



Management Plan 2016

EUROSTAT

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PART 1. Overview of main outputs for the year

Eurostat is the **statistical authority of the European Union**. It ensures the development, production and dissemination of **European statistics** according to the rules and statistical principles laid down in the Regulation (EC) No 223/2009 on European statistics (the 'Statistical Law'), the European statistics Code of Practice and the European Statistical Programme (ESP) defined in [Regulation \(EU\) No 99/2013 of the European Parliament and the Council of 15 January 2013 on the European statistical programme 2013-17](#).

Eurostat contributes to all general objectives

The realisation of the 11 Commission political priorities as a whole will heavily rely on a wealth of European statistics of high quality, both existing statistics and new statistics to be developed. In general, more complete and more timely statistics as well as new indicators will be required in all domains to measure progress on the 11 priorities (for instance concerning labour mobility, human capital and skills, the energy union, etc.). A successful achievement of the Europe 2020 strategy equally calls for the development of new statistics and indicators.

Eurostat specific objectives

Specific objective 1 defines the main statistical outputs of the programme: indicators, accounts and primary data, that is to say the European statistics that will be produced or developed by the European Statistical System (ESS) during the period. The definition of the catalogue of statistical products in this objective is essential for the ESS to be relevant for EU policies, and for Eurostat to remain the leading provider of high-quality statistics on Europe.

Specific objectives 2 and 3 are enablers for the production and dissemination of the statistics identified in specific objective 1. Specific objective 2 focuses on the changes to be carried out to improve the production methods of European statistics (change in production processes, training, quality management, dissemination tools...) to improve quality and, while reducing costs and burden, to adapt more easily to new needs. Specific objective 3 focuses on the partnership within the ESS which is essential for the production of comparable statistics. Therefore, specific objectives 2 and 3 contribute to Eurostat's leading position as a provider of high-quality statistics on Europe, by supporting the improvement of the quality and comparability of its statistics and its responsiveness to new needs.

<p>Specific objective 1: Quality statistical information is provided in a timely manner, to support the development, monitoring and evaluation of the policies of the European Union properly reflecting priorities while keeping a balance between economic, social and environmental fields and serve the needs of the wide range of users of European statistics, including other decision-makers, researchers, businesses and European citizens in general, in a cost-effective manner without unnecessary duplication of effort.</p>		<p>Related to spending programme: European Statistical Programme</p>
<p>Main outputs in 2016:</p>		
<p>Policy-related outputs</p>		
Description	Indicator	Target date
Regulation on social statistics (2014/ESTAT/002)	Adoption by the Commission	2016
Proposal amending Nuts Regulation (2015/ESTAT/036)	Adoption by the Commission	2016
Regulation on business statistics (2012/ESTAT/011)	Adoption by the Commission	2016
Regulation on agricultural statistics (2015/ESTAT/035)	Adoption by the Commission	2016
<p>Main expenditure outputs</p>		
Description	Indicator	Target
Catalogue of statistical products	Produce and disseminate statistics	2016
<p>Specific objective 2: New methods of production of European statistics aiming at efficiency gains and quality improvements are implemented.</p>		<p>Related to spending programme: European Statistical Programme</p>
<p>Main outputs in 2016:</p>		
<p>Main expenditure outputs</p>		
Description	Indicator	Target
ESS Vision 2020 portfolio of projects, which includes: European Statistical Data Exchange (ESDN), Sharing SERVICES (SERV), Big Data (BIGD), Administrative data sources (ADMIN), European System of Interoperable Business Registers (ESBRs) and Single Market STATistics (SIMSTAT)	Achievements as laid down in the Annual Work Programme 2016	2016

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

Related to spending programme: European Statistical Programme

Main outputs in 2016:

Policy-related outputs

Description	Indicator	Target date
Proposal for a Regulation amending Regulation No 99/2013 on the European statistical programme (2014/ESTAT/003)	Adoption by the Commission	2016

