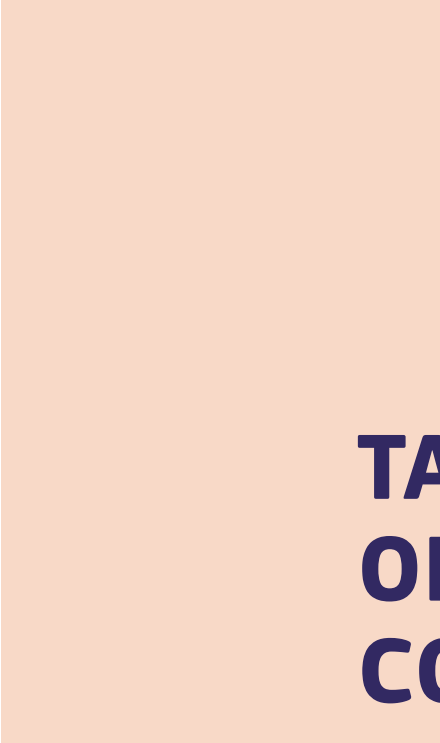




# **2015 ANNUAL ACTIVITY REPORT**

## **OF THE SECRETARIAT- GENERAL**

### ANNEXES



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# **ANNEX 1: Statement of the Resources Director**

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*I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission<sup>1</sup>, I have reported my advice and recommendations to the Secretary-General on the overall state of internal control in the SG.*

*I hereby certify that the information provided in Section 2 of the present AAR and in its annexes is, to the best of my knowledge, accurate and exhaustive.*

Brussels, 29 February 2016

[Signed]

Gianmarco Di Vita  
SG Resources Director

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<sup>1</sup> Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission; SEC(2003)59 of 21.1.2003.

# ANNEX 2: Human and financial resources

## Human Resources by ABB activity

Code ABB activity	ABB activity	Establishment plan posts	External personnel	Total
25 02	Relations with civil society, openness and information	30	2	32
25 AWBL-01	Management of the Secretariat-General	85	33	118
25 AWBL-02	Co-ordination within the Commission	184	19	203
25 AWBL-03	Co-ordination and relations with the other institutions	70	11	81
25 AWBL-09	Policy strategy and co-ordination for the Secretariat-General	9		9
25 AWBL-12	Support for the Commission and protocol	112	13	125
25 AWBL-13	Institutional development and Better Regulation	73	8	81
Total		563	86	649 <sup>2</sup>

**Remark:** These figures are based on the establishment plan (establishment posts) and include external service personnel attached to the SG. They do not include however colleagues temporarily assigned (*mis à disposition*) to the SRSS and the UKTF.

<sup>2</sup> Data as extracted from Sysper on 31.12.2015.

## Administrative appropriations 25.010211 – Implementation 2014 (appropriations C1 2014 and C8 2015)

		De-commitments	Missions	Representation	Meetings	Conferences	IT	TRAINING	Total		Loss of appropriations	% loss	% implementation	% annulated
C1	APPROPRIATIONS		658,075.20	1,000.00	71,360.00	13,000.00	6,573,676.00	207,020.00	7,524,131.20					
C1	COMMITMENTS		658,075.20	1,000.00	71,360.00	13,000.00	6,572,293.52	207,020.00	7,522,748.72	C1	1,382.48	0.02%	99.98%	
C8	COMMITMENTS	35,603.85	192,638.36	0.00	32,067.39	4,050.26	4,024,600.52	133,251.17	4,422,211.55					
C8	PAYMENTS		113,937.61		23,111.00	4,050.26	4,024,600.52	133,251.17	4,298,950.56	C8	123,260.99	2.79%	97.21%	
	PERTE C8/Poste		78,700.75	0.00	8,956.39	0.00	0.00	0.00	123,260.99		124,643.47			1.66%

## Decentralised administrative appropriations - Implementation 2015 (appropriations C1 2015/sub-posts)

		Fund Mgt Centre	Appropriations	Commitments	Payments	% implementation
SG	25.010211.00	SG				
SG	25.010211.00.01.10	SG	1,030,500	1,009,137	621,865	
SG	25.010211.00.01.30	SG	4,500	4,500	1,928	
SG	25.010211.00.02.20	SG	98,000	78,000	32,183	
SG	25.010211.00.02.40	SG	35,813	26,100	13,881	
SG	25.010211.00.03	SG				
SG	25.010211.00.04	SG	194,735	194,735		
SG	25.010211.00.05	SG	6,686,526	6,686,009	1,922,701	
SG	25.010211.00.06	SG	202,195	202,195	79,608	
SG Total			8,252,269	8,200,677	2,672,166	99.37%

**Remark:** In this table received from DG BUDG.A.5 the SRSS global envelope appropriations have been added to SG global envelope appropriations.

# ANNEX 3: Annual accounts and financial reports

**TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2015 (IN MILLIONS OF EUROS)**

Chapter			Commitment appropriations authorised*	Commitments made	%
			1	2	3=2/1
<b>Title 01 - Economic and financial affairs</b>					
01	01 01	Administrative expenditure of the 'Economic and financial affairs' policy area	0.42	0.41	97.84%
Total Title 01			0.42	0.41	97.84%
<b>Title 25 - Commission's policy coordination and legal advice</b>					
25	25 01	Administrative expenditure of the "Commission's policy coordination and legal advice" policy area	12.31	12.26	99.61%
	25 02	Relations with civil society, openness and information	0.01	0.00	0.00%
Total Title 25			12.32	12.26	99.54%
Total DG SG			12.73	12.67	99.49%

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

		% outturn on commitment appropriations
01 01	97.84%	
25 01	99.61%	
25 02	0	



**TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2015 (IN MILLIONS OF EUROS)**

Chapter			Payment appropriations authorised*	Payments made	%
			1	2	3=2/1
<b>Title 01 - Economic and financial affairs</b>					
01	01 01	Administrative expenditure of the 'Economic and financial affairs' policy area	0.42	0.15	36.24%
Total Title 01			0.42	0.15	36.24%
<b>Title 25 - Commission's policy coordination and legal advice</b>					
25	25 01	Administrative expenditure of the "Commission's policy coordination and legal advice" policy area	18.08	11.03	61.01%
	25 02	Relations with civil society, openness and information	0.01	0.00	0.00%
Total Title 25			18.09	11.03	60.98%
Total DG SG			18.50	11.18	60.43%

