



# Management Plan 2016

DG TRADE

## Contents

Part 1. Overview of Main Policy Outputs for the year .....	3
Specific objective 1: Trade Negotiations.....	4
Specific objective 2: Effective implementation.....	6
Specific objective 3: Tackling unfair trade.....	8
Specific objective 4: A sustainable approach to trade .....	8
Performance tables setting out concrete deliverables for the year.....	10
Part 2. Overview of Organisational Management Outputs for the year .....	15
Human resources.....	15
Financial Management: Internal control and Risk management .....	16
Information management aspects .....	18
External communication activities.....	19
Annex 1. Overview of on-going bilateral negotiations.....	21

## Part 1. Overview of Main Policy Outputs for the year

As set out its Strategic Plan 2016-2020, DG Trade pursues in particular three of the Commission's general objectives by means of setting out to achieve its DG specific objectives. These, together with their link to the general objectives are set out in the table below. The policy actions will also be directed at the achievement of the objectives set out in the trade and investment policy strategy Communication "Trade for All", adopted by the College of Commissioners on 14 October 2015<sup>1</sup>.

1. A New Boost for Jobs, Growth and Investment	6. A Reasonable and Balanced Free Trade Agreement with the U.S	9. A Stronger Global Actor
<p><b>Specific objective 1: Trade Negotiations</b> A wide coverage of the world's trade through regional, multi-, pluri- and bilateral agreements concluded by the EU ensuring the best economic conditions and opportunities for consumers, workers, citizens and enterprises, including SMEs, in the EU and non-EU Member States, particularly in Developing Countries</p> <p><b>Specific objective 2: Effective Implementation</b> Effective implementation of the EU's trade and investment policies secured, amongst other, through proper monitoring, enforcement and support</p> <p><b>Specific objective 3: Tackling Unfair Trade</b> Maintain and improve a transparent, efficient and effective system to combat distortions and unfair trade practices in international trade</p>	<p><b>Specific objective 1: Trade Negotiations</b> A wide coverage of the world's trade through regional, multi-, pluri- and bilateral agreements concluded by the EU ensuring the best economic conditions and opportunities for consumers, workers, citizens and enterprises, including SMEs, in the EU and non-EU Member States <i>[in particular the US]</i></p> <p><b>Specific objective 2: Effective Implementation</b> Effective implementation of the EU's trade and investment policies secured, amongst other, through proper monitoring, enforcement and support</p>	<p><b>Specific objective 1: Trade Negotiations</b> A wide coverage of the world's trade through regional, multi-, pluri- and bilateral agreements concluded by the EU ensuring the best economic conditions and opportunities for consumers, workers, citizens and enterprises, including SMEs, in the EU and non-EU Member States, particularly in Developing Countries</p> <p><b>Specific objective 2: Effective Implementation</b> Effective implementation of the EU's trade and investment policies secured, amongst other, through proper monitoring, enforcement and support</p> <p><b>Specific objective 4: A Sustainable Approach to Trade</b> Improved sustainable economic, social and environmental conditions for consumers, workers, citizens and businesses in the EU and in non-EU countries and a special focus on human rights, responsible management of supply chains and good governance</p>

<sup>1</sup> COM(2015)497

In order to achieve the specific objectives, DG Trade will actively seek to produce a number of key deliverables in 2016.

## Specific objective 1: Trade Negotiations

A wide coverage of the world's trade through regional, multi-, pluri- and bilateral agreements concluded by the EU ensuring the best economic conditions and opportunities for consumers, workers, citizens and enterprises, including SMEs, in the EU and non-EU Member States, particularly in Developing Countries

### *The multilateral and plurilateral agenda*

The **10th WTO Ministerial Conference** of December 2015 agreed on a global trade deal that benefits developing countries in Africa and around the world by getting rid of trade distorting export subsidies in agriculture. As regards EU producers, they will for the first time see a level playing field in export competition, a key priority for EU negotiators. DG Trade will seek to implement this agreement starting in 2016 by providing technical assistance and outreach to Members with a view to increasing the number of Members that have ratified the agreement.

In terms of plurilateral sectoral negotiations, DG Trade will continue to negotiate the **Trade in Services Agreement (TiSA)** currently involving 23 members of the World Trade Organisation (WTO), including the EU. The TiSA is based on the WTO's General Agreement on Trade in Services (GATS), which involves all WTO members. The key provisions of the GATS – scope, definitions, market access, national treatment and exemptions – are also found in TiSA. It aims at opening up markets and improving rules in areas such as licensing, financial services, telecoms, e-commerce, maritime transport, and professionals moving abroad temporarily to provide services.

Furthermore, DG Trade will pursue the negotiations which started in July 2014 together with 17 partners of the WTO, including the EU for an **Environmental Goods Agreement (EGA)** to remove barriers to trade in environmental or "green" goods that are crucial for environmental protection and climate change mitigation. In this context, we will finalise a sustainability impact assessment in support of the negotiations in 2016.

Finally on the plurilateral strand, under the **Information Technology Agreement (ITA-2)** negotiations the EU, the United States, China and the vast majority of the World Trade Organization (WTO) members that were participating in the negotiations agreed during the 10th Ministerial WTO Conference to eliminate custom duties on 201 high-tech products. The extension of the 1996 Information Technology Agreement (ITA-1) is the biggest tariff-cutting deal in the WTO in almost two decades. The agreement will benefit both consumers and business alike by removing customs duties on a wide range of goods, including medical equipment, video games and consoles, home hi-fi systems, headphones, blue-ray/DVR players, semi-conductors, and GPS devices. All in all, the deal will cover €1 trillion in global trade, covering close to 90% of world trade in the products concerned. The EU will further seek to broaden the participation of other WTO members in ITA-2 and continue the process on non-tariff barriers. The

Commission will table the proposal for conclusion of the agreement as well as the implementing regulation.