PART 2. Organisational management outputs for the year

Presentation of main outputs for organisational management:

Objective A: Human Resource Management	
The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions	
Main outputs in 2016:	
Description	Indicator: outputs to be achieved in 2016
<p>[168] Appraisal and promotion An optimal performance management ensures full use of a staff member's potential and supports staff motivation by recognising and rewarding merit.</p>	<p>Individual objectives set for each person, self-assessment by each person to be appraised, evaluation dialogue between the jobholder and his/her line manager, annual appraisal report. Timely and high-quality management of the promotion exercise, the probation period reports and contributions needed.</p>
<p>[170] Career orientation and development including mobility and certification of officials For an individual, career development is mainly a question of how to manage a career within and between organisations. This entails identifying career goals, career strategies and a career action plan to be reviewed on a regular basis. Career development is a life-long process which includes choosing an occupation, getting a job, growing in a job and developing skills, changing jobs, possibly changing job paths or careers, and eventually retiring. For an organisation career development is more a question of how to structure the career progress of its staff members. How to plan and shape the progression or movement of individuals by aligning employee preferences and potential with organisational resourcing needs (through e.g. mobility). It can include offering individuals flexible and realistic career options, valid feedback (annual appraisal dialogue), opportunities for career exploration and planning and changes of career path (e.g. through certification procedure, YPSILON programme, new career paths for Senior Experts and Senior Assistants) as well as career guidance services.</p>	<p>Effective implementation of the annual certification exercise, the YPSILON programme, AST/AD career issues, in particular Senior Assistant and Senior Expert functions, the e-CV module in Sysper, follow-up of staff mobility and career guidance for individual staff members.</p>
<p>[171] Equal Opportunities Work Implementation of the Commission's Equal Opportunities Strategy 2015-2019 and Eurostat's Equal Opportunities action plan.</p>	<p>Implementation of the Commission's new strategy for Equal Opportunities 2015-2018 and a new Eurostat action plan for equal opportunities, half-yearly reporting to the Directors' Meeting, regular reporting to DG HR and active participation in the Equal Opportunities Working Group (EOWG).</p>
<p>[172] Ethics and Integrity Appropriate communication and other follow-up actions are made in response to the Commission Communication of 5 March 2008 on ethics (SEC(2008)301).</p>	<p>High level of staff's professional conduct</p>

<p>[174] Human resources allocation, reallocation and reporting</p> <p>The FRAME (Framework for Resource Allocation Management in Eurostat) approach, adopted by the DM in January 2010, aims to ensure that the distribution of staff within the new organisational structure is aligned optimally with the DG's mission and objectives, full account being taken of the Commission wide staff cuts starting in 2013 and of the new strategy on re-engineering statistical production systems. FRAME is a modular framework, which initially consisted of three distinct modules with different characteristics and integrated feedback loops, with the annual process of allocation and redeployment of posts (FRAME 1) being complemented by an in-depth organisational analysis (FRAME 2) carried out upon request and by a continuous screening of vacant posts (FRAME 3). Conceptually, the different modules differ in organisational level and in frequency/timing. In 2012 it was complemented by the 'FRAME 0' approach to identify processes, projects and activities which could be reduced or discontinued in the coming years.</p>	<p>Redirection of human resources to those areas of work considered of highest priority and under-resourced.</p>
<p>[176] Management of complaints</p> <p>Individual cases are followed up, including Art. 90 requests and complaints.</p>	<p>Appropriate and timely response to DG HR and Legal Service.</p>
<p>[177] Management organisation chart (including reorganisation)</p> <p>Regular updates of the organisation chart</p> <p>Reorganisation exercises aim to review and align the organisational structure with changing priorities, hereby enhancing cooperation on cross-cutting issues throughout the organisation.</p>	<p>Organisational changes are correctly reflected in the organisation chart.</p> <p>Implementation of new organisational design adopted by the competent bodies (College, DG HR, ESTAT Directors' Meeting) and disseminated, new organisation structure in place in SYSPER with the relevant corporate procedures and deadlines respected.</p>
<p>[178] Office Space Management</p> <p>Smooth preparation and implementation of office moves.</p>	<p>Optimal use of office space and furniture, keeping office moves to a minimum, while taking into account the effects of the 2016 reorganisation and a possible adoption of a new office space policy.</p>
<p>[180] Recruitment and induction of staff</p> <p>Future recruitment and selection needs are coordinated with EPSO and DG HR, with a growing emphasis on better planning, based on the evolution of staff and strategic decisions.</p>	<p>On a daily basis the process includes analysis of job requirements, harmonisation and quality checks of job descriptions, advertising, search for candidates, screening and selection, induction for new staff in order to have the right staff in the right place at the right time.</p>
<p>[181] Wellbeing including EMAS</p> <p>The Well-being policy at Eurostat is in line with the Commission's new cross-cutting, multi-annual health and well-being programme for the period 2015-2019 fit@work. Proactive actions are carried out in the areas of physical and mental health, supportive work conditions, work/life balance and social well-being in general. One of its aims is further improvement of the attractiveness of Eurostat as a DG and as a workplace.</p> <p>As regards health and safety at work and questions related to ergonomics, Eurostat is fully dependent</p>	<p>Support to wellbeing actions, including in the field of environmental management, in line with DG HR policy.</p>