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

	% outturn on payment appropriations
01 01	36.24%
25 01	61.01%
25 02	0

**TABLE 3: BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31.12.2015 (IN MILLIONS OF EUROS)**

Chapter	2015 Commitments to be settled				Commitments to be settled from financial years previous to 2015	Total of commitments to be settled at end of financial year 2015 (incl. corrections)	Total of commitments to be settled at end of financial year 2014 (incl. corrections)		
	Commitments 2015	Payments 2015	RAL 2015	% to be settled					
	1	2	3=1-2	4=1-2/1					
<b>Title 01 - Economic and financial affairs</b>									
01	01 01	Administrative expenditure of the 'Economic and financial affairs' policy area	0.41	0.15	0.26	62.96%	0.00	0.26	0.00
Total Title 01			0.41	0.15	0.26	62.96%	0.00	0.26	0.00
<b>Title 25 - Commission's policy coordination and legal advice</b>									
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	12.26	5.53	6.73	54.91%	0.00	6.73	5.77
Total Title 25			12.26	5.53	6.73	54.91%	0.00	6.73	5.77
Total DG SG			12.67	5.68	6.99	55.17%	0.00	6.99	5.77

01 01 | 0.26

25 01 | 6.73

**Breakdown of commitments remaining to be settled (in millions of euros)**

**TABLE 4: BALANCE SHEET**

BALANCE SHEET	2015	2014
A.I. NON CURRENT ASSETS	3,591,996.24	3,688,355.60
A.I.1. Intangible Assets	3,591,996.24	3,688,355.60
A.II. CURRENT ASSETS	0.00	1,999,900.00
A.II.2. Current Pre-Financing	0.00	1,991,572.64
A.II.4. Exchange Receivables	0.00	0.00
A.II.5. Non-Exchange Receivables	0.00	8,327.36
ASSETS	3,591,996.24	5,688,255.60
P.III. CURRENT LIABILITIES	-1,018,890.86	-1,292,661.41
P.III.4. Accounts Payable	0.00	-11,099.19
P.III.5. Accrued charges and deferred income	-1,018,890.86	-1,281,562.22
LIABILITIES	-1,018,890.86	-1,292,661.41
NET ASSETS (ASSETS less LIABILITIES)	2,573,105.38	4,395,594.19
P.I.2. Accumulated Surplus/Deficit	16,727,594.34	10,371,687.83
Non-allocated central (surplus)/deficit	-19,300,699.72	-14,767,282.02
TOTAL	0.00	0.00

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

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

**TABLE 5: STATEMENT OF FINANCIAL PERFORMANCE**

STATEMENT OF FINANCIAL PERFORMANCE	2015	2014
II.1. REVENUES	-574,390.93	111,894.04
II.1.2. EXCHANGE REVENUES	-574,390.93	111,894.04
II.1.2.2. OTHER EXCHANGE REVENUES	-574,390.93	111,894.04
II.2. EXPENSES	8,384,510.94	6,244,012.47
II.2. EXPENSES	8,384,510.94	6,244,012.47
II.2.10. OTHER EXPENSES	7,449,385.53	6,244,012.47
II.2.2. EXP IMLEM BY COMMISS & EX. AGENC. (DM)	934,842.50	
II.2.8. FINANCE COSTS	282.91	
STATEMENT OF FINANCIAL PERFORMANCE	7,810,120.01	6,355,906.51

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

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

**TABLE 6: AVERAGE PAYMENT TIMES FOR 2015 - DG SG**

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	385	384	99.74%	8.84	1	0.26%	37
60	4	4	100.00%	14.25			
Total Number of Payments	389	388	99.74%		1	0.26%	
Average Payment Time	8.97			8.90			37

Target Times				
Target Payment Time (Days)	Total Number of Payments	Nbr of Payments within Target Time	Percentage	Average Payment Times (Days)
20	1	1	100.00%	12
Total Number of Payments	1	1	100.00%	
Average Payment Time	12			12

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	30	12	3.08%	389	189,228.03	3.09%	6,124,816.30

Late Interest paid in 2015			
DG	GL Account	Description	Amount (EUR)
SG	65010100	Interest on late payment of charges New FR	282.91
			282.91

**TABLE 7: SITUATION ON REVENUE AND INCOME IN 2015**

Chapter		Revenue and income recognised			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
57	AUTRES CONTRIBUTIONS ET RESTITUTIONS LIÉES AU FONCTIONNEMENT ADMINISTRATIF DE L'INSTITUTION	0.00	8,327.36	8,327.36	0.00	8,327.36	8,327.36	0.00
66	AUTRES CONTRIBUTIONS ET RESTITUTIONS	782,271.00	0.00	782,271.00	782,271.00	0.00	782,271.00	0.00
Total DG SG		782,271.00	8,327.36	790,598.36	782,271.00	8,327.36	790,598.36	0.00

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

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2015	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2015			11	736,857.50		
Sub-Total			11	736,857.50		

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES	13	123,473.82					13	123,473.82	13	123,473.82	100.00%	100.00%
Sub-Total	13	123,473.82					13	123,473.82	13	123,473.82	100.00%	100.00%
GRAND TOTAL	13	123,473.82					13	123,473.82	24	860,331.32	54.17%	14.35%

**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2015 FOR SG**

	Number at 1.1.2015	Number at 31.12.2015	Evolution	Open Amount (EUR) at 1.1.2015	Open Amount (Eur) at 31.12.2015	Evolution
2014	1		-100.00%	8,327.36		-100.00%
	1		-100.00%	8,327.36		-100.00%

**TABLE 10: RECOVERY ORDER WAIVERS IN 2015 ≥ EUR 100,000**

No data to be reported.

**TABLE 11: CENSUS OF NEGOTIATED PROCEDURES - DG SG - 2015**

No data to be reported.



## TABLE 12: SUMMARY OF PROCEDURES OF DG SG EXCLUDING BUILDING CONTRACTS

Internal Procedures > € 60,000		
Procedure Type	Count	Amount (€)
Restricted Procedure (Art. 127.2 RAP)	1	993,688.00
TOTAL	1	993,688.00

## TABLE 13: BUILDING CONTRACTS

No data to be reported.

