



Management Plan 2017

Secretariat-General



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INTRODUCTION

Following the entry into office of the Juncker Commission on 1 November 2014, the role of the Secretariat-General has been enhanced, bringing new tasks and responsibilities. As in previous years, in 2017 the Secretariat-General (SG) will continue to play a vital role in implementing the new working methods and ensuring that these methods deliver the desired results in terms of timely, high-quality policy outputs prepared in a collegial manner. The Secretariat-General will also continue to provide support to the Vice-Presidents as they steer and coordinate work across the Commission on the political priorities.

The SG Strategic Plan for 2016-2020 focuses on the four general objectives to which the Secretariat-General makes a direct contribution.

General Objectives

1. General objective A: **A New Boost for Jobs, Growth and Investment**
2. General objective B: **An Area of Justice and Fundamental Rights Based on Mutual Trust**
3. General objective C: **A Union of Democratic Change**
4. General objective D: **To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents.**

However, the role of the Secretariat-General is broader than this. The Secretariat-General steers and coordinates the Commission's contribution to legislative and policy work across all the political priorities to ensure the major initiatives in the Commission Work Programme (CWP) for 2017 and strategies launched in previous years are delivered.

The policy priorities for 2017 for the Secretariat-General will include the 2017 European Semester cycle of economic policy coordination. This is a key instrument through which the Commission provides guidance to the Member States, in line with President Juncker's focus on structural reforms, fiscal credibility and investment. The response to the refugee crisis and the implementation of the European Agenda on Migration will remain a high priority and the Secretariat-General will continue to play a key role this year in this area, as well as in relation to other major deliverables, such as the European Pillar of Social Rights, the European Solidarity Corps and the next steps in the implementation of the Energy Union and the Digital Single Market strategies. The Secretariat-General will also work closely with all relevant departments on the development of the Commission's proposals for the post-2020 Multiannual Financial Framework.

In addition to policy coordination, the Secretariat-General will work in 2017 to strengthen the Commission's decision-making machinery (e.g. through the further development of the Commission's 'Decide' system); to work with services on the better regulation

agenda; to deepen our interinstitutional relations and to continue the recent reforms to the Commission's performance management framework. The Secretariat-General will also lead the negotiations on the Commission proposal for a tripartite Interinstitutional Agreement on a mandatory Transparency Register.

2017 will be a significant moment in the history of the Union with the 60th anniversary of the signature of the Treaty of Rome. As the third and middle year of the mandate of the Juncker Commission, 2017 also represents a vital opportunity to consolidate the progress that has been made and to redouble efforts to achieve our political objectives for 2020. The Secretariat-General will use its unique role in the Commission system to help ensure that the Commission's many assets are used to maximum effect to deliver on these objectives. This Management Plan sets out in concrete terms how we will do this.

PART 1. MAIN OUTPUTS FOR THE YEAR

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

European Semester

The Secretariat-General is responsible for coordinating the work of the Commission services on the European Semester of economic policy coordination. The main milestones of the European Semester cycle include the Annual Growth Survey, which launches the cycle by setting out general economic priorities for the EU and provides Member States with policy guidance for the following year. After the European-level guidance, the Commission services produce country-specific analysis in the Country Reports. These reports analyse Member States' economic and social situations and, for the Member States concerned, the state of play and developments as regards macroeconomic imbalances. Based on this diagnosis and the subsequent dialogue with Member States, the Commission proposes country-specific recommendations on a select number of issues of macroeconomic and social relevance for each Member State. These recommendations are adopted by the Council. The Commission then monitors follow-up on the implementation of this guidance by the Member States.

Relevant general objective: A New Boost for Jobs, Growth and Investment

Specific objective A1: To ensure sound public finances, prevent excessive macroeconomic imbalances, pursue structural reforms for jobs and growth and boost investment by providing integrated fiscal, economic, employment and social policy guidance to the Member States.

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Country reports ¹	Publication by Commission services	End of February 2017	SG.D1 ²
Country-specific recommendations ³	Adoption by the Commission	May 2017	SG.D1
Annual Growth Survey ⁴	Adoption by the Commission	November 2017	SG.D1

¹ Assessment of economic and social developments and challenges, of the reform agenda, of the implementation of country-specific recommendations and of progress in the implementation of the Europe 2020 strategy for each Member State.

² Also responsible: DG ECFIN and DG EMPL (for the employment and social-related aspects)

³ Operational guidance to Member States on how to increase growth and jobs, including by removing bottlenecks preventing growth and job creation, and to promote sustainable public finances. The number and scope of the country-specific recommendations reflect the intensity and severity of the challenges faced by the Member States and the adequacy of their response to previous country-specific recommendations.

⁴ It sets out the European Union's economic priorities for the coming year and launches the annual European Semester cycle

Multiannual Financial Framework

The Multiannual Financial Framework (MFF) provides a framework for financial programming and budgetary discipline by ensuring that EU spending is predictable and stays within the agreed limits. It also allows the EU to carry out common policies over a period that is long enough to make them effective. This long term vision is important for potential beneficiaries of EU funds, co-financing authorities as well as national treasuries. Following the mid-term review of the Multiannual Financial Framework in 2016, the preparation of a comprehensive proposal for the next MFF, including on own resources, will be a major activity for the Secretariat-General in 2017, working in close cooperation with DG Budget and all DGs concerned.

Relevant general objective: A New Boost for Jobs, Growth and Investment			
Specific objective A3: The current MFF is reviewed and a new MFF put in place for the post-2020 period.			Related to spending programme(s) ...
Main outputs in 2017:			
Output	Indicator	Target	Lead Unit(s)
Post-2020 Multiannual Financial Framework	State of preparedness of an MFF proposal by the Commission	Timing to be decided at political level	SG.B1

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

Cooperation and Verification Mechanism

The Commission produces annual reports under the Cooperation and Verification Mechanism, with particular regard to judicial reform and the fight against corruption in Romania, as well as organised crime with respect to Bulgaria. Through the 2017 reports, the Secretariat-General will bring together the Commission's work on its ongoing cooperation and analysis with national authorities and other key stakeholders. These reports are a specific contribution by the Secretariat-General in respect of two Member States to progress towards achieving the delivery of the Commission's broader general objective of creating an area of Justice and Fundamental Rights based on Mutual Trust.

