November 2021
 Measures to support deforestation free value chains - Proposal for a Regulation on deforestation-free products	Adoption by the Commission	2020	Adopted on 17 November 2021
 Review of the relevant State Aid Guidelines, including the environment and Energy State aid Guidelines	Adoption by the Commission	2021	Adopted on 21 December 2021

hyperlink

General objective 2 : A Europe fit for the digital age

Impact indicator: Aggregate score in the Digital Economy and Society Index (DESI)²

Source of the data: [The Digital Economy and Society Index \(DESI\) \(archive-it.org\)](https://archive-it.org)

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
43,1	Increase	Increase	50.7

² EU28 data. EU27 data not available.

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

Result indicator: Annual implementation rate of Commission Work Programme initiatives for a Europe fit for the digital age








Source of the data: Secretariat-General (VISTA/Decide)

Baseline (2019)	Interim Milestone	Target (2024)	Latest known results (2021)
	(2021)		
0%	100%	100%	70% Proposals not yet adopted require further preparatory work.

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 Action Plan on synergies between civil, defence and space industries COM(2021) 70	Adoption by the Commission	Q1 2021	Adopted on 22 February 2021
 Communication on Europe's Digital Decade COM(2021) 118	Adoption by the Commission	Q1 2021	Adopted on 9 March 2021
 Proposal for a Regulation laying down harmonised rules on artificial intelligence COM (2021) 206	Adoption by the Commission	Q1 2021	Adopted on 21 April 2021
 Proposal for a Regulation on foreign subsidies distorting the internal market COM (2021) 223	Adoption by the Commission	Q1 2021	Adopted on 5 May 2021

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 Communication on Updating the 2020 New Industrial Strategy COM(2021) 350	Adoption by the Commission	Q1 2021	Adopted on 5 May 2021
 Proposal for a Regulation establishing a framework for a European Digital Identity COM(2021) 281	Adoption by the Commission	Q1 2021	Adopted on 3 June 2021
 Proposal for a Directive on improving working conditions in platform work COM(2021) 762	Adoption by the Commission	Q1/Q4 2021	Adopted on 9 December 2021
 Data Act	Adoption by the Commission	Q3 2021	Adopted on 23/02/2022
 Digital Levy	Adoption by the Commission	Q2 2021	Postponed for adoption in 2022
 Design requirements and consumer rights for electronics	Adoption by the Commission	Q4 2021	Postponed for adoption in 2022
 Proposal for an amendment of the Radio Equipment Directive	Adoption by the Commission	Q3 2021	Adopted in September 2021

General objective 3: An economy that works for people

Impact indicator: Real GDP growth rate

Source of the data: Eurostat (Eurostat online data code: TEC00115)

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
1.8	Increase	Increase	-5.9%

Impact indicator: Investment share of GDP**Source of the data: Eurostat (Eurostat online data code: sdg_08_11)**

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
21.49%	Increase	Increase	22.33%

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): No

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

Source of the data: CeSar database (Commission's services) and National Reform Programmes

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (year)
9% fully addressed, 17% substantial progress, 44% some progress, 25% limited progress, 5% no progress	Improved take up of CSRs	Improved take up of CSRs	Data not yet available ³

³ Given the large overlaps between the European Semester process and the early stages of implementation of the Recovery and Resilience Facility, it was necessary to temporarily adapt the 2021 European Semester cycle to the launch of the Facility. The country reports normally entail a formal assessment of the country-specific recommendations for the past year(s) and due to the lack of country reports in 2021, there is no update available including the data for 2020. The Commission will only publish country reports in spring 2022 and they will include an assessment of the progress with respect to the 2019 and 2020 CSRs.

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Annual Sustainable Growth Survey 2022	Adoption by the Commission	Approximately September–November	Adopted on 24 November 2021
See also outputs under specific objectives 3.2 and 3.3 below.			

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

Related to spending programme(s): NO

Result indicator: EU progress towards the Sustainable Development Goals
Source of the data: Eurostat, SDG EU indicators set

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
Substantive progress on SDG 1,3 and 8 Negative trends for SDG 9 and 13 Moderate progress for all others SDGs	N/A	Positive trends on all SDGs	Substantial progress on 1, 16. Negative trend on 7, 15. Moderate progress for other SDGs. NB indicators do not yet fully reflect impact of COVID-19 pandemic. Source: Sustainable Development Report 2021 . 2022 report due in May 2022.

Main outputs in 2021

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
22 staff working documents accompanying the proposals for Council Implementing Decision on the approval of the recovery and resilience plans: Section 2.3 "Challenges related to the green and digital transition" cover a chapter on the progress towards the SDGs regarding the respective recovery and resilience plan.	Publication by the Commission	Q2-Q4 2021	Publication of 22 Staff Working Documents between June 2021 and December 2021, covering the progress on the SDGs

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): YES

Result indicator: Progress towards the agreed milestones and targets

Source of the data: Recovery and Resilience Task Force

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
Agreed milestones and targets in the Council Implementing Decisions adopted (Recovery and Resilience Plans)	Reporting on the progress made by Member States on the 1,741 milestones and targets due until Q4 2022 and included in the 22 Council Implementing Decisions adopted until beginning of 2021	Implementation of the milestones and targets for the entirety of the Facility	By Q4 2021, Member States have reported on the progress of 607 milestones and targets due until this point in time.

Main outputs in 2021:**New policy initiatives**

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
22 Commission proposals for a Council Implementing Decision adopting the Recovery and Resilience Plan of Member States, further to the submission of 26 recovery and resilience plans by Member States and the positive assessment by the Commission of 22 of them.	Adoption by the Commission	Q1-Q2 2021	Published between June and December 2021
22 Staff working documents accompanying the proposal for Council Implementing Decision, further to the submission of 26 recovery and resilience plans by Member States and the positive assessment by the Commission of 22 of them.	Publication by the Commission	Q1-Q2 2021	Published between June and December 2021
5 operational arrangements, further to the conclusion of negotiations of operational arrangement with 5 Member States, which submitted early payment requests in 2021 or early 2022 (discussions are still on-going with the rest of Member States; operational arrangements are needed for the first payment request)	Adoption by the Commission	Q1-Q2 2021	Signature between the Commission and Member State until December 2021

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
1 payment request covering 52 milestones and targets	Adoption of final decision by the Commission, followed by the respective disbursement	Q4 2021	Adoption of positive assessment of the payment request from Spain; final decision on disbursement amounting to EUR 10 billion was adopted by Commission on 27 December 2021
Resilience and Recovery Facility annual report	Adoption by the Commission	Q4 2021	Adopted on 1 March 2022 to mark the first year anniversary of the entry into force of the RRF Regulation
External communication actions			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Commission guidance to Member States for the development of national communication plans	Guidance provided	Q1 2021	Guidance has been published on the Commission website in January 2021

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

Related to spending programme(s): YES

Result indicator: Rate of progress in the finalisation and implementation of the multiannual financial framework and accompanying sectoral legislation

Source of the data: European Commission

Baseline (2020)	Interim Milestone	Target (2024)	Latest known results (2021)
	(2021)		
Adoption of multiannual financial framework	Sectoral legislation related to the multiannual financial framework is in place and programme implementation is starting	Mid-term evaluations; reflection process begins for future financial framework	The MFF Regulation and the Own Resources Decision entered into force. 50 out of the 51 sectoral legal acts have been adopted, enabling programme implementation to start

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Coordination of sectoral negotiations	Delivery	Q1 2021	50 out of the 51 sectoral legal acts have been adopted. Discussions on the remaining one (the cross-border mechanism) are on hold in the Council
Communication and decisions on the delegation of the 2021-2027 EU programmes to executive agencies	Adoption by the Commission	Q1 2021	February 2021

General objective 4: A stronger Europe in the world

Impact indicator: The European Union's voice counts in the world according to its citizens

Source of the data: [Eurobarometer – Public opinion in the European Union \(europa.eu\)](https://europa.eu)

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
71%	Increase	Increase	72%

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

Result indicator: Annual implementation rate of Commission Work Programme initiatives on strategic external policy issues




Source of the data: Secretariat-General

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
70%	100%	100%	100%

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 Joint communication on strengthening the EU's contribution to rules-based multilateralism (non-legislative, Q2 2021)	Adoption by the Commission	Q1 2021	Adopted on 17 February 2021
 Renewed partnership with the Southern Neighbourhood A new Agenda for the Mediterranean	Adoption by the Commission	Q1 2021	Adopted on 9 February 2021

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 A stronger EU engagement for a peaceful, sustainable and prosperous Arctic	Adoption by the Commission	Q4	Adopted on 13 October 2021
 Proposal for a Regulation on the protection of the Union and its Member States from economic coercion by third countries	Adoption by the Commission	Q4	Adopted on 8 December 2021
 Proposal for a Regulation on applying a generalised scheme of tariff preferences and repealing Regulation (EU) No 978/2012 of the European Parliament and of the Council	Adoption by the Commission	Q2	Adopted on 22 September 2021

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


Result indicator: Annual implementation rate of Commission Work Programme initiatives in the field of foreign, security and defence policy

Source of the data: Secretariat-General

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
0%	100%	100%	100%

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 Action plan on synergies between civil, defence and space industries	Drafting of the Action Plan while ensuring appropriate services' involvement and up-stream process incl. interservice consultation and timely adoption	Q1 2021	Adopted on 22 February 2021 (COM(2021) 70 final)

General objective 5 : Promoting our European way of life

Impact indicator: Return of migrants with no right to stay

Source of the data: Eurostat (Eurostat online data code: migr_eirtn / migr_eiord)

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
28.97%	Increase	Increase	17.7%

Impact indicator: Victims of terrorist attacks

Source of the data: [EU Terrorism Situation & Trend Report \(Te-Sat\) | Europol \(europa.eu\)](#)

Baseline (2017)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
32 people died as a result of terrorist attacks 157 people were injured	Decrease	Decrease	21 people died as a result of terrorist attacks in the EU. 54 people were injured

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





Result indicator: Implementation rate of CWP initiatives consolidating the Security Union



Source of the data: Secretariat-General

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
0	At least 4 as indicated in the 2020 Commission Work Programme foreseen for adoption in 2021	All proposals from the yearly Commission Work Programmes	4 policy initiatives out of 7 adopted by 31/12/2021

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 Communication on an EU Agenda to tackle organised crime (2021-2025) (non-legislative)	Adoption by the Commission	Q1 2021	Adopted on 14 April 2021
 An EU agenda on counter-terrorism: prevent, protect, respond, anticipate (non-legislative)	Adoption by the Commission	Q3 2021	Adopted on 9 December 2021
 Proposal to modernise existing intra-EU law enforcement cooperation by creating an EU police cooperation code (legislative)	Adoption by the Commission	Q4 2021	Adopted on 8 December 2021
 Proposal to modernise the Prüm network (legislative)	Adoption by the Commission	Q4 2021	Adopted on 8 December 2021

 Progress Report on the implementation of the Security Union	Adoption by the Commission	Q2 2021	Adopted on 23 June 2021
 Progress Report on the implementation of the Security Union	Adoption by the Commission	Q4 2021	Adopted on 8 December 2021

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

Result indicator: Compared with the 2006 Commission crisis management framework, the revised crisis management system is comprehensive and clearer in terms of responsibilities, procedures and tools in order to be more effective and coherent in case of crisis

Source of the data: Secretariat-General

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
Existing structure and process based on ARGUS Decision of 2006	Draft proposal for revised and improved system is prepared	This target is based on the assumption that by 2024 the pandemic will be over, and the lessons learnt finalised Revised and improved system is validated and implemented	First draft of the revision was prepared

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Communication on the future EU Crisis Management	Adoption by the Commission	Q4 2021	The Communication on initial Lessons Learnt was adopted in June 2021. A follow up covering further areas could be expected in 2022

External communication actions

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Continuous updates and improvements to the Commission's coronavirus response website	Number of visitors and positive feedback	5 million additional visits for 2021 and 70% positive feedback	More than 41 million visitors in 2021. 52,9% positivity rate achieved
Turning Re-open EU into a one-stop shop for practical information on the health and travel situation	Number of visitors and positive feedback	13 million visitors	31 million visitors
Re-Open EU smartphone app	Number of downloads	1 million	More than 3 million downloads across Android and iOS

Other important outputs

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
COVID-related initiatives, including Advance Purchase Agreements for COVID vaccines and the EU Vaccines Strategy	Steering of up-stream process including interservice consultation and timely adoption	Ongoing	Various COVID-related initiatives launched and timely adopted, including Advance Purchase Agreements for COVID-19 vaccines, the EU Vaccines Strategy and the EU Digital COVID Certificate