## TABLE 14: CONTRACTS DECLARED SECRET

No data to be reported.

# ANNEX 4: Materiality criteria

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The SG uses the guidelines provided in the communication COM(2003)28 of 21 January 2003. According to these, only material reservations can be used to qualify the annual declaration.

The process of deciding whether a deficiency is material consists of the following steps:

- a. Identifying a deficiency (e.g. a significant weakness of the control systems, insufficient audit coverage, a critical issue outlined by the European Court of Auditors, the Internal Audit Service and OLAF);
- b. Determining if the deficiency falls within the scope of the AOD declaration (it relates to the reasonable assurance concerning the use of resources, sound financial management or legality and regularity of underlying transactions);
- c. Qualitative assessment: assessing if the deficiency is significant in qualitative terms means analysing:
  - the nature and scope of the deficiency,
  - the duration of the deficiency,
  - the existence of compensatory measures (mitigating controls which reduce the impact of the deficiency),
  - the existence of effective remedial actions to correct the deficiencies (action plans and financial corrections) which have had a measurable impact;
- d. Quantitative assessment: a deficiency which is significant from a qualitative perspective must be quantified in terms of “monetary value of the identified problem”/“amount considered at risk”. In line with the guidelines agreed centrally in the Commission, the SG applies the recommended threshold of 2%, i.e. when the value of the transactions affected by the deficiency represents more than 2% of the budget of one ABB activity of the DG;
- e. For deficiencies which are considered significant from a qualitative point of view, but their financial impact is lower than the 2% threshold, the SG takes into account the potential reputational consequences they may entail. A reservation would be made if such a reputational event were to occur and negatively impact on the image of the Commission.

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

# ANNEX 5: Internal Control Templates for budget implementation (ICTs)

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## **PROCUREMENT DIRECT MANAGEMENT**

The SG mainly concludes contracts for IT service providers based on framework contracts made available by DG DIGIT, that way the tender procedure (framework contract) is not managed by the SG itself. For occasional needs, the SG uses negotiated procedures for low-value contracts (not exceeding 60,000 EUR). The SG itself manages a maximum of 1 to 2 open or restricted procedures per year for contracts exceeding 60,000 EUR.

## Stage 1 – Procurement

### A - Planning

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

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate to meet the operational objectives	Validation by AO(S)D of justification (economic, operation) for launching a procurement process	100% of the forecast procurements	<b>Non-spending DG: single global indicator = overall cost of control/ payments made (%) [see section 3.2.5 Ares (2014)3702334 dated 4.11.2014]</b>	<b>Effectiveness:</b> Number of projected tender cancelled, number of contracts discontinued due to lack of use (poor planning)  <b>Efficiency: single global indicator = overall cost of control/payments made (%)</b>
Discontinuation of the services provided due to a late contracting (poor planning and organisation of the procurement process)	Decisions discussed/taken at management meeting	All key procurement procedures (> amounts and/or having significant impact on the objectives of the DG) are discussed at management meeting		

**NB: for all controls, information in particular financial information related to inputs/outputs and follow-up should be collected**

### B - Needs assessment & definition of needs

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

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The best offer not submitted due to the poor definition of the tender specifications	AOSD supervision and approval of specifications	100% of the specifications are scrutinised. <b>Depth</b> may be determined by the amount and/or the impact on the objectives of the DG if it goes wrong	<b>Non-spending DG: single global indicator = overall cost of control / payments made (%) (see section 3.2.5 Ares (2014)3702334 dated 04/11/2014)</b>	<b>Effectiveness:</b> Number of procedures where only one or no offers were received  <b>Efficiency: single global indicator = overall cost of control/payments made (%)</b>

**NB: for all controls, information in particular financial information related to inputs/outputs and follow-up should be collected**

## C – Selection of the offer & evaluation

**Main control objectives:** Effectiveness, efficiency and economy. Compliance (legality and regularity). Fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The most economically advantageous offer not being selected, due to a biased, inaccurate or “unfair” evaluation process	Formal evaluation process: Opening committee and Evaluation committee, presence of SG.R.1	100% of the offers analysed. <b>Depth:</b> all documents transmitted	<b>Non-spending DG: single global indicator = overall cost of control/ payments made (%) [see section 3.2.5 Ares (2014)3702334 dated 4.11.2014]</b>	<b>Effectiveness:</b> Numbers of ‘valid’ complaints or litigation cases filed.  <b>Single global indicator = overall cost of control/payments made (%)</b>
	Opening and Evaluation Committees’ declaration of absence of conflict of interests	100% of the members of the opening committee and the evaluation committee	<b>Non-spending DG: single global indicator = overall cost of control/ payments made (%) [see section 3.2.5 Ares (2014)3702334 dated 4.11.2014]</b>	
	Exclusion criteria documented	100% checked. <b>Depth:</b> required documents provided are consistent	<b>Non-spending DG: single global indicator = overall cost of control/ payments made (%) [see section 3.2.5 Ares (2014)3702334 dated 4.11.2014]</b>	
	Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision.	100% when conditions are fulfilled	<b>Non-spending DG: single global indicator = overall cost of control/ payments made (%) [see section 3.2.5 Ares (2014)3702334 dated 4.11.2014]</b>	

**NB: for all controls, information in particular financial information related to inputs/outputs and follow-up should be collected**

## Stage 2 – Financial transactions

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

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
The services foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions. Business discontinues because contractor fails to deliver	Operational and financial checks in accordance with the financial circuits (100% ex ante verification).  Operation authorisation by the AOSD	100% of the contracts are controlled, including only value adding checks.	<b>Non-spending DG: single global indicator = overall cost of control/ payments made (%) [see section 3.2.5 Ares (2014)3702334 dated 4.11.2014]</b>	<b>Effectiveness:</b> Ex ante control - number of 'refusal for correction/ cancellation'; - percentage of overdue payments  <b>Efficiency: single global indicator = overall cost of control / payments made (%)</b>
	Management of sensitive functions	High risk operations identified by risk criteria. Amount and potential impact on the DG operations of late or no delivery		

**NB: for all controls, information in particular financial information related to inputs/outputs and follow-up should be collected**