<p>on OIL policies.</p> <p>As agreed in the Directors Meeting of 21/09/2010, the EMAS (Environmental Management System) correspondent will take actions without additional administrative burden for Eurostat, depending on support provided by the central Commission services.</p>	
<p>[182] Working conditions</p> <p>Management of leave and flexible working arrangements.</p>	<p>Effective management of presence and absence, including measures that allow a better reconciliation of professional and personal life (e.g. flexitime, part-time, teleworking).</p>
<p>[717] Workforce planning</p> <p>Assuring efficient recruitment for the whole DG in the light of new vision for re-engineering of statistical production systems and staff reductions.</p>	<p>Implementation of actions stemming from the analyses and the review of staff profiles. Planning and coordination of recruitment needs with DG HR and coordination with EPSO.</p>
<p>[ESTP] European Statistical Training Programme</p> <p>Design and implementation of the European Statistical Training Programme (ESTP) in Member States, including programme coordination, contract management, and follow-up of courses</p>	<p>Around 50 courses organised in Member States, European Free Trade Association (EFTA) and Eurostat for European Statistical System (ESS) staff.</p>
<p>[ILF] Informal learning for specific Eurostat staff categories</p> <p>Organisation of informal learning activities in accordance with Eurostat's Learning and Development Framework Strategy 2013-2017.</p>	<p>Organisation of informal learning initiatives across Eurostat</p>
<p>[L&D-U] User support and training course administration</p> <p>Effective management of training courses and provision of support, advice and guidance to staff on general, language, external training opportunities and e-learning.</p>	<p>Effective management of training courses and provision of support, advice and guidance to staff on general, language, external training opportunities and e-learning.</p>
<p>[STP] Statistical training programme</p> <p>Development and delivery of statistical training courses.</p>	<p>Approximately 40 statistical training courses organised for Eurostat staff.</p>
<p>[EMOS] VIP - European Master in Official Statistics</p> <p>Implementation of European Master in Official Statistics (EMOS) in university Master programmes in collaboration with national statistical offices.</p>	<p>Implementation of EMOS labelling and development of the EMOS Network: completion of 2nd selection round, launch of 3rd selection round, 2 EMOS Board meetings, one Workshop, one EMOS summer school.</p>

In a context of shrinking resources, Eurostat will in 2016 aim at further optimising its efficiency and use of resources, by adapting its organisational structure and by effectively redeploying its scarce resources through the FRAME strategy (Framework for Resource Allocation Management in Eurostat) in support of the delivery of Commission priorities and core business. It will also aim at maximising the use of staff's potential and encouraging staff development through more flexible and project oriented work, an extensive learning and development programme, career development opportunities, as well as a gender-balanced and motivating working environment, supportive to flexible working conditions and staff's wellbeing.