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Revised ARGUS Decision based on lessons learned, notably in the context of COVID-19 crisis	Adoption by the Commission	Q4 2021	Target was revised to Q4 2022, pending the final lessons learnt for the COVID pandemic
Maintenance and development of the Argus IT tool to allow timely information-sharing during crises	Completion of the ARGUS Market Study in search for a more advanced IT tool	Q2 2021	Achieved in Q1 2021
	Completion of potential proofs of concept with short list of potential candidates.	Q4 2021	Initially planned proofs of concept with two providers were achieved in 2021; an additional one was agreed for Q1 2022

General objective 6 A new push for European democracy

Impact indicator 1: Citizens agreeing that their voice counts in the European Union

Source of the data: [Eurobarometer](#)

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
48%	Increase	Increase	43% of respondents totally agree or tend to agree

Impact indicator 2: Citizens satisfied with how democracy works in the European Union

Source of the data: [Eurobarometer](#)

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
54%	Increase	Increase	Totally satisfied 56% totally dissatisfied 39%

Impact indicator 3: Transparency of interest representation⁴**Source of the data: [Lobbying In Europe: Hidden Influence, Privileged... - Transparency.org](#) pg. 27**

Baseline (2015)	Interim Milestone (2022)	Target (2024)	Latest known results (2015)
48	>50	Increase	48 ⁵

Impact indicator 4: : Valid European Citizens' initiatives⁶**Source of the data: European citizens' initiative register**

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
4	8	12	6

Impact indicator 5: : Gender pay gap (unadjusted)**Source of the data: Eurostat (Eurostat online data code: [sdg_05_20](#))**

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2019)
14.4	Decrease	Decrease	14.1%

⁴ EU28 data. EU27 data not available⁵ EU28 data. EU27 data not available⁶ EU28 data. EU27 data not available

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

Result indicator: : Degree of establishment of the mechanism in line with the Political Guidelines

Source of the data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
Decision to establish a rule of law cycle covering all Member States	n/a	Solutions to national rule of law issues are found in the rule of law cycle and there is a decrease of values-based infringements and procedures.	All Member States engaged in the next rule of law report. The Commission's approach was welcomed by European Parliament and Council, confirming an annual cycle of the rule of law dialogue

Main outputs in 2021:

Other important outputs

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
2021 report on the situation of the rule of law in the EU	Adoption by the Commission	Q3-Q4 2021	Adopted on 20 July 2021
Training on the rule of law mechanism	Number of training sessions	2	One session was organised in January 2022 (carry over from 2021)

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

Result indicator 1: Degree of respect of the conditions set in the November 2019 CVM Report for Bulgaria

Source of the data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)

Baseline (2019)	Interim Milestone	Target (2020)	Latest known results (2021)
6 benchmarks fulfilled so far in accordance with the original Decisions establishing 6 benchmarks for Bulgaria	N/A	There is a political objective that progress in Bulgaria would be sufficient by 2020 to justify the conclusion of the mechanism	Assessment remains the same as in 2019; some important outstanding actions remain. The CVM is still formally in place as the situation in Bulgaria did not justify that the Commission repeals its Decision establishing this mechanism.

Result indicator 2: Progress towards the benchmarks set in 2007 in respect of judicial reform and anticorruption measures in Romania.

Source of the data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)

Baseline (2019)	Interim Milestone (2020)	Target (2021)	Latest known results (2021)
2019 Commission Report 0 benchmarks fulfilled so far in accordance with the original Decisions establishing 4 benchmarks Romania	2020 Commission report	Progress has been hindered by the COVID-19 pandemic and the target to conclude the mechanism was moved to 2021	The Commission's CVM report of June 2021, prepared by the Secretariat-General, concluded that the situation has seen a positive trend. However, the commitments from the government on CVM and on the rule of law still need to be translated into concrete positive steps. Given the nature of the changes still to be done, a closing of the CVM could not be considered in 2021

Main outputs in 2021:

Other important outputs

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
CVM report for Romania	Adoption by the Commission	Q3-Q4 2021	Adopted in June 2021
Formal Commission Decision ending the CVM for Bulgaria	Adoption by the Commission	Q3-Q4 2021	Postponed to 2022 because of insufficient progress in Bulgaria
Review of concluding the Cooperation and Verification Mechanism for Bulgaria	Adoption by the Commission	Q3-Q4 2021	Postponed to 2022 because of insufficient progress in Bulgaria

Specific objective 6.3: The Conference on the Future of Europe is successfully launched and followed-up and a high level of citizen engagement is ensured⁷

Related to spending programme(s): NO

Result indicator 1: Percentage of events organised outside the capitals

Source of the data: Data by the Joint Secretariat of the Conference and the Digital Platform on the Conference

Baseline (2020)	Interim Milestone (2021)	Target (2022 ⁸)	Latest known results (2021)
n/a	Increase in the number of events organised outside the capitals	Increase in the number of events organised outside the capitals	27833 events (60% of events registered on the platform)

⁷ The definition of concrete milestones and targets will depend on the ultimate shape and organisation of the Conference, notably whether other institutions, bodies and actors commit to the organisation of events and to concrete follow-up. The milestones and targets can therefore be defined further on an annual basis in the annual management plans

⁸ Depends on when the Conference is launched

Result indicator 2: European citizens' panels with a balanced and diverse representation of various socioeconomic backgrounds: age, (% of younger [between 16 and 25 years] vs older participants), gender [% male vs female], level of education and EU27 nationalities:

Source of the data: Data by the Joint Secretariat of the Conference and the Digital Platform on the Conference

Baseline (2020)	Interim Milestone (2021)	Target (2022)	Latest known results (2021)
n/a	Increase in diversity composition of European citizens' panels	Diversity in composition of European citizens' panels	The composition of European Citizens' Panels have been finalised in 2021, with no change expected for 2022. Further to the decision of the governing bodies, 1/3 of participants are aged 16-25. The other criteria on gender, socio-economic background and geographical original of Panel members have been met. The deviation of the sample of people in the Panels compared to the population in total is 8%.

Result indicator 3: Percentage of attendees of Conference on the Future of Europe events declaring that their voice counts:

Source of the data: Eurobarometer (COMM.C3) and data from the event organisers, possibly the Joint Secretariat of the Conference

Baseline (2020)	Interim Milestone (2021)	Target (2022)	Latest known results (2021)
N/A	70%	80%	85%

Main outputs in 2021:

External communication actions

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Outreach to citizens via Conference events (digital, hybrid or physical if the pandemic allows), web streaming and media.	Number of Conference on the Future of Europe events organised (digital, hybrid or physical)	300 (Joint target for Common Secretariat and Digital Platform of the Conference, DG COMM, SG & DIGIT)	4639 registered events on the platform
	Number of citizens reached via web-streaming and the media	10 million (Joint target secretariat; digital platform management; DG COMM media monitoring)	Extrapolating the results of the latest Special Eurobarometer survey on the Future of Europe, 10% of EU citizens have heard about the Conference and know what it is (44.7 million citizens). ⁹
	Number of participants in Conference events (digital, hybrid or physical if the pandemic allows)	10 000	2 900 (participants of the 2 plenary sessions and the meetings of the European Citizens' Panels) 42 000 (registered participants of the Conference platform) 357 000 (participants of events registered on the platform)
Citizen engagement on the digital platform	Number of visits on the online platform	15 million	4 625 189 The timeline of the Conference is shorter than it was initially expected. Also, the platform is a unique, one-off exercise which made the initial estimation very difficult

⁹ Data based on Special Eurobarometer on the Future of Europe
<https://europa.eu/eurobarometer/surveys/detail/2554>

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
	Number of interactions (contributions, reactions likes, shares...) on the online platform	500 000	83.621 (12 531 ideas; 18 478 comments; 52 612 endorsements)
Communication campaign on the Conference, including awareness-raising and incentives to engage in Conference-related activities and put forward ideas	Agreement on a joint interinstitutional communication strategy	Q1 2021 ¹⁰	The interinstitutional communication strategy has been agreed
Other important outputs			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Progress reports published by the interinstitutional governance and administrative structures of the Conference (source: Common Secretariat)	Number of progress reports	At least one by Q4 2021	1
Establish the Conference's governance / supporting structures and ensure that they run smoothly, in cooperation with the European Parliament and the Council	Delivery	Q1 2021	The Executive Board endorsed the complete Rules of Procedure of the Conference on 9 May 2021.
Assist the Conference's governance structures in setting up European Citizens' Panels	Number of panels that have been set up by the end of 2021	5	4 (the Conference's governing bodies have agreed upon the organisation of 4 European Citizens' Panels).
	Number of meetings for each panel by the end of 2021	1	2 meetings for Panels 1, 3 and 4, and 3 meetings for Panel 2.

¹⁰ Specific targets to be specified in the joint communication strategy agreed by the 3 institutions

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

Related to spending programme(s): NO

Result indicator 1: Proportion of Commission Work Programme legislative initiatives accompanied by impact assessments:

Source of the data: Secretariat-General

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
N/A	Positive trend	100% (all CWP legislative initiatives with significant economic, social and environmental impacts should be accompanied by an impact assessment, according to the better regulation guidelines)	98% (80/82 CWP legislative items)

Result indicator 2: Proportion of impact assessments of legislative revisions preceded by evaluation

Source of the data: Secretariat-General, RSB

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
78%	Positive trend	100% (all legislative revisions should respect the evaluate first principle, according to the better regulation guidelines)	74% ¹¹ (40/54 revisions analysed by the RSB, in 2021, were preceded by an evaluation when an evaluation was due)

¹¹ The indicator will have to be verified when the RSB 2021 annual report is published (April 2022).

Main outputs in 2021:

External communication actions

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Increase awareness on public consultations	Number of visitors on the Have Your Say Portal in 2021	2 500 000	2 394 922 unique visitors
	Number of people reached with promotional social media posts on Twitter, LinkedIn and Facebook	2 000 000	16.4 million (paid: 14,7 million, organic: 1,7 million)
	Satisfactory number and balanced profiles of contributors (sector, geographic) to the promoted initiatives (targets regarding number of contributions and targeted audience defined case by case for each promoted initiative).	100 000 per video	Feedback on consultations promoted by the SG with paid ads: around 120 000

Other important outputs

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Better regulation communication	Adoption	Q1 2021	Adopted on 29 April 2021
Better regulation guidelines and toolbox	Publication by the Commission	Q2 2021	Published in November 2021
Opinions on impact assessments and evaluations issued in 2020 – support to Regulatory Scrutiny Board	Delivery	Ongoing	100%

External communication actions

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
High level conference ¹² on joining forces for better law-making	Delivery	Q4 2021	The conference took place on 2 December 2021

Specific objective 6.5: The EU legislation is ‘fit for purpose’, delivering its benefits by least cost

Related to spending programme(s): NO

Result indicator 1: Proportion of Commission legal proposals (with impact assessment) analysing sufficiently simplification and burden reduction

Source of the data: Secretariat-General

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (year)
N/A	Positive trend	100% (all impact assessments of legal proposals should analyse simplification and burden reduction, where relevant, according to better regulation guidelines)	71% ¹³ (59/83 cases assessed by the RSB, in 2021, that sufficiently analysed simplification and burden reduction)

¹² Additional output, not included in the SG Management Plan 2021

¹³ The indicator may have to be verified when the RSB 2021 annual report is published (April 2022).

Result indicator 2: Proportion of legislative initiatives (with impact assessment) with quantification of costs and/or benefits

Source of the data: Secretariat-General

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
	N/A		

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Fit for Future Platform Decision	Adoption of the 2021 Annual Work Programme and Platform's opinions	Q1 to Q4 2021	Annual Work Programme adopted on 4 March 2021; 13 out of 15 opinions adopted in 2021
One In – One Out approach implementation	Roll out to Commission Work Programme 2021 initiatives ¹⁵	Q4 2021	Pilot phase implemented in Q3-Q4 2021
Annual burden survey	Publication	Q4 2021	Published on 29 June 2021

¹⁴ The indicator may have to be verified when the RSB 2021 annual report is published (April 2022).

¹⁵ Full deployment to Commission Work Programme 2022 initiatives

Specific objective 6.6: The public has easy access to highquality information on contacts with stakeholders through the Transparency Register

Related to spending programme(s): NO

Result indicator: 1 Number of quality checks performed on data reported in the Transparency Register

Source of the data: Transparency Register back-office application

Baseline (2014)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
900	More than 3,000	More than 4,000	3037

Result indicator: 2 Percentage of registrants whose data quality is deemed 'optimal'

Source of the data: Transparency Register back-office application

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (09/2020)
85%	90%	95%	92%

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Negotiations of Interinstitutional Agreement (IIA) on mandatory Transparency Register	Completion of internal procedures in the three institutions and formal adoption of the IIA	End 2021	The IIA was officially signed on 20 May 2021. It took legal effect in July 2021.

