



Management Plan 2019

Secretariat-General



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INTRODUCTION

2019 will be a defining year for the Union and for the European Commission. The Sibiu informal Leaders' meeting on 9 May 2019 will mark a fresh start for the Union of 27 Member States following the withdrawal of the United Kingdom. The European Parliament elections two weeks later will be an opportunity for Europe's citizens to decide what sort of European Union they want. The elections will pave the way for a new European Parliament and the election of a new President of the European Commission and the appointment of a new College later in the year.

This will thus be a year of transition but also a year of delivery. Now that the Commission has tabled all the proposals necessary to implement the political priorities of the Juncker Commission, the immediate priority will be to work with the European Parliament and the Council to turn the remaining proposals into legislation before the European Parliament elections. In parallel, the Commission will prepare for the future by working to ensure a smooth transition to a new President and College, ready to face the many challenges and opportunities facing the Union today.

Within the Commission, the Secretariat-General will play a central role in all aspects of this work. It will continue to support the President, the Vice-Presidents and the College by coordinating the work of the Commission services on the policy priorities. The Secretariat-General will also coordinate all aspects of the preparations within the Commission for the institutional transition.

The Secretariat-General has recently been reorganised in order to be fully prepared for the important work that lies ahead. The new structure builds on the experience of the first four years of the Juncker Commission. It reflects more clearly the unique role of the Secretariat-General in supporting the collegial decision-making process and bringing services together in pursuit of common priorities. It gives more visibility to the Commission's increasingly important role in areas such as external policy, security and defence. It also allows the Secretariat-General to play a stronger role in supporting the Commission's corporate governance architecture and in interinstitutional relations.

Priorities for 2019

The **Commission Work Programme for 2019** set out the Commission's priorities for 2019. The Secretariat-General will coordinate the implementation of this programme, covering both the interinstitutional process on pending proposals and the development of the limited number of new initiatives announced for 2019, including those designed to prepare the Union for 2025 and beyond. The Secretariat-General does this by providing guidance, coordination and quality control on policy and procedures with a view to ensuring quality and coherence.

A top priority will be the negotiations on the post-2020 **Multiannual Financial Framework**, where the Secretariat-General leads the work alongside the Directorate-General for Budget. The Commission made proposals in May 2018 for a modern, simpler and more flexible budget framework, and followed this up with a full set of proposals for the future financial programmes. The Secretariat-General will support the negotiation process with a view to securing a political agreement in principle before the European Parliament elections.

Another priority for 2019 will be managing the process of the United Kingdom's withdrawal efficiently. The unit responsible for **Brexit preparedness** in the Secretariat-General coordinates work across the Commission on preparedness and contingency planning, which seeks to ensure that the Union and the internal market continue to function smoothly after the withdrawal. This unit will oversee the adoption of the necessary legislative proposals and delegated and implementing acts in the coming months.

As described in the [Strategic Plan for the 2016-2020 period](#), the Secretariat-General **contributes to all of the Commission's political priorities** by coordinating the services on behalf of the President and Vice-Presidents, as well as by leading work on key strategic initiatives. In 2019 this will include work on the European Agenda on Migration, the implementation of the European Solidarity Corps, the deepening of the Economic and Monetary Union and the coordination of the Commission's work on **European security and defence policies**. The Secretariat-General will also lead work on the further strengthening of the rule of law framework and on the Cooperation and Verification Mechanism for Bulgaria and Romania. The Secretariat-General will furthermore coordinate work on the **European Semester** of economic policy coordination. For 2019, the relevant Commission reports, such as the Annual Growth Survey, will have a stronger focus on identifying and prioritising investment needs at national level, including also for the first time investment-related guidance.

The **Better Regulation agenda** will also be high on the list of priorities for 2019. The Organisation for Economic Co-operation and Development (OECD) has recently ranked the Commission as a top performer in good regulatory practices. The Secretariat-General will coordinate all efforts to improve transparency and enhance engagement with citizens, national Parliaments and other stakeholders. A major stock-taking of the Better Regulation agenda will be completed in 2019, with a view to identifying where the Commission's toolbox can be strengthened still further. The Secretariat-General will also steer the implementation of the revised **European Citizens' Initiative** regulation, recently agreed by the legislators.

In addition, the Secretariat-General will continue to play a vital role at the heart of the Commission's **decision-making** procedures and systems and will continue to drive forward the development and implementation of key strategic **corporate policies**.

Following the reform of the **Commission's corporate governance arrangements** in 2018, the Secretariat-General will step up its work in support of the Corporate Management Board and its sub-groups. A new, dedicated unit, reporting to the Chief Operating Officer of the Commission, will provide the secretariat for the main bodies. It will also promote a more strategic approach to corporate governance, focusing on cross-cutting issues in key areas such as cybersecurity, information management and the efficient management of human and financial resources.

A particular priority in this area will be the full implementation of the recently adopted new **Data Protection Regulation** applicable to the Union institutions, both within the Secretariat-General and in the Commission as a whole. This work will be overseen by the Data Protection Officer in the Secretariat-General.

Finally, communication to the general public will be a priority for the Commission for 2019 given the upcoming elections and the institutional transition. Two main publications will serve this purpose, namely the **Annual Management and Performance Report**, which reports on the results achieved with the EU budget and the Commission's management of the budget, and the **General Report on the Activities of the European Union**, which gives a more detailed account of progress on all the EU's major initiatives and priorities. Combined with the annual **State of the Union** speech by the President of the Commission, which in 2019 will be replaced by the Political Guidelines of the new President and his inaugural speech before the European Parliament, as provided for in the Framework Agreement between the European Parliament and the Commission, and the accompanying material, the Commission provides a comprehensive picture for European citizens on policy achievements and priorities. The Secretariat-General coordinates or contributes to the preparation of all these reports and ensures their coherence.

Brexit Preparedness

Managing the preparations for the withdrawal of the United Kingdom from the European Union will continue to be a key focus of work in the Commission in 2019. The Secretariat-General is coordinating this work which covers all possible scenarios for the withdrawal.

On 25 November 2018, the European Council (Article 50) endorsed the Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community. It invited the Commission, the European Parliament and the Council to take the necessary steps to ensure that the agreement can enter into force on 30 March 2019 to provide for an orderly withdrawal. On 13 December 2018, the European Council (Article 50) also called for work on preparedness at all levels to be intensified, taking into account all possible outcomes.

Preparedness work will be further increased in 2019, and the Secretariat-General will remain at the centre of the effort, guiding the work of the Commission services, in close cooperation with the Council, the European Parliament and all Member States. Preparations will be necessary to manage the transition period foreseen in the Withdrawal Agreement after it is ratified. They will also be necessary if the Withdrawal Agreement is not ratified. In the latter case, the Secretariat-General will have a crucial role in implementing the Commission's Contingency Action Plan, as set out in its Communication of 13 November 2018, the implementation of which has already started, as explained in the Commission's Communication of 19 December 2018. The Secretariat-General will also monitor continuously the need for further action with Directorates-General and will ensure coordination with the Member States on actions to be taken at national level.

After the United Kingdom's withdrawal, the Union will establish a new relationship with the United Kingdom. On 25 November 2018, the European Council also approved the Political Declaration setting out the framework for the future relationship between the European Union and the United Kingdom, restating the Union's determination to have as close as possible a partnership with the United Kingdom in the future. The design and implementation of the future relationship according to the European Council's ambition, as well as the management of the intervening period of negotiations, will affect all Commission services and will be unprecedented. The Secretariat-General will play a key role in this process.

PART 1. MAIN OUTPUTS FOR THE YEAR

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

European Semester

The Secretariat-General is responsible for coordinating the work of the Commission services on the European Semester of economic policy coordination. As proposed in the Commission's proposals on the next Multiannual Financial Framework, the existing links between EU funding and the European Semester need to be strengthened, ensuring real synergies and complementarity between analysis and coordination of economic policies and spending at the EU level. To achieve this, the 2019 European Semester will have a stronger focus on identifying and prioritising investment needs at national level. This will help to guide programming decisions concerning the European Regional and Development Fund, the European Social Fund plus and the Cohesion Fund for the 2021-2027 period.

The main milestones of the European Semester cycle include the Annual Growth Survey, which launches the cycle by setting out general economic priorities for the EU and provides Member States with policy guidance for the following year. After the European-level guidance, the Commission services with the Secretariat-General in the lead, produce country-specific analysis in the country reports. These reports analyse Member States' economic and social situations and, for the Member States concerned, the state of play and developments with regard to macroeconomic imbalances. This is the basis for the proposed country-specific recommendations. The country-specific recommendations are the operational guidance from the Commission to the Member States on how to increase growth and jobs, including by removing bottlenecks preventing growth and job creation, and to promote sustainable public finances. The number and scope of the country-specific recommendations reflect the intensity and severity of the challenges faced by the Member States and the adequacy of their response to previous country-specific recommendations. These recommendations are adopted by the Council. The Commission then monitors follow-up on the implementation of this guidance by the Member States.

The European Semester is also the vehicle through which the Commission monitors progress towards the Europe 2020 strategy targets. The chapeau Communication accompanying the Commission's proposed country-specific recommendations will report on progress towards these objectives, in particular by providing a summary account of progress on the nine indicators linked to the Europe 2020 headline targets. The country reports will also contain reporting on Member States' performance in relation to their national Europe 2020 strategy targets.

In related activities regarding the year to come, the Secretariat-General will coordinate and facilitate the interinstitutional process on budgetary proposals concerning investment and the deepening of the Economic and Monetary Union, working closely with other Commission services, notably the Directorate-General for Economic and Financial Affairs and the Structural Reform Support Service. The Structural Reform Support Service is part of the Secretariat-General and provides tailor-made technical support to Member States, notably through the Structural Reform Support Programme. Further information on the activities of the Structural Reform Support Service can be found in their 2019 Management Plan.

Relevant general objective: A New Boost for Jobs, Growth and Investment			
Specific objective A1: To ensure sound public finances, prevent excessive macroeconomic imbalances, pursue structural reforms for jobs and growth and boost investment by providing integrated fiscal, economic, employment and social policy guidance to the Member States.			Related to spending programme(s) YES
Main outputs in 2019:			
Output	Indicator	Target	Lead Unit(s)
Country reports	Publication by Commission services	February 2019	SG.D1 ¹
Country-specific recommendations	Adoption by the Commission	May 2019	SG.D1
Annual Growth Survey ²	Adoption by the Commission	November 2019	SG.D1

Multiannual Financial Framework

In May 2018, the Commission tabled proposals for a modern, fair and balanced Multiannual Financial Framework for the future Union of 27 Member States. This was followed by the complete set of proposals for the future sectoral programmes and funds. These proposals will underpin the delivery of the priorities agreed by EU Leaders in Bratislava in September 2016 and Rome in March 2017, focusing on areas where the Union is uniquely placed to deliver.

The proposed budget combines new instruments with modernised traditional programmes to deliver efficiently on the Union's priorities and to address key challenges such as youth unemployment, migration, security and the digital transformation. The proposals also show how the financing of the budget could be simplified and reformed to forge a stronger link with the political priorities.

Building on the significant progress made in 2018, the Secretariat-General, together with the Directorate-General for Budget, will continue to drive the negotiations with both the European Parliament and the Council, aiming at an agreement in principle by October 2019. The Secretariat-General will also follow-up and coordinate the negotiations on the proposals for the next generation of programmes to ensure the greatest possible progress, and where possible agreement, by the co-legislators.

Relevant general objective: A New Boost for Jobs, Growth and Investment			
Specific objective A3: The current MFF is reviewed and a new MFF put in place for the post-2020 period.		Related to spending programme(s) YES	
Main outputs in 2019:			
Output	Indicator	Target	Lead Unit(s)
Conduct the negotiations of the post-2020 Multiannual Financial Framework	Agreement in principle on the key elements of the future Multiannual Financial Framework beyond 2020	October 2019	SG.A3

¹ Also responsible: DG ECFIN and DG EMPL (for the employment and social-related aspects).

² Also responsible: DG ECFIN and DG EMPL.

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

Cooperation and Verification Mechanism

The Commission produces regular reports under the Cooperation and Verification Mechanism, with particular regard to judicial reform and the fight against corruption in Romania, and organised crime in addition with respect to Bulgaria. Through the 2019 reports, the Secretariat-General will bring together the Commission's work on its ongoing cooperation and analysis with national authorities and other key stakeholders. These reports are a specific contribution by the Secretariat-General in respect of the two Member States to progress towards achieving the delivery of the Commission's broader general objective of creating an area of Justice and Fundamental Rights based on mutual trust. It is also part of a broader political priority of ensuring respect for the Rule of Law in the EU, where the Secretariat-General will continue to play a central role, including work on further strengthening of the 2014 rule of law framework.

Relevant general objective: An Area of Justice and Fundamental Rights Based on Mutual Trust

Specific objective B1: The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms.

Related to spending programme(s) NO

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Cooperation and Verification Mechanism reports	Adoption by the Commission	2 nd half of 2019	SG.F1

General objective C: A Union of Democratic Change

Better regulation policy

In 2019, the Secretariat-General will continue to provide guidance, coordination and quality control on regulatory policy and procedures with a view to ensuring the quality, effectiveness and efficiency of EU legislation and policies. It will:

- monitor the implementation of the 2019 Commission Work Programme, coordinate the preparation of the 2020 Commission Work Programme, and continue to manage the planning and validation process for new initiatives;
- provide guidance on planning and on the application of better regulation tools (impact assessment, stakeholder consultation, evaluation) through training, chairing inter-service networks, participating in and chairing inter-service groups, advising services, speaking at conferences in the EU, international organisations and abroad;
- promote quantification practice of regulatory costs, benefits and savings, in cooperation with the Joint Research Centre;
- manage the Commission infringement cycles (drawing on infringement data for evaluation and policy programming work);
- coordinate and implement the Regulatory Fitness and Performance (REFIT) Programme including managing the REFIT Platform and related financing (supported by the EU programme for the Competitiveness of Enterprises and SMEs (COSME));
- ensure policy coordination on evaluations and fitness checks and provide upstream and downstream advice and support for policy coordination of REFIT items;
- continue international regulatory cooperation exchanges, notably with the Organisation for Economic Co-operation and Development (OECD);
- provide the secretariat to the Regulatory Scrutiny Board ([see annex 1](#));
- continue to implement the Interinstitutional Agreement on Better Law-Making, by pursuing relevant internal actions and follow-up with the European Parliament and the Council;
- complete the stock-taking of the Better Regulation Agenda in the first half of 2019 to assess how well the various better regulation instruments used by the Commission are working in practice and identify possible improvements;
- support Commission services in the development of monitoring and evaluation frameworks for the programmes of the multiannual financial framework 2021-2027.
- Prepare the annual burden survey on the Union's efforts to simplify legislation.

Concerning the **Interinstitutional Agreement on Better Law-Making**, which brought more transparency, accountability and legal clarity to the existing system of implementing and delegated acts, the European Commission will continue in 2019 the negotiations with the European Parliament and the Council on further improvements to the comitology system. The aim is to increase legal stability and facilitate future legislative negotiations where these issues arise.

Relevant general objective: A Union of Democratic Change			
Specific objective C1: Regulatory policy and related tools are fully developed and applied throughout the legislative cycle (planning to impact assessment to evaluation) in order to improve the effectiveness and efficiency of EU regulation. The acquis is 'fit for purpose' delivering its benefits by least cost.		Related to spending programme(s) NO	
Main outputs in 2019:			
All new initiatives and REFIT initiatives from the Commission Work Programme			
Output	Indicator	Target	Lead Unit(s)
Further enhancing subsidiarity, proportionality and better regulation in the preparation and implementation of Union law (Follow-up measures to the Subsidiarity and Proportionality Task Force)	Implementation of the measures announced in the Commission's follow-up Communication COM(2018)703 (such as more aggregate reporting on national Parliaments' opinions)	Full implementation by July 2019	SG.A2 SG.G4 SG.G3
Other important outputs			
Output	Indicator	Target	Lead Unit(s)
Commission Work Programme	Adoption by the Commission	To be decided by the new Commission	SG.A1
Support the interinstitutional negotiations on the 'RPS/PRAC ³ alignment'– Commission proposals 2016/798&799 for two EP and Council Regulations adapting a number of legal acts providing for the use of the regulatory procedure with scrutiny to Art. 290 and 291 TFEU	Adoption of the proposals by co-legislators	Q1 2019	SG.G4
Opinions on impact assessments issued in 2019 – support to the RSB	Timely delivery of opinions issued on all cases submitted by the Commission services	Ongoing	RSB SG.A2
Opinions on fitness checks and major evaluations issued in 2019 – support to the RSB	Timely delivery of opinions	Ongoing	RSB SG.A2
Analysis of sensitive	Quality, timeliness and	Ongoing	SG.F3

³ Regulatory Procedure with Scrutiny or referring to its French denomination, Procédure de Réglementation Avec Contrôle (RPS/PRAC)

infringement cases	accuracy of information		
Consolidate the information on the full life cycle of monitoring of the implementation and application of Union law, notably on infringements management	Themis/Infringements module fully operational	June 2019	SG.C5 SG.F3
Support the interinstitutional negotiations allowing to supplement the Common Understanding on delegated acts with a catalogue of legally non-binding criteria for the delineation between delegated and implementing acts	Adoption by co-legislators	Q1 2019	SG.G4 Legal Service

Stakeholder engagement

In order to strengthen the engagement of citizens, stakeholders and national Parliaments with EU policy making, and in line with its better regulation ambitions, the Commission is further improving its web portal where citizens and stakeholders can contribute to and track the law-making process: [Have your say](#) (also known as the 'Better Regulation Portal'). The Secretariat-General is steering the development of the portal in close collaboration with the Directorate-General for Communication. The portal offers external stakeholders and the general public an easy to use, one-stop access point to Commission initiatives as well as the possibility to give feedback at relevant stages of the decision-making process. The portal enables external stakeholders to better understand and participate in the Commission's policy-making process. Its functionalities were significantly extended in 2018 (introduction of timelines and the full integration of public consultations) and will be further improved in 2019.

Enhancing the dialogue with citizens, stakeholders and national Parliaments

At the beginning of its mandate, the current Commission committed to forging a new partnership with national Parliaments as a way of bringing the European Union closer to its citizens. As well as increasing the number of direct contacts of Members of the Commission with national Parliaments, the Commission intensified its efforts to give timely, detailed and political replies to national Parliament opinions and will continue to do so. Further improvements will also be sought in relation to replies to opinions of the Consultative Committees, in particular with regard to their timeliness. The Secretariat-General will continue to coordinate the Commission's relations with the European Ombudsman and will focus in particular on making the collaboration more efficient and expeditious in 2019.

Following the agreement between the European Parliament and the Council on the reform of the European Citizens' Initiative, the work of the Secretariat-General will focus on the preparations for the implementation of the new Regulation. This will include setting up specific IT tools such as a central online collection system for statements of support, but also the improvement of the assistance to potential organisers, in particular through the creation of an online collaborative platform, currently being tested in the framework of a pilot project. The activities initiated in 2018 to increase awareness of the instrument across the Union will be continued and further strengthened. Extensive work will also be needed to update the existing guidance on the European Citizens' Initiative in line with the new Regulation.

Revision of European political parties and foundations Regulation

In order to ensure that the elections to the European Parliament take place under strong democratic rules and in full respect of the European values of democracy, rule of law and respect of fundamental rights, the Commission has proposed a targeted amendment to Regulation No 1141/2014 as regards a verification procedure related to infringements of rules on the protection of personal data in the context of elections to the European Parliament. It aims to allow financial sanctions on European political parties or foundations that use infringements of data protection rules to deliberately influence or attempt to influence the outcome of elections to the European Parliament.

The focused changes to Regulation No 1141/2014 should be in place before the 2019 elections to the European Parliament. The Commission, led at service level by the Secretariat-General, is currently advancing its discussions with the co-legislators in view of entering into trilogues in January 2019.

Improving the dialogue with national Parliaments

To improve the involvement of national (and regional) Parliaments in EU law-making and implementation, the Commission is committed to reporting in a more aggregated way on concerns that national Parliaments expressed on its legislative proposals and to make this information available to the co-legislators in a timely manner to feed the legislative process.

Relevant general objective: A Union of Democratic Change			
Specific objective C2: A more democratic and accountable European Union opening up policy-making and enhancing its dialogue with citizens, stakeholders and national Parliaments.		Related to spending programme(s) NO	
Main outputs in 2019:			
Delivery on legislative proposals pending with the legislator			
Output	Indicator	Target	Lead Unit(s)
Supporting the Council negotiations on the proposals for the composition of the European Economic and Social Committee and of the Committee of the Regions	Unanimous adoption of the decision by the Council	October 2019	SG.G1
Other important outputs			
Output	Indicator	Target	Lead Unit(s)
Follow-up to the European Ombudsman’s requests	Quality and timeliness of follow-up	Ongoing	SG.C2
Annual report on subsidiarity and proportionality (in the future to be merged with what used to be the Annual report on the Commission’s relations with national Parliaments)	Adoption by the Commission	July 2019	SG.G3
Follow-up to national Parliaments’ opinions	Quality and timeliness of follow-up to reasoned opinions and opinions received within	Ongoing	SG.G3 SG.D SG.E SG.F

	the political dialogue with national Parliaments		
Aggregate replies to national Parliaments for initiatives on which a significant number of them raise concerns (below yellow card threshold).	Implement the new reply format; produce Guidelines for Commission services.	July 2019	SG.G3 SG.D SG.E SG.F
Follow-up to the opinions of the consultative committees (European Economic and Social Committee and the Committee of the Regions)	Quality and timeliness of follow-up to the opinions received from the European Economic and Social Committee and the Committee of the Regions	Ongoing	SG.G1 SG.D SG.E SG.F SG.H
Lead the negotiations on the revision of the European political parties and foundations Regulation	Adoption of the revision by co-legislators	March 2019	SG.G1
IT tools for efficient implementation of the new European Citizens' Initiative Regulation	New European Citizens' Initiative IT tools developed and ready for deployment	End 2019	SG.A1
Further development of the Better Regulation Portal	Roll-out of additional release(s) improving the possibilities for external stakeholders to provide feedback at relevant stages of the decision-making process and track the progress of initiatives	In 2019, all main features are developed and the Portal is improved to take into account users' feedback	SG.B4

Transparency policy

Contacts with stakeholders and civil society are an integral part of the work of the EU institutions. At the same time, transparency and accountability are essential to maintain the trust of European citizens in the legitimacy of the political, legislative and administrative processes in the Union. Transparency of interest representation is especially important in order to allow citizens to follow the activities and potential influence of those seeking to influence the EU law-making process. For people to regain trust in Europe, the Commission has to be more transparent about the way it works.

To this end, as of 1 December 2014, Commissioners and their closest advisors publish proactively on Europa information on meetings held with lobbyists. The rule 'not on the Transparency Register, no meeting' applies as well. Furthermore, the Commission has presented a Proposal for an Interinstitutional Agreement on a mandatory Transparency Register covering the European Parliament, the Commission, and, for the first time, the Council of the EU. The Commission considers that the principle of conditionality of meetings with decision-makers should be consistently applied by the three institutions. This would deliver a genuine step forward towards more transparency of interest representation at EU level by moving from the current voluntary regime to a de facto mandatory Transparency Register. Negotiations on this dossier are currently ongoing with the other institutions and the Secretariat-General will continue to closely follow their progress in 2019.

Furthermore, the new [register of delegated acts](#), the first truly inter-institutional law-making tool, went online on 12 December 2017. With a view to enhancing further accessibility and transparency, the Commission will develop a single public register for both delegated and implementing acts.

Joint Legislative Database

As set out in the Interinstitutional Agreement on Better Law-making, the Commission is cooperating with the European Parliament and the Council to establish a Joint Legislative Portal, aiming to present the state of play on ongoing legislative files in a user-friendly manner, so that non-specialists can easily access information and underlying documents from all the Institutions. The Secretariat-General represents the Commission in these negotiations. Following the drafting of a joint concept paper, work is advancing in terms of technical specifications and then development. The Joint Legislative Portal should draw as much as possible from existing systems.

Parliamentary questions

The importance of parliamentary questions was reiterated by President Juncker in a letter to President Tajani in March 2017. In this letter, the President assured that 'the Commission makes every effort to reply in good time and to provide high quality and politically pertinent replies'. Revised guidelines on the management of parliamentary questions, developed by the Secretariat-General, are part of this effort. The future integration of BASIL in Decide is expected to improve the efficiency of the process. In 2019, the Secretariat-General will accompany this integration with corresponding measures (e.g. training) and develop further management tools (reporting and statistics) once the integration is completed.

Relevant general objective: A Union of Democratic Change			
Specific objective C3: The public has easy access to information on the EU's work and contacts with stakeholders – from the preparation stage to the final documents.		Related to spending programme(s) NO	
Main outputs in 2019:			
Delivery on legislative proposals pending with the legislator			
Output	Indicator	Target	Lead Unit(s)
Public access to European Parliament, Council and Commission documents [COM(2008)229 final and COM(2011)137 final]	Monitor possible further developments as regards the position of the two other institutions with regard to this file	2019	SG.C1
Other important outputs			
Output	Indicator	Target	Lead Unit(s)
Support the negotiations on and the subsequent implementation of a new Interinstitutional Agreement for a mandatory register	Adoption and the subsequent implementation of the Agreement by the Parliament, Council and Commission	Q4 2019	SG.C1
Joint database of legislative files	Progress achieved in the establishment of the Joint Legislative Database	In 2019, roles are clarified and development has started	SG.B3 SG.B4

Development of a single Register of Delegated and Implementing Acts	Going live of the new Register	Q4 2019	SG.G4
Support negotiations for the IIA Better Lawmaking: follow-up on informing EP about international negotiations and on trilogue transparency, and horizontal follow-up	Adoption by co-legislators	Q1 2019	SG.G1 SG.B3
Handling of Commission replies to European Parliament questions, supported by a well-performing IT tool	Quality and timeliness of replies	Ongoing	SG.G1
	Integration BASIL in Decide	In 2019, all Parliamentary questions are efficiently handled in Decide	SG.G1 SG.B4

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

I. Policy coordination and political intelligence

I(a). Coordination of policies

The Secretariat-General's role is to ensure coherent and effective policy coordination for the delivery of all items in the Commission Work Programme. Work starts at the very early stages of policy development and planning, continues through the adoption of decisions and initiatives by the College, and culminates with the negotiation with the co-legislators, adoption and implementation of Commission initiatives. The Secretariat-General coordinates in a variety of ways: by organising and chairing inter-service groups; preparing meetings of the project teams led by Vice-Presidents; assisting Directorates-General during trilogues; and drafting and 'co'-drafting documents and preparing detailed replies to inter-service consultations. The Secretariat-General also coordinates the preparation of the President's State of the Union speech in full coherence with the General Report of the activities of the European Union and the Annual Management and Performance Report. The State of the Union speech is the communication vehicle through which the Commission announces its new priorities and initiatives for the future, ahead of the publication of the Commission Work Programme.

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

In 2019, this coordination activity will cover the remaining legislative proposals to complete the work on the priorities of the Juncker Commission as well as preparation for the future Commission. As part of the recent reorganisation, the Secretariat-General will step up its work on foresight in order to anticipate possible developments in the medium and long term, in close cooperation with the European Political Strategy Centre and the Joint Research Centre.

Specific examples of the Secretariat-General's policy coordination role

The following list is intended to provide a flavour of the Secretariat-General's policy coordination work in 2019. It illustrates the central role that the Secretariat-General plays in a wide range of policy areas, as *chef de file* on certain initiatives or in close collaboration with the lead service(s) on others:

➤ Migration

The implementation of the European Agenda on Migration will remain key priorities in 2019. The Commission is pursuing a comprehensive approach to tackle these issues, with immediate crisis response measures to bring humanitarian support to refugees and others in need, to reduce the incentives for irregular migration and promote stronger border management, and to put a more robust long-term framework in place.

The Secretariat-General's role in 2019 will continue to include intensive coordination, steering and reporting, working together with key services (especially the Directorate-General for Migration and Home Affairs, the Directorate-General for Neighbourhood and Enlargement Negotiations, the Directorate-General for Humanitarian Aid and Civil Protection, and the European External Action Service) to deliver on the main policy deliverables for the year. This requires responsiveness to short-term needs, a consistent approach to working with third countries of origin and transit and monitoring efforts to provide a robust system of EU borders and migration management.

➤ **European Solidarity Corps**

Following up on the adoption of the European Solidarity Corps Regulation by the Council on 27 September 2018, it is essential to maintain and reinforce the work of the interservice task force lead by the Secretariat-General and to ensure that the announced number of 100 000 young volunteers placements is reached by 2020.

The new proposal for the European Solidarity Corps after 2020, adopted on 11 June 2018, seeks to consolidate the progress made. The Commission expects to be able to fund at least 350 000 placements in the next programming period. It is also proposed to bring together in a single place all the opportunities offered to young people to engage in solidarity activities, integrating the current EU Aid Volunteers programme into the Solidarity Corps after 2020. The Secretariat-General will continue to chair the task force to ensure a proper implementation of this initiative.

➤ **European Labour Authority**

The proposal to set up a European Labour Authority was adopted on 13 March 2018, as part of the Social Fairness Package, to ensure that the EU rules on labour mobility are enforced in a fair, simple and effective way. It also forms part of a series of initiatives to support fair and well-functioning labour markets. The Authority will provide tools for effective and swift cross-border enforcement of the relevant rules, such as joint and concerted inspections by Member States, mediating in cases of cross-border disputes between Member States in all areas concerned and acting as a hub for the exchange and provision of information that is so far scattered and compartmentalised.

The discussions on the proposal are currently ongoing in both the European Parliament and the Council and the objective is to adopt the proposal before the European Parliament elections in 2019. The Secretariat-General will continue to support the services in ensuring the timely adoption of the proposal.

➤ **Energy Union**

The Energy Union with a forward-looking climate policy was launched in February 2015. Most initiatives under this priority should be agreed by co-legislators before the end of 2018 and the rest before the next European Parliament elections. The year 2019 will be an opportunity to take stock of progress. The Commission adoption of the strategy for a long-term greenhouse gas emission reduction in the European Union in November 2018 represents the beginning of the road towards the definition and implementation of the EU long-term strategy with a view to submitting it to the UN Framework Convention on Climate Change by 2020. In addition, the Commission will follow-up to the work programme commitments regarding the institutional framework for energy and climate policy by 2025.

➤ **Defence**

The Secretariat-General plays a strong coordination role with respect to all Commission initiatives in the area of defence, including the implementation of the European Defence Action Plan (EDAP), the Defence Package of June 2017 and the proposals in the context of the Multiannual Financial Framework. The Secretariat-General co-chairs, together with the European External Action Service, the preparatory meetings for the Project Team on Defence Union which now covers all aspects of the EU defence policy (e.g. the European Defence Fund, the Permanent Structured Cooperation, the EU-North Atlantic Treaty Organisation cooperation, military mobility, cyber defence).

In 2019, the focus will be on the implementation of the Preparatory Action for Defence Research, the European Defence Industrial Development Programme and the interinstitutional negotiations on as well as the implementation of the proposal establishing the European Defence Fund. The Secretariat-General will also continue to

ensure consistency between Permanent Structured Cooperation (PESCO) and all other Union policies. The Secretariat-General also coordinates in the context of EU-North-Atlantic Treaty cooperation to ensure proper involvement of relevant Commission services.

➤ **Economic and Monetary Union**

The deepening of the Economic and Monetary Union remains a key priority for 2019. In June 2018, leaders agreed to speed up the work on the Banking Union. The legislative negotiations on the banking or risk reduction package are in full swing but major efforts will be needed, including at the Secretariat-General level, to support finding an agreement before the elections. Negotiations on the European Deposit Guarantee Scheme are expected to gain momentum and shift from technical to political level, which, as it contains that remaining third pillar of the Banking Union, will need to be closely followed by the Secretariat-General. Discussions on the fiscal stabilisation capacity will also continue, with the Secretariat-General's support, as part of work on the proposal for a European Investment Stabilisation Function. In the context of the multiannual financial framework, the Secretariat-General will also follow up on the request from the Euro Summit to work on a budgetary instrument for convergence and competitiveness for the euro area.

➤ **Internal Market and Industry**

Since the adoption of the Single Market Strategy in 2015, the Commission has delivered all of the legislative proposals foreseen in the Strategy. The priority for the Secretariat-General in 2019 will therefore be to ensure that all efforts are made to facilitate the swift agreement on Commission proposals by co-legislators, including on the proposed notification procedure for services, the proposal for an amendment of the supplementary protection certificate as well as the proposals on mutual recognition and compliance and enforcement, and to preserve continuity in a year of transition. Furthermore, the Secretariat-General will coordinate work on the follow-up of the Communication on 'The Single Market in a changing world' adopted on 22 November 2018. The Secretariat-General will also continue to coordinate the implementation of the Renewed EU Industrial Policy Strategy, in particular with respect to the Industry Days, the High-Level Industrial Roundtable – Industry 2030 and the Strategic Forum for Important Projects of Common European Interest.

➤ **Digital Single Market**

The completion of the Digital Single Market will continue to be a key driver for the Commission's efforts to strengthen the Single Market in 2019. Therefore, the Commission considers it vital to deliver on the remaining legislative proposals concerning the Digital Single Market before the end of the current legislative cycle. This includes proposals to make copyright rules fit for the digital era, to make the practices of online platforms fair and transparent towards businesses using platforms as online intermediaries, to protect the confidentiality of electronic communications through updated ePrivacy rules, to establish a cybersecurity certification framework and a renewed mandate for the EU Cybersecurity Agency and to set up a European Cybersecurity Industrial, Technology and Research Competence Centre with a network of National Coordination Centres. The most recent initiatives on a Coordinated Plan on the development of Artificial Intelligence in Europe and an Action Plan on Disinformation will require joint action together with Member States. The coordination role of the Secretariat-General will play an important part in maintaining the momentum of this agenda.

➤ **Security Union**

The development of a genuine security union will continue to be at the heart of Commission efforts to promote a 'Europe that protects' in 2019. The continued need to modernise the Union's legislative framework to be equal to the challenge of new threats

underlines the importance of completing the adoption process of a wide range of legislative proposals now on the table. This needs to be complemented by the practical implementation of deeper cooperation and interoperability. The coordination role of the Secretariat-General will play an important part in maintaining the momentum of this agenda.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D1: The policy-making process is efficiently steered and coordinated in order to ensure that the ten political priorities of the Commission are delivered on time and in a collegial way.		Related to spending programme(s) NO	
Main outputs in 2019:			
Delivery on legislative proposals pending with the legislator			
Output	Indicator	Target	Lead Unit(s)
Strengthening fiscal responsibility and the medium-term budgetary orientation in the Member States (Council Directive)	Progress in the Council	2019	SG.D2
Commission proposal for progressively establishing unified representation of the euro area in the International Monetary Fund (Council Decision)	Progress in the Council	2019	SG.D2
All new initiatives and REFIT initiatives from the Commission Work Programme			
Output	Indicator	Target	Lead Unit(s)
Reflection Paper 'Towards a Sustainable Europe by 2030, on the follow-up to the UN Sustainable Development Goals, including on the Paris Agreement on Climate Change'	Adoption by the Commission	Q1 2019	SG.E2
Towards a new institutional framework for our energy and climate policy by 2025: options for enhanced qualified majority voting and for a possible reform of the Euratom Treaty	Adoption by the Commission	Q1 2019	SG.E2
Communication on more efficient law-making in the field of taxation: identification of areas for a move to qualified majority voting	Adoption by the Commission	Q1 2019	SG.D2

Communication on more efficient law-making in social policy: identification of areas for an enhanced move to qualified majority voting	Adoption by the Commission	Q1 2019	SG.D3
Initiative to strengthen the enforcement of the Rule of Law in the European Union	Adoption by the Commission	Q3 2019	SG.F1
Other important outputs			
Output	Indicator	Target	Lead Unit(s)
Chairing of Steering Groups on all Commission Work Programme items	Successful completion of inter-service process	Ongoing	SG.D SG.E SG.F
Assisting DG HOME in leading the Coordination Team meetings on the Refugee Crisis	Achievement of policy and operational objectives of the EU's response to the refugee crisis	Ongoing	SG.F2
Leading the Taskforce for the implementation of the Partnership Framework approach	Achievement of policy and operational objectives of the new Partnership Framework approach	Ongoing	SG.F
Support the negotiations on the legislative proposal on the European Solidarity Corps beyond 2020	Adoption of the proposal by the co-legislators	May 2019	SG.D3
Leading the Taskforce for the implementation of European Solidarity Corps	Achievement of policy and operational objective of 100000 young volunteers placements by 2020	Ongoing	SG.D3
4 th State of the Energy Union 2019 progress report	Adoption by the Commission	Q1 2019	SG.E2
Report on the Strategic Action Plan on batteries	Adoption by the Commission	Q12019	SG.E2
Implementation of the Digital Single Market Strategy	Adoption of the proposals by co-legislators	May 2019	SG.E1
Implementation of the European Agenda on Migration	Follow up of approach announced in September 2017 mid-term review and the CWP 2019	Ongoing	SG.F2
Contribution to the on-going negotiation process on the proposal for the European Labour Authority	Adoption of the proposal by the co-legislators	May 2019	SG.D3

I(b). Political intelligence and interinstitutional relations

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

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

Furthermore, briefings are policy enablers and a key instrument of political representation. By providing the President and the Vice-Presidents with relevant policy and political intelligence aspects, from internal and external sources, they contribute to nurturing debates and building strategic approaches towards delivering the Commission priorities. Similarly, monitoring and analysis of social media activities improves the Commission positioning in interinstitutional relations and informs briefings.

Joint Declaration on legislative priorities and pending legislative proposals

The annual Joint Declaration on legislative priorities, created by the Interinstitutional Agreement on Better Law-making and signed for the first time in December 2016 by the Presidents of the European Parliament, the Council and the Commission, has proved its worth as a means of maintaining political attention on key legislative files as they advance through the decision-making process.

Developments in the legislative process for these priority proposals and all Commission pending legislative proposals are monitored by the Secretariat-General on behalf of the President of the Commission to provide a basis for a weekly discussion between the Cabinets of Commissioners in the Interinstitutional Relations Group (GRI), ensuring collegiality and political attention on these proposals, to deliver the Commission's objective of having as many proposals as possible turned into law before elections to the European Parliament. The Secretariat-General also liaises with the services of the European Parliament and the Council to facilitate the interinstitutional monitoring of progress on the priority files, notably via the monthly meeting of the Interinstitutional Coordination Group and in preparing the follow-up meetings of the three Presidents provided for in the Interinstitutional Agreement on Better Law-making.

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

Specific objective D2: The Commission's prerogatives and positions in interinstitutional negotiations are defended.

Related to spending programme(s) NO

Main outputs in 2019:

Delivery on legislative proposals pending with the legislator

Output	Indicator	Target	Lead Unit(s)
Participation to the Interinstitutional relations group (GRI) meetings and input to GRI fiches	Contribution to quality of GRI fiches	Ongoing	SG.B3 input to GRI fiches from SG.G, SG.D, SG.E, SG.F

			and SG.A
Other important outputs			
Output	Indicator	Target	Lead Unit(s)
Modern and efficient framework for Commission interinstitutional position-taking (GRI-procedures)	Quality of service	Ongoing	SG.B3 with input from all SG units concerned
Chairing pre-GRI meetings	Successful completion of pre-GRI procedures	Ongoing	SG.B3 with input from all SG units concerned
Joint Declaration on legislative priorities: weekly progress tracker and reinforced monitoring by GRI to identify proposals that require additional actions to ease the legislative process and secure adoption	Accuracy and timeliness of the tracker	Ongoing	SG.B3SG.B3 with contribution from SG.D, SG.E, SG.F, SG.G
Pending legislative proposals weekly progress tracker and reinforced monitoring by GRI to identify proposals that require additional actions to ease the legislative process and secure adoption	Accuracy and timeliness of the tracker	Ongoing	SG.B3 with contribution from SG.D, SG.E, SG.F
Overview of ongoing trilogue negotiations	Accuracy and timeliness	Ongoing	SG.B3
Attendance and reporting of ongoing trilogue negotiations	Accuracy and timeliness	Ongoing	SG.G1 SG.D SG.E SG.F
Interinstitutional calendar	Regularly updated Quality of information	Ongoing	SG.G1 SG.A5 SG.C5
Commission Report "In-depth analysis of the implementation of the Joint Statement and Common Approach as regards the location of decentralised Agencies"	Adoption by Commission	Q2 2019	SG.G4

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

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

Related to spending programme(s) NO

Main outputs in 2019:

Other important outputs

Output	Indicator	Target	Lead Unit(s)
Briefings for Commission representatives at institutional and external events	Quality and timeliness	Ongoing	SG.A4 SG.B3 SG.G1 SG.G2 SG.G3 SG.H1 SG.H2
Coaching and training sessions on delivering effective briefing contributions	Number of people trained	10 participants per session	SG.A4
Reporting and analysis on European Parliament (EP) activities	Quality and timeliness	Ongoing	SG.G SG.D SG.E SG.F SG.A
Early warning messages on sensitive issues for the other institutions and better anticipation of major issues of relevance for the European Council	Timeliness of information	Ongoing	SG.G2
Reporting COREPER I & II and the relevant Council formations: Same day flash reports Preparation and circulation of SI notes	Accuracy and timeliness of information	Ongoing	SG.G2 SG.G3 SG.D SG.E SG.F SG.A
Establish and maintain close working relationship with the Presidency, the General Secretariat of the Council, the President of the European Council Cabinet and expand the network of contacts with all Member States	Quality and availability of information	Ongoing	SG.G2 SG.G3
Representation of the Commission in all Coreper meetings (including in all Mertens/Antici group meeting preparing Coreper I and II)	Timely and accurate organisation of appropriate representation in meetings, provision of political intelligence to Commission representatives	Ongoing	SG.G2 and SG.G3 preparation based on input from SG.D, SG.E, SG.F and SG.A

Ensuring Commission representation in all meetings of the Political and Security Committee (as well as all meetings of the Nicolaidis group)	Timely and accurate organisation of appropriate representation in meetings, provision of political intelligence to Commission representatives	Ongoing	SG.H2
Reporting from Political and Security Committee meetings (and also Nicolaidis group meetings): Same day flash reports	Accuracy and timeliness of information	Ongoing	SG.H2
Social media monitoring and analysis, providing political intelligence	Quality of analysis Social media intelligence incorporated in briefings	Ongoing	SG.A5

II. Corporate policies and administrative coordination

II(a). Strategic planning and programming

In 2019, the Secretariat-General will promote the smooth functioning of the Commission's reformed corporate governance system, designed to provide stronger oversight and coordination of the work of the services on issues of corporate importance. A new dedicated unit in the Secretariat-General will prepare and follow up on meetings of the Corporate Management Board and its subgroups and promote a more strategic approach to corporate governance. There will be a strong focus in 2019 on areas where corporate oversight has been strengthened - for example as regards the identification and management of critical risks - and on improving the transparency of the corporate governance framework⁴.

The Secretariat-General will also coordinate the implementation of the Commission's Strategic Planning and Programming framework. This framework helps to ensure that the activities of the Commission services are fully aligned with the political priorities of the Juncker Commission. It also strengthens the performance culture within the Commission by requiring services to set clear objectives and subsequently to monitor and report on performance. The Secretariat-General, working in close cooperation with the other central services, supports this process by providing instructions and templates for Management Plans and Annual Activity Reports, as well as ongoing advice and support throughout the preparatory process.

The Secretariat-General also leads on the preparation of the Annual Management and Performance Report for the EU budget, a key component of the Commission's corporate reporting framework. It combines information on the performance of the EU budget and on budgetary management. The report is the Commission's main contribution to the annual budgetary discharge process and reflects the Commission's strong commitment to transparency on budgetary performance and management.

⁴ https://ec.europa.eu/info/publications/governance-in-the-commission_en

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

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

Related to spending programme(s) NO

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Instructions for the preparation of the 2020 Management Plans implementing the Strategic Plans 2016-2020	Release of the instructions	Q4 2019 (to be confirmed by the incoming Commission)	SG.A3
Instructions for the preparation of the 2019 Annual Activity Reports	Release of the instructions	November 2019	SG.A3
Adoption of the 2018 Annual Management and Performance Report for the EU budget (AMPR)	Adoption of the Report by the Commission	June 2019	SG.A3 SG.A2
Communication across the Commission on the work and projects endorsed by the Commission corporate governance bodies will be strengthened, in line with a new communication strategy to be adopted.	Regular communication on the outcomes of the Commission corporate governance bodies	Communication strategy adopted and implemented	SG.A6 SG.A5

II(b). Information security and IT governance

The Secretariat-General is at the heart of the Commission's IT governance framework, supporting the activities of the main governance bodies (the Corporate Management Board and the recently created Information Technology and Cybersecurity Board) involved in the oversight of the Commission's IT investments and security, working in close cooperation with the Directorate-General for Informatics. In 2019, the Secretariat-General will step up the work with other central services to oversee the implementation of the European Commission Digital Strategy⁵.

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

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

Related to spending programme(s) NO

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Assistance to the IT Governance bodies in the priority setting for budget allocation for 2019-2020 for the common IT Budget on Heading 5	Adoption of the budget proposal by Information Technology and Cybersecurity Board.	March 2019	SG.A6
Assistance to the corporate IT Governance bodies for the oversight, monitoring and review of the European Commission Digital Strategy	Adoption of the key short-term deliverables of the European Commission Digital Strategy	April 2019	SG.A6

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

Specific objective D6: The corporate information security is implemented by an appropriate governance structure, strategy and framework in cooperation with DG DIGIT and DG HR.

Related to spending programme(s) NO

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Assistance to the IT Governance bodies on IT Security Risks and implementation of the IT Security Strategy	Reporting on risks to the IT Governance bodies and monitoring of the implementation of the IT Security Strategy	Ongoing	SG.A6

⁵ C(2018) 7118, adopted by the College on 21 November 2018

II(c). Ethics

The Secretariat-General contributes at corporate level to the promotion and application of highest ethical standards in the EU civil service. This includes ethical conduct, accountability and an anti-fraud environment at all levels of the organisation, including prevention, guidance and sanctioning.

It will provide support to the current Members of the Commission and the person proposed as candidate for President of the Commission and Commissioners-Designate in 2019 in order to achieve full and coherent implementation of the Code of Conduct for the Members of the Commission.

The Secretariat-General will support the President in taking the appropriate measures – in line with Article 10(4) of the Code of Conduct and Point 4 of the Framework Agreement on relations between the European Parliament and the European Commission – in order to ensure compliance of current Members participating in the campaign for the elections to the European Parliament with their obligations under the Treaties and the Code of Conduct.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D7: The highest ethical standards of service are promoted in order to encourage ethical conduct, accountability and an anti-fraud culture at all levels in the Commission.			Related to spending programme(s) NO
Main outputs in 2019:			
Output	Indicator	Target	Lead Unit(s)
Implementation/application of the New Code of Conduct for Commissioners	Handling of post term of office activities of current Commissioners;	Ongoing	SG.C2
	Publication of mission costs;	Ongoing	
	Publication of Declarations of Interests of current Commissioners;	January/February 2019	
	Support to the person proposed as candidate for President of the Commission and Commissioners-Designate ref. their Declarations of Interest Update of websites;	Mid-2019	
	Quality and timeliness of secretarial support to the Independent Ethical Committee;	Ongoing	
	Adoption of Annual	February 2019	

	Report on the application of the Code; Information of the European Parliament about Members standing as candidate in the European elections and measures taken by the President in line with Article 10(4) of the Code	January 2019	
Swift and adequate replies to consultations from the Cabinets on the application of the Code of Conduct for Commissioners	Quality and timeliness of responses to consultations	Ongoing	SG.C2
Management and monitoring of information communicated by OLAF to the Commission in the framework of OLAF Regulation 883/2013 and the Administrative Arrangements between OLAF and the Commission	Quality of management and monitoring	Ongoing	SG.C2
Follow the legislative procedure ref. the amendment of OLAF regulation 883/2013	Adoption of the Regulations	End 2019	SG.C2
Application and review and application of the 1979 Commission rules for Patronage	Timely and accurate application; Review and possible up-date of the rules	Ongoing June 2019	SG.C2
Analysis of DG requests for Commission participation in private law bodies and update of the inventory with regard to existing participations	Quality of service; Complete inventory update of existing participations	Ongoing	SG.C2
Follow-up in the complaint procedure as foreseen by the Commission's Code of Good Administrative Behaviour	Quality and timeliness of replies	Ongoing	SG.C2
Follow-up of the consultations by DG HR concerning external activities of former staff members (Article 16 of the Staff Regulations)	Quality and timeliness of replies	Ongoing	SG.C2

II(d). Business continuity and crisis management

The objectives set for 2019 aim at ensuring the resilience of the institution in case of disruption, therefore guaranteeing that it can continue to operate to the extent required. They also cover the management of classified information as well as the ability of the Commission to react quickly, efficiently and in a coordinated manner to major crises affecting the Union.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D8: The Commission is sufficiently resilient to face unexpected events in an effective and coordinated manner and, in case of a major business interruption, continues operating its critical and essential functions and returns to normal activities within business relevant deadlines.		Related to spending programme(s) NO	
Main outputs in 2019:			
Output	Indicator	Target	Lead Unit(s)
Enhancing 'ARGUS' as the Commission's integrated process to react quickly, efficiently and in a coordinated manner to major crises affecting the Union	Updated inventory of the Commission's tools and mechanisms that can be used in a crisis situation	End 2019	SG.H3
Specific business continuity exercise	Participation from all relevant services	End 2019	SG.A6
Improving the security (integrity, availability and confidentiality) of IT tools	Launching a prioritised action plan for implementing security measures	End 2019	SG.A6
Updating arrangements for alternative premises for the College and the Secretariat-General	Adapted relocation plans	End 2019	SG.A6

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

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

Related to spending programme(s) NO

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Correct and timely delivery of EU classified information (EUCI) to the Commissioners, their Cabinets and within the Secretariat-General	Absence of disruptions in the delivery of EUCI	End 2019	SG.H3

II(e). Document and information management

The Secretariat-General coordinates and leads the Commission's corporate policies on information management, document management and archives management.

In 2019, the implementation of the Commission's ambitious Data, Information and Knowledge Management strategy will continue through a two-year work programme for 2018 and 2019. The work programme will be continuously monitored by the Information Management Steering Board, chaired by the Deputy Secretary-General. The Secretariat-General leads this work, coordinating the monitoring and reporting process and providing the secretariat to the Board. The coordination of the implementation of the Data Strategy