### *Finalising of concluded negotiations*

On the bilateral and regional front, the Commission will recommend before the summer to Council and the European Parliament the signature and subsequent conclusion of the Comprehensive Economic and Trade Agreement (CETA) between the EU and **Canada**. In preparation of this an economic consequences study will be finalised to accompany the Council Decision on signature. Legal scrubbing, translations and procedural finalisation of trade agreements with **Singapore**, **Ecuador** and **Vietnam** are expected to advance well in 2016. In this context an economic analysis of the outcome of the negotiations of a Free Trade Agreement with Vietnam will be carried out in 2016.

As for the Economic Partnership Agreements (EPA) with the African countries, based on the Commission recommendation in December 2014, the signature of missing countries and regions is expected to be completed during the first quarter of 2016 in order to be able to provisionally apply the full EPA in 16 countries of the **West Africa** region. Proposals for signature and provisional application, and conclusion of full EPAs with 5 countries of the **East African Community** (EAC) and with 7 countries of the **South African Development Community** (SADC) countries) are expected to be tabled by the Commission.

### *On-going and planned negotiations*

DG Trade will also continue its on-going negotiations for ambitious Free Trade and Investment agreements with its trading partners. In 2016, we will in particular focus on the Transatlantic Trade and Investment Partnership with the **US**, where intense discussions will carry on with 3 negotiating rounds planned until July and two extra ones for the second half of 2016. In addition, the Free Trade Agreement (FTA) with **Japan**, as well as Deep and Comprehensive FTAs (DCFTA) with countries in our immediate neighbourhood, such as **Morocco** and **Tunisia** will occupy a considerable amount of our workforce. In this context, we will work with other partners in the Southern Mediterranean region to build on the existing network of FTAs.

The EU and four South American countries of **Mercosur** have agreed to proceed to an exchange of market access offers in 2016. The Commission will consult EU Member States on the draft EU offer prior to the exchange. Talks with **China** and **Myanmar** will continue their course in order to reach agreements on investment with likelihood for this to happen with Myanmar in 2016.

Fifteen years after its entry into force, the trade pillar of the EU-**Mexico** Global Agreement does not address some of the important trade and investment issues relevant today in the way other more recent comprehensive agreements do. As a consequence, there is an unfulfilled bilateral trade and investment potential on both sides which results in lost opportunities to capture welfare, labour and wage benefits. Therefore following a scoping exercise and an Impact Assessment, the College adopted on 16 December 2015 the proposal of negotiating directives for modernising the EU-Mexico Global Agreement. We expect to be able to launch a first negotiation round in April.

Initial negotiation rounds with the **Philippines** are equally planned to take place in the second quarter of 2016. The talks were formally launched in December 2015 based on the 2007 ASEAN negotiation directives. In this context, a Sustainability Impact Assessment (SIA) should start in 2016 with a final report around the year end. The scoping exercise for a possible FTA with Indonesia is still on-gong.

### *The proposal of new negotiations*

For the year 2016, DG Trade will collaborate with the EEAS on working towards a new framework agreement with **Armenia** enhancing bilateral relations, including trade. Furthermore recommendations to open negotiations with **Azerbaijan** for an Association Agreement including trade provisions should be adopted in the first half of 2016.

Finally, the Commission is working actively towards recommending to the Council of the EU to launch negotiations with **Australia** and **New Zealand**, and modernise existing agreements with **Chile** and the Customs Union with **Turkey**. The Commission should be able to table the Turkey recommendations towards the end of 2016, whereas the remaining will happen in early 2017.

In light of the "Trade for All" Communication, special attention shall be paid to ensuring effective transparency of our negotiations, by extending the TTIP transparency initiative to all the EU's trade negotiations. Furthermore, the Communication sets out the objectives in terms of the substantive scope of all future EU FTAs.

An overview of all on-going bilateral negotiations can be found in annex 1.

## **Specific objective 2: Effective implementation**

**Effective implementation of the EU's trade and investment policies secured, amongst other, through proper monitoring, enforcement and support**

In 2016, we will strengthen the focus on proper implementation and enforcement of our trade and investment rights, and in particular those laid out in our FTAs. The "Trade for All" Communication states that the Commission will propose enhanced partnership with Member States, the European Parliament and stakeholders for the implementation of trade agreements. This Partnership, which will take shape in the course of 2016, will encompass an array of activities ranging from awareness raising, customs co-operation, regular structured exchanges, better coordinated trade promotion activities and SME internationalisation to annual reporting on FTA implementation.

As part of this, we will continue to produce our regular reporting about identified barriers, suggested actions, and results achieved via newsletters, briefs, specific sector reports and in especially the Report on Trade Barriers and Opportunities. As of 2017, the Commission will produce a dedicated annual report on the implementation of Free Trade Agreements.