Specific objective 6.7: The Commission’s policy-making cycle is open to participation from public and stakeholders

Related to spending programme(s): NO

Result indicator 1: Better Regulation Portal (BRP) number of feedback/contributions submitted

Source of the data: SAS Web analytics for websites, BRP (https://ec.europa.eu/info/law/better-regulation/haveyour-say_en)

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
1 042	33 000	75 000	104 771 instances of feedback and 757 315 contributions to public consultations

Result indicator 2: Proportion of public consultations with a factual summary report published by the Commission on the Better Regulation Portal

Source of the data: Better Regulation Portal

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
N/A	70%	100% (as a general rule a factual summary report on each public consultation is published within 8 weeks of its closure)	53% (65/122 public consultations closed in 2021, published a factual summary report in better regulation portal)

Result indicator 3: Proportion of public consultations with contributions from national Parliaments, regional and local authorities

Source of the data: Better Regulation Portal

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
N/A	Positive trend	Positive trend (increase outreach of public consultations to national parliaments, regional and local authorities)	75% (91/122 public consultations closed in 2021, received contributions from national parliaments, regional or local authorities)

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Interinstitutional studies database	Database accessible to other European Institutions with links to legislative proposals and underpinning evidence	Q2 2021	Database accessible to European Institutions; SG issued guidance for DGs to input links to legislative proposals and underpinning evidence
A new consultation approach to optimise consultation opportunities from public and stakeholders	Launch	Q2 2021	Call for Evidence launched on 6 October 2021 ¹⁶ . 23 Calls For Evidence published since launch.

¹⁶ After the better regulation communication COM(2021)219/3 of 29.04.2021

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

Result indicator: : Progress reached in the interinstitutional negotiations and creation of the ethics body

Source of the data: Meeting reports and officially adopted documents of the different institutions involved

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
N/A	Progress on reaching interinstitutional agreement	Establishment of an interinstitutional independent ethics body	The European Parliament adopted a resolution on 'Strengthening transparency and integrity in the EU institutions by setting up an independent EU ethics body' on 16 September 2021 (P9_TA(2021)0396). The Secretariat-General participated in several meetings with representatives of the European Parliament in view of this resolution. The Commission replied to the European Parliament on 18 February 2022.

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Implementation/application of the New Code of Conduct for Commissioners	Handling of post term of office professional activities of former Commissioners	Ongoing	Ongoing (the obligation to notify ended for most members of the previous Commission on 1 December 2021; for two former members the obligation still applies). General obligations continue to apply for all.
	Adoption of Annual Report on the application of the Code	Q1 2021	The report was adopted on 20 July 2021 (SEC(2021) 299) and published on the Europa website 'Commissioners and ethics'.
Review of the 1979 Commission rules for patronage and relevant procedures	Delivery	Q1 2021	Internal discussions continued in 2021 and are ongoing.

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): YES

Result indicator 1: Number of registered initiatives

Source of the data: European citizens' initiative public register:

<https://europa.eu/citizens-initiative>

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (31/12/2021)
70	Increase	Increase	11 (in 2021) 86 (cumulative since 2012, compared to 75 in 2020)

Result indicator 2: Percentage of valid initiatives compared with the number of registered initiatives

Source of the data: European citizens' initiative public register:
<https://europa.eu/citizens-initiative>

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (31/12/2021)
6%	Increase	Increase	0% In 2021, no initiatives were declared valid. At the end of the year, two initiatives were in the verification process of verification. If these are declared valid, they will be reported in 2022.

Main outputs in 2021:

External communication actions

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Awareness raising through communication activities (social media campaigns, online promotion and events)	Number of average monthly visits to the ECI website	30% increase in number of average monthly visits compared to 2020, by end of 2021	66% increase in average monthly visits (102,472 vs. 60 938 in 2020)
	Number of registrations on the ECI forum	30% increase in number of registrations compared to 2020, by end of 2021.	35% increase (239 new registrations in 2021 vs. 667 registered users end 2020)

Other important outputs

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
User-friendliness of IT tools	Feedback of signatories on their experiences with the Commission's online collection system	80% satisfaction rate for signatories	92.4% of signatories reported their experience as 'good' or even 'very good'.

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
	Feedback of organisers on their experiences with the Commission's online collection system	70% satisfaction rate for organisers	10 out of 16 initiatives registered since 2020 make use of the Commission IT tools for the collection of statements of support. A survey on the user friendliness of the IT tools for organisers in April 2021 indicated that organisers are overall satisfied with the features, performance and security of the tool (8 replies in total, of which 3 using the Commission tool, which all indicated to be overall satisfied).

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

Result indicator: Degree of implementation of gender equality strategy

Source of the data: Secretariat-General

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (situation on 31/12/2021)
0	40% of the measures listed are launched and/or implemented	90% of the measures listed are launched and/or implemented	60%

Main outputs in 2021:

Other important outputs

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Commission internal equality mainstreaming toolbox	Second edition of the toolbox finalised and made available via communication channels and Equality Coordinators	Q3-Q4 2021	First edition was published on the Commission's internal website in February 2021. Second edition was prepared.
Training on equality and equality mainstreaming	Availability in training catalogue for all	Ongoing	Yes
	Number of training sessions held		4
	Number of staff trained		130
Survey on diversity and inclusion of staff (with DG HR)	Launch of the survey	Q1 2021	Survey was completed in March 2021. Results to be communicated together with the HR strategy in 2022.

Specific objective 6.11: Foresight is embedded into the Commission's work

Related to spending programme(s): NO

Result indicator: Number of initiatives that include a foresight dimension in their impact assessment

Source of the data: Secretariat-General sources based on the work of the Strategic Foresight Network

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
0	Increase	Further increase	In 2021, one policy initiative directly informed by foresight (Long Term Vision for Rural Areas)

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Annual Strategic Foresight Report on Open Strategic Autonomy	Adoption by the Commission	June/July 2021	Adoption on 8 September of the 2021 Strategic Foresight Report on the EU's capacity and freedom to act
Horizon scanning	Foresight pulses (horizon scanning)	1 every 2-3 months	2 newsletters published on Synergies between civil, defence and space industries (Q1), and on European Territories (Q2)
Foresight reports	Online publication		1 report was published on the Future of Jobs is Green
Resilience Dashboards	Presentation to Member States Report with the final product	End 2021	Shared with Member States and published on the interactive website in November 2021

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Integration of strategic foresight in better regulation	Adoption of specific guidance on foresight in the Better Regulation Guidelines and toolbox	Q2 2021	Foresight included in the revised Better Regulation Agenda of May 2021 and toolbox published in December 2021.

External communication actions

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Update Commission website on Strategic Foresight	Number of unique visitors	40 000 unique visitors by the end of 2021	29 045 unique visitors from March to December 2021

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Commission presentation of the 2021 Strategic Foresight Report	Delivery	July 2021	Presentations in 2021 to the EESC, European Parliament, Council' s working groups, European Social Partners, EU agencies (EEA), think tanks.
Other important outputs			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
EU-wide Strategic Foresight Network: launch, mandate and objectives agreed; action plan 2021-2024 agreed	Delivery	Q1 2021	Launched in 2021, mandate and objectives were agreed in the first meeting at senior officials and ministerial level. In total, the Network has hosted two meetings at senior officials' level, one at ministerial level..

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

Impact indicator 1: Image of the European Union

Source of the data: Eurobarometer

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
43%	Increase	Increase	45%

Impact indicator 2: Staff engagement index in the Commission

Source of the data: Eurobarometer

Baseline (2018)	Interim Milestone (2021)	Target (2024)	Latest known results (2021)
69%	Increase	Increase	72%

Impact indicator 3: Environmental performance in the Commission

Source of the data: [Environmental Statement 2021 results p 23](#)

Baseline (2018)	Interim Milestone	Target (2024)	Latest known results (2020)
	(2020)		
Energy consumption of buildings (MWh / person): -8.8%	-5.2%	Achieve greater reduction	Energy consumption of buildings (MWh / person): 8.9
Water use (m3 / person): -9.5%	-5.4%	Achieve greater reduction	Water use (m3 / person): 13.5
Office paper consumption (sheets / person / day): -32%	-34%	Achieve greater reduction	Office paper consumption (sheets / person / day): 6.8
CO2 emissions from buildings (tonnes / person): -24%	-5.1%	Achieve greater reduction	CO2 emissions from buildings (tonnes / person): 1.3
Waste generation (tonnes / person): -15%	-9.7	Achieve greater reduction	Non-hazardous waste generation (tonnes / person): 0.10

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

Related to spending programme(s): No


Result indicator: Annual implementation rate of CWP annex 1 initiatives

Source of the data: SG

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021) ¹⁷
100% of initiatives delivered	100% of initiatives delivered	100% of initiatives delivered	2020 CWP: 97% 2021 CWP: 74% ¹⁸ For the 2021 CWP, 64 out of the 86 new initiatives announced in the programme were adopted by the end of 2021. The remainder of the initiatives is planned for adoption in 2022 to learn and integrate lessons from the crisis as well as ensure respect for better regulation principles.

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
 Commission Work Programme for 2022	Adoption by the Commission	Week of 18 October 2021	Adopted on 19 October 2021

¹⁷ The percentages reflect the implementation rate of new initiatives announced in the 2020 and 2021 Commission work programmes by 31 December 2021

¹⁸ 64 out of the 86 new initiatives announced in the 2021 CWP were adopted by the end of 2021. The remainder of the initiatives is planned for adoption in 2022 to learn and integrate lessons from the crisis as well as ensure respect for better regulation principles.

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

Result indicator: Number of briefings which are considered by Cabinets to be incomplete and/or delivered late (where request was sent at least 10 working days ahead of deadline without topic updates and DGs' contributions were delivered on time)

Source of the data: Secretariat-General

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
0	0	0	0

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Briefing files and reports for meetings with interlocutors from outside the institution; with other Institutions and bodies	Delivery	Ongoing	2654 briefings were prepared for the President, the Vice-Presidents and the Secretary-General. 63 % of briefings were asked with shorter deadlines than the minimum 10 working days set by the Commission's working methods
Briefing files and reports for the participation of the President in the European Council and of the VicePresident for Interinstitutional Relations and Foresight in the General Affairs Council	Delivery	Ongoing	13 briefing files and reports for meetings of the European Council, Leaders' meetings and Euro Summits 11 briefings for the General Affairs Council

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Coaching and training sessions to improve effectiveness and quality of briefing contributions, including with specific focus e.g. infringements	Number of people trained	10 participants per training, 6 sessions	DG-specific training: 1 (70 participants) Training of SG policy units: 5 (101 participants) Several personal ad-hoc trainings/coaching to Cabinets and SG staff. 5 training sessions were delivered on briefings on infringement cases to 130 registered attendees.
Active BriefingNetWork with DGs briefing correspondents and SG units	Number of newsletter/meetings per year	3	7
Structuring the network of EP coordinators in DGs and SG policy coordination units.	Delivery	Ongoing	11 meetings of the full network of EP coordinators in DGs/services with regular presentations by the hierarchy. 21 meetings of thematic cluster meetings with relevant DGs and SG services
Coordination of briefings for Coreper II and I and the relevant Council meetings and reporting:	Delivery	Ongoing	Ongoing

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

Result indicator: Percentage of Secretariat-General recommendations addressed to Commission services implemented by Commission services

Source of the data: Secretariat-General

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
80%	Increase	Increase	92%

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Instructions for the preparation of the 2022 management plans and 2022 annual work programmes of executive agencies	Instructions signed and communicated to Commission services	Q4 2021	September 2021
Instructions for the 2021 annual activity reports	Instructions signed and communicated to Commission services	Q4 2021	December 2021
Organisation of corporate oversight on the identification and management of critical risks	Peer reviews on critical risks organised as part of 2022 management plan process	Q4 2021	Peer review meetings held in December 2021
2021 Annual Management and Performance Report for the EU budget	Adoption by the Commission	June 2021	Adopted in June 2021

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

Related to spending programme(s): NO

Result indicator: Degree of implementation by Commission Services of the Data Protection Action Plan

Source of the data: DPO organised surveys via Data Protection Coordinators to monitor the degree of implementation of the Data Protection Action Plan¹⁹. The results will form the basis for annual reporting to the Management Bodies together with the recommendations of the DPO

Baseline (2019)	Interim Milestone (2022)	Target²⁰ (2024)	Latest known results (2021)
not applicable	>60% aggregated	>80%	63%

¹⁹ The parameters for monitoring relate to aspects of record keeping, agreements with external processors, the existence of procedures for data subjects to exercise their rights and the existence of resources in the departments to fulfil the Data Protection Coordination role.