Objective B: Financial Management: Internal control and Risk management

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

Main outputs in 2016:

Description	Indicator: outputs to be achieved in 2016
<p>[200] Budget and accounting This process covers the preparation, monitoring and follow-up of the budgetary processes on Commission and Eurostat level as well as accounting and security tasks related to financial applications. The objectives are: to obtain the financial resources Eurostat needs to meet its objectives; to ensure the quality and reliability of the accounting information; to adapt the budgetary application to changes (nomenclature; new organisational chart ...) Result indicators: budget execution for commitments and for payments.</p>	<p>Accounting annual control programme design and implementation validated by BUDG. Alignment of financial tools on the (2015) new organisation chart. Budget execution for commitments and payments. Budget execution for operational and administrative credits. Implementation of a more efficient process for planning, monitoring and reporting on the Financing decision.</p>
<p>[201] Control strategy including anti-fraud actions and design of the financial circuits The process covers the design and implementation of annual ex post control programme, in line with the control strategy as well as dealing with the results of controls. This include supervising the use of external services for ex-post controls and developing a quality assurance framework for ensuring the audit trail and information on the results of controls, as well as the adaptation of the financial circuits to changes in the organisation.</p>	<p>Annual risk assessment (including anti-fraud considerations). Control programme implemented in compliance with objectives set. Cost effective rolling control programme of re-enforced ex-ante and ex-post controls – this output will contribute to conclude on the cost effectiveness of controls. Cost-efficiency of controls. Error rates given in support to the annual assurance. Financial circuits responding to needs and adapted to risks. Permanent files on results of controls.</p>
<p>[203] Efficient financial management of the statistical programme This process covers the implementation of the expenditure policy 2012-2017 adopted by the DM in October 2011, in view of supporting the strategic orientations for a reengineering of the statistical production; the implementation of the revised financial regulation in Eurostat environment; the implementation of the financial provisions of the ESP 2013-2017 and the follow up of any development on financial management at Commission level.</p>	<p>Financial tools identified in support to new cooperation schemes. Simplified forms of grants integrated in ESTAT environment. Streamlining and simplification of the financial management within Eurostat.</p>
<p>[204] Financial Circuits - financial initiation of payments This process covers the financial initiation of all ESTAT payments and of other technical transactions for the whole DG (decommitments, forecast of revenue, recovery orders, accounting corrections), in compliance with the Financial Regulation. Source: Operational and administrative appropriations. It includes supporting documentation and monitoring of the payment delays. It is divided in 2 sub</p>	<p>Error rates given in support to the annual assurance. Further support to the integration of electronic financial workflows. 2016</p>