## Stage 3 – Supervisory measures

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

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex-ante control, prior to payment	Ex-post publication (possible reaction from tenderer/potential tenderer such as whistle blowing)	Potentially 100%	<b>Non-spending DG: single global indicator = overall cost of control/ payments made (%) [see section 3.2.5 Ares (2014)3702334 dated 4.11.2014]</b>	<b>Effectiveness:</b> Amounts associated with errors detected (related to fraud, irregularities and error). In % over total checked.  <b>Single global indicator = overall cost of control/payments made (%)</b>
	Review of exceptions reported and AOSD reporting	100% twice a year. <b>Depth:</b> look for any weakness in the procedures (procurement and financial transactions)		
	Review of the process after each procedure	100%. <b>Depth:</b> review any significant problem that occurred		

**NB: for all controls, information in particular financial information related to inputs/outputs and follow-up should be collected**

# ANNEXES 6-11

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## **ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission**

Not applicable

## **ANNEX 7: EAMR of the Union Delegations**

Not applicable

## **ANNEX 8: Decentralised agencies**

Not applicable

## **ANNEX 9: Evaluations and other studies finalised or cancelled in 2015**

All SG evaluations and studies planned in 2015 are carried over to be launched in 2016 or later.

## **ANNEX 10: Specific annexes related to “Management of Resources”**

Not applicable

## **ANNEX 11: Specific annexes related to “Assessment of the effectiveness of the internal control systems”**

Not applicable

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# ANNEX 12

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# **PERFORMANCE TABLES**

## Specific objective 1

The annual Commission Work Programme is aligned with the President's political priorities and the interinstitutional framework for programming is developed. (*Non programme-based*)

Result indicator: Implementation rate of CWP Annex I initiatives (i.e. new initiatives for 2015) (*Source: SG*)

Baseline (2010)	Target (2015)	Situation end 2015
71%	100%	78% (the pending items are postponed to 2016) Justification : For the 5 out of the 23 items in Annex I of the CWP 2015 that were not delivered by end 2015, preparatory work is still ongoing, and they should be adopted by the Commission this year; in three cases these have been carried over into Annex I of the CWP 2016.

### Main outputs in 2015

Description	Target	Situation end 2015
A focused 2015 CWP aligned with political priorities	End 2015	Completed

## Specific objective 2

Pursue the implementation of a performance management framework and allocation of adequate resources in all Commission services in order to deliver efficiently on the political priorities of the Commission (*Non programme-based*)

Result indicator: % of general objectives in the Management Plans of services that are monitored by an impact indicator<sup>3</sup> (*Source: SG*)

Baseline (MP 2014)	Target (end 2016)	Situation end 2015
78%	90%	84.45%

### Main outputs in 2015

Description	Target	Situation end 2015
Revision of standing instructions for the preparation of the management plans and the management of cross-cutting risks	September 2015	Completed in November 2015 (The Instructions for the Strategic Plan 2016-2020 and Management Plan 2016 were released in November 2015. More time was necessary for consultation than usual due to the significant reforms introduced to the performance management framework.)
Synthesis Report of management achievements	June 2015	Completed in June 2015
Revision of guidelines on the preparation of 2014 Annual Activity Reports	October 2015	Completed in December 2015 (The MP and AAR revision exercises are linked and the delay in the former is reflected on the latter)

<sup>3</sup> Fulfilling the definition set in the instructions and related guidance documentation for an impact indicator.

## Specific objective 3

Pursue growth enhancing reforms at both EU and national level by monitoring the implementation of the Europe 2020 strategy and providing guidance and support to Member States in their reform efforts. *(Non programme-based)*

Result indicator: Degree of follow-up by Member States of 2014/2015 country-specific recommendations *(Source: SG)*

Baseline (consolidated 2012 & 2013 CSRs)	Milestone (CSRs issued in 2014)	Target (end 2015)	Situation end 2015 (CSRs issued in 2015)
1% in the “fully implemented” qualitative category	3%		2%
9% in the “substantial progress” qualitative category	9%	Improved take-up of CSRs	7%
49% in the “some progress” qualitative category	41%		38%
38% in the “limited progress” qualitative category	35%		39%
3% in the “no progress” qualitative category	12%		14%

## Main outputs in 2015

Description	Target	Situation end 2015
Commission’s Annual Growth Survey launching the European Semester of policy coordination	End 2015	Completed Annual Growth Survey was adopted on 26.11.2015
Country-specific recommendations	July 2015	Completed Country-specific recommendations were approved by the Council on 19.6.2015

## Specific objective 4

The President and the Vice-Presidents are provided with high-quality briefings as well as flash reports on major institutional and international issues. *(Non programme-based)*

Result indicator: Number of instances generating negative feedback from briefing users (and reasons for dissatisfaction) in relation to overall number of briefings/ashes

Baseline (2011)	Target (end 2015)	Situation end 2015
3 out of 276	0	0 out of 1,496 (976 coordinated by F.4 and 520 coordinated by other parts of SG)

## Specific objective 5

Corporate IT investments and strategy are aligned with the business priorities of the Commission. Sharing or re-using on a corporate basis the IT services already in use help avoiding duplication of effort. *(Non programme-based)*

Result indicator: Number of IT corporate projects evaluated and approved by the IT Governance bodies *(Source: Commission)*

Baseline (2011)	Milestone (end 2015)	Target (end 2020)	Situation end 2015
67 (project opinions)	110 10% increase according to forecasts	All IT initiatives reviewed	98 The activities of the ISPMB were suspended for 3 months until the creation of the new IT Board in June, which had an impact on the number of files assessed.

## Main outputs in 2015

Description	Target	Situation end 2015
New structures and strategies for better IT investment in support services and digital transformation (Cloud, Mobile accessibility, Centralisation of IT services): increase in proportion of IT spend redirected towards new technologies and innovation	Target no longer applicable	Set-up of a new IT Governance strongly embedded in the overall governance, involving the ABM Steering Group, the Group of Resources Directors and the IT Board
IT Governance initiatives launched: number of IT Governance actions endorsed by ABM+IT	At least 5 new initiatives, action plans/year	3 initiatives launched on tracking of IT expenditure, co-financing of IT expenditure, ICT impact of EU legislation. In the fall, in the context of the "Synergies and Efficiencies" initiative of VP Georgieva, the Group of Directors-General endorsed a set of proposals in the ICT domain.
Focussed development on "flagship" corporate IT systems and their interoperability: level of Maturity and Degree of Integration of Corporate IT systems	Full maturity Full interoperability	All project assessments for the IT Board include an analysis of the interoperability and synergies with corporate flagship systems.