Relevant general objective: An Area of Justice and Fundamental Rights Based on Mutual Trust			
Specific objective B1: The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms.			Related to spending programme(s) ...
Main outputs in 2017:			
Output	Indicator	Target	Lead Unit(s)
Cooperation and Verification Mechanism reports	Adoption by the Commission	January 2017	SG.E1

General objective C: A Union of Democratic Change

Better regulation policy

In 2017, the Secretariat-General will continue to provide guidance, coordination and quality control on regulatory policy and procedures with a view to ensuring the quality, effectiveness and efficiency of EU legislation and policies. It will:

- implement the 2015 Better Regulation Package, including revising the Better Regulation toolkit, supporting the REFIT Platform, updating the REFIT scoreboard;
- implement the recently agreed Interinstitutional Agreement on Better Law-Making, by putting in place relevant internal actions and establishing follow-up with the European Parliament/Council;
- coordinate the preparation of the 2018 Commission Work Programme and continue to manage the planning and validation process;
- provide guidance on the application of better regulation tools (impact assessment, stakeholder consultation, evaluation) through training, chairing inter-service networks, participating in inter-service groups, advising services on their files, speaking at conferences in the EU, international organisations and abroad;
- manage the Commission infringement cycles (drawing on infringement data for evaluation and policy programming work);
- implement the REFIT Programme involving policy coordination on evaluations and Fitness Checks, providing advice and support for upstream and downstream policy coordinators, managing the REFIT Platform and related financing (supported by the EU programme for the Competitiveness of Enterprises and SMEs (COSME));
- launch improvements as regards the practical implementation for the European Citizens' Initiative, e.g. as regards communication, the online collection and harmonisation of data requirements, in close cooperation with the European Parliament and the Member States;
- continue international regulatory cooperation exchanges, notably with the US;
- provide the secretariat to the Regulatory Scrutiny Board.

In addition to the actions on regulatory policy and procedures, the Secretariat-General will be involved in some of the major initiatives announced in the Commission Work Programme 2017, including the Communication on the Application of EU Law. The Communication aims at strengthening the partnership with the Member States in order to promote a more effective application, implementation and enforcement of EU law.

The follow-up work on several commitments deriving from the new Interinstitutional Agreement on Better Law-Making will continue similarly for the year to come. The most important among the commitments, on which the Secretariat-General will focus its efforts, will be the preparation of an Annual Burden Survey which will require close follow up and the setting up by the end of 2017, of a joint functional register of delegated acts, providing information in a well-structured way, in order to enhance transparency, facilitate planning and enable traceability of all the different stages in the lifecycle of a delegated act.

As announced in the 2016 State of the Union address, the Commission will also adopt a Communication on enhancing democracy in "comitology procedures". The Secretariat-General will lead work in this area.

Relevant general objective: A Union of Democratic Change			
Specific objective C1: Regulatory policy and related tools are fully developed and applied throughout the legislative cycle (planning to impact assessment to evaluation) in order to improve the effectiveness and efficiency of EU regulation. The acquis is 'fit for purpose' delivering its benefits by least cost.			Related to spending programme(s) ...
Main outputs in 2017:			
All new initiatives and REFIT initiatives from the Commission Work Programme			
Output	Indicator	Target	Lead Unit(s)
Communication on the Application of EU law	Adoption by the Commission	Q1 2017 [depending on the progress in Q4 2016 -scheduled adoption on 13 December 2016 - tbc]	SG.C3
Commission Communication on "comitology procedures" – more democracy for the procedures for the adoption of delegated and implementing acts	Adoption of the Communication by the Commission	Q1 2017	SG.B2
Other important outputs			
Output	Indicator	Target	Lead Unit(s)
Commission Work Programme	Adoption by the Commission	October 2017	SG.C4
Joint Declaration on programming	Completion of preparatory work	December 2017	SG.C4
Update of Better Regulation Guidelines and Toolbox	Publication of revised Guidelines (Staff Working Document) and Toolbox (web-based)	Q1 2017	SG.C2
Annual Overview including Burden Survey	Adoption by the Commission	October 2017 (tbc)	SG.C1
Register of delegated acts	Successful roll-out of an interinstitutional register of delegated acts by 1 st January 2018	Q4 2017	SG.B2

Stakeholder engagement

In order to strengthen the engagement of citizens, stakeholders and national Parliaments into EU policy shaping, and in line with its better regulation ambitions, the Commission set up a web portal in 2016 where each initiative can be tracked: the Better Regulation Portal (BRP). This portal offers external stakeholders and the general public an easy to use, one-stop access point to Commission initiatives as well as the possibility to give feedback at relevant stages of the decision-making process. The Portal is fully in line with the Commission's new web presence and enables external stakeholders to better

understand and participate in the Commission policy-making process. In the same spirit and always under the framework of the Interinstitutional Agreement on Better Law-Making, the Secretariat-General will further develop this portal with the roll-out of two new major releases enabling stakeholders to track and participate in the progress of initiatives.

National Parliaments have a vital role in all aspects of EU policy making. The Secretariat-General plays an important role in managing this relationship. As announced by President Juncker in his State of the Union address, national Parliaments will be closely involved in setting out a vision for the future of the EU to be presented in March 2017, in time for the 60th anniversary of the Treaty of Rome. The Secretariat-General will steer the monitoring of the subsidiarity control mechanism and help the Commission adopt the annual reports on subsidiarity and proportionality and on the relations with the national Parliaments, while also following up on specific requests from them and the European Ombudsman.

Relevant general objective: A Union of Democratic Change			
Specific objective C2: A more democratic and accountable European Union opening up policy-making and enhancing its dialogue with citizens, stakeholders and national Parliaments.			Related to spending programme(s) ...
Main outputs in 2017:			
Output	Indicator	Target	Lead Unit(s)
Follow-up to the European Ombudsman's requests	Quality and timeliness of follow-up	Ongoing	SG.F3
Further development of the Better regulation Portal	Roll-out of 2 major releases further streamlining the possibilities for external stakeholders to provide feedback at relevant stages of the decision-making process and enabling them to track the progress of initiatives	End 2017	SG.A1
Annual report on subsidiarity and proportionality and Annual report on relations with national Parliaments	Adoption by the Commission	August 2017	SG.F3
Follow-up to national Parliaments' (NPs) opinions	Quality and timeliness of follow-up to reasoned opinions and opinions received within the political dialogue with NPs	Ongoing	SG.F3 with contributions from SG.D and SG.E

Transparency policy

The Commission has taken major strides under the Juncker Commission to increase transparency, for example by making registration in the Transparency Register a pre-condition to meeting Commissioners and senior officials. One of the Commission's flagship initiatives for 2017 in the field of transparency is to negotiate a new, tripartite Interinstitutional Agreement on a mandatory Transparency Register with the European Parliament and the Council. The Commission adopted its proposal to that effect in October 2016 and hopes to see substantial progress in the negotiations in 2017.