²⁰ The chosen parameters – each contributing with 25 % of the aggregated score – are:

- a) **Record keeping** (ratio of published records/(published records + pending, not published records));
- b) **Agreements with external processors** (number of processing agreements with external processors which, according to the assessment of Commission services, are compliant with Regulation (EU) 2018/1725);
- c) **Clear procedures for data subjects to exercise their rights** (number of Commission services that have in place a clear procedure for the exercise by data subjects of their rights compared to total number of services);
- d) **Resources** at the level of each Commission service (allocation of sufficient resources to Data Protection Coordinator compared to their identified needs).

Main outputs in 2021:**Other important outputs**

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Surveys to monitor the implementation of the Commission's Data Protection Action Plan	1-2 survey(s)	End 2021	2 surveys: - 2021 annual review of the Commission's records of processing operations (7 December 2021) - Implementation of the Action Plan and its Review in 2021 (12/2021)
Report, including DPO recommendations, on survey results to Management Bodies	Delivery	End 2021	Report to the Corporate Management Board (03/2021) Report to the Group of Resource Directors (12/2021)
Introductory courses to the new data protection Regulation (EU) 2018/1725 by external provider	10 courses	End 2021	25 training sessions (01-12/2021)
Specialised data protection trainings	3 trainings organised by DPO	End 2021	17 awareness-raising sessions for senior or middle management (01-12/2021) 11 training sessions on managing personal data breaches (02-12/2021)

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Support and advice to Commission services ensuring compliance with data protection rules	Production of 2-3 new guidelines	End 2021	Guidance on the responsibilities and functions of Data Protection Coordinators (06/2021) Guidance on shared DPC function (10/2021) Guidance on records of processing operations (12/2021)

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

Related to spending programme(s): NO

Result indicator: Number of exercises to simplify and improve business continuity arrangements and procedures and adapt them to the new digital solutions in the Commission

Source of the data: Secretariat-General

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
1/year	2/year	3/year	Two exercises were conducted: - Relocation - Duty officers test

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Proposal for an improved IT solution for business continuity to increase the Commission's resilience	Presentation of the business case to the Information Technology and Cybersecurity Board (ITCB)	Q4 2021	The business case will be presented to the ITCB in early 2022 in order to align with the latest developments in the areas of crisis management and security
Review of the Corporate Framework for Business Continuity Management in the Commission	Presentation of the new approach to the Corporate Management Board	Q3 2021	The Corporate Framework for Business Continuity Management is being reviewed as part of the lessons learnt exercise on the internal handling of the COVID-19 crisis (launched by the Secretariat-General in late 2021)
Corporate business continuity exercise	Exercise conducted	2021	Two exercises were conducted: - Relocation - Duty officers test

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

Result indicator 1: Percentage of assessments of IT investments on which the Information Technology and Cybersecurity Board expresses a 'positive opinion' without conditions or remarks

Source of the data: Minutes of the Information Technology and Cybersecurity Board

Baseline (2020)	Interim Milestone (2021)	Target (2024)	Latest known results (Situation on 31/12/2021)
32%	40%	50% (adoption by the services of the European Commission Digital Strategy principles is a constant endeavour, and also requires upfront guidance by the IT domain leader, the Directorate-General for Informatics)	34% The thorough review of projects submitted to the ITCB led to a higher number of conditions or remarks than expected.

Result indicator 2: Percentage of active Commission information systems for which an IT security risk assessment has been performed and is maintained

Source of the data: Annual IT security risk report

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (31/12/2021)
10%	25%	60%	30%

Result indicator 3: Percentage of Commission key data assets for which corporate principles for data governance have been implemented
Source of the data: Reporting from Commission DGs / services on local level implementation of these principles (see related indicator in part 2 of the Strategic Plan)

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
50%	50%	80% (implementation of data governance is a constant endeavour, evolving requirements and changing assets require a target close to but not at 100%)	55%

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Corporate reference data policy: operational guidance and analysis of the IT landscape	Endorsement by the Information Management Steering Board	Q2 2021	Q3 (IT analysis) and Q4 (guidance), in line with new Rolling Action Plan 2020-2024 of the the Information Management Steering Board (IMSB) ²¹

²¹ Postponement to 2022 to be able to build on one year of pilot implementation of the policy before going further.

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Multiannual Financial Framework performance data management framework	Endorsement by the Information Management Steering Board	Q2 2021	Guidance on MFF data management governance is under finalisation during Q1 2022, not foreseen for endorsement by the IMSB. It is fully aligned with the corporate data governance and policies endorsed by the IMSB in December 2021. ²²
IT implementation plan 2022	Adoption by the Information Technology and Cybersecurity Board	Q2 2021	Adopted in Q1 2021
IT security strategy 2021-2022	Adoption by the Information Technology and Cybersecurity Board	Q1 2021	Adopted in January 2021
Implementation of the Digital preservation strategy	Pilot inventory of legacy systems	Q3 2021	The pilot inventory was completed in Q3 2021
Improvements of the qualified electronic signature in Ares	Implementation of changes in Ares	Q2 2021	The planned improvements of the qualified electronic signature in Ares were implemented in June 2021. Further improvements were subsequently identified and implemented at the end of the year.
Hermes/Ares/NomCom IT security measures	Implementation in Hermes/Ares/NomCom systems	Q2 2021	The HAN Security Plan, which had been adopted at the end of 2020, was fully implemented by mid-February 2021.

²² Postponement to 2022 to be able to build on the update of the corporate data governance and data policies endorsed by the IMSB in December 2021.

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Competence framework for recruitment and professional development of the document management community	Revision and adoption	Q1 2021	Finalised and adopted during the first quarter of 2021.
Development of a new IT tool EASE for handling access to documents application including a dedicated portal	Development and roll-out	Q2 2021	The roll-out of EASE was postponed to the first half of 2022. Given the complexity and size of the project, more time was needed in order to stabilise the system.
Development of new and improved Register of Commission Documents with improved user interface, search functionality and IT architecture as well as new type of documents to be publish.	Development and roll-out	Q1 and Q4 for successive releases	RegDoc went live in May 2021. Since then, the project team has been working on the second phase of the project, namely on the integration of RegDoc with other SG registers, starting with the Comitology Register.

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

Related to spending programme(s): NO

Result indicator 1: : Degree of digitalisation of the decision-making process

Source of the data: : Degree of digitalisation of the decision-making process

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
+/- 70% of the main steps of the decision-making process are covered by Decide: planning, interservice consultation and adoption	+/- 90% of the main steps are covered by Decide, by the further digitalisation of the handling of procedures by the Registry including the use of e-signature and the extension to the interinstitutional step.	100% coverage of the decision-making process including efficient links between Decide and relevant IT systems	+/- 75% of the main steps of the decision-making process are covered by Decide, with the inclusion of the call for evidence, of the step of the consultation of European Data Protection Supervisor and Board, the integration of COMPASS Corporate and the handling of infringement cases in the consultation step
+/- 33% of replies to interinstitutional requests are handled in Decide (Parliamentary Questions and Ombudsman's inquiries)	+/- 66% of replies to interinstitutional requests are handled in Decide by the inclusion of Petitions and Opinions of National Parliaments	100% of replies to interinstitutional requests are handled in Decide with the inclusion of Opinions of Consultative committees and EP resolutions	With the inclusion of petitions +/- 90 % of replies to interinstitutional requests are now handled in Decide

Result indicator 2: : Percentage of preparatory meetings leading to College meeting managed through the dedicated IT application 'e-College'

Source of the data: : Secretariat General

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
Introduction of new functionalities to the application to improve user satisfaction and preparation of a complete revamp to introduce a modernised application.	100% of preparatory meetings should be supported by the dedicated IT application	Subject to the development of RUE.X, the relevant IT tool is used also to handle 100 % of protected documents up to 'classified' 'RESTREINT UE/EU RESTRICTED'	The revamped application has been introduced in September 2021 with new functionalities for the purpose of Hebdo and College meetings. For preparatory meetings involving Members of Cabinet, digital solutions are considered in the context of the introduction of EdiT.

Result indicator 3: : Reduction of paper consumption

Source of the data: : Secretariat General

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
7.250.000 pages (as printed by the Registry's printshops)	>50% compared to baseline	>70% compared to baseline	> 75% compared to baseline (1 782 326 pages)

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Timely and regular adoption, and post-adoption handling of Commission decisions according to the highest quality standards and in line with legal and political requirements	Delivery	Ongoing	In 2021, 10 163 decisions were timely adopted, out of which 156 by oral, 3 895 by written, 2126 by empowerment and 3986 by delegation procedure. Out of all adopted acts, 1 102 were COVID-related.
Procedural arrangements introduced in the context of COVID-19 for the adoption and post-adoption actions to function effectively and efficiently	Delivery	Ongoing	Enhanced internal electronic workflows. Electronic notification of permanent representations and third parties
Reinforced monitoring, early warning, and information framework of politically sensitive or important files	Delivery	Ongoing	Mechanisms put in place to alert, on a weekly basis, the management of the SG and the President's Cabinet about upcoming sensitive files in written and empowerment procedures".
Further development of e-College tool to improve satisfaction of users and complete revamp of the application towards the digitalisation of the entire oral procedure	Introduction of agreed new functionalities to improve users' satisfaction	End 2021	The revamped e-college application has been deployed on 8 September 2021 with all its new functionalities providing for a more intuitive and modern interface, easier management of College meetings and improved security and flexibility.

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
	Inclusion of EU-Restricted documents via a link to the relevant IT system (RUE-X)		Postponed to 2022 given dependencies with the availability of the new IT system (RUE-X) developed by the Security Directorate of DG HR
Introduction of qualified electronic signature and qualified electronic seal in Decide for authentication of adopted acts	Delivery of the analysis on the use of the qualified electronic signature and qualified electronic seal for the authentication and notification of acts to Member States	End 2021	Legal assessment of the pre-requirements for introduction of e-authentication and e-notification of acts
	Launching and implementation of IT developments according to the analysis outcomes		Technical analysis on going - launch of developments and implementation awaiting adoption of Recast and revision of the 2000 Commission Rules of Procedure

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Further development of Decide and EdiT	Delivery	End 2021	<p>Integration with Compass Corporate</p> <p>Integration with the new Register of Commission documents</p> <p>Inclusion of petitions in Decide Replies</p> <p>Inclusion of the call for evidence in Decide Planning</p> <p>Simplified consultation process for replies to parliamentary questions and Ombudsman inquiries</p> <p>Implementation of security measures</p> <p>Improvement of drafting and collaboration features in Edit</p> <p>Improvement of EdiT integration with Decide Consultation and start Edit integration with Decide Decision</p> <p>Support of 4 new EdiT pilot cases with DGs FISMA, AGRI, HR and CLIMA</p> <p>Development of Legal Service needs in EdiT ('fork & merge' solution)</p>

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

Result indicator 1: Number of hits to GoPro

Source of the data: GoPro statistics tool

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
160 000	Positive trend	Positive trend	214 262 hits in 2021

Result indicator: 2: Number of consultations via the procedural helpdesk

Source of the data: SG Helpdesk procedures statistics

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
3000 yearly requests	Positive trend	Positive trend	8207 requests in 2021

Main outputs in 2021:

Other important outputs

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Recast and revision of the 2000 Commission Rules of Procedure	Adoption by the Commission		Texts ready awaiting political agreement
Update of conferred powers	Revision of existing empowerments and delegations	Ongoing	Nine existing empowerments were updated in 2021 in the context of the cleaning exercise or following a change in legislation or European fund programmes

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Trainings to newcomers, Cabinets and staff	Delivery	Ongoing	In the new online format, 4 sessions on the Commission's decision-making delivered in the framework of DG HR's Induction programme for newly arrived officials: 1 online SG Welcome session
Quality advice to services by the procedural helpdesk	Delivery	Ongoing	The helpdesk on procedures continues to deliver prompt and high quality advice to the satisfaction of the Commission staff
Clear and updated information on procedures for services and Cabinets	Accuracy and clarity of information	Ongoing	GoPro continues to be updated whenever new procedures occur. One of the main updates in 2021 concerned the Better regulation pages following the revision of the guidelines and toolbox
Community of practice for Decide coordinators	Setting up and constant collaboration	Ongoing	Preparation of the move from Connected to Teams ongoing

ANNEX 3: Draft annual accounts and financial reports (SG and UKTF)