More specifically, in relation to individual bilateral agreements, DG Trade monitors the implementation of the various agreements that have entered into force or are provisionally applied. Most recently the EU-**Ukraine** DCFTA entered into force, where

we will monitor the situation through specialised sub-committees and an annual Association Committee/Council. An SPS strategy and a public procurement roadmap will be subject to a Commission proposal to update the annexes of the Association Agreement. Also new Autonomous Trade Measures will be proposed. We maintain a special focus on the **South Korea** FTA<sup>2</sup>: through the management of the six specialised committees, seven working groups, the annual FTA Trade Committee as well as through the internal Commission task force, which regularly deals with specific market access cases and other issues related to the implementation of the FTA. As part of the monitoring, an annual implementation report is produced. In addition, we monitor the implementation of the **Colombia/Peru** and **Central America** Agreements<sup>3</sup> through the management of the specialised committees and the annual Trade Committee/Association Council. Substantive work is carried out in EU Delegations and Headquarters on implementation of specific issues, dissemination/communication activities in EU and the partner countries and planning of accompanying development cooperation actions under the relevant instruments in order to support implementation of the agreements. An annual implementation report is produced to show the effects of these agreements. Also the monitoring of the implementation of the DCFTAs with **Georgia** and **Moldova** is an important part of our work which will be continued. The Association Agreements provide for each DCFTA an Association Committee in Trade configuration and four specialised sub-committees. An annual report is foreseen in 2016. Finally, we will continue monitoring the implementation of **EPAs**. This concerns all commitments including individual goods and services schedules and implementing legislation for trade-related commitments. We prepare the meetings of the Cariforum-EU EPA Council and Trade & Development Committee, the ESA EPA Committee and the Pacific EPA Committee.

The Commission will continue to engage with key trading partners to cooperate towards an adequate and efficient protection and enforcement of intellectual property rights. This will be pursued mainly through regular bilateral Dialogues and/or Working Groups that enable the Commission to raise systemic IP issues, to share best practices and, where appropriate, to offer developing countries assistance, e.g. in improving domestic legislation and enforcement practices. IPR Dialogues and Working Groups will be held with China, Ukraine, Turkey, Brazil, Thailand, the US and Japan in 2016.

Moreover, DG Trade will ensure a well-focused and coordinated approach, preventing and solving market access barriers, with preferential and non-preferential partners, through the continued screening and commenting on notifications and meetings with Market Access Partnership bodies. It also includes DG Trade's work with the SPS Market Access Working Group on identifying and agreeing on a mid- to long term strategy to tackle SPS measures and the continued the financial support to the international standard setting organisations.

Finally, the enforcement of the EU's multilateral and bilateral rights and obligations is done through dispute settlement in the WTO, or through bilateral dispute settlement mechanisms. DG Trade also manages cases brought in investor-state dispute settlement mechanisms, i.e. the Energy Charter Treaty and under the Grandfathering Regulation<sup>4</sup>.

---

<sup>2</sup> The EU-Korea FTA has been provisionally applied since July 2011, and amended in 2014 to include Croatia as a party to the FTA with effect from 1 July 2013.

<sup>3</sup> The EU-Colombia/Peru FTA and EU-Central America DCFTA are provisionally applied since 2013.

<sup>4</sup> Regulation (EU) No 1219/2012 of the European Parliament and of the Council of 12 December 2012 establishing transitional arrangements for bilateral investment agreements between Member States and third countries



We will continue to monitor the compliance of WTO members' commitments under their membership.

### Specific objective 3: Tackling unfair trade

**Maintain and improve a transparent, efficient and effective system to combat distortions and unfair trade practices in international trade**

The EU uses trade defence instruments to re-establish a competitive environment for the EU industry when harmed by unfair imports.

DG Trade will continue to maintain and improve a transparent, efficient and effective system to combat distortions and unfair trade practices. DG Trade will continue to complete investigations within the mandatory deadlines and even seek to do so earlier. DG Trade will increase transparency and efficiency of investigations by using a new web platform (TRON) for consultation of files and communications with parties participating in the investigations.

DG Trade will continue to work on whether and how to grant China Market Economy Status, following the expiry of certain provisions of China's WTO accession protocol by 11 December 2016.

DG Trade also actively participates in trade defence investigations by non-EU Member States with the aim to minimize the cost for EU exporters.

TDI investigations are subject to the scrutiny of the European Court of Justice and the WTO Dispute Settlement Body.

### Specific objective 4: A sustainable approach to trade

**Improved sustainable economic, social and environmental conditions for consumers, workers, citizens and businesses in the EU and in non-EU countries and a special focus on human rights, responsible management of supply chains and good governance**

As foreseen in the "Trade for All" Communication, DG Trade will reinforce its agenda to promote sustainable development, human rights and good governance, in the spirit of the UN's 2030 Agenda for Sustainable Development, including by ensuring effective implementation of related FTA provisions and the Generalised Scheme of Preferences<sup>5</sup>.

The Commission will continue to negotiate strong provisions to promote the respect of labour rights around the world. Once FTAs enter into force, the Commission will incite

---

<sup>5</sup> The EU's Generalised Scheme of Preferences (GSP) is designed to help developing countries integrate in the international trade system by making it easier for them to export their products to the EU. This is done in the form of partly or fully reduced tariffs for their goods when entering the EU market. Through the additional export revenue which is generated, GSP fosters growth in their income and supports their development.



our trading partners to implement relevant provisions on core labour standards like the abolition of child labour, the rights of workers to organise and non-discrimination at work.

In 2016, DG Trade will continue undertaking relevant measures, including preparing for the adoption of implementing legislation in order to ensure smooth application of the provisions of the revised GSP and, in particular, of GSP+. A special focus will be put on updates of the lists of beneficiaries under the GSP general arrangement, EBA and GSP+. We will closely monitor the GSP+ beneficiaries' compliance with their obligations, notably effective implementation of the relevant conventions, in order to timely spot potential problems and assist beneficiaries in their rectification and so minimise a risk of withdrawal of preferences.