processes: SP1-grants SP2-other transactions and support. It covers the preparation and implementation of the reinforced ex-ante control programme, in line with the 2012-2017 control strategy and dealing with the results of controls.	
[205] Financial circuits - Financial verification The process covers the compulsory financial verification of all transactions for expenditure and revenues, for own and sub delegated operational appropriations as well as for administrative ones.	Building block of the assurance given on the legality, regularity and sound financial management. Files processed without undue delays.
[207] Reporting and communication This process aims to further develop performance based reporting, based on the result of the 2014 pilot project and to deliver the corporate regular and ad-hoc reports for: - external users: Annual Activity Reports; European Court of Auditors; Budgetary Authority (Discharge Procedure); reporting to DG BUDG. - internal users: Dashboards to Directors Meeting; annual analysis and detailed monthly Financial reports, briefings ... as well as the adaptation of the local financial information systems and reporting tools to changes in the business environment.	Accurate and up to date information on Cybernews. Budgetary and financial reporting delivered on time and with a high level quality. Financial information systems and tools adapted and fitting to the needs. Support to performance related reporting.
[209] Support to users of financial services This process covers the design of internal financial procedures; advising on planning of spending and financial rules, including consultation on new legal basis, helpdesk functions with services targets and a network of financial correspondents; training; production of guidelines and standard documents; internal and external communication, including the organisation of annual meetings with beneficiaries; contribution to audit.	Advice, information and training for internal and external users of financial services and MIPS.
[IC] Internal Control, risk Management including anti-fraud strategy Further improve the processes and procedures for the planning, monitoring, reporting and overall coordination of internal controls and risk management, including DG ESTAT Anti-fraud strategy. Further improve the coordination of the Annual Activity Report. Timely production of reliable status reports to DM and to the Commissioner. Efficient support to auditees in accordance with the audit processes.	Annual assessment of the effectiveness and compliance with Internal Control Standards (ICS) and prioritised ICS. Anti-fraud strategy of the DG effectively monitored and coordinated. Effective coordination of audits and follow-up of correctives and Internal Control actions. Effective coordination of the annual risk management exercise and of identification of critical risks. Reliable status reports to the Directors Meeting and to the Commissioner on the follow-up of audit recommendations, Internal Control actions and critical risks.
[202] Cost accounting and services invoicing-Step2 As a follow-up of the report of the Working group 5 on lessons learned on cost accounting and services invoicing, as requested by the seminar of the General Directors February 2013, design of the process for implementing BUDG guidance in ESTAT environment.	Ex-ante assessment finalised and charge back process adapted to ESTAT environment (design).
[208] Simplified forms of grants	Additional opportunities initiated (simplified modules-

<p>Based on methodologies agreed with DG BUDG for a mandatory use of unit costs from 2015 and for using lump-sums for data collection and surveys, support the implementation by beneficiaries and DG ESTAT project officers/financial agents. Identify further simplification areas and develop related actions.</p>	<p>small grants). Helpdesk for 2015 implementation mandatory Unit costs and lump sums.</p>
<p>[210] Towards paperless finance Implement the 2014 DM decision for further integration of electronic management of financial files in the daily business of Eurostat.</p>	<p>Paperless Grant Cycle: Following the answer to the official request to use SYGMA, assessment of the compatibility of SYGMA with the Eurostat Grant management environment, in line with the conclusions of the DM 892 from 16 June 2015. Paperless meetings' management (AGORA): Close monitoring of the development of the tool and presentation to the DM of a concrete proposal to start using this tool, as soon as the tool would be made available. Paperless Procurement Cycle, as well as horizontal activities concerning financial circuits: Steps pursued in line with the 2014 planning foreseen in the Business Case adopted by the DM 842 from 25 March 2014.</p>
<p>[652] Administrative pillar of the ESS.VIP programme To contribute to the design and implementation steps of European Statistical System Vision Implementation Programme (ESS.VIP) projects from the budgetary and financial perspective, this includes development of initiatives for new cooperation schemes; impact assessment etc.</p>	<p>Models and process delivered.</p>
<p>[653] European Statistical Programme 2018-2020 To provide input for the design of the draft Commission's proposal for the regulation concerning the European Statistical Programme (ESP) 2018-2020 and ensure smooth coordination with DG BUDG for that purpose.</p>	<p>Budget and financial requirements for the new ESP delivered.</p>

Eurostat's operational budget aims to implement the European statistical programmes. It is framed in line with the multi-annual framework and implemented in accordance with the financial regulation and related rules. Eurostat put in place and manage key processes for ensuring an efficient budget planning and monitoring, the processing and controlling of transactions; support to internal and external users and related reporting. It also developed projects for simplifying its financial management and adapting the control system to the current and future changes in its legal and operational environment. Internal control and risk management are embedded in daily activities and are regularly monitored for the purpose of management supervision. Outputs presented are described considering the context described above.