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures

Table 12 : Summary of Procedures

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

Table 16 : Commitments co-delegation type 3 in 2020 for DG SG

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2021 (in Mio €) for SG					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 02 European Strategic Investments					
02	02 04	Digital Europe programme	0.24	0.24	100.00 %
Total Title 02			0.24	0.24	100.00 %
Title 03 Single Market					
03	03 02	Single Market Programme	0.76	0.58	76.90 %
Total Title 03			0.76	0.58	76.90 %
Title 07 Investing in People, Social Cohesion and Values					
07	07 06	Rights and Values	0.83	0.83	99.99 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	0.00	0.00	0.00 %
Total Title 07			0.83	0.83	99.99 %
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	2.31	2.30	99.85 %
	20 03	Administrative Operating expenditure	2.49	2.49	100.00 %
	20 04	Information and communication technology related expenditure	4.49	4.22	94.00 %
Total Title 20			9.28	9.01	97.06 %
Total Excluding NGEU			11.11	10.66	95.97 %

Total DG SG			11.11	10.66	95.97 %
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TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2021 (in Mio €) for UKTF					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0.00	0.00	100.00 %
	20 04	Information and communication technology related expenditure	0.00	0.00	0.00 %
Total Title 20			0.00	0.00	100.00 %
Total Excluding NGEU			0.00	0.00	100.00 %

Total DG UKTF			0.00	0.00	100.00 %
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* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

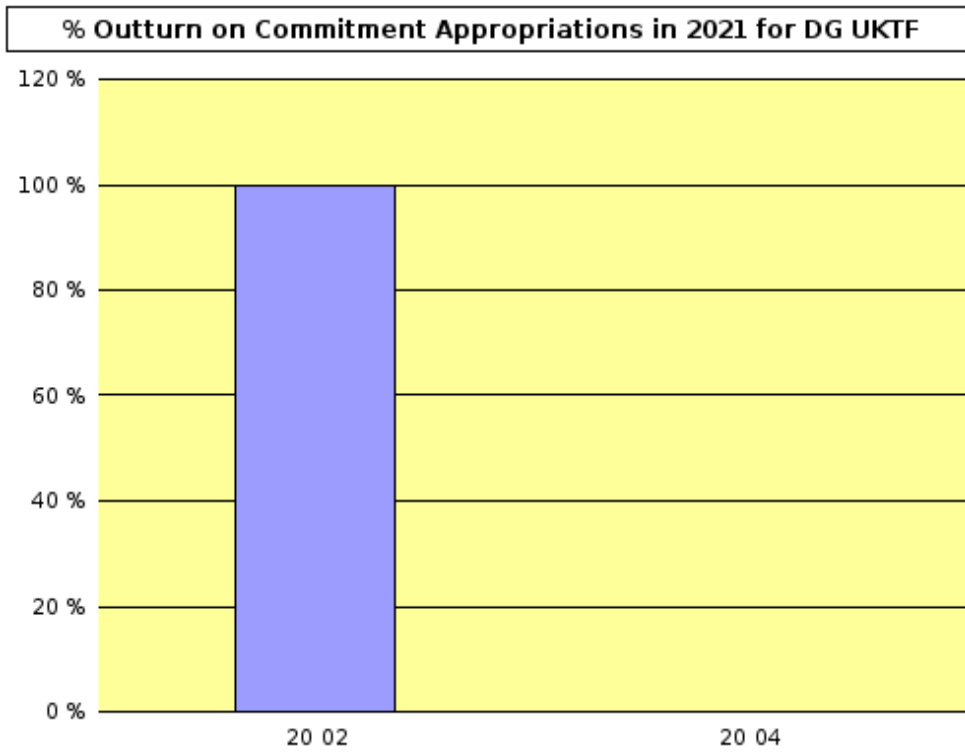
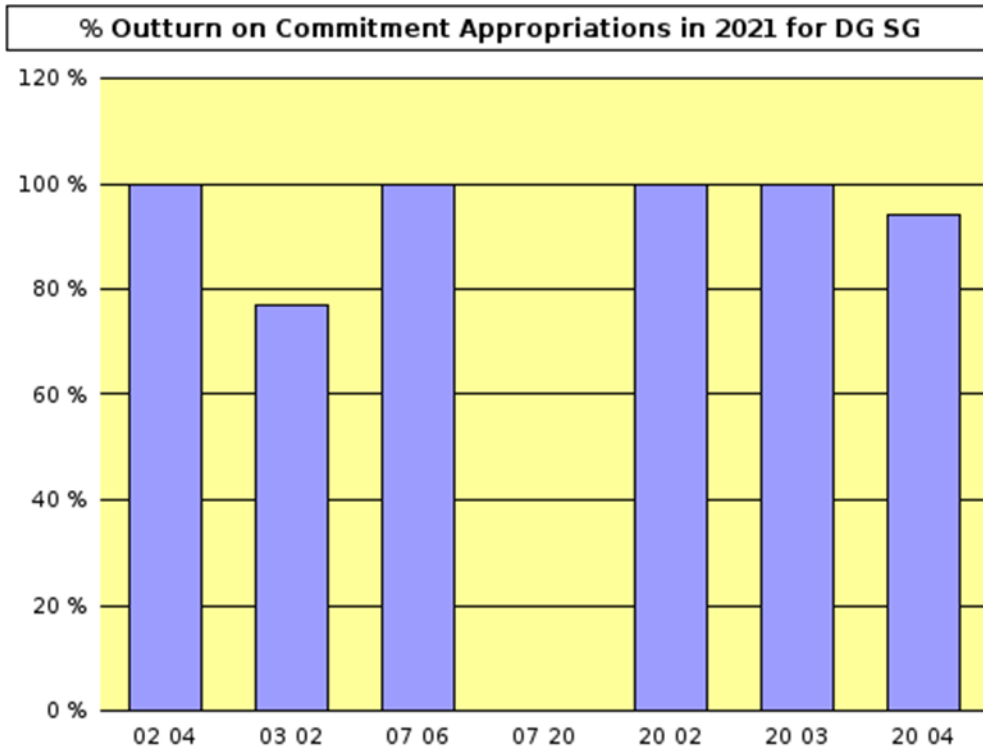


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2021 (in EUR million) for SG

Chapter			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 02 European Strategic Investments					
02	02 04	Digital Europe programme	0,00	0,52	0,00 %
Total Title 02			0,00	0,52	0,00%
Title 03 Single Market					
03	03 02	Single Market Programme	1,44	0,51	35,31 %
Total Title 03			1,44	0,51	35,31%
Title 07 Investing in People, Social Cohesion and Values					
07	07 06	Rights and Values	0,61	0,60	99,42 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	0,00	0,00	0,00 %
Total Title 07			0,61	0,60	99,42%
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	3,19	1,44	45,06 %
	20 03	Administrative Operating expenditure	2,75	2,48	90,09 %
	20 04	Information and communication technology related expenditure	6,37	3,47	54,51 %
Total Title 20			12,31	7,38	60,01%
Total Excluding NGEU			14,35	9,02	62,84%
Total SG			14,35	9,02	62,84 %

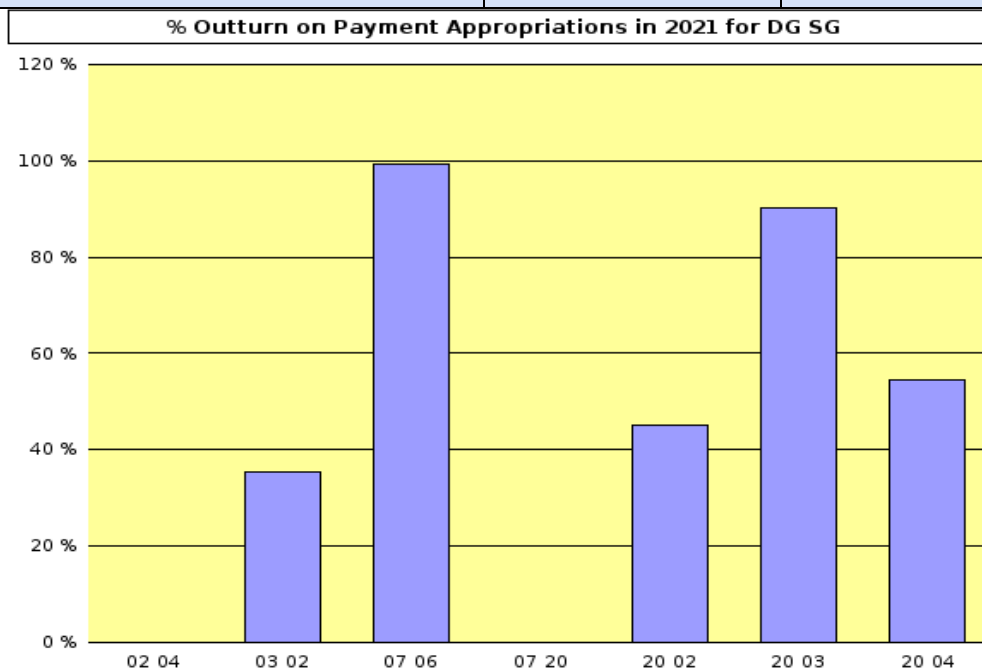


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2021 (in Mio €) for UKTF					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0.04	0.01	33.21 %
	20 04	Information and communication technology related expenditure	0.00	0.00	0.00 %
Total Title 20			0.04	0.01	33.21%
Total Excluding NGEU			0.04	0.01	33.21%

Total DG UKTF	0.04	0.01	33.21 %
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* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

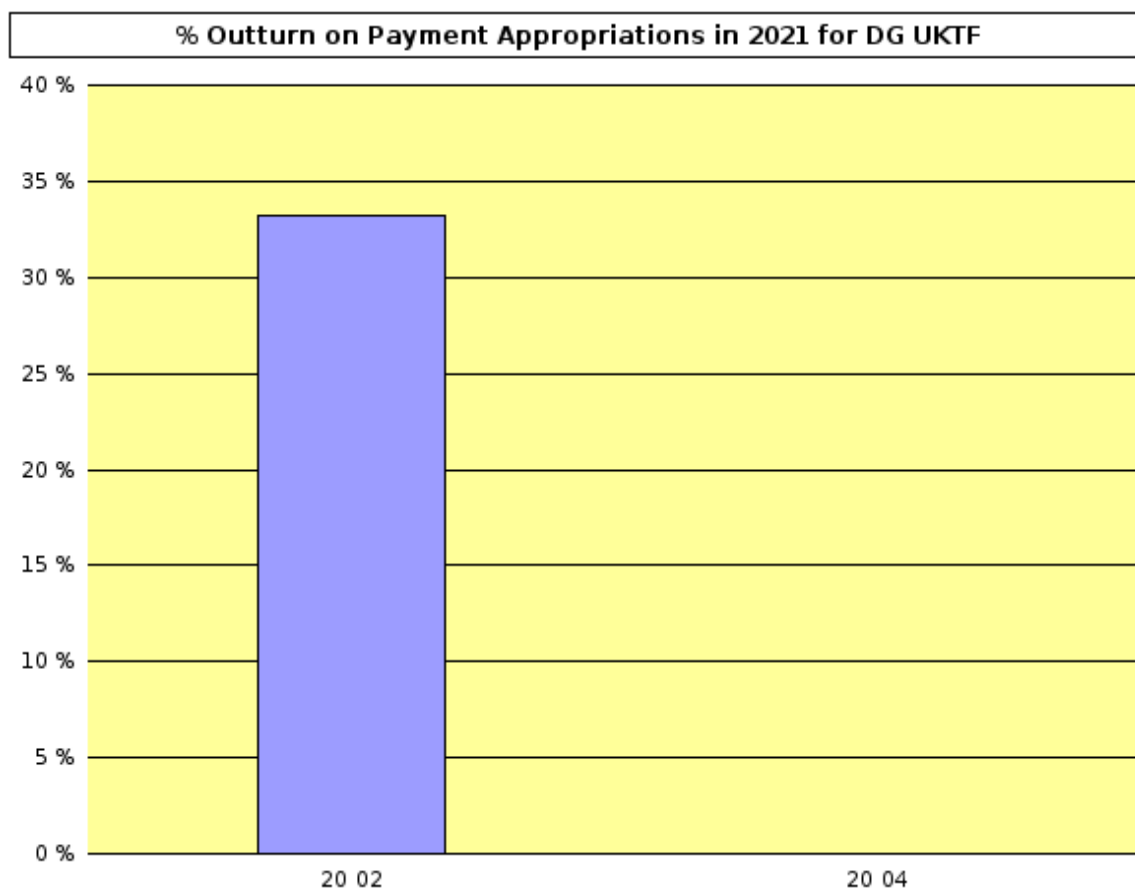


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in EUR Million) for SG

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 02 : European Strategic Investments									
02	02 04	Digital Europe programme	0,24	0,00	0,24	100,00%	0,00	0,24	0,52
Total Title 02			0,24	0,00	0,24	100,00%	0,00	0,24	0,52
Title 03 : Single Market									
03 02	Single Market Programme	0,58	0,10	0,48	82,90%	0,27	0,76	0,74	03 02
Total Title 03			0,58	0,10	0,48	82,90%	0,27	0,76	0,74
Title 07 : Investing in People, Social Cohesion and Values									
07 06	Rights and Values	0,83	0,02	0,81	97,66%	0,02	0,83	0,61	07 06
07 20	Pilot projects, preparatory actions, prerogatives and other actions	0,00		0,00	0,00%	0,00	0,00	0,00	07 20
Total Title 07			0,83	0,02	0,81	97,66%	0,02	0,83	0,61
Title 20 : Administrative expenditure of the European Commission									
20 02	Other staff and expenditure relating to persons	2,30	0,64	1,66	71,99%	0,00	1,66	0,88	20 02