In this context, DG Trade will also prepare a bi-annual report to the EP and Council on the effects of the revised GSP Regulation, in particular implementation of the GSP+ arrangement. An evaluation of the Regulation will equally be launched during the year to be finalised in 2017.

In the same spirit of promoting good governance, the Commission will propose to the Member States and the Parliament to negotiate ambitious provisions on anti-corruption as part of its trade agreements, starting with TTIP.

In the current deteriorating security environment, it is also important that trade policy contributes to the preservation of international peace and security, and to the protection of human rights.

DG Trade will promote an ambitious modernisation of the EU export control regime<sup>6</sup>, and will table a new legislative proposal to this effect in 2016.

On the basis of a public consultation, and an impact assessment exercise carried out in 2013, the Commission adopted a legislative proposal on minerals originating from conflict and high risk areas. The process of adoption is still going on in Council and the European Parliament. DG Trade will continue to follow the procedure with a view to adoption in 2016. In 2015 outreach dialogues with a number of trading partners including China, India, United Arab Emirates, Colombia, Malaysia and Thailand have started on conflict minerals. These will continue in 2016 together with dedicated funding for an OECD project to assess and align industry due diligence schemes on conflict minerals.

---

<sup>6</sup> Regulation (EC) No 428/2009

## Performance tables setting out concrete deliverables for the year

**Relevant general objectives:** 1. A New Boost for Jobs, Growth and Investment  
6. A Reasonable and Balanced Free Trade Agreement with the US  
9. A Stronger Global Actor

**Specific objective:** 1. Trade Negotiations

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target date
Trade Facilitation Agreement	Provision of technical assistance. Outreach to Members with a view to increasing the number of Members that have ratified the agreement	End of 2016
Commission proposal for conclusion of the Information Technology Agreement (ITA) <i>2010/TRADE/017</i>	College adoption of proposal for Council Decision	Q1 2016
Commission implementing regulation for the Information Technology Agreement (ITA)	College adoption	Q1 – Q2 2016
Environmental Goods Agreement (EGA)	Completion of negotiations	Q4 2016
Myanmar Investment Agreement	Completion of negotiations	Q3 2016
Modernisation of the trade pillar of the EU-Mexico Global Agreement <i>2015/TRADE/001</i>	Launch of negotiations	April 2016
Enhancement of the EU-Turkey bilateral trade relations and the modernisation of the Customs Union <i>2015/TRADE/035</i>	Preparation for Commission recommendations to open negotiations	Q4 2016
Commission proposal for conclusion, signature and provisional application of the EU-Singapore FTA <i>2015/TRADE/020</i> <i>2015/TRADE/021</i>	College adoption of proposal for Council Decision ( <i>following pending ECJ ruling on the agreement</i> )	Q4 2016
Council Decisions on signature, conclusion of the protocol allowing Ecuador to join the EU-Colombia/Peru Free Trade Agreement <i>2015/TRADE/028</i> <i>2015/TRADE/029</i>	College adoption of proposal for Council decision	Q1 2016
Council Decision on conclusion, signature and	College adoption of proposal for Council Decision	June 2016

provisional application of the EU-Canada CETA <i>2015/TRADE/009</i> <i>2015/TRADE/010</i>	Council Decision	Q4 2016
COM proposals for signature and provisional application; and conclusion following EU Member State ratification, of full Economic Partnership Agreement (EPA) with the East African Community <i>2015/TRADE/016</i> <i>2015/TRADE/017</i>	College adoption of proposal for Council Decisions	Q1 2016
Commission proposals for signature and provisional application; and conclusion following EU Member State ratification, of full Economic Partnership Agreement (EPA) with the SADC EPA countries <i>2015/TRADE/014</i> <i>2015/TRADE/015</i>	College adoption of proposal for Council Decisions	22 January 2016
Council decision on adaptation of EU-Chile Association Agreement to take account of Croatia accession to the EU <i>2015/EEAS+/001 and 002</i>	College adoption of proposal for Council decision	Q1 2016
Council decision on adaptation of EU-Mexico Global Agreement to take account of Croatia accession to the EU <i>2016/EEAS/018 and 019</i>	College adoption of proposal for Council decision	Q2 2016
Council decision on adaptation of EU-Central America Association Agreement to take account of Croatia accession to the EU	College adoption of proposal for Council decision	Q4 2016
<b>Main expenditure outputs</b>		
<b>Description</b>	<b>Indicator</b>	<b>Target</b>
Sustainability Impact Assessment For TTIP	Draft Report Final report	Q2 2016 Q4 2016
Sustainability Impact Assessment for FTA with the Philippines	Launch of the SIA Q1 2016 Completion expected Q4 2016 or early 2017	Q4 2016
Economic analysis of the outcome of the negotiations of a Free Trade Agreement with Vietnam	Signature of contract Final report	Q2 2016 Q4 2016
Economic analysis of the outcome of the negotiations of a EU-Canada CETA	Final report	May 2016

Specific objective :

2. Effective Implementation

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target date
Report on Trade Barriers and Opportunities <i>2015/TRADE/043</i>	College adoption	June 2016
Free Trade Agreement Implementation Report	College adoption	April 2017
Annual report South Korea <i>2016/TRADE/009</i>	College adoption	March 2016
Annual report Central America <i>2016/TRADE/006</i>	College adoption	April 2016
Annual report Colombia/Peru <i>2016/TRADE/007</i>	College adoption	April 2016
Annual report Georgia <i>2015/TRADE/066</i>	College adoption	April 2016
Annual report Moldova <i>2015/TRADE/067</i>	College adoption	April 2016
Creation of an international investment court	Adoption of Commission recommendation to open negotiations	2017
Main expenditure outputs		
Description	Indicator	Target
Ex-post evaluation of the implementation of the EU-Korea FTA <i>2015/TRADE/054</i>	Signature of contract	Q1 2016
Continue support of international standard setting organisations.	Sign and implement adequate new grant agreements with Codex, IPPC and OIE within the new strategies of these organisations	December 2016