## Specific objective 6

Foster the highest ethical standards of service in order to encourage ethical conduct and accountability, ensure high ethical standards and an anti-fraud culture at all levels in the Commission, including in the SG. *(Non programme-based)*

Result indicator: Number of justified complaints to the European Ombudsman following the answers given by the SG to the appeals lodged within the Code of Good Administrative Behaviour. *(Source: SG)*

Baseline (2013)	Target (end 2015)	Situation end 2015
0	0	0

### Main outputs in 2015

Description	Target	Situation end 2015
Implementation of SG anti-fraud strategy	100%	100%
Adequate awareness raising actions for the Cabinets of the new Commission in order to achieve full and coherent implementation of the Code of conduct for Commissioners	End 2015	Completed Accurate, clear and timely answers to all requests concerning the Code of conduct were provided and a coherent and full implementation of the Code was ensured in order to develop the highest ethical standards within the Commission.
Adequate preparation of Commission decisions on former Commissioners' post-mandate activities	End 2015	Completed The Ad Hoc Ethical Committee was consulted, as appropriate, and a thorough analysis of each file was ensured, in cooperation with the Legal service, in order to enable the Commission to adopt sound and duly motivated decisions on post-mandate activities of former Commissioners
Update of list of FAQ on issues related to ethical matters, especially as concerns the implementation of the Code of Conduct for Commissioners.	End 2015	Ongoing process. New questions are progressively integrated.
Management and accurate monitoring of the information communicated to OLAF by the Commission in the framework of OLAF Regulation 883/2013 and the Administrative Arrangements between OLAF and the Commission	End 2015	Completed The notifications communicated by OLAF have been treated in a swift and accurate manner by SG, in order to ensure an appropriate follow-up of the information received from OLAF by the Commission and enable the Commission's Services to take the appropriate actions.

## Specific objective 7

The Commission's prerogatives and positions in interinstitutional negotiations are defended. (*Non programme-based*)

Result indicator: Number of proposals for which the initial Commission proposition is not followed by the co-legislators and therefore for which the Commission has to force unanimous agreement in the Council. (*Source: SG*)

Baseline (2014)	Target (end 2015)	Situation end 2015
4	≤ 5	0

## Main outputs in 2015

Description	Target	Situation end 2015
Promotion and defence of Commission positions in interinstitutional negotiations: number of cases in which the Commission has to force unanimity in the Council in case it wants to depart significantly from the original proposal	5 in 2015	None
Defence of Commission positions in interinstitutional negotiations: number of Commission proposals rejected by one of the co-legislators	0 in 2015	EP rejected 1 legislative proposal in first reading (EP has also rejected 6 measures under empowerments)
Follow-up to EP Resolutions, including Art. 225 resolutions: percentage of EP resolutions for which proper follow-up was given within the self-imposed deadline of 3 months	100% in 2015	100%
Follow-up to national Parliaments (NP) opinions: percentage of NP opinions for which proper follow-up was given within the self-imposed deadline of 3 months	100% in 2015	45% in 2015 <sup>4</sup>
Follow-up to national Parliaments (NP) opinions: number of reasoned opinions	50 in 2015	8 in 2015
Responses to Parliamentary questions that satisfy EP's information needs: number of follow-up questions by the same MEP in relation to overall number of questions replied to	≤ 10% in 2015	< 5%
Interservice Group on External Competences (GICE) meetings and trainings on external representation	4 GICE meetings per year; 4 trainings on external representation	2 GICE meetings 6 trainings on external representation

<sup>4</sup> Delays beyond the standard 3-month deadline for replying to national Parliaments were experienced in the first part of the year, linked with the new Commission's review of the pending legislative proposals as adopted by the former Commission, with the modification of the internal workflows for the adoption of the replies and with the introduction of a new way of drafting these answers. The delays experienced in the first part of 2015 were significantly reduced in the second part of the year: for the last six months of 2015, 74% of the replies were sent within the standard 3-month deadline.

## Specific objective 8

Regulatory policy and related tools are fully developed. Commission services apply Better Regulation instruments throughout the legislative cycle in order to improve the effectiveness and efficiency of EU regulation. The acquis is “fit for purpose” delivering its benefits by least cost. (*Non programme-based*)

Result indicator: Rate of impact assessments that receive negative opinions issued by the Impact Assessment Board (*Source: SG*)

Baseline (2010)	Target (end 2015)	Situation end 2015
41% (2010 was the first full year of application of the 2009 IA guidelines)	≤ 35%	47% Possible factors influencing this result include time pressure and need to become familiar with the revised BR guidelines

Result indicator: Number and percentage of REFIT actions (withdrawals, repeals, new and amending initiatives, fitness checks, evaluations) out of the total number of initiatives in the Commission Work Programme each year (*Source: SG*)

Baseline (2014)	Target (end 2015)	Situation end 2015
5 adopted out of 21 planned (24%) (number of REFIT legislative initiatives entered into the Commission's Work Programme)	40% of those planned in the 2015 CWP	43% of total CWP 2015 (79 REFIT initiatives in Annex III of the CWP 2015 out of total 182 CWP 2015 initiatives)

## Main outputs in 2015

Description	Target	Situation end 2015
Communication on Better Regulation including adoption of evaluation, impact assessment and stakeholder consultation guidelines	November 2015	Adopted on 19 May 2015
Communication on REFIT	June 2015	REFIT Scoreboard adopted on 19 May 2015
Article 318 TFEU report	June 2015	Adopted in June 2015
Revise the internal guidelines on consultation of experts in the preparation of delegated acts	2nd quarter 2015	Ongoing 1st quarter 2016 Revised guidance needs to take into account the provisions of the new IIA; in order to start the revision process, the conclusion of the negotiations was necessary (December 2015)
Commission proposal for a revised Interinstitutional Agreement on Better Law-Making (IIA-BL)	2nd quarter 2015	Adopted by the Commission on 19 May 2015