20 03	Administrative Operating expenditure	2,49	2,22	0,27	10,72%	0,00	0,27	0,26	20 03
20 04	Information and communication technology related expenditure	4,22	1,59	2,63	62,26%	0,00	2,63	1,88	20 04
Total Title 20			9,01	4,46	4,55	50,51%	0,00	4,55	3,02
Total Excluding NGEU			10,66	4,58	6,09	57,07%	0,29	6,38	4,89
Total for DG SG			10,66267178	4,58	6,09	57,07 %	0,29	6,38	4,89

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for UKTF

			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 02	Other staff and expenditure relating to persons	0.00	0.00	0.00	0.00%	0.00	0.00	0.04
	20 04	Information and communication technology related expenditure	0.00		0.00	0.00%	0.00	0.00	0.00
Total Title 20			0.00	0.00	0.00	0.00%	0.00	0.00	0.04
Total Excluding NGEU			0.00	0.00	0.00	0.00%	0.00	0.00	0.04
Total for DG UKTF			0.00230653	0.00	0.00	0.00 %	0.00	0.00	0.04

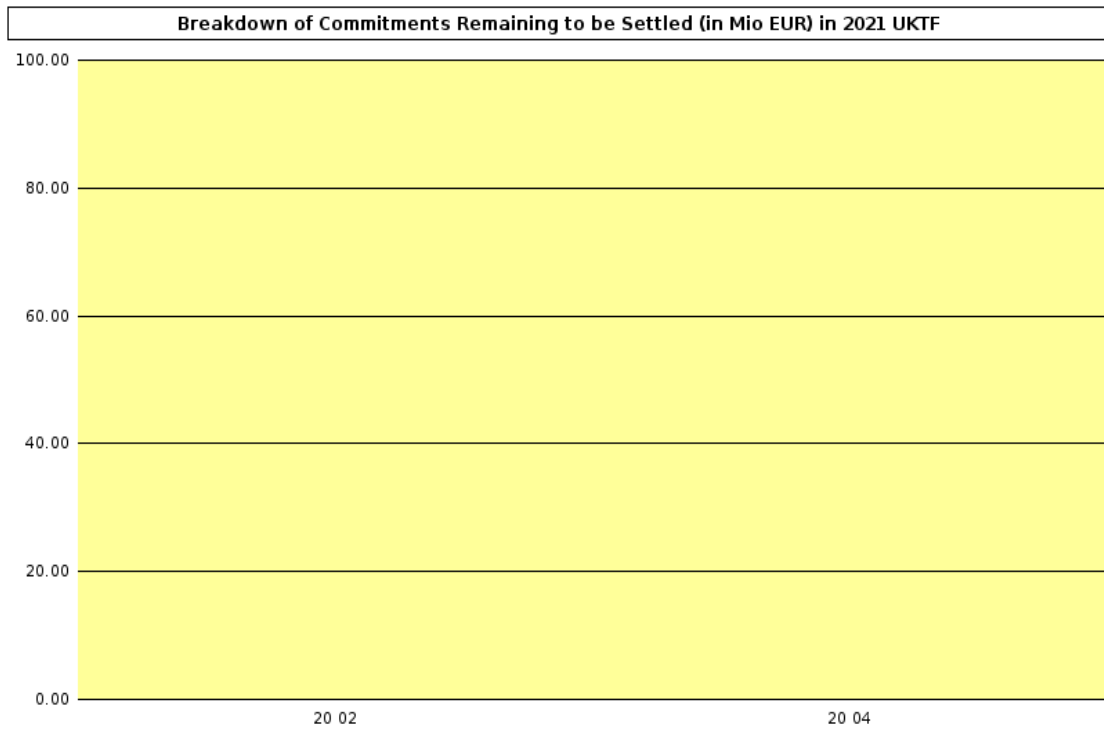
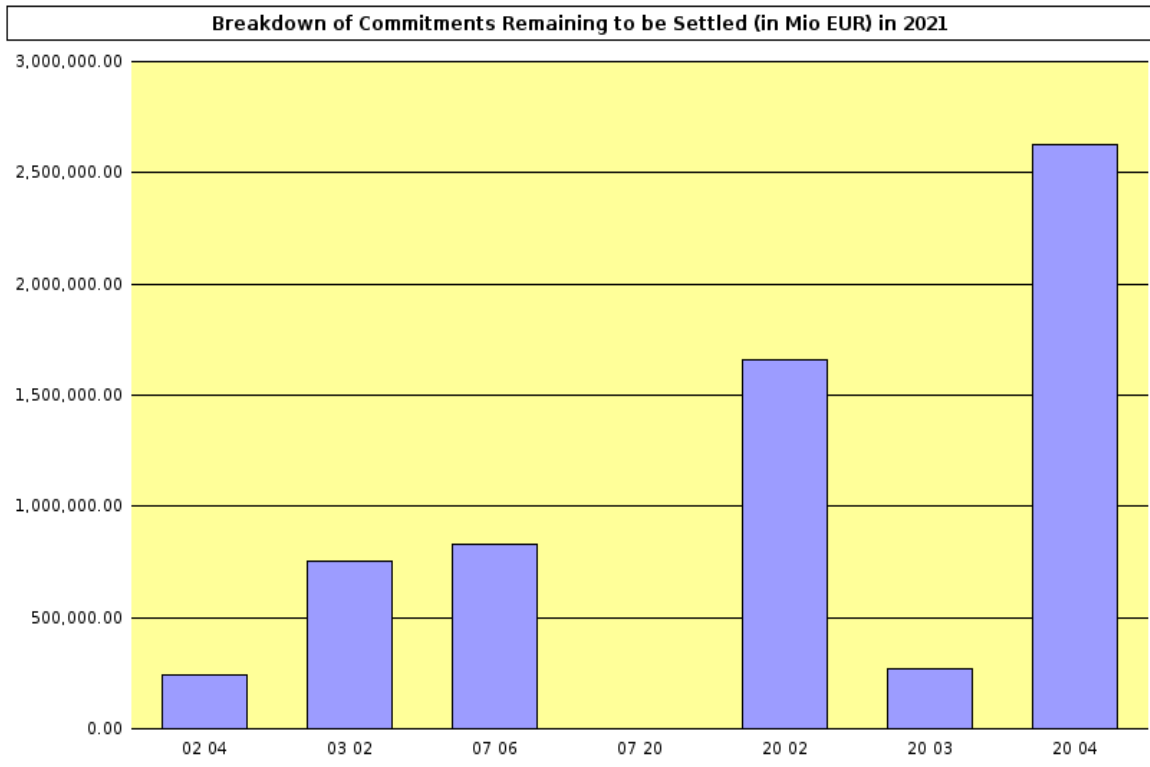


TABLE 4 : BALANCE SHEET for SG

BALANCE SHEET	2021	2020
A.I. NON CURRENT ASSETS	1098886.91	1455282.67
A.I.1. Intangible Assets	1,098,886.91	1,455,282.67
A.II. CURRENT ASSETS	2728362.86	2782481.63
A.II.2. Current Pre-Financing	2,690,828.15	2,775,571.92
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	37,534.71	6,909.71
ASSETS	3827249.77	4237764.3
P.II. CURRENT LIABILITIES	3.63798E-12	-18251.56
P.II.4. Current Payables	0.00	-18,251.56
LIABILITIES	3.63798E-12	-18251.56
NET ASSETS (ASSETS less LIABILITIES)	3827249.77	4,219,512.74
P.III.2. Accumulated Surplus/Deficit	60,429,639.24	50030965.83
Non-allocated central (surplus)/deficit*	-64,256,889.01	-54250478.57
TOTAL DG SG	0.00	0.00

TABLE 4 : BALANCE SHEET for UKTF

BALANCE SHEET	2021	2020
P.II. CURRENT LIABILITIES	0	0
P.II.4. Current Payables	0.00	0.00
LIABILITIES	0	0
NET ASSETS (ASSETS less LIABILITIES)	0	0.00
P.III.2. Accumulated Surplus/Deficit	221,726.06	
Non-allocated central (surplus)/deficit*	-221,726.06	0
TOTAL DG UKTF	0.00	0.00

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE SG

STATEMENT OF FINANCIAL PERFORMANCE	2021	2020
II.1 REVENUES	-3334097,53	-2332424,23
II.1.1. NON-EXCHANGE REVENUES		-120922
II.1.1.6. OTHER NON-EXCHANGE REVENUES		-120.922,00
II.1.2. EXCHANGE REVENUES	-3334097,53	-2211502,23
II.1.2.2. OTHER EXCHANGE REVENUE	-3.334.097,53	-2.211.502,23
II.2. EXPENSES	9432129,16	12731097,64
II.2. EXPENSES	9432129,16	12731097,64
II.2.10.OTHER EXPENSES	6.204.749,77	9.461.896,47
II.2.2. EXP IMPLEM BY COMMISS&EX.AGENC. (DM)	3.227.379,39	3.269.201,17
II.2.8. FINANCE COSTS		0,00
STATEMENT OF FINANCIAL PERFORMANCE	6.098.031,63	10.398.673,41

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

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

TABLE 5bis : OFF BALANCE SHEET SG

OFF BALANCE	2021	2020
OB.1. Contingent Assets	0	
GR for pre-financing	0,00	
OB.4. Balancing Accounts	0	0
OB.4. Balancing Accounts	0,00	0,00
OFF BALANCE	0,00	0,00

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE FOR UKTF

STATEMENT OF FINANCIAL PERFORMANCE	2021	2020
II.1 REVENUES	156,84	2632,14
II.1.2. EXCHANGE REVENUES	156,84	2632,14
II.1.2.2. OTHER EXCHANGE REVENUE	156,84	2.632,14
II.2. EXPENSES	12238,68	219093,92
II.2. EXPENSES	12238,68	219093,92
II.2.10.OTHER EXPENSES	12.238,68	219.093,92
STATEMENT OF FINANCIAL PERFORMANCE	12.395,52	221.726,06

TABLE 5bis : OFF BALANCE SHEET UKTF

	2021	2020

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

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

TABLE 6: AVERAGE PAYMENT TIMES IN 2021 FOR SG

Legal Times									
Maximum Payment Time (Days)	Total Number of Payments	Number of Payments within Time Limit	Percentage	Average Payment Times (Days)	Number of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	382	381	99,74 %	7,5931759	1	0,26 %	35	14985	0, %
60	26	26	100,00 %	12,346154				0	0, %
90	1	1	100,00 %	12				0	0, %

Total Number of Payments	409	408	99,76 %		1	0,24 %		14985	0, %
Average Net Payment Time	7,973105134			7,9068627			35		
Average Gross Payment Time	8,019559902			7,9338235			43		

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	6	3	0,73 %	409	69.661,28	0,77 %	9.017.502,90

TABLE 6: AVERAGE PAYMENT TIMES in 2021 for UKTF

Legal Times						
Maximum Payment Time (Days)	Total Nbr of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	9	9	100.00 %	11.2222222	0	0. %
120	19	19	100.00 %	7.68421053	0	0. %

Total Number of Payments	28	28	100.00 %		0	0. %
Average Net Payment Time	8.821428571			8.82142857		
Average Gross Payment Time	8.821428571			8.82142857		

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
				28			12,395.52

DG	GL Account	Description	Amount (Eur)