**Relevant general objective:** 1. A New Boost for Jobs, Growth and Investment

**Specific objective:** 3. Tackling Unfair Trade

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target date
TDI investigations conducted in an effective and efficient manner.	Completion of investigations within statutory deadlines or, whenever possible, a month earlier	Demand driven. To be adopted within the regulatory deadlines
	Timeliness of conclusion of investigations	100% of investigations concluded within deadlines while 10% of new investigations concluded before the mandatory deadline (by at least a month)

**Relevant general objective:** 9. A Stronger Global Actor

**Specific objective:** 4. A Sustainable Approach to Trade

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target date
Export control review <i>2015/TRADE/027</i>	College adoption of Commission proposal for new Regulation	Q2 2016
Commission Delegated Regulation updating the EU control list for dual-use items <i>2016/TRADE/004</i>	Commission adoption	Q3 2016
Export control annual report <i>2016/TRADE/001</i>	Commission adoption	Q2 2016
Commission amended proposal for a Regulation of the European parliament and the Council on access of third-country goods and services to the Union's internal market in public procurement and procedures supporting negotiations on access of Union goods and services to the public markets of third countries. <i>Initial proposal tabled in 2012</i>	Commission adoption	29 January 2016
	Adoption by Council and Parliament	Q3 2016
Implementing legislation under GSP, in particular implementing act establishing graduated product sections for 2017-2019 and updating list of beneficiaries of the respective arrangements (general arrangement, GSP+ and EBA) <i>2015/TRADE/007</i>	Adoption of Implementing Act on graduated sections	Q1 2016
	Adoption Of Delegated Act updating list of GSP beneficiaries	Q3 2016
Commission report to the European Parliament and Council on the effects of the revised GSP <i>2016/TRADE/021</i>	Adoption of Report by Commission	Q1 2016
Commission proposal (2013) for a Regulation on minerals from conflict-affected and high-risk areas	Adoption by the European Parliament and Council	2016
Amendment of Regulation (EU) 2015/936 – abolition of autonomous quotas on imports of textiles and clothing originating in the Republic of Belarus	Adoption by College, Council and EP	Q3 2016

## Part 2. Overview of Organisational Management Outputs for the year

### Human resources

Analysis is continuously undertaken in DG Trade to efficiently and effectively manage the current human resource situation as well as prepare for forward planning of staff in order to provide the DG with optimal human resources necessary for the implementation of the policy objectives while at the same time ensuring staff engagement through learning and development, well-being and equal opportunities actions.

Three times per year a DG Trade Resources Report (covering both financial and human resources) is prepared and circulated to management. In this report particular analytical focus is put on vacancy rates, rate of and length of sensitive posts, turnover of staff, proportion of external staff/statutory staff, equal opportunities, gender balance in AD and management positions and absence management.

Twice a year, through a spring and autumn review, the human resource and mobility situation in the DG is further looked at together with Senior Management. These reviews also assists DG Trade's senior management to decide how to accommodate for the compulsory Commission cut and tax for the redeployment pool; to decide the needs for further reinforcement, or not, or whether internal redeployments should be considered. Through this process continuous redistribution of human resources within the DG is allowed for to meet the DG's priorities while at the same time balancing insufficient staff levels and turnover of staff. Mitigating actions are taken where necessary.

#### *Objective :*

To ensure the most adequate use of human resources in the DG and in the EU delegations by identifying possible needs for additional staff, to respond to the cut of posts decided by the Commission and redeploying staff as necessary to match these with the priorities of the management plan/work programme.

Main outputs in 2016:		
Description	Indicator	Target
Review on a regular basis the use of resources at headquarters and in EU delegations and where necessary propose redeployment of staff.	Two reviews	Spring Review - May 2016 Autumn Review – October 2016



**Objective :**

**To motivate and retain highly qualified staff in order to maintain effective and efficient operation of DG Trade**

Main outputs in 2016:		
Description	Indicator	Target
Suitable training courses to ensure that the DG has the skilled, knowledgeable and competent staff required to meet its present and future needs within all categories of staff.	To organise the training sessions and away days foreseen in DG Trade's training programming, including the Trade Seminar for staff at headquarters and in EU Delegations.	By end of 2016.
Recruitment of more women to ensure gender diversity primarily at middle management level but also at AD level in the DG.	At least one additional woman should be appointed at middle management level	By end of 2016 (Have a positive increase in female middle managers towards DG Trade 2019 target of 30%).
Implementation of actions set out in the DG Trade Career Management Policy in order to ensure high degree of staff engagement and well-being.	Implement two career management actions foreseen in the Career Management Policy in 2016.	By end of 2016

## **Financial Management: Internal control and Risk management**

Although DG Trade manages a relatively small budget, it does acquire services for economic and impact assessment studies, organising conferences and negotiation rounds, IT support, legal and other services. These services are generally provided by specialised consultants or service providers through public procurement. In addition, DG Trade also executes part of its operational budget by awarding direct grants to international organisations with a view to implementing multilateral programmes and initiatives in the field of trade related assistance to strengthen the capacity of developing countries to participate effectively in the multilateral trading system and regional trading arrangements and to improve their trade performance.