## Specific objective 9

# Foster transparency by effective implementation of rules on openness and access to documents throughout the Commission *(Non programme-based)*

## Result indicator: Public consultation of the Register of Commission documents Reg Doc (number of visits) *(Source: SG)*

Baseline (2010)	Target (end 2015)	Situation end 2015
173,270 visits	+ 10% compared to 2014 310,362 visits	894,490 visits

## Main outputs in 2015

Description	Target	Situation end 2015
2014 Annual report on the Transparency Register	1st quarter 2015	Annual report published on 30 April 2015
Successful roll-out of the new version of the Register	January 2015	New Register rolled out smoothly on 27 January 2015
Corporate training courses on lobbying organised: user satisfaction in Syslog	80% average in 2015	8 courses organised in 2015, attracting some 80 persons with high participant satisfaction (89%)
Improved working methods to speed up the handling of confirmatory applications (access to documents): number of replies sent outside the deadlines	Reduce by 50% by end 2015	54% reduction in the number of late replies (from 178 late replies in 2014 <sup>5</sup> to 82 in 2015 <sup>6</sup> ) The average number of days used to reply was halved as well (from 50 days in 2014 <sup>7</sup> to 27 days in 2015).
Annual Report on the application of Regulation 1049/2001	End 2015	Report adopted on 6.8.2015
Corporate training courses on access to documents organised: user satisfaction in Syslog	80% average in 2015	6 training sessions completed. High participant satisfaction rate of 90%
Revised interinstitutional agreement on the Transparency Register	End 2015	IIA negotiations postponed to 2016 in order to first allow for the completion of the negotiations on the Better Regulation IIA.
Internal and external information and awareness-raising on the Transparency Register	End 2015	Approximately 20 information sessions were held (for representative organisations, stakeholders and students)

<sup>5</sup> Corresponding to 55% of replies sent that year.

<sup>6</sup> Corresponding to 29% of replies sent that year.

<sup>7</sup> Representing already a significant reduction from 71 days in 2013.

## Specific objective 10

### The Commission's decision-making is standardised, streamlined and modernised (*Non programme-based*)

Result indicator: Level of integration of workflows and systems linked to the decision-making process in *Decide* (*Source: SG*)

Baseline (2013)	Target (end 2018)	Situation end 2015
<p>"Dorsale décisionnelle" project launched. Adoption of vision document.</p>	<p>The following priority workflows and systems are integrated in <i>Decide</i> by end 2018:</p> <ul style="list-style-type: none"> <li>- Agenda Planning;</li> <li>- CIS-Net;</li> <li>- <i>e-Greffe</i>;</li> <li>- corporate search;</li> <li>- other types of documents (i.e. Parliamentary questions, Ombudsman's inquiries, national Parliaments' opinions, petitions);</li> <li>- implementing and delegated acts (already in <i>Decide</i>, but their handling and transparency should be improved);</li> <li>- infringements;</li> <li>- the interinstitutional part.</li> </ul>	<p>The first delivery of <i>Decide</i> was achieved on 1 February 2015. It included a homepage providing a single entry point to the system, the integration of the 3 main steps of the process (namely, planning, ISC, decision) allowing to show the timeline of files and a new consultation module replacing CIS-Net. In December 2015, the new corporate search developed by DIGIT was integrated into <i>Decide</i>, and allowed for faster and more relevant results.</p> <p>During the year, several releases of <i>Decide</i> led to improvements of the tool. Work also continued on the integration of the new planning module (foreseen to be delivered in the summer 2016), the 1st phase of the rewriting of <i>e-Greffe</i> (planned for the autumn 2016), and the improvement of the transparency of delegated and implementing acts (end 2015).</p>

### Main outputs in 2015

Description	Target	Situation end 2015
<p>Decide project (previously known as "Dorsale décisionnelle")</p>	<p>Beginning 2015</p>	<p>As stated above, the first delivery of <i>Decide</i> in February 2015 included the integration of the information on planning, consultation and decision.</p>
<p>Second release with improved search capability</p>	<p>May 2015</p>	<p>The integration with the corporate search was achieved end 2015; <i>Decide</i> is the first system in the Commission to use this new search tool which led to the necessity to do some fine-tuning before delivery.</p>
<p>Third release with enhancement of the planning and decision steps and the better handling of delegated and implementing acts.</p>	<p>End 2015/ beginning 2016</p>	<p>The calendar for the 3rd release of <i>Decide</i> was confirmed by the Steering Committee in June 2015:</p> <ul style="list-style-type: none"> <li>- planning module: June 2016</li> <li>- 1st part of the rewriting of <i>e-Greffe</i>, focusing on DGs: October 2016</li> <li>- improvement of the transparency of draft delegated and implementing acts: end 2015, but actual display on the Better Regulation Portal in June 2016.</li> </ul>

Description	Target	Situation end 2015
<p>Suppression of the paper transmission of:</p> <ul style="list-style-type: none"> <li>- “lettres de saisine” to the other institutions;</li> <li>- legislative proposals and delegated acts to all other EU institutions except the Council</li> </ul>	<p>End 2015 Delivery</p>	<p>Discussions with the Legal Service are still ongoing to confirm the equivalence of the “lettres de saisine” sent by electronic means and those sent in paper format, in particular with regard to the function to “seize”/”saisir” the other institution by its transmission. Once the equivalence is confirmed, the Commission intends to suppress the paper transmission of these letters. This will imply, by analogy, the suppression of the paper transmission of legislative proposals and delegated acts.</p>
<p>Exclusive use of the <i>e-TrustEx</i> platform for the electronic transmission and communications with EU institutions, national Parliaments and Permanent Representations</p>	<p>End 2015/2016</p>	<p>A deadline was set (September 2016) and communicated in November 2015 to all external stakeholders in order to move to the exclusive use of <i>e-TrustEx</i> for the transmissions linked to the Commission decision-making process.</p>
<p>Robust, flexible and modernised adoption module of <i>Decide</i> (i.e. internal <i>e-workflows</i>, <i>e-authentication</i>).</p>	<p>End 2015/2016</p>	<p>The rewriting of the decision step (current <i>e-Greffe</i>) will be done in 3 phases:</p> <ul style="list-style-type: none"> <li>- 1st phase: October 2016 – DGs work space</li> <li>- 2nd phase: March 2017 – Cabinets work space</li> <li>- 3rd phase: end 2017 – SG work space.</li> </ul>