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2021 FOR SG

	Chapter	Revenue and income recognised			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
32	Revenue from the supply of goods, services and work - assigned revenue	3.448.557,80	0,00	3.448.557,80	3.412.932,80	0,00	3.412.932,80	35.625,00
67	Completion for outstanding recovery orders prior to 2021	0,00	5.000,00	5.000,00	0,00	5.000,00	5.000,00	0,00
Total SG		3448557,8	5000	3453557,8	3412932,8	5000	3417932,8	35625

TABLE 7: SITUATION ON REVENUE AND INCOME IN 2021 FOR UKTF

No data to be reported

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

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

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES							7	60,306.20		
Sub-Total							7	60306.2		

GRAND TOTAL							7	60306.2		
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TABLE 8: RECOVERY OF PAYMENTS in for UKTF

No data to be reported

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 12/31/2021 for SG

	Number at 1/1/2021	Number at 12/31/2021	Evolution	Open Amount (Eur) at 1/1/2021	Open Amount (Eur) at 12/31/2021	Evolution
2020	1		-100.00 %	5,000.00		-100.00 %
2021		1			77,625.00	
	1	1	0.00 %	5,000.00	77,625.00	1452.50 %

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 12/31/2021 for UKTF

No data to be reported

COVERY OF PAYMENTS in Table 10: Waivers of recovery orders

No data to be reported for DG SG and UKTF

Table 11 : Negotiated procedures

No data to be reported for DG SG and UKTF

Table 12 : Summary of procedures

No data to be reported for DG SG and UKTF

Table 13 : Building Contracts

No data to be reported for DG SG and UKTF

Table 14 : Contracts declared Secret

No data to be reported for DG SG and UKTF

Table 15 : FPA duration exceeds 4 years

No data to be reported for DG SG and UKTF

Table 16 : Commitments co-delegation type 3 in 2021

No data to be reported for DG SG and UKTF

ANNEX 4: Financial Scorecard

The Annex 4 of each Commission service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2021, 10 standard financial indicators are presented below, each with its objective and result for the Commission service and for the EC as a whole (for benchmarking purposes)²³:

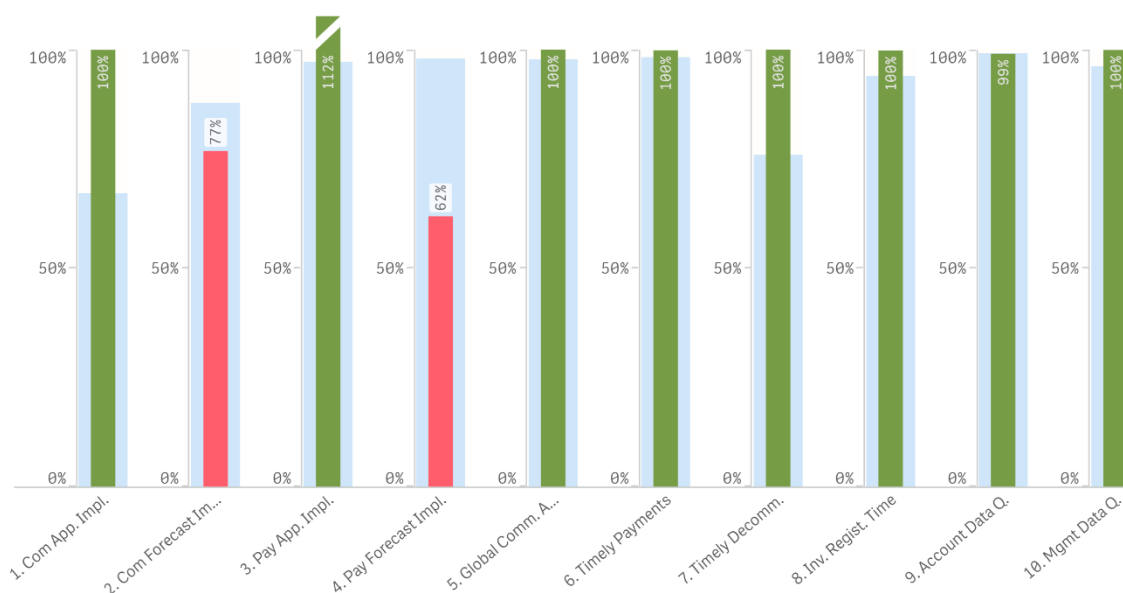
<ul style="list-style-type: none">- Commitment Appropriations (CA) Implementation- CA Forecast Implementation- Payment Appropriations (PA) Implementation- PA Forecast Implementation- Global Commitment Absorption	<ul style="list-style-type: none">- Timely Payments- Timely Decommitments- Invoice Registration Time- Accounting Data Quality- Management Data Quality
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For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator's value and the target is colour coded as follows:

- 100 → 95% of the target: dark green
- 95 → 90% of the target: light green
- 90 → 85% of the target: yellow
- 85 → 80% of the target: light red
- 80 – 0% of the target: dark red

²³ If the EC service did not perform any transaction in the area measured by the indicator or the information is not available in the central financial system, the indicator is not calculated (i.e. displayed as “-“) in this Annex.

SG Indicator Scores 2021



For each indicator the light blue bar denotes the EC Score.

Indicator	Objective	Comment ²⁴	SG Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of Financial Year		100%	67%
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year	The commitment forecast is performed twice a year. Any changes in appropriations or co-delegations after these two dates are not reflected in the indicator. Furthermore, because this is a snapshot at a given moment, it is impossible to improve the value of the indicator after that.	77%	88%
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of Financial Year	*PA Implementation higher than 100% is a result of DG SG consuming payment appropriations of a different DG under a co-delegation, which were not transferred to DG SG.	112%	97%
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast	The payment forecast is performed twice a year. Any changes in appropriations or co-delegations after these two dates are not reflected in the indicator. Furthermore, because this is a snapshot at a given	62%	98%

²⁴ An explanation behind the indicator result can be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is equal or below the target of 80%.

Indicator	Objective	Comment ²⁴	SG Score	EC Score
	in a financial year	moment, it is impossible to improve the value of the indicator after that.		
5. Global Commitment Absorption ²⁵	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		100%	98%
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines	The financial scorecard shows 100% for the timely payments (Annex 4 refers) which demonstrates the high level of professionalism of the Secretariat-General's staff and their close monitoring of payment deadlines. Monthly reports were provided to the operational units to adequately monitor un-committed and un-paid appropriations.	100%	98%
7. Timely Decommittments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle		100%	76%
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		100%	94%
9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		99%	99%
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		100%	96%

²⁵ Due to technical limitation, the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.

ANNEX 5: Materiality criteria

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

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

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

c) Qualitative assessment: assessing if the deficiency is significant in qualitative terms. In order to accomplish the deficiency's qualitative assessment, the following four pillars need to be analysed: - the nature and scope of the deficiency, - the duration of the deficiency, - the existence of compensatory measures (mitigating controls which reduce the impact of the deficiency), - the existence of effective remedial actions to correct the deficiencies (action plans and financial corrections) which have had a measurable impact;

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

Since 2019⁽²⁶⁾, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

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

⁽²⁶⁾ Agreement of the Corporate Management Board of 30/4/2019.

Commission. Such a reservation would be based on the nature of the impact on reputation, the breadth of awareness of the event, and the duration of impact of the reservation. Sustained or medium-term negative perception from stakeholders with an impact on the ability of the Secretariat-General to meet its key objectives would be considered for a reservation.

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

ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)

PROCUREMENT (with GRANT and ADMINISTRATIVE EXPENSES) DIRECT MANAGEMENT

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

Stage 1: Procurement

A. Planning

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

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

B. Needs assessment & definition of needs

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

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

C. Selection

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

Stage 2: Financial transactions

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

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

Stage 3: Supervisory measures

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

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

ANNEX 7: Specific annexes related to "Financial Management"

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

Indicator Estimated risk at closure

Source of data: Secretariat-General

Baseline 2019	Target 2024	Latest known results (situation on 31/12/2021)
0.7%	< 2% of relevant expenditure	0,5%

Main outputs in 2021:

Description	Indicator	Target	Latest known results (situation on 31/12/2021)
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure	0,5%
	Estimated risk at closure	Remains < 2 % of relevant expenditure	0,5%
Efficient controls	Time-to-pay	Remains within the various limits set by the financial regulation	Within the various limits set by the financial regulation
Economical controls	Overall estimated cost of controls	Maintain 13% of funds managed	12,6%

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy²⁷ aimed at the prevention, detection and correction²⁸ of fraud]

Indicator Implementation of the actions included in the Secretariat-General’s anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)

Source of data: Secretariat-General’s annual activity report, Secretariat-General’s anti-fraud strategy, OLAF reporting

Baseline (2019)	Target (2024)	Latest known results (situation on 31/12/2021)
2019 action plan implemented	100% of action points implemented in time	100% of action points implemented in time

Main outputs in 2021:

Description	Indicator	Target	Latest known results (situation on 31/12/2021)
Ex post control at the European University Institute (grant for the historical archives)	Completion	2021	Completed – Report pending
Updated local anti-fraud strategy with corporate actions	Adoption	2021	Action plan has an updated target of 2022
Anti-fraud awareness raising sessions for newcomers	Percentage of newcomers trained	>75%	All newcomers invited to training sessions
Monitoring meetings with directorates-general on OLAF’s financial and administrative recommendations	Number of meetings	A minimum of two per year	Minimum achieved

1) Table Y on the estimated “cost of controls” at Commission level

²⁷ Communication from the Commission ‘Commission Anti-Fraud Strategy: enhanced action to protect the EU budget’, COM(2019) 176 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’

²⁸ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Table Y - Overview of SG's estimated cost of controls at Commission (EC) level

The absolute values are presented in EUR

EXPENDITURE

SG	Ex ante controls***			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR*	EC total costs	related payments Made	Ratio (%)** (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%)** (g)/(b)
Procurement, administrative expenses and grant without a call for proposal	1.146.000,00 €	9.114.642,00 €	12,57%	- €	- €	0,00%	1.146.000,00 €	12,57%
OVERALL total estimated cost of control at EC level for expenditure	1.146.000,00 €	9.114.642,00 €	12,57%	- €	- €	0,00%	1.146.000,00 €	12,57%

* if the control costs are not attributable to a single RCS and may relate to a 'mix' of expenditure, revenue, assets/liabilities, etc, they may be grouped

** ratio possibly "Not Applicable (N/A)", e.g. if a RCS specifically covers an Internal Control Objective such as safeguarding sensitive information, reliable accounting/reporting, etc

*** any 'holistic' control elements (e.g. with 'combined' ex-ante & ex-post characteristics) can be reported in the ex-ante column provided that a footnote clarifies this (their nature + their cost). Example: MS system audits in shared management.

Summary of the IAS very important audit recommendations

IAS audit on data protection

The IAS had issued six main (very important) recommendations in December 2020 of which two very important recommendations were closed by the IAS in 2021. The action plan issued by the DPO has been followed, with few amendments concerning final implementation, with the effect that only two (currently) open very important recommendations will be ready for the review by the IAS at the end of Q1 2022 and two remaining (currently) open very important recommendations will be set ready for the review by the IAS by Q2 2022.

IAS audit on the Commission's strategy for data, information and knowledge management

The four very important audit recommendations for the Internal Audit Service (IAS) audit on the Commission's strategy for data, information and knowledge management (DIKM) have been addressed as scheduled in the related action plan and are ready-for-review by the IAS.

Recommendation 1: To increase the alignment of DIKM strategy implementation with Commission priorities, and to set stable DIKM priorities, the Information Management Steering Board (IMSB) endorsed a new, agile Rolling Action Plan. The Plan sets strategic mid-term objectives for the period 2022-2024, and contains a selection of rolling, concrete actions of high corporate relevance that contribute to achieving these objectives.

Recommendations 2 & 4: To clarify the roles, responsibilities of the Information Management Steering Board (IMSB), as well as the related working arrangements, an updated mandate was approved by the Corporate Management Board.

Recommendation 5: To facilitate sharing of information on progress and deliverables, dedicated collaborative spaces and channels have been set up using Microsoft 365 tools.