In addition to this, in 2017, the Secretariat-General will continue to steer the Commission's drafting of replies with a goal to enhance transparency and interinstitutional relations. Finally, another major action for the Secretariat-General in 2017 will be the joint database of legislative files. It is ultimately to be set up in the follow-up to the interinstitutional agreement on better law-making between the European Parliament and the Council and the Commission will facilitate the traceability of the various steps in the legislative process and significantly increase its transparency.

Relevant general objective: A Union of Democratic Change			
Specific objective C3: The public has easy access to information on the EU's work and contacts with stakeholders – from the preparation stage to the final documents.			Related to spending programme(s) ...
Main outputs in 2017:			
Output	Indicator	Target	Lead Unit(s)
Support the negotiations on a new Interinstitutional Agreement for a mandatory register	Progress in the negotiations with the two other main institutions towards adoption of a new Interinstitutional Agreement	End 2017	SG.B4
Joint database of legislative files	Accuracy and timeliness of information.	To be defined interinstitutionally	SG.A1/SG.F1
Support negotiations for the IIA Better Lawmaking follow-up on informing EP about international negotiations and on trilogue transparency, as well as horizontal follow-up	Progress in the negotiations with the two other main institutions towards adoption of common ground rules.	To be defined interinstitutionally	SG.F.1 with contributions from SG.E and SG.B
Replies to Parliamentary Questions	Quality and timeliness of replies	Ongoing	SG.F1 with contributions from SG.D and SG.E

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

I. Policy coordination and political intelligence

I(a). Coordination of policies

The Secretariat-General's role is to ensure effective policy coordination for the delivery of all CWP items. Work starts at the very early stages of policy development and planning, continues through the adoption of decisions and initiatives by the College, and culminates with the negotiation, adoption and implementation of Commission initiatives. The Secretariat-General coordinates in a variety of ways: by organising and chairing inter-service groups; preparing meetings of the project teams led by Vice-Presidents; and co-drafting documents and preparing detailed replies to inter-service consultations.

The Secretariat-General also maintains an informed view of the legislative "acquis", policy debates and impact of existing policies on the ground. Furthermore, it coordinates relations with other institutions and bodies to help ensure the successful adoption of the President's priority initiatives.

The Secretariat-General is also "chef de file" on a number of key strategic initiatives (such as the European Semester) and plays a central role in other priority files, in close collaboration with the lead service(s).

Refugee crisis and migration

A good example of the latter is the role played by the Secretariat-General in the response to the refugee crisis and the European Agenda on Migration, which will remain a top political priority in 2017. The Commission has been pursuing a comprehensive approach to tackle the refugee and migration crisis in Europe, with immediate crisis response measures to bring humanitarian support and stronger border management.

The Secretariat-General's role in 2017 will continue to include intensive coordination, steering and reporting, working together with key services (especially DG Migration and Home Affairs, DG Neighbourhood and Enlargement Negotiations, DG Humanitarian aid and Civil Protection, and the European External Action Service, as well as the Structural Reform Support Service) to deliver on the main policy deliverables for the year, to deliver both short-term solutions to the refugee and migration crisis and a long-term framework to work with third countries of origin and transit and to provide a robust system of EU borders and migration management. Amongst other, the Secretariat-General will in 2017 continue being the lead service for the progress reports on the EU-Turkey Statement and the Partnership Framework.

European Solidarity Corps

The European Solidarity Corps was announced by President Juncker in his 2016 State of the Union address and launched by a Commission Communication on 7 December 2016. Its key objective is to strengthen cohesion and foster solidarity in European society by allowing more young people to participate in a wide range of solidarity activities, either by volunteering or gaining occupational experience in helping to resolve challenging situations across Europe. The European Solidarity Corps will support national and local authorities and bodies, non-governmental organisations and companies in their efforts to cope with various challenges and crises. The Secretariat-General will work closely with all

relevant services to ensure the implementation of the initial phase and to prepare the legislative proposal in time for adoption by spring 2017.

Energy Union

Following the adoption of a major package of legislative and non-legislative measures, the work on the Energy Union will turn to implementation. The main work of the lead DGs will focus on the negotiation of the proposals in the Council and the European Parliament. The role of the Secretariat-General for 2017, will be to ensure that coherence and consistency of the proposals remain intact during those negotiations. The Secretariat-General will also steer, together with DGs of Climate Action and Energy (DG CLIMA and DG ENER), the work on the development of national energy and climate plans, which should be submitted to the Commission, at least in a draft form, by early 2018. The annual State of the Energy Union 2016 progress report, for which the Secretariat-General is in the lead, was delayed to early 2017; the 3rd edition of the State of the Energy Union is expected for late 2017.

A Connected Digital Single Market

Since the adoption of the Digital Single Market (DSM) Strategy in May 2015, the Commission has delivered in a timely fashion on the initiatives to implement the Strategy according to the schedule presented in the Communication. By early 2017 the Commission will most likely have adopted all of its key DSM proposals. 2017 will require that the main focus is put on implementation to push forward and steer the interinstitutional process together with the lead DGs for the successful conclusion of the pending files. The role of the Secretariat-General for 2017, will be to ensure that coherence and consistency of the proposals remain intact during those negotiations. The Secretariat-General will also steer, together with lead DGs (notably Communication Networks, Content and Technology - CNECT) and with contributions from those services responsible for DSM pending files, the preparation and delivery of the Mid-Term Review of the DSM Strategy as a stock-taking and forward looking exercise.

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

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

Related to spending programme(s) ...