## Specific objective 11

Provide relevant and up-to-date information, as well as guidance, to all Commission users on Commission corporate procedures handled by the SG. *(Non programme-based)*

Result indicator: Rate of drafting of GoPro, the guide to procedures *(Source: SG)*

Baseline (beginning 2013)	Milestone (2015)	Target (end 2016)	Situation end 2015
0%	65% (50 out of 76)	100%	54 chapters drafted (out of more than 80 now foreseen)

### Main outputs in 2015

Description	Target	Situation end 2015
GoPro chapters on external relations and more chapters on institutions	End 2015	External relations completed. New chapters on-line on institutions, data protection, ethics, business continuity etc. Revision of many chapters already on-line following the new working methods of the Commission and the adoption of the Better Regulation package
Consolidation, rationalisation and update of intranet web pages dedicated to information on the decision-making process	End 2015	Links to GoPro in SG pages on My SGnet and My IntraComm ongoing (new target: 2016)
Information sessions to Commission staff on decision-making procedures and related tools (Decide and GoPro), in the context of the release of Decide	End 2015	Communication campaign and training for the first release of Decide completed in time (54 information sessions on Decide with 1893 participants; 249 training sessions dedicated to Decide Consultation with 2,147 participants)



## Specific objective 12

The Commission faces unexpected events in an effective and coordinated manner, and is capable, in case of a major business interruption, to ensure critical and essential functions and to return to “business as usual” as quickly as possible (*Non programme-based*)

Result indicator: Number of days the President, Vice-Presidents or Commissioners are not operational (*Source: SG*)

Baseline (2014)	Target (end 2015)	Situation end 2015
0	0	0

Result indicator: Capacity of the Duty Officers in all Commission DGs and EAs to take, in the event of major disruptions, timely decisions by fast response (within maximum 60 minutes). (*Source: SG*)

Baseline (2011)	Target (end 2015)	Situation end 2015
62% of all DGs (the EAs were not in the scope)	More than 85% of all DGs More than 67% of 6 EAs	89% of all DGs 50% of 6 EAs <sup>9</sup>

### Main outputs in 2015

Description	Target	Situation end 2015
Providing tailor-made training courses for Duty Officers (including Cabinets): participants' appreciation and satisfaction	At least 85% positive and very positive	21 ARIANE III hands-on courses for Duty Officers were organised. 171 people were trained, including 23 from the SG. The courses in 2015 received an average satisfaction rate between 4 and 5 stars (on a scale of 5 stars). 3 tailor-made training courses were organised for BC contact points in Cabinets on setting up an improved Duty Officer system.
Business Continuity arrangements	A functioning Duty Officer system in the Cabinets Access of all EA to NOAH in 2015 Integration of all Commission structures and departments, including the Cabinets and the Executive Agencies (EA), in the business continuity (BC) arrangements as part of our organisational culture.	25 Cabinets set up their GSM-based Duty Officer system. Inclusion of all EAs in NOAH since 17.6.2015. Launching and implementation of Action Plan for Cabinets; establishment of BC contact points in Cabinets, 3 “Introduction to BCM” training courses organised for Cabinets; first analysis towards BIA in Cabinets. Awareness-raising week (BCAW 2015) targeted at all DGs, EAs and Cabinets was organised. 4 BCN meetings held. Implementing Corporate Training and Exercises Programmes.

<sup>9</sup> First year NOAH was used to test EAs DO system; one did not reply and two of them were not able to set correctly the DO system.

## Specific objective 13

Encourage full implementation of Commission policy on electronic document management and archiving through monitoring, guidance and making available the necessary IT tools as part of a wider Commission information management policy (*Non programme-based*)

Result indicator: Number of e-mails sent or received by Outlook that have been registered through Areslook (*Source: DIGIT statistics*)

Baseline (2013)	Milestone (2014)	Target (end 2015)	Situation end 2015
319,960	351,532	+ 20% compared to 2014	479,075 (+36%)

Result indicator: Number of records created by IT systems integrated with Hermes (*Source: DIGIT statistics*)

Baseline (2014)	Target (end 2015)	Situation end 2015
6 million records have been created by client applications until 2014	≥ 6.3 million (+ 5%)	11,805,448 (+ 96%) The increase of the percentage of documents created by IT systems integrated show the big impact of the IT rationalisation project on document management at the Commission

## Main outputs in 2015

Description	Target	Situation end 2015
Customisation of software for Hermes Preservation Services (HPS) and Historical Archives Management Information System (HAMIS): customised archival repository model, needs analysed regarding the archives management module, approach defined and possible pilots executed	End 2015	Project delivery of Archival repository (HPSII) scheduled for end 2016. Delay due to technical complexity of the project (e.g. specific requirements related to the integration of Preservica with corporate records management systems) and high number of stakeholders involved.
Action plan to implement an information management strategy at the Commission	End 2015	Output changed in the course of the year and became: "Reflection paper on Data, Information and Knowledge Management at the Commission". Change is due to the e-Domec Steering Committee decision to launch a High Level Reflection Group on Data, Information and Knowledge Management and mandate this group to produce a reflection paper, with the support of SG.B1, DIGIT and REGIO (chair). Status at end 2015: completion
Preparation of draft implementing rules for the amended Archives Regulation for discussion with the other institutions	End 2015	The archives services of the other institutions agreed to the draft implementing rules on 18 February 2015. However, provisions on data protection were postponed pending the adoption of the General Data Protection Regulation. These provisions will be added in 2016.
Preparation for approval of new Framework Partnership Agreement with the European University Institute under the amended Archives Regulation	End 2015	The Framework Partnership Agreement with the EUI was signed in May 2015.