100% of the budget is implemented through direct management. DG Trade is expected to continue to operate a decentralised financial circuit with counter-weight. All transactions are therefore subject to an independent ex-ante financial verification. In addition, a combination of preventive, detective and corrective controls are embedded into the programming and planning, verification, execution and monitoring, management and reporting and communication processes so as to ensure effective mitigation of the financial and management risks.

These include, inter alia:

- An annual programming exercise and two mid-term reviews on implementation and human resource management;
- An up-to-date Finance Manual (revised each year), complemented by hands-on guidance, local training and references to central guidance;
- Financial circuits designed to ensure compliance with the Financial Regulation and its Rules of Application;
- Regular accounting controls;
- Formal reporting requirements and hand-over procedures for AOSDs;
- Detailed quarterly management reporting on key human and financial resource related indicators;
- Weekly bulletins on payment delays;
- The existence of an Administrative Coordination Assistant's network;
- DG Trade's specific ethics framework, including an anti-fraud strategy.

*Objective :*

To plan, perform, monitor and report on the spending of financial resources with a view to ensure a sound, legal and regular financial management throughout the DG's activities

Main outputs in 2016:		
Description	Indicator	Target
Full implementation of the financial resources allocated to DG Trade	% of budget execution with respect to annual and final budgets Source : ABAC	Commitments : 90% Payments : 100%
Compliance with payment times	Percentage of payment files executed within legal deadlines Source : ABAC	Target > 95%
Effectiveness of controls carried out	Cost of control over expenditure authorised Source : DG Trade Annual Activity Report	None <sup>7</sup>
Effectiveness of controls carried out	Number of exceptions and non-compliance events Number of decisions overriding of controls Source : DG Trade internal Registry	Keep stable / reduce  Zero
Quality of financial files	Number of financial files verified without any observations Source : DG Trade internal Registry	90%

<sup>7</sup> As the level of appropriations authorised varies annually, among others by the decisions taken by the budgetary authorities, no target can be set.

*Objective :*

To improve and contribute to strengthening DG Trade's capacity to prevent and detect fraud, thus reinforcing existing measures which are in place for the purpose of protecting the EU's financial interests, without prejudice to OLAF's investigation responsibilities for the fight against fraud

Main outputs in 2016:		
Description	Indicator	Target
Report to OLAF on the financial and administrative follow-up given to OLAF investigations	Number of OLAF cases reported Source : DG Trade	Zero

*Examples of specific efforts to improve economy and efficiency of financial and non-financial activities*

DG Trade is continuously fine-tuning its internal arrangements in order to improve the efficiency and economy of its operations. The following two initiatives show how these principles are implemented in DG Trade:

**Example 1 - HR management**

DG Trade continues its efforts to absorb both the effects of budgetary austerity and the increased workload as far as possible within existing teams by developing more horizontal cooperation and constantly seeking for redeployment options, both at Headquarters and in Delegations.

**Example 2 – streamlining financial management**

DG Trade will pursue the deployment of the relevant corporate e-modules so as to manage its Information Technology contracts throughout their life cycle fully electronic. In addition, simplification measures for low-middle value tenders, stemming from the revision of the Financial Regulation, will be considered and implemented.

**Information management aspects**

*Objective :*

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

Main outputs 2016:		
Description	Indicator	Target
Mapping out a new approach to managing information and knowledge within DG Trade	Develop a more strategic approach for the DG, including making better use of potential tools to encourage knowledge sharing and collaborative working.	July 2016

	New approach to be endorsed by senior management.	
Increase email registration in Ares	Nr. of emails registered with Areslook	Increase $\geq$ 20% of 2015 rates
Better use of electronic workflows, with the reduction of errors caused by the double circulation and the reduction of paper storage	Nr. of registered documents with a fully approved e-signatory (no paper circulation in parallel).	70% of registered documents approved in full electronic mode (without paper signatories circulation)

## External communication activities

EU trade policy features in three of the Juncker Commission's policy priorities with its focus on the creation of jobs, growth and investment (priority 1), the enhanced role of Europe as a global player (priority 9) and the negotiations on a transatlantic trade agreement (priority 9).

In 2016, the increased political and public scrutiny and interest regarding the EU's trade policy is expected to continue, with an expected focus on the negotiations/agreements with the United States (TTIP) and Canada (CETA), as well as on trade relations with Russia/Ukraine. The DG's communications, information, outreach and transparency work will therefore focus very much on these priority issues. Nevertheless, it is very important that DG Trade is able to demonstrate the entire breadth and width of the Commission's trade policy activities, including in its multilateral dimension or development function.

This is duly reflected in our communications, information, and outreach and transparency strategy. In the Communication "Trade for All" adopted in October 2015, the Commission has made a clear commitment to be more transparent in terms of opening up negotiations to more public scrutiny. This will need to be reflected in DG Trade's communication activities.

In that context, DG Trade will continue to develop its integrated approach of being more transparent about its work; providing comprehensive information about trade negotiations and EU trade policy; engaging with civil society, stakeholders and the general public; and explaining the benefits of trade such as jobs and growth. Within the resources available, DG Trade will continue to pursue this approach not only from Commission headquarters in Brussels, but also in the Member States, in particular in the three Member States where specific posts for trade communications and outreach officers were created (Berlin, Paris and Vienna). It will also continue to deploy staff to participate in grass roots level events and to work closely with Commission Representations, with a particular focus on those in Member States where public opinion is more negative. It will also seek to encourage Member State governments to play their part in communicating about EU trade policy.