Main outputs in 2017:

All new initiatives and REFIT initiatives from the Commission Work Programme

Output	Indicator	Target	Lead Unit(s)
Mid-term review of implementation of the European Agenda on Migration	Adoption by the Commission	June 2017	SG.E1
Mid-term review of the implementation of the Digital Single Market Strategy	Adoption by the Commission	May 2017	SG.E2
Legislative Proposal on The European Solidarity Corps	Adoption by the Commission	Spring 2017	SG.D4

Other important outputs			
Output	Indicator	Target	Lead Unit(s)
Chairing of Steering Groups on all CWP items	Successful completion of inter-service process	Ongoing	SG.D and SG.E
Leading the Coordination Team meetings on the Refugee Crisis	Achievement of policy and operational objectives of the EU's response to the refugee crisis	Ongoing	SG.DSG 2 and SG.E1
Leading the Taskforce for the implementation of the Partnership Framework approach	Achievement of policy and operational objectives of the new Partnership Framework approach	Ongoing	SG.E3/ SG.E1
Reports on the Partnership Framework	Adoption by the Commission	March, June 2017	SG.E1/ SG.E3
Reports on the EU-Turkey Statement	Adoption by the Commission	March, June 2017	SG.E1
State of the Energy Union 2016 progress report	Adoption by the Commission	Late 2017	SG.D3

I(b). Political intelligence and inter-institutional relations

The Secretariat-General serves as a bridge between the President's and Vice-Presidents' Cabinets and services to connect technical information with political needs, and support the political actions carried out in decision-making, in influencing and engaging in EU policies with the other institutions and bodies.

This is done through a mix of actions, i.e. direct ad-hoc requests to services, use of ready-made information material, briefings, flash reports and other reports about developments in the other institutions and bodies. Through the Secretariat-General, which coordinates the activities of all its services in this respect, the Commission maintains a permanent dialogue and interacts with the European Parliament, the European Council and the Council, the Member States, national Parliaments, the Committee of the Regions and the European Economic and Social Committee, as well as with the European Ombudsman.

Various activities of the Secretariat-General (as mentioned above), will contribute to the enhancement of this common understanding. For example, the Parliament receives information about Union policies and Commission activities by putting questions to the Commission. This is a Treaty-based possibility for Members of the European Parliament and thus is an important element of democratic scrutiny. As both questions and replies are made public on the EP website, they also serve to inform stakeholders and the public at large.

The Secretariat-General will be also working on 2017, on recommendations to be issued by the Interinstitutional Working Group on agencies' resources with a view to ensuring future efficiency gains and synergies in relation to agencies. The Commission has been mandated to lead the work on these recommendations that may impact the next MFF.

Finally, by providing the President and the Vice-Presidents with relevant policy and political intelligence aspects through briefings, the Secretariat-General will continue to contribute to nurturing debates and building alliances towards delivering the Commission priorities.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D2: The Commission's prerogatives and positions in inter-institutional negotiations are defended.		Related to spending programme(s) ...	
Main outputs in 2017:			
Output	Indicator	Target	Lead Unit(s)
Modern and efficient framework for Commission inter-institutional position-taking (GRI-procedures)	Quality of service	Weekly GRI cycle	SG.F1
Participation to GRI meetings and input to GRI fiches	Contribution to quality of GRI fiches	Ongoing	SG.F2 input to GRI fiches from SG.D/SG.E and SG.B
Progress tracker on priority legislative files	Accuracy and timeliness	Linked to GRI cycle	SG.F1 with contribution from SG.D, SG.E and SG.B1
Overview of ongoing trilogue negotiations	Accuracy and timeliness	Weekly	SG.F1
Attendance and reporting of ongoing trilogue negotiations	Accuracy and timeliness	Weekly	SG.F1, SG.D and SG.E
Recommendations in relation to agencies' resources	Adoption of Recommendations by the Inter-Institutional Working Group on agencies' resources	Q4 2017	SG.B2/ BUDG

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

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

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Quality, fit-for-purpose and timely briefings for Commission representatives at institutional and external events	Quality and timeliness	Ongoing	SG.F4/S G.F1/ SG.F2/ SG.F3 SG.E3
Reporting and analysis on EP activities	Quality and timeliness	Ongoing	SG.F1/ SG.D/ SG.E/ SG.B
Early warning messages on sensitive issues for the other institutions and better anticipation of major issues of relevance for the European Council	Timeliness of information	Ongoing	SG.F2
Reporting COREPER I & II and the relevant Council formations: Same day flash reports Preparation and circulation of SI notes	Accuracy and timeliness of information	Ongoing	SG.F2 with contribu tions from SG.D SG.E and SG.B
Establish and maintain close working relationship with the Presidency, the GSC, the PEC Cabinet and expand the network of contacts with all MS	Quality and availability of information	Ongoing	SG.F2
Representation of the Commission in all Coreper meetings (including in all Mertens/Antici group meeting preparing Coreper I and II)	Timely and accurate organisation of appropriate representation in meetings	Ongoing	SG.F2 prepara tion based on input from SG.D / SG.E and

			SG.B
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II. Corporate policies and administrative coordination

II(a). Strategic planning and programming

The performance framework of the Commission services is set out in the multi-annual Strategic Plans (SP) and annual Management Plans (MP). These plans enable the management to plan, monitor regularly and report annually in the Annual Activity Report (AAR) on the activities and resources of their department. Central services and in particular the Secretariat-General provide instructions, templates and support (guidance documents, workshops, desk review, Q&A sessions, support-helpdesk etc.) helping the DGs in their efforts to issue solid and robust planning and reporting documents. Producing timely and clear instructions for the MPs and AARs is necessary for the DGs to establish a strong performance framework and for the purposes of public accountability.

The Annual Management and Performance Report (AMPR) for the EU budget is a key component of the corporate reporting on the EU budget performance. It gathers information on performance of the EU budget (evaluations of EU programmes, synthesis of the DGs' AARs) and on the achievement in terms of budget management. The Secretariat-General is "chef de file" for the drafting of the report. Providing a good quality AMPR contributes to build a stronger performance and governance framework in the Commission.

Following an audit from the European Court of Auditors on the governance in the EU Commission, the initiative has been taken to update and enhance the paper on "Governance in the European Commission" which explains how the different actors involved in the management of the institution interact and which are the roles of responsibilities of each, ensuring that the Commission functions as a modern, accountable and performance-oriented institution. The Secretariat-General is responsible for the drafting and coordination of the update, the consultation of the relevant services, as well as the publication of the final document on Europa.

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

Specific objective D4: A strong performance management framework is implemented and resources are adequately allocated in all Commission services in order to deliver efficiently on the political priorities of the Commission.