Objective C: Better regulation

Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.

Main outputs in 2016:

Description	Indicator: outputs to be achieved in 2016
[217] Delegated and implementing acts Advice and support to DG ESTAT units on all legal and institutional issues in relation to the preparation and adoption of Commission delegated or implementing acts.	Capacity of Eurostat management and units to handle legal and institutional issues related to the preparation, adoption and application of delegated and implementing acts in the statistical domain.
[218] Legislative policy of the European Statistical System Promoting a coherent legislative and regulatory policy in line with the strategic objectives of the Directorate-General; establish guiding principles for future statistical legislation; contributing to European Statistical System (ESS) Vision 2020; implementation of revised Regulation (EC) No 223/2009.	Statistical legislation, or alternatives out-side legislation, in support of the Vision; implementation of action plan related to revised Regulation (EC) No 223/2009.
[221] Ombudsman, national parliaments Coordinating/preparing replies to complaints from the Ombudsman and questions from national parliaments.	Replies coordinated and provided to questions by the Ombudsman or national parliaments.
[222] Ordinary legislative procedure Advice and support on legal drafting, on procedures and other legal and institutional issues in relation to legislative acts.	Planning and progress of legislative files in accordance with targets set.
[224] Coordinating role of Eurostat Ensuring proper involvement of Eurostat in accordance with Article 6 of Regulation (EC) No 223/2009 on European statistics; establishing mechanisms for that coordination as well as for its monitoring.	Capacity of Eurostat management and units to ensure coordination of statistical activities among European institutions and to safeguard the role of Eurostat within the Commission in this regard.

Eurostat is in the process of performing four separate impact assessments, related to main areas of Eurostat activities, namely the European statistical programme, business statistics, social statistics and agricultural statistics. The three last-mentioned impact assessments concern a large number of existing legal acts in the respective areas which are meant to be replaced by one framework regulation in each area (except for agricultural statistics where there will be two framework regulations), thereby contributing to simplification of legislation. The results of these assessments will become available in the course of 2016 and will serve as basis for new legislative proposals to be adopted by the Commission, corresponding to the requirements of better regulation and notably of the REFIT initiative.

Objective D: Information management aspects

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

Main outputs in 2016:

Description	Indicator: outputs to be achieved in 2016
<p>[213] DoMA (Document Management) 1. Official Document Life Cycle Documents collected, delivered, registered, filed, archived and preserved. This process is linked to Internal Control Standard n. 11 and includes:</p> <ul style="list-style-type: none"> a) Mail collection and delivery for all the services hosted in the BECH building. b) Registering and assigning incoming mail. c) Management of the Filing Plan and the Master Files, incl. Appraisal and then Transfer to the Historical Archives (or Elimination). d) User information, training, and support. e) Monitoring document management in Eurostat, incl. monitoring the content of the Financial Files. <p>For activity strands a), b), c) and e) well-established procedures are in place and actions are carried out on a daily basis since 2012. These are available at Ares(2015)2563896 and are valid for 2016 as well. For activities under d), activities planned in 2016 are described at Ares(2015)1750612.</p>	<p>Documents delivered, registered, filed and preserved according to the rules.</p> <p>For a) 100% incoming and outgoing mail is treated the same day.</p> <p>For b) 100% incoming mail is registered and assigned the same day.</p> <p>For c) the Filing Plan and the Tableau d'Archivage internal to Eurostat is constantly up-to-date. Appraisal and post-DUA treatment is done 100% error free in accordance with the Intermediate Archive Management Centralisation project whose description is available at Ares(2015)1727870 and the operational procedure at Ares(2015)2559786.</p> <p>For d) 100% Eurostat staff to have been offered training by end 2016.</p> <p>For e) monthly reports generated on a set of internal indicators (dashboard) as per operational procedure Ares(2015)1765924.</p>
<p>[214] DoMa (Document Management) 2. Inter-Service Consultation Co-ordination of Inter-Service Consultations' (ISC) procedures; internal training on Decide application.</p> <p>Actions to be carried out in 2016 include:</p> <ul style="list-style-type: none"> a) Daily follow-up of ISC attributed to ESTAT and launched by ESTAT via the Decide system. b) Daily update of any internal functional mailboxes for authors and coordinators of ISC within each Unit and Directorate. c) Daily follow-up of content and actions to be carried out directly by authors and coordinators within each Unit and Directorate via Decide, as well as visa to be given by the legal coordinator and the DG. 	<p>Replies to ISC & ISC launched.</p> <p>100% ISC answered within the deadlines.</p> <p>100% ISC launched in accordance with the requirements and specifications defined by the concerned service(s).</p>