## Specific objective 14

### Promote respect by Commission services of the right to protection of personal data (*Non programme-based*)

**Result indicator: Percentage of compliance with the data protection regulation for the inventory entries, within the deadline set by the European Data Protection Supervisor (EDPS) (Source: SG)**

Baseline (2008)	Target (end 2015)	Situation end 2015
81.8%	> 97%	98% <sup>9</sup>

**Result indicator: Number of complaints to the Data Protection Officer (Source: SG)**

Baseline (2009)	Target (end 2015)	Situation end 2015
10	< 10	7

**Result indicator: Number of complaints to the EDPS (Source: SG)**

Baseline (2009)	Target (end 2015)	Situation end 2015
5	< 10	5

### Main outputs in 2015

Description	Target	Situation end 2015
Further contribution to the reform of the data protection legal framework initiated by DG JUST; launch a reflection on how to anticipate entry into force of reform in the Commission's services	End 2015	Completed DG JUST started working on the issue in 2015, mainly through consultations with the DPOs of the EU institutions and bodies, and with the EDPS. The DPO launched a consultation exercise with the data protection coordinators (DPC) network and reported the outcome to DG JUST. The same exercise was conducted with the DPOs of the other EU institutions, who adopted a paper summarising their remarks and suggestions. This work on the alignment of Regulation (EC) No 45/2001 will continue in 2016.
Data Protection Awareness campaign: surveys, information sessions, training, communications, brochures, articles	1st quarter 2015	Completed
More user-friendly DPO website on My IntraComm	End 2015	Completed
Improved quality of privacy statements	End 2015	Completed

<sup>9</sup> The best compliance rate the Commission has achieved since the Regulation entered into force (946 notifications in the inventory and 929 in the register).

## Specific objective 15

Provide the President, the College and DGs with protocol support and diplomatic assistance (*Non programme-based*)

Result indicator: Number of diplomatic incidents and complaints from the College  
(Source: SG)

Baseline (2011)	Target (end 2015)	Situation end 2015
2	0	0

### Main outputs in 2015

Description	Target	Situation end 2015
Improvement of expertise on protocol (training, assistance, advice, etc.), also in the context of the preparation of the next Commission	End 2015	Completed The reduced number of incidents and complaints demonstrates the high quality and effectiveness of the service provided by the Protocol.

## Specific objective 16

Implement corporate priorities for resources management within the SG through:

- forward planning and more effective management of human resources;
- the implementation of the new IT governance and the related rationalisation of information systems.

*(Non programme-based)*

**Result indicator: Staff reduction in the SG according to the commitment made by the Commission** *(Source: SG)*

Baseline (2013)	Target (2013-2017)	Situation end 2015
2013: 5 posts	Over 5 years: 25 posts	15 posts

**Result indicator: Representation (%) of women in senior management, in middle management and in non-management AD posts in SG** *(Source: SG EO performance card produced by DG HR)*

Baseline (2010)	Target (end 2015) - set by DG HR	Situation end 2015
30% female senior managers	≥ 40% female senior managers	33.3% female senior managers
25% female middle managers	≥ 30.8% female middle managers	28.6% female middle managers
47.2% female officials AD non-management	≥ 51.4% female officials AD non-management	53.2% female officials AD non-management

**Result indicator: Number of Information Systems: before and after the rationalisation** *(Source: SG)*

Baseline (2011)	Target (end 2015)	Situation end 2015
42	30 The rationalisation target has been agreed by the SG's IT steering committee	28

**Result indicator: Number of SG staff that can access Commission systems remotely**  
 (Source: SG)

Baseline (2012)	Target (end 2015)	Situation end 2015
Remote access tokens: 338	Remote access tokens: 380 The target relates to a priority of the SG's IT plan that is approved by the IT steering committee.	SG: 447 CAB: 421 EPSC: 40 SRSS: 45 <b>Total: 953</b> <i>RSB, UKTF and EFB are totalled in SG</i>

**Main outputs in 2015**

Description	Target	Situation end 2015
SG Human Resources Management report	End 2015	Completed
SG Resources services survey report	End 2015	There was no SG Resources services survey in 2015
IT Master Plan	End 2015	"IT Plan" completed

## Specific objective 17

Develop good understanding of SG activities, while at the same time boosting staff engagement and ensuring a smooth flow of information within the SG. *(Non programme-based)*

Result indicator: SG Staff engagement index, as calculated using the results of the yearly Commission staff survey. *(Source: DG HR)*

Baseline (2013)	Target (end 2015)	Situation end 2015
73.1	> Commission average	No staff survey in 2015

Result indicator: Average number of unique visitors/month to the SG pages on EUROPA *(Source: SG)*

Baseline (2014)	Target (end 2015)	Situation end 2015
150,000 unique visitors / month	Keep the same level	250,000 <sup>10</sup>

### Main outputs in 2015

Description	Target	Situation end 2015
SG pages on My IntraComm: percentage of SG pages on MyIntracomm redesigned, revamped and kept updated. Main tool for corporate communication from SG especially relevant in times of changing working methods	100% in 2015	100%
SG pages on EUROPA: percentage of SG pages on EUROPA available and regularly updated	100% in 2015	100%

<sup>10</sup> After the taking over of the Europe 2020 site from DG COMM.



## Specific objective 18

Implement and maintain an effective internal control system so that reasonable assurance can be given that resources assigned to the activities are 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 (*Non programme-based*)

Result indicator: % of budget execution in commitments of new appropriations (C1) – budget lines for which SG is accountable in AAR (committed amounts/appropriations). Sound financial management supposes that requested appropriations are committed. (*Source: SG*)

Baseline (2009)	Target (end 2015)	Situation end 2015
100%	100%	100%

Result indicator: Average time to pay (days) (*Source: SG*)

Baseline (2009)	Target (end 2015)	Situation end 2015
40	20 Determined by the Financial Regulation	9

Result indicator: Number of registered exception notes and non-compliance events. The filing of these notes enables the Internal Control Coordinator (ICC) to take appropriate actions in order to improve the internal control system preventing non-respect of procedures and regulations (*Source: SG*)

Baseline (2010)	Target (end 2015)	Situation end 2015
26	Decrease	10

Result indicator: % of a posteriori commitments out of total commitments (C1, C4 and C5) (*Source: SG*)

Baseline (2009)	Target (end 2015)	Situation end 2015
0%	0%	0.02%

Result indicator: Overall cost of control (%) (total cost of controls/payments made), control efficiency indicator for non-spending DG

Baseline (2013)	Target (end 2015)	Situation end 2015
2%	2%	2.14%