ANNEX 8: Specific annexes related to "Assessment of the effectiveness of the internal control systems" (not applicable)

ANNEX 9: Specific annexes related to "Control results" and "Assurance: Reservations"

1) Annex related to "Control results" - Table X: Estimated risk at payment and at closure

Table X : Estimated risk at payment and at closure

DG SG	'payments made' (2021;MEUR)	minus new prefinancing [plus retentions made] (in 2021;MEUR)	plus cleared prefinancing [minus retentions released and	'relevant expenditure' (for 2021;MEUR)	Detected error rate or equivalent estimates	estimated risk at payment (2021;MEUR)	Adjusted Average Recoveries and Corrections (<i>adjusted</i> ARC; %)	estimated future corrections [and deductions] (for 2021;MEUR)	estimated risk at Closure (2021;MEUR)
-1	-2	-3	-4	-5	-6	-7	-8	-9	-10
Procurement, Administrative Expenses and Grant without a Call for Proposal	9.03	- 2.27	2.35	9.11	0.50% - 0.50%	0.05 - 0.05	0.00% - 0.00%	0.00 - 0.00	0.05 - 0.05
DG total	9.03	- 2.27	2.35	9.11	Overall risk at payment in %	0.05 - 0.05 (7) / (5)	0.00% - 0.00%	0.00 - 0.00	0.05 - 0.05 (10) / (5)

Notes to the table X

(1) Relevant Control Systems differentiated per relevant portfolio segments and at a level which is lower than the DG total

(2) Payments made or equivalent, e.g. expenditure registered in the Commission's accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle.

In all cases of Co-Delegations (Internal Rules Article 3), "payments made" are reported by the Delegated DGs. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating DGs.

(3) New pre-financing actually paid by out by the department itself during the financial year (i.e. excluding any pre-financing received as a transfer from another department). as per note 2.5.1 to the Commission annual accounts thus excluding "Other advances to Member States" which are covered on a purely payment-made basis (note 2.5.2). Pre-financing paid/cleared" are always covered by the Delegated DGs, even for Cross-SubDelegations.

(4) Pre-financing actually cleared during the financial year (i.e. their 'delta' in the Financial Year 'actuals', not their 'cut-off' based estimated 'consumption').

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & regularity errors (see the ECA's Annual Report methodological Annex 1.1), our concept of "relevant expenditure" includes the payments made, subtracts the new pre-financing paid out [& adds the retentions made], and adds the pre-financing actually cleared during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates, if any. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (e.g. *administrative expenditure, operating contributions to agencies*), the rate which should be used is 0.5% as a conservative estimate, unless the DG has a more precise estimate based on evidence.

(8) The adjusted average recovery and corrections percentage is based on the 7 years historic Average of Recoveries and financial Corrections (ARC), which is the best available indication of the corrective capacity of the ex-post control systems implemented by the DG over the past years. The AOD has adjusted this historic average to set it at zero to take into account the absence of corrections after payments, including when ex-post controls are conducted on payments for the grant to the historical archives of the European Union.

2) Reservations

Not applicable for the Secretariat-General

ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management

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

Indicator 1: Number and percentage of first female appointments to middle management positions

Source of data: DG HR

Baseline (12/2019)	Target (2022 ²⁹)	Latest known results (situation on 31/12/2021)
11 (30%)	+1	15 – 42%

Indicator 2: Secretariat-General’s staff engagement index

Source of data: Commission staff survey

Baseline (2018)	Target (2024)	Latest known results (situation on 31/12/2021)
69%	≥ 69%	69% (2020) 74% (2021)

Indicator 3: Staff satisfaction with EU Policymaking HUB learning offer

Source of data: EU Learn

Baseline (2020)	Target (2024)	Latest known results (situation on 31/12/2021)
N/A	Course attendants give ≥ 80% of positive evaluations on average	86.48%

Main outputs in 2021:

Description	Indicator	Target	Latest known results (situation on 31/12/2021)
Training sessions to boost resilience and wellbeing	Delivery	End 2021	10 sessions delivered
SG local HR strategy	Delivery	January 2021	Draft delivered (12/2021)
SG HR Report 2021	Delivery	February 2021	Delivered (3/2021)

²⁹ The target will be revised and extended for the period 2023-2024 by January 2023

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

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions

Source of data: Decide system for decision making

Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (situation on 31/12/2021)
52%	69%	86%	68%

Source of data: Hermes/Ares/NomCom system for document management – E signatory statistics

Baseline (2020)	Interim milestone (2022)	Target (2024)	Latest known results (situation on 31/12/2021)
62%	72%	82%	68%

Source of data: THEMIS system for EU Law monitoring

Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (situation on 31/12/2021)
40%	68%	86%	68%

Indicator 2: Percentage of the Secretariat-General's key data assets for which corporate principles for data governance have been implemented

Source of data: Key data assets of Secretariat-General

Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (situation on 31/12/2021)
35%	50%	80%	55%

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data: Secretariat-General

Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (situation on 31/12/2021)
5%	60% aggregated	100% aggregated	50% aggregated

Main outputs in 2021:

Description	Indicator	Target	Latest known results (situation on 31/12/2021)
Improvements of the qualified electronic signature in Ares	Implementation of changes in Ares	Q2 2021	Q2 and Q4 2021 completed
IT security risk assessment of Secretariat-General's active information systems	Percentage of active SG information systems for which an IT security risk assessment has been performed and maintained	75%	75%

Description	Indicator	Target	Latest known results (situation on 31/12/2021)
Paperless e-signatory	Percentage of registered documents with a fully approved e-signatory (no paper circulation in parallel)	58%	93.08%
Promotion of collaborative working, knowledge and information sharing	Number of new Microsoft 365, MyIntraComm, Wiki and CIRCABC collaborative sites created	More than 10 new collaborative sites or solutions	186 new Microsoft 365, MyIntraComm, Wiki and CIRCABC collaborative sites created
Implementation of corporate principles for data governance for SG key data assets	Percentage of SG key data assets implementing corporate principles	48%	55%
Awareness raising activities on data protection compliance	Percentage of Secretariat-General staff attending	25%	50% aggregated
Major compliance findings following targeted inspections and audits	Continuous assessment between (a) the number of personal data breaches occurred and (b) the number of personal data breaches notified to the EDPS in time (if necessary) and whose management has been accepted by the DPO or the EDPS ³⁰	No objection by EDPS and DPO: 100%	100%

Objective: The Secretariat-General takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main outputs in 2021:

Description	Indicator	Target	Latest known results (situation on 31/12/2021)
Promotion of paperless working methods	% of all documents - internal and external - with a 100% electronic signatory	+7% yearly 2021: 58%	93.08%
Monitoring the	Waste generation	Negative trend	Negative trend

³⁰ In practice this is equivalent to the absence of an objection by the DPO or EDPS to the conclusive risk assessment (personal data breach notification) provided to them

Description	Indicator	Target	Latest known results (situation on 31/12/2021)
SecretariatGeneral's waste generation in collaboration with OIB/OIL; and communicating observed trends to staff, based on verified data from Commission's Environmental Statement. (2019 data – per building)	Waste sorting	Positive trend	Negative trend* *reflecting data in a multi-services building
Awareness-raising actions about environmental responsibility and training offered by the European Commission	Number of actions/trainings communicated to staff	At least five actions /trainings yearly	8 campaigns/training/events shared with staff on environmental matters One staff consultation on greening of the Commission 210 individual coaching sessions delivered to more than 170 colleagues and more than 20 presentation sessions on various digital subjects
Gradual increase of meeting rooms with videoconferencing equipment in SG	Number of new meeting rooms	>2	8 meeting rooms 10 meeting rooms properly equipped for SG management

ANNEX 11: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (not applicable)

ANNEX 12: EAMR of the Union Delegations (not applicable)

**ANNEX 13: Decentralised agencies and/or EU Trust Funds
(not applicable)**

ANNEX 14: European Fiscal Board

The European Fiscal Board contributes in an advisory capacity to the exercise of the Commission’s functions in the EU’s multilateral fiscal surveillance. Since 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 (ECOFIN) committees, the European Parliament and the network of independent fiscal institutions. The timing of such presentations is largely determined by the respective institutions.

Sound public finances are a precondition for stable, sustainable and inclusive economic growth. They strongly contribute towards the achievement of General Objective 3: An economy that works for people. In the EU, fiscal policy remains a prerogative of national governments. However, due to the high level of economic and financial integration of EU Member States, economic policies, including fiscal policy, are to be considered a matter of common concern. As a result, Member States have agreed to common rules that are meant to guide national fiscal policymaking. There is ample evidence showing that an impartial assessment of fiscal frameworks is linked to better fiscal outcomes.

Against the backdrop of a firming economic recovery in the EU, in October 2021 the European Commission relaunched the review of its economic governance framework which includes the framework for fiscal policy making. The two regular reports published by the EFB in 2021 included substantive elements of advice, underpinned by comprehensive analysis, on how to strengthen and complete the EU’s fiscal framework. As in past years, the relevance and quality of the reports have been acknowledged by many stakeholders.

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

Result indicator: Number of assessment reports prepared by the European Fiscal Board

Source of the data: Secretariat General, European Fiscal Board

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
2 assessment reports	Maintain the number of regular assessment reports	Maintain the number of regular assessment reports	Two full assessment reports

Main outputs in 2021:**New policy initiatives**

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Statement by the European Fiscal Board on the general escape clause of the Stability and Growth Pact	Publication	March 2021	The advice of the Board was included in the report on the prospective fiscal stance appropriate for the euro area published in June.
Report to the Commission on the prospective fiscal stance appropriate for the euro area	Publication	June 2021	Published on 16 June 2021
Assessment report on the implementation of the EU fiscal framework	Publication of report to the Commission	October 2021	Published on 10 November 2021
Cooperation with national independent fiscal councils: questionnaires as input to the reports of the European Fiscal Board	Delivery	January 2021	Survey of independent fiscal councils completed mid-February 2021. Results included in the reports published in June and November 2021.

External communication actions

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Presentation of the report on the assessment of the prospective fiscal stance appropriate for the euro area to the relevant Council committees, the committees of the European Parliament, the European Central Bank and the network of EU independent fiscal institutions.	Delivery	June/July 2021	Presented to the EFC committee on 1st July, to the Eurogroup on 12 July 2021

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Presentation of the assessment report on the implementation of the EU fiscal framework to the relevant Council committees, the committees of the European Parliament, the European Central Bank and the network of EU independent fiscal institutions.	Delivery	October/November 2021	Presented to the Economic and Monetary affairs committee of the European Parliament on 18 November, to the Economic and Financial Affairs Council Committee on 7 December 2021
Conference with national independent fiscal councils	Organisation	February 2021	Conference organised on 26 February 2021

ANNEX 15: Regulatory Scrutiny Board

2021 was the busiest year ever in the six years of operation of the Regulatory Scrutiny Board. The Board scrutinised 83 impact assessments and 15 major evaluations, including two fitness checks. The rate of negative opinions for initial submissions of impact assessments was 37%, which was an improvement on the 47% initial negative opinions in 2020. The initial negative opinion rate for evaluations was 20%, a further improvement on the 31% rate in 2020, and below the average between 2017 and 2019 of 34%.³¹

Of the 31 impact assessments that received an initial negative opinion, 16 received a second opinion during the year. Fourteen received a positive opinion (4) or positive opinion with reservations (10). The Board issued two double negative opinions. The Commission services responsible were advised to seek political guidance on whether and under which conditions the initiatives might proceed further. The Board also scrutinised four re-submissions from 2020, giving two positive opinions and two positive opinions with reservations. Exceptionally, it scrutinised a third version of one impact assessment and issued a positive opinion.

The Board published its 2020 Annual Report in April and organised a virtual annual conference on 6 May. The Board participated in 33 outreach events over the year with external bodies. It also held 67 ‘upstream meetings’ with the services to provide targeted advice at early stages of elaboration of the impact assessments and evaluations.

Board members are appointed for three years, with a possibility of an extension of term by one year. In 2021, one internal and two external Board members were appointed.

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

Related to spending programme(s): NO

Result indicator 1: Percentage of impact assessments improved at least to a substantial extent between the last opinion of the Regulatory Scrutiny Board and the launch of the interservice consultation

Source of the data: Secretariat-General, Regulatory Scrutiny Board

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
36%	Maintain/exceed 2018 level	Maintain/exceed 2022 level	39%

³¹ The Board started distinguishing between positive and negative opinions for evaluations and fitness checks in 2017.

Main outputs in 2021:

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
Opinions on impact assessments, fitness checks and major evaluations issued in 2021	Number of impact assessments, fitness checks and evaluations reviewed in 2021	35	98
	On time delivery of the opinions on impact assessments, fitness checks and evaluations	Ongoing In accordance with article 9.1 of RSB Rules of Procedures	All opinions were delivered in 2 or, exceptionally, 3 days when Board meetings were held weekly
	Improvement of the quality of impact assessments, fitness checks and evaluations prepared by Commission services after interaction with the RSB, based on a set of 13 standard quality criteria established by the Board	Ongoing	some improvement – 58% substantial and major improvement – 34% ³²
Advice to Commission's Directorates-General	Number of upstream contacts with Directorates-General	20	67

³² Based on 41 impact assessments, 9 evaluations and 0 fitness checks that were scrutinised in 2021 and where statistics on the interservice consultation phase are finalised.