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead
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			Unit(s)
Instructions for the preparation of the 2018 Management Plans implementing the Strategic Plans 2016-2020	Instructions issued	October 2017	SG.B1
Instructions for the preparation of the 2017 Annual Activity Reports	Instructions issued	November 2017	SG.B1
Adoption of the Annual Management and Performance Report for the EU budget 2016 (AMPR)	Adoption of the Report by the Commission	June 2017	SG.B1 (CF)/ SG.C1 (ASSOC)
Paper on "Governance in the European Commission"	Publication in Europa website	Q1 2017 (If not adopted in 2016)	SG.B1

II(b). Information security and IT governance

In 2017 the IT Board, supported by the Secretariat-General, will continue to pro-actively monitor IT investments and, together with the other IT Governance bodies, (Corporate Management Board (CMB) and Group of Resource Directors (GDR)), identify key priority investment areas and projects to optimise synergies and efficiencies in the organisation. When assessing projects, the IT Board will focus on the business value for money and business convergence while applying the criteria of strategy, cost and risk.

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

Specific objective D5: Corporate IT investments and strategy are aligned with the business priorities of the Commission.

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Assistance to the IT Governance bodies in the priority setting for budget allocation for 2017 and 2018 for the common IT Budget on Heading 5	Adoption of the budget proposal by the Group of Resources Directors	March 2017	SG.B1

In 2017 the Information Security Steering Board (ISSB), supported by the Secretariat-General, will operate the corporate governance structure foreseen in the Internal Audit Service (IAS) recommendations and monitor the implementation of the new decision on ICT security at the Commission and the execution of the IT security strategy. The

Secretariat-General will support the ISSB by making sure that the templates and the instructions of the new risk assessment method for information security risks are available in early 2017, as well as the risks reports.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D6: The corporate information security is implemented by an appropriate governance structure, strategy and framework in cooperation with DG DIGIT and DG HR.			Related to spending programme(s) ...
Main outputs in 2017:			
Output	Indicator	Target	Lead Unit(s)
A new risk assessment method for information security risks (distribution of reporting templates and instructions)	Availability of templates and instructions	March 2017	SG.B1
Assistance to the Information Security Steering Board in the monitoring, evaluation and control of information security risks and issuance of formal recommendations for improvement	Availability of risk reports	Discussion of risk reports at each ISSB meeting, from June 2017	SG.B1

II(c). Ethics

The Secretariat-General promotes the highest ethical standards of service in order to ensure ethical conduct, accountability and an anti-fraud culture at all levels of the organisation. It will continue to swiftly provide support to Members of the Commission in order to achieve full and coherent implementation of the Code of Conduct for Commissioners. Additionally, the Secretariat-General will engage in negotiating with the European Parliament changes to the Framework Agreement rules with regard to unpaid electoral leave for Commissioners who campaign for European elections, as announced by President Juncker in his 2016 State of the Union address and proposed to the European Parliament. The main Secretariat-General actions for 2017 that will contribute to the awareness and implementation of ethical standards in the Commission are listed below.

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

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

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Revision of the Code of Conducts for Commissioners	Completion of the revision	tbc	SG.B3
Swift and adequate reply to any consultation from the Cabinets in order to achieve full and coherent implementation of the Code of Conduct for Commissioners	Quality and timeliness of responses to consultation	Ongoing	SG.B3
Update of list of FAQ on issues related to ethical matters, especially as concerns the implementation of the Code of Conduct for Commissioners	Keep-up-to date	Ongoing	SG.B3
Renegotiation of the Framework Agreement with regard to electoral leave of Commissioners	Agreement on new text	Ongoing	SG.F1

II(d). Business continuity

The objectives set for 2017 aim at further increasing the resilience of the institution in case of disruption, therefore ensuring that it can continue to operate to the extent required, including the management of classified information. Concretely, it is intended to extend the Business Continuity practices already applicable to the DGs to the Commissioners and Cabinets, and to further streamline the IT tools currently in place for the management of disruptions and crises.

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

Specific objective D8: The Commission is sufficiently resilient to face unexpected events in an effective and coordinated manner and, in case of a major business interruption, continues operating its critical and essential functions and returns to normal activities within business relevant deadlines.

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Review of procedures in case of a major business disruption, including at corporate level	Revision of the SG Business Continuity Plan Reflection paper on existing procedures, notably at corporate level	End 2017	SG.A4
Integration of Commissioners and their Cabinets in Business Continuity Management	Finalisation of the analysis of Cabinet's needs Approval and implementation of agreed measures in line with the 2015 Action Plan	End 2017	SG.A4
Better alignment of the existing IT Tools (NOAH, ARGUS, AMA, Permanence) with needs	NOAH improvement (new release) Conclusive works on the reserved remote access in case of disruption, an infrastructure for which DIGIT is responsible	End 2017	SG.A4
Review and rationalisation of stand-by arrangements	Submission of a strategic options paper Implementation of first rationalisation measures	End 2017	SG.A4

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

Specific objective D9: Correct and timely transmission/consultation of classified information by its intended recipients, in full compliance with Commission's Security is ensured.

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Ensure the correct and	The absence of disruptions in the	Ongoing	SG.A4

timely delivery of EU classified information (EUCI) to the Commissioners, their Cabinets and SG colleagues	delivery of EUCI		
Put in place arrangements to ensure business continuity of the Commission's Central EUCI Registry (CENTER)	Administrative arrangements (or equivalent) agreed with another Commission service	End 2017	SG.A4

II(e). Document and information management

The Secretariat-General coordinates and leads the information management policy and the document management and archival policies of the Commission. Following the communication on "Data, Information and Knowledge Management at the European Commission" adopted by the College on 18 October 2016, the Secretariat-General is responsible for implementing a governance framework to coordinate and steer the strategy. The Deputy Secretary-General in charge of Institutional and Administrative Policies (or "the SG") chairs the newly created Information Management Steering Board and the Secretariat-General provides the secretariat both to the Board and to its supporting body, the Information Management Team (IMT) composed of experts from the DGs represented in the Board. A first annual work programme for data, information and knowledge management, to be/as adopted by the IMSB, will be implemented in 2017.