Eurostat was in 2015 among the top performing services of the Commission as regards document management. The objective for 2016 is to confirm or improve further that high performance, notably by continuing the monitoring processes already in place, as well as the internal information and training. A series of dedicated training sessions on document management is foreseen in 2016, starting with senior managers and subsequently covering all staff categories. The regular meetings with the DMO Correspondents network will continue.

Objective E: External communication activities

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 2016:

Description	Indicator: outputs to be achieved in 2016
[412] Eurostat website The website provides a stable access to Eurostat products and services, with enhancements for users. Evolutionary maintenance and quality assurance of the website, including purchases of hardware and software.	Make of our website an attractive and easy source of information on European statistics for citizens. Ensure high availability, performance and continuous improvements of functionality, usability and web content.
[413] Statistics Explained Maintenance, further development and content management (including translation) of the on-line dissemination system "Statistics Explained".	Wide range of explanatory information and analysis is continuously updated and delivered to users through an on-line dissemination system. Depending of the conclusions of the Task Force launched in 2015 on Statistics Explained, NSIs articles could be progressively published on Statistics Explained.
[421] Publications Widespread dissemination of Eurostat's value-added output through electronic and paper publications. Production, dissemination and archiving of statistical publications, including the implementation of the annual publications programme and the further exploitation of the on-line dissemination system "Statistics Explained".	Full range of publications oriented to users' needs, all available via the website. Small number of printed and cross-cutting publications included two planned flagship publications: one on "Cities" and another to be decided. Editorial services offered to the production units.
[612] Management of external users support network Management of contracts for all external users support centres; coordination of the network and participation in the quality control.	Management of contracts for all external users support centres; coordination of the network and participation in the quality control.
[613] Promotion of European statistics Production and development of different communication and promotional tools about Eurostat and European statistics.	Production and dissemination of communication tools (posters, postcards, calendars ...). Organisation of joint (Eurostat/NSI) events to promote European statistics to users.
[745] Continuous adaptation of dissemination products and services to user needs Production of visualisation tools/info graphics strengthening the user-orientation of Eurostat website and development of dissemination products which enable users to obtain statistics on a range of mobile devices, including smartphones, tablets and e-readers.	Innovative added-value visualisation tools/info graphics on Eurostat website and dissemination products for mobile devices.
[416] Enhance reusability Facilitation of the re-use of Eurostat data, metadata and tools by external organisations, including NSIs, companies and the open data community in the framework of the renovation of the dissemination chain.	Information and promotion towards users, to achieve the widest possible re-use of statistical information produced by the European Statistical System (ESS), to implement the common ESS policy on free access to and re-use of data.

For external communication overall spending:

Annual communication spending (based on estimated commitments):

Baseline (2015): 2,8 Mio €.

Target (2016): 3 Mio €

In 2016, Eurostat will contribute to the Strategic Plan by releasing high quality statistics through its main communication tools, namely publications, the Eurostat website (including all web products) and the support for users. Eurostat will also launch a new project, called DIGICOM (Digital Communication), which aims in particular at enhancing Eurostat's capacity to be more responsive to users' needs.