The DG's own activities will be complemented with relevant material production and projects financed from the DG's communication budget. The overall estimated spending for communications actions for 2016 amounts to 2.5 million euros. This will include, inter alia, press and journalist related activities (specifically dedicated seminars), trade publications, production of multimedia communication material, policy events and regional and local activities.

The DG's activities also inscribe themselves into the Commission's corporate communications priorities. In that context, the currently ongoing information and communications project on the benefits of trade is expected to deliver clear results especially in Q2 of 2016. A follow up

project focusing on public information regarding trade and trade negotiations is planned in 2016 but modalities are still to be defined. Such a project has also been suggested by the European Parliament.

The DG will invest further in three core areas: expand and implement the current transparency initiative, develop mechanisms to measure and evaluate the communication and outreach tools and explore possibilities to broaden the reach of DG Trade's communication instruments and products.

*Objective :*

**Citizens understand and recognise the value of external trade for the EU's economic and social model. They are aware and supportive of trade agreements, such as the agreement with the United States.**

Main outputs in 2016:		
Description	Indicator	Target
Implement the integrated communications and outreach strategy	Widen public reach Current estimated reach (currently calculated for TTIP activities): Public speaking: 1,200 (BXL) – 11,000 (outside BXL) ED request: 600 Publication downloads: 5,000 Website views p.m.: 180,000 Social media reach: 240,000	Widen public reach by 2016
Raise awareness for benefits of trade (communication and information campaign)	Successful message testing, sourcing and development of stories, content marketing (classical media and social media)	Implementation until Q2 2016
Production of relevant material (brochures, videos, online material)	Relevance of issues covered, public reach of material	2016
External website: keep it reliable and up to date	Metrics of the website	2016
Further improve Civil Society Dialogue	Number of meetings and level of satisfaction (relevance)	2016

## Annex 1. Overview of on-going bilateral negotiations

Time line Negotiations	Impact assessment completed	Scoping	Recommendations to negotiate adopted by Commission <i>[provisional date]</i>	Recommendations to negotiate adopted by Council <i>[provisional date]</i>	Negotiations launched <i>[provisional date]</i>	Number of negotiation rounds completed	Technical conclusion/Political agreement <i>[provisional date]</i>	Legal scrubbing completed <i>[provisional date]</i>	Initialling <i>[provisional date]</i>	Translation done <i>[provisional date]</i>	Proposal to sign and provisional application adopted by Commission <i>[provisional date]</i>	Proposal to sign and provisional application adopted by Council <i>[provisional date]</i>	Consent by EP <i>[provisional date]</i>
<b>FINALISATION</b>													
Ukraine DCFTA <sup>8</sup>	-	√	Sept 2006	January 2007	Feb 2008	18	Dec 2011		July 2012	Sept 2013	May 2013	Sept 2013	Sept 2014
Canada CETA	-	√	April 2009	May 2009	June 2009	-	Oct 2013	2015	NA	<i>[Q2 2016]</i>	<i>[Q2-Q3 2016]</i>	<i>[Q2-Q3 2016]</i>	<i>[Q1-Q2 2017]</i>
Singapore FTA	-	√	April 2007	Dec 2009	Mar 2010	11	Oct 2014	May 2015	May 2015	Oct 2015	<i>[2016]</i>	<i>[2016]</i>	<i>[2016]</i>
Ecuador	-	-	-	-	-	-	July 2014	Nov 2014	12 Dec 14	May 2015	<i>[2016]</i>	<i>[April 2016]</i>	<i>[2016]</i>
West Africa	-		April 2002	June 2002	Oct 2003	-	Feb 2014	June 2014	June 2014	Sept 2014	Sept 2014	<i>Dec 2014<sup>9</sup></i>	<i>[2016]</i>
Southern Africa (SADC)	-		April 2002	June 2002	June 2004	-	July 2014	<i>Ongoing</i>	July 2014	Jan 2016	Jan 2016	<i>[May 2016]</i>	<i>[Q3 2016]</i>
East African Community (EAC)	-		April 2002	June 2002	February 2004	-	October 2014	<i>ongoing</i>	Oct 2014	Feb [2016]	Feb 2016	<i>[May/June 2016]</i>	<i>[Q3 2016]</i>
Kazakhstan PCA	-	-	-	-	-	-	Oct 2014	Dec 2014	Jan 2015	Sept 2015	May 2015	Oct 2015	<i>[2016]</i>
<b>ON-GOING</b> <span style="float: right;"><i>Expected output in 2015</i></span>													
US TTIP	Mar 2013	√	June 2013	June 2013	July 2013	11	<p><i>Continue negotiating a reasonable and balanced trade agreement. Achieve steady and balanced progress across the three pillars (market access, regulatory and rules) and move towards initial exchange of offers in the procurement chapter. Table EU proposals in all areas and advance in the consolidation of text proposals in most areas of the negotiation.</i></p> <p><i>Continued outreach to stakeholders and enhanced transparency towards Member States, the European Parliament, stakeholders and citizens.</i></p>						
Japan FTA	Jul 2012	√	Jul 2012	Nov 2012	Mar 2013	14	<p><i>Negotiating texts and market access offers have been exchanged in all areas. Some progress was registered in 2015, although not at the steady pace it was expected. Negotiations are to get to a higher speed in 2016 in order to be finalised by the end of the year, provided that the level of ambition is met.</i></p>						
Vietnam FTA	-	√	April 2007	May 2012	June 2012	8	<p><i>Agreement in principle reached on 4 August, negotiations were officially concluded on 2<sup>nd</sup> December 2015.</i></p>						
Thailand FTA	-	√	April 2007	Feb 2013	Mar 2013	4	<p><i>Talks have moved to text-based discussions in most areas, but no market access offers have been exchanged</i></p>						

<sup>8</sup> The Ukraine DCFTA is the trade chapter of the EU-Ukraine Association Agreement signed in June 2014. The trade chapter will only be provisionally applied as of December 2015.

<sup>9</sup> Signature process started

Time line Negotiations	Impact assessment completed	Scoping	Recommendations to negotiate adopted by Commission <i>[provisional date]</i>	Recommendations to negotiate adopted by Council <i>[provisional date]</i>	Negotiations launched <i>[provisional date]</i>	Number of negotiation rounds completed	Technical conclusion/Political agreement <i>[provisional date]</i>	Legal scrubbing completed <i>[provisional date]</i>	Initialling <i>[provisional date]</i>	Translation done <i>[provisional date]</i>	Proposal to sign and provisional application adopted by Commission <i>[provisional date]</i>	Proposal to sign and provisional application adopted by Council <i>[provisional date]</i>	Consent by EP <i>[provisional date]</i>
													<i>yet. No negotiating rounds scheduled for the time being due to the current political situation in Thailand.</i>
Malaysia FTA	-	√	April 2007	Oct 2010	Nov 2010	7							<i>Contacts are taking place to examine the basis for a possible resumption of negotiations.</i>
India FTA	-	√	April 2007	Apr 2007	June 2007	12							<i>Contacts are taking place to examine the basis for a possible resumption of negotiations.</i>
Morocco DCFTA	-	√	Oct 2011	Dec 2011	Mar 2013	4							<i>DCFTA negotiations remained paused during 2015, at Morocco's request, as they carried out additional internal studies and consulted civil society and other domestic stakeholders.</i>
Tunisia DCFTA	NA	√	Oct 2011	Dec 2011	Oct 2015	1							<i>The negotiators met in Tunis for a first round of negotiations. Discussions remained preliminary but were also open and constructive based on the already existing good cooperation on many of the areas to be covered by the future DCFTA.</i>
GCC	-	NA	-	Dec 1989	Oct 1990	-							<i>Negotiations were suspended in 2008 by the GCC. The only outstanding issue is the treatment of export duties.</i>
Libya	NA	NA	Feb 2008	July 2008	Nov 2008	10							<i>Negotiations were suspended in February 2011. Resumption will depend on the security situation in the country.</i>
Mercosur	-	√	1999	-	Re-launch May 2010	9							<i>In order to ensure progress in the negotiation, EU and Mercosur have agreed to proceed to an exchange of market access offers in 2016. The Commission will consult EU Member States on the draft EU offer prior to the exchange.</i>
Russia New Agreement	-	-	-	2008	-	12							<i>The negotiations for a New Agreement have been suspended by the European Council on 6 March 2014.</i>
Azerbaijan PCA	-	-	-	-	-	-							<i>The negotiations have been suspended by Azerbaijan for political reasons (linked to human right issues raised by the EU)</i>
China investment agreement	May 2013	√	May 2013	Oct 2013	Nov 2013	8							<i>Eight rounds have taken place until now; Talks intensified throughout 2015; Negotiations are continuing at an enhanced pace in 2016 based on a joint text.</i>
Myanmar investment agreement	Nov 2013	√	Feb 2014	Mar 2014	Mar 2014	3							<i>The EU made good progress in negotiations in 2015 (three rounds) and expects to pursue and if possible conclude in 2016.</i>
Central Africa	-	-	April 2002	June 2002	Oct 2003	(last in 2011)							<i>Continue negotiations.</i>
Eastern and Southern Africa (ESA)	-	-	April 2002	June 2002	Feb 2004	(last in 2011)							<i>Continue negotiations.</i>
Pacific	-	-	April 2002	June 2002	Sept 2004	(last in 2013)							<i>Continue negotiations.</i>
Modernisation of the trade part of the EU-Mexico Global Agreement	September	June 2015	December 2015	<i>[Q1-Q2 2016]</i>	<i>[Q2-Q3 2016]</i>								



Time line Negotiations	Impact assessment completed	Scoping	Recommendations to negotiate adopted by Commission <i>[provisional date]</i>	Recommendations to negotiate adopted by Council <i>[provisional date]</i>	Negotiations launched <i>[provisional date]</i>	Number of negotiation rounds completed	Technical conclusion/Political agreement <i>[provisional date]</i>	Legal scrubbing completed <i>[provisional date]</i>	Initialling <i>[provisional date]</i>	Translation done <i>[provisional date]</i>	Proposal to sign and provisional application adopted by Commission <i>[provisional date]</i>	Proposal to sign and provisional application adopted by Council <i>[provisional date]</i>	Consent by EP <i>[provisional date]</i>
------------------------	-----------------------------	---------	---	--	--	--	---	--	--	---	---	--	--

**IN THE PIPELINE**

Jordan DCFTA Egypt DCFTA	NA	√	Oct 2011	Dec 2011	<i>Negotiation guidelines have been adopted by the European Council which provides the Commission with the legal basis for starting negotiations with the Southern Mediterranean countries when the conditions are deemed appropriate.</i>								
Modernisation of the trade part of the EU-Chile Association Agreement	2016	<i>[2017]</i>	<i>[2017]</i>	<i>[2017]</i>	<i>The EU-Chile Joint Working Group completed the exploratory discussions on the possible modernisation of the trade part of the Association Agreement. Scoping exercise to take place in the course of 2016.</i>								