Detailed guidance for document management will be issued by the Secretariat-General and the relevant IT tools will be further developed, also to take account of the extension of their use to other EU bodies, such as Decentralised Agencies. The Secretariat-General will audit the EU Historical Archives at the European University Institute in Florence, Italy, to ensure the proper implementation of the budget and work programme. The effective improvement of document management practices will continue to depend on the commitment of, on the one hand, DGs' management and Document Management Officers (DMOs) and, on the other hand, all Commission staff.

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

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

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Major upgrade of HAN	Roll-out of the new HAN version	End 2017	SG.B1

(Hermes-Ares-NomCom)			
External audit report on the Implementation of the budget and work programme for the EU Historical Archives	Delivery of the audit report	End 2017	SG.B1
Fine-tuning of current archival repository (Hermes Preservation Services (HPS) II) and preparation of decision on future archive management module (HPS III), including needs assessment, development of business case and product testing.	Decision on way forward on HPS III	End 2017	SG.B1
Work programme for 2017 on data, information and knowledge management	Adoption of the work programme by the IMSB	Q1 2017	SG.B1

II(f). Data protection

The General Data Protection Regulation (GDPR) which is directly applicable in EU Member States entered into force on 24 May 2016, and shall apply from 25 May 2018. The EU institutions and bodies internal data protection regime, the Data Protection Regulation (EC) N°45/2001, must be aligned to the new rules for a simultaneous entry into force in 2018. The revision of Regulation (EC) N°45/2001 was launched in Q4 of 2016, and the new proposal is foreseen for adoption by the Commission in January 2017. In relation to the legislative procedure, the Data Protection Officer (DPO) will have a crucial role during 2017 in advising DG Justice and Consumers (DG JUST) and other involved stakeholders on any issues which might arise during the negotiations with the European Parliament and the Council on the Commission's proposal.

Furthermore, the DPO will start working on new implementing rules for DPOs which responds to the new requirements in the Regulation, as well as assist and advise the Commission's services on how to prepare for the new rules which will have an impact on their operations and procedures and on how to prepare systems in line with the requirements in the new rules in relation to e.g. privacy by default and by design, new Data protection Impact Assessments (DPIAs), consent etc.

In relation to the above and with the intention to maintain the high compliance of the Commission, the DPO will continue its effort to reach out and raise staff awareness. Main information and training activities in 2017 will focus on the implications of the new legal package and will require revision and development of more in-depth data protection training.

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

Specific objective D11: Commission services respect the right to protection of personal data.

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Drafting new implementing rules for the DPO.	Completion	End 2017	DPO
Data Protection Awareness campaign: surveys, information sessions, training, communications, brochures, articles. Review and update of the data protection eLearning, classroom course and information material; include key elements on the GDPR and the revision of Regulation (EC) N°45/2001	Completion	Mid 2017	DPO

III. Commission decision - making process

III(a). Managing the decision-making procedures

The Commission adopts almost 10,000 decisions per year. For each type of decision, appropriate procedures are in place to manage the files effectively and efficiently according to political, legal and institutional requirements.

In addition, the sound upstream planning and coordination with client services across the institution as well as the timely transmission, notification and/or publication of the decisions complement the effectiveness of the decision-making process. Its efficiency also relies on the pace of streamlining the underlying processes as well as their digital transformation towards an e-Commission.

In this context, particular attention is paid to improving working arrangements and understanding between services for the handling of files which (i) are cyclical, (ii) consist of packages of documents and (iii) are considered as politically sensitive due to the subject of the initiative, financial implications or significant interest for the public or media (e.g. the European Semester).

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D12: The Commission's decision-making process runs smoothly, works continuously and is effectively managed and monitored.			Related to spending programme(s) ...
Main outputs in 2017:			
Timely and regular adoption and post-adoption process	Quality of adoption and post-adoption handling Respect of legal and political requirements	Ongoing	SG.A2 SG.A3
Reinforced monitoring, early warning, information and evaluation system in place	Identification of sensitive files Innovative solutions proposed Ex-post assessments on the handling of complex cases	Ongoing	SG.A2 SG.A3
Chairing of Fast-Track inter-service meetings	Successful completion of inter-service consultation	Ongoing	SG.D/ SG.E/ SG.B

III(b). Procedural rationalisation, information and advice and development of the related IT systems

The Commission's decision-making procedures and tools have to be fit for purpose. Therefore, in 2017, the main objective will still be the rationalisation of the processes and procedures, the streamlining of IT systems and the assistance to users as regards procedural questions.

These objectives will be pursued inter alia in the context of: (i) the next deliveries of Decide, the integrated IT system aiming at rationalising the handling of the Commission's decision-making process (ii) the continuous development of procedural guidance given by the Registry's centre of expertise for Secretariat-General's corporate procedure (*pôle de procédures*), mainly through GoPro and the procedural helpdesk (iii) the scrutiny of existing empowerments and the preparation of repealing or revision of some of them, and (iv) the introduction of a new Decide drafting tool for legal texts.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D13: Commission corporate procedures handled by the SG are rationalised and streamlined. Relevant and up-to-date information and guidance to users of procedures is provided.			Related to spending programme(s) ...
Main outputs in 2017:			
Output	Indicator	Target	Lead

			Unit(s)
Cleaning of empowerments	Adoption of repealing or revisions of existing empowerments	Ongoing	SG.A1
Guidance and information on procedures	Delivery of quality advice given by the helpdesk and through specific trainings (e.g. induction programme)	Ongoing	SG.A.1
Further drafting and regular updates of GoPro to increase the use by DGs	Delivery of clear and updated information on procedures	Ongoing	SG.A.1

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

Specific objective D14: The IT tools related to the decision-making process are streamlined and rationalised.

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Further development of Decide	Roll-out of major release(s) covering: Follow-up of on-going priorities (Decide Planning and Decision). Adaptations of the system to procedural evolution and political needs. Further coverage of steps and/or documents of the decision-making process.	End 2017	SG.A1
Introduction of a new drafting tool for legal texts	First Pilot of XML editor replacing LegisWrite	End 2017	SG.A1

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

For years, the Secretariat-General has promoted modern human resource management based on highly-qualified and motivated women and men performing in a healthy and friendly environment.

As a key and central service of the Commission, the Secretariat-Generals' goal is to be an example in gender equality, well-being and staff engagement. Amongst others,

recruitment, training, assessment, as well as quality of management, contribute to achieving this objective.