For publications, Eurostat's policy is to promote electronic publications and to diversify the range of products offered in order to better satisfy users' needs, while making all publications free of charge. The annual publication programme targets an optimal mix of publications covering all statistical domains. In line with the recent and successful cross-cutting publications released in 2015 on "Youth" and "Quality of life", a new publication highly relevant for the public at large and EU policy-making will be released in 2016 on "European cities".

The 'Statistics Explained' section of the website, which is both an innovative electronic publishing platform and a gateway to Eurostat's statistical information, will continue to provide explanation and statistical analysis in a form accessible to all levels of users. Today, the section includes more than 800 regularly updated articles covering all aspects of economic and social life in Europe. Around 100 articles have been translated into French and German and 20 of the most popular articles have been translated into almost all official EU languages.

As regards news releases, in 2016 Eurostat will issue around 220 news releases in three languages (English, French, German). They will present short-term macroeconomic indicators (on GDP, unemployment, inflation, government deficit and debt, industrial production, external trade,...) for the euro-area, the EU and the Member States, as well as the most recent statistical information on the EU in the fields of labour market, information society, environment, business statistics, trade, migration, agriculture, government finance statistics and others. For these subjects of general interest, Eurostat's strategy is, when feasible, to publish these news releases on the occasion of an EU event (e.g. EU summits with third countries, European Day of Languages, start of a new Presidency) or international event (e.g. Women's Day).

The Eurostat website is one of the most popular areas of the Europa website, with more than 3 million visits per month. It is a powerful tool for delivering European statistics to all kinds of users, giving equal access to ordinary citizens as well as decision-makers and researchers. Users can choose from more than 1000 predefined tables giving quick access to the most commonly-requested statistical indicators, as well as flexible access to around 4500 additional sets of statistical data.

In order to attract less experienced users and better reply to new user behaviour, a huge effort will continue to be made to develop easily understandable and interactive infographics. This approach is also a way to complement and enlarge our offer of services to non-specialised users. Moreover, Eurostat will release a new app in 2016 which will give EU citizens the possibility to compare their region with other European regions on a variety of economic, social and environmental indicators.

In order to rationalise and harmonise the treatment of statistical requests addressed to Eurostat by the different groups of users (journalists, colleagues from European institutions, citizens), Eurostat will continue to offer a central helpdesk, which operates in conjunction with a network of support centres covering most EU languages.

As regards the DIGICOM project, Eurostat will conduct a user profiling exercise in 2016 in which users of European statistics will be categorised according to their needs and requirements, followed up by a user survey and other user analysis activities based on those profiles. In order to engage more actively with users, a social network platform will also be set up which will allow direct dialogue with different user groups and test innovative dissemination tools. The social network can also lead to the creation of expert user communities that could interact with statistical producers.

The total budget foreseen in 2016 to fund the different above mentioned actions is around 3 million euros.

Initiatives to improve economy and efficiency of financial and non-financial initiatives

In 2016, Eurostat will prepare three legislative proposals to be adopted by the Commission to modernise the legal architecture and the production methods that shape the European Statistical System, hence allowing for a better use of multiple data sources, exploiting synergies and providing the flexibility that is needed. This will in particular address the domains of social statistics (Integrated Social Statistics Regulation), business statistics (Framework Regulation for Integrated Business Statistics) and agricultural statistics (strategy for agriculture statistics towards 2020). These proposals are part of the REFIT – the Regulatory Fitness and Performance programme - and of the Commission Work Programme 2016.

As from 2015, DG ESTAT has introduced unit costs as single payment scheme for the reimbursement of direct eligible personnel costs for grants awarded under the European Statistical Programme 2013-2017. In 2016, this payment scheme will cover not only the National Statistical Institutes, but also the other national administrations involved in statistical projects. This will further facilitate the preparation and control of the budget and cost claim for both, DG ESTAT and beneficiaries.