Even though the Secretariat-General has not yet reached the target set to 40% of female representation in middle and senior management roles for 2019, it approaches the goal: 33.3% in Senior Management and 30% in Middle Management in October 2016. In comparison to October 2015 this is an increase of respectively 10.2% and 1.4%.

According to the Staff Survey results, well-being has considerably improved since 2014, with excellent results concerning workload and the working atmosphere. The Secretariat-General regularly organises lunch-time conferences relating to well-being, yoga and meditation, as well as other initiatives such as blood donation, charity book-sales and the shoe-box campaign. The results of the Staff Survey are currently analysed and discussed internally, in order to develop a structured follow-up and further enhance staff engagement.

Staff engagement level reaches in the 2016 Staff Survey 66%. It is an increase by 2% since the former Survey and it is 2% higher than the EC level.

The HR Modernisation project, which is implemented according to the Communication on Synergies and Efficiencies of April 2016, changes the way that HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) inside DG Human Resources and Security (DG HR). Each DG will have an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG. , as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

The Secretariat-General will move to the new HR delivery model in 2017. The Secretariat-General will be supported by AMC 5 which will serve the following group of DGs: Collège, COMM, EPSC, HOME, IAS, JUST, OLAF, SG, SJ.

Definition of HR strategy and priority actions to make progress towards the Strategic Plan targets are the responsibility of the HR Business Correspondent and will continue to be addressed in the DG Management Plan and Annual Activity Report.

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

Main outputs in 2017:

Output	Indicator	Target	Lead Unit (s)
HR Scorecard: monthly figures on available resources, vacant posts and working patterns	Delivery	Monthly	SG.R1
SG HR Report	Delivery	Biannual	SG.R1

Specific training program designed for AD women: "So you want to be a Head of Unit?"	Number of participants in 2017	>20	SG.R1 (AMC 5)
Follow-up on gender target in the final selection procedure	Share of female candidates applying for Middle-Management positions	>30%	SG.R1
Staff Survey 2017	Staff participation (s.p.) Staff engagement index (s.e.i)	s.p. ≥55% s.e.i ≥66%	SG.R1/ SG.F5
Local fit@work programme targeted to SG's needs	Information sessions to help staff to improve work-life balance	Monthly	SG.R1 (AMC 5)

B. Financial Management: Internal control and Risk management

As described in the Strategic Plan, the Secretariat-General has a low-risk profile in financial management since it is managing a small administrative budget only. Nonetheless, the effectiveness of risk management, control and governance processes is assessed periodically by the management and by internal and external auditors. The Secretariat-General management constantly monitors the functioning of the internal control systems by checking the existence of budgetary coverage for every legal commitment, respecting payment times, having a sound budgetary reporting and checking the cost effectiveness of controls. No event has occurred which may jeopardize reaching the targets of the indicators set for the financial management objectives in the SP.

The following output will enable the Secretariat-General in 2017 to make further progress in reaching the SG Strategic Plan 2016-2020 targets:

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning <u>the legality and the regularity</u> of the underlying transactions.			
Main outputs in 2017:			
Output	Indicator	Target	Lead Unit(s)
Legality and regularity of the underlying transactions	Error rate detected on the legality and regularity of the underlying transactions for administrative budget implementation	Error rate below 2% for administrative budget implementation	SG.R1

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

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Timely execution of payments	Percentage of payments on the administrative budget made within the time limits	>95%	SG.R1
Reporting on budgetary execution including a financial scorecard	Completion	Monthly	SG.R1
Full commitment of appropriations	Completion	>99% end 2017	SG.R1
Cost effectiveness of controls	Cost of control over expenditure	<5%	SG.R1

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

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Increased level of anti-fraud awareness, in particular ethics	Number of participants in training sessions on ethics (for all SG permanent staff)	>30	SG.R1 (AMC 5)

C. Information management aspects

Although basic principles of document management (registration, filing, preservation) are strongly implemented in the Secretariat-General, further actions for deepening awareness and monitoring will be undertaken in 2017.

One of the main objectives is to bring a change of culture in the Secretariat-General, a precondition for an extended but secure sharing of information and knowledge. Secretariat-General colleagues should be aware of their participative role in this new strategic approach.

The implementation of more modern, electronic working methods – at all levels of the hierarchy – is a key point. The preparatory work carried out in 2016 should result in the use of the paperless e-signatory for internal documents submitted to the Secretary-General for signature.

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

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Implementation of new electronic working methods, notably as a general rule the compulsory use of the paperless e-signatory for the validation of internal documents created and sent by the Secretariat-General	Number of registered documents with a fully approved e-signatory (no paper circulation in parallel).	30% of registered documents approved in full electronic mode	SG.R2
Sharing information with other DGs – SG files content made available for other DGs /entities	- Number of SG files ⁵ with file readers expanded to other DGs/entities - Awareness action to the use of markings	>8%	SG.R2
Five years after their creation, review of the SG documents with a marking or with a classification in order to verify with the CF unit if this level of sensitivity is still needed	Numbers of SG Ares documents created between June 2009 and December 2011	Reviewing of 100% of the targeted documents	SG.R2
Transfer or elimination of the SG Adonis paper files with an expired administrative retention period (ARP)	Number of transferred or eliminated SG Adonis files	>50% of SG Adonis files with ARP over	SG.R2
Registration of important emails via Areslook – Trainings for SG staff	Number of emails registered via Areslook	>2016 number	SG.R2

D. External communication activities

The external communication strategy of the Secretariat-General is making progress towards the objective set in the 2016-2020 Strategic Plan of supporting the President's political priorities. Working closely with the Spokesperson's Service and DG Communication, the Secretariat-General contributes to public awareness and

⁵ This does not apply to HAN files integrated in Hermes from other applications/registers (Decide, Poline, EIMS etc)

understanding of priority initiatives promoting jobs, growth and investment, specifically the European Semester of Economic Governance.

The Secretariat-General provides information to stakeholders and the public at large on priority items under the Union of Democratic Change. It supports the implementation of the Better Regulation Agenda, the Regulatory Fitness Programme and transparency issues. The Secretariat-General promotes institutional communication through dedicated Europa pages, exhaustive and constantly updated, and will complete their rationalisation and consolidation.

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

Main outputs in 2017:

<i>Output</i>	<i>Indicator</i>	<i>Target</i>	<i>Lead Unit(s)</i>
New SG presence on Europa under the Digital Transformation Project, thematic classes 'About the Commission', 'Strategy' and 'EU law': complete with improvements and maintain the revamped content	All SG content transformed No outdated content	End 2017	SG.F5
Direct reach of SG communication actions via Europa pages	Number of unique visitors to the SG pages	Avg December 2017 > January 2017* ⁶	SG.F5

Annual communication spending:

Baseline (2016)	Estimated commitments (2017)
0	0

E. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

Example(s) of economy and efficiency	Unit(s) providing the example(s):
Development of "Inquire" information system to support the automatic transfer of complaints received via Europa to the appropriate corporate system for further treatment. This system will reduce the administrative burden for the Commission -in particular	SG.R2, SG.R3

⁶ New web analytics tool as of January 2017

<p>SG.R2- by simplifying and improving the working methods of the service dealing with citizens' complaints, accelerate the treatment of such received complaints, increase quality control, reduce human error and hence avoid data inconsistencies. The overall efficiency of the process will be improved.</p>	
<p>Development of "REFIT" IT platform, as part of the Commission's Better regulation policy. This platform will facilitate better online cooperation between a large number of Commission officials - in particular SG.C1 - Member State government ministries and other experts in efficiently managing incoming suggestions and preparing positions on a high number of suggestions within a reasonable timeframe. The productivity of the platform members will be enhanced by better storage and classification of suggestions and Assessment Sheets allowing for a smarter use of received information and reduction of the workload related to the preparation and publication of Assessment Sheets.</p>	SG.C1, SG.R3
<p>Use of electronic procurement corporate solution (e-Procurement) for the procurement of the SG ICT services.</p> <p>The Communication "Synergies and Efficiencies in the Commission – New Ways of Working" identifies e-Procurement as one of the actions to boost efficiency and effectiveness and declares it shall become mandatory as from 2017 onwards.</p> <p>The usage of e-Procurement will reduce the cost of administration by eliminating low-value tasks and will contribute to reduce the time-to-pay. Therefore, introducing e-Procurement will generate savings beyond the ICT domain by saving time of staff -in particular SG.R1 and SG.R3- in operational and financial management of various transactions (e-request, e-order, e-fulfilment, e-invoice). The overall efficiency of the process will improve.</p>	SG.R1, SG.R3
<p>Phasing out of the evaluations information system (EIMS).</p> <p>EIMS is the information system for the management and the publication of evaluations and evaluation-related studies carried out by the Commission services. All information contained in EIMS will be transferred to and managed by the new StudiesDB system of the Publications Office.</p> <p>The phasing out of EIMS will contribute to the rationalisation of the SG's information system portfolio and reduce its maintenance cost.</p>	SG.C1, SG.R3

ANNEX TO THE MANAGEMENT PLAN

Annex: Regulatory Scrutiny Board

General objective C: A Union of Democratic Change

Established in the framework of the Better Regulation package, in 2016 the RSB became fully functional. In 2017 the Board's activities will be centred around two main operational axes – providing quality control on regulatory impact assessments and evaluations and supporting the enhanced implementation of the Better Regulation Policy through early advice to the DGs concerned.

As its core business in 2017 the Board will aim at reviewing and issuing opinions on the impact assessments and evaluations of 70 legislative proposals and initiatives, submitted by the Commission services in accordance with the Commission Work Programme 2017. The quality of impact assessments and evaluations is primarily dependent on the efforts of the lead DGs and of the other services with which they cooperate. However, in 2017 the Board will pursue its efforts to contribute actively to the improvement of the quality of impact assessments and evaluations not only through vigorous scrutiny, but also through committed upstream work and guidance, provided to the lead DGs at early stages of elaboration of the legislative drafts; providing advice on the evaluation roadmaps and the inception impact assessments; and through enhancement of its quality check lists and opinion templates, to make them more comprehensive and coherent to the variety of regulatory scrutiny submissions the Board will be reviewing. The Board will also introduce "Quality performance ratings" for impact assessments and evaluations, which will aim to establish a more systematic way of elaborating and motivating the opinions. A compounded set of these ratings will also be used as a measurement tool for reporting on the overall quality of reports, including of those resubmitted. The proportion of impact assessments and evaluations receiving negative opinions by the RSB is another measure of the evolving quality of the regulatory impact analysis and will also be reported and assessed regularly.

The Better Regulation principles are increasingly enshrined in the Commission's regulatory design and impact assessment. In 2017 the RSB will continue to support the mainstreaming of these principles by organising and participating in a wide range of institutional, interinstitutional and external outreach activities. The Board will endeavour to strengthen its collaboration with the Commission Services, the Parliament and the Council, as well as with external stakeholders engaged in regulatory impact analysis and evaluation. The RSB is also willing to better understand the expectations of its stakeholders and counterparts, especially as regards its role in the wider EU regulatory process. In this respect, the RSB is also planning to organise a conference on better regulation in the EU with a view to providing a wider platform for reflection and promotion of smart and evidence-based regulatory design, to touch base on different aspects of the regulatory impact assessment design and technics. The conference will take place in March 2017.

Relevant general objective: A Union of Democratic Change

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

Related to spending programme(s) ...

Main outputs in 2017:

Output	Indicator	Target	Lead Unit(s)
Opinions on impact assessments issued in 2017	Timely delivery of opinions issued on all cases submitted by the Commission services	Ongoing	RSB/ SG.C2 ⁷
Opinions on fitness checks and major evaluations issued in 2017	Timely delivery of opinions	Ongoing	RSB/ SG.C2 ⁸
Provision of advice to DGs	Number of Upstream contacts with DGs	10	RSB/ SG.C2 ⁹
Business Plan 2017	Publication of the RSB Business Plan 2017	Q1 2017	RSB
Annual conference on the regulatory scrutiny in the EU	Organisation of Annual conference	Q1 2017	RSB
Annual report on the activities of the RSB in 2016	Publication of the RSB 2016 Annual report	January 2017	RSB

⁷ For the successful accomplishment of this output the RSB will benefit from the assistance of unit SG.C2 as Secretariat to the Board.

⁸ For the successful accomplishment of this output the RSB will benefit from the assistance of unit SG.C2 as Secretariat to the Board.

⁹ For the successful accomplishment of this output the RSB will benefit from the assistance of unit SG.C2 as Secretariat to the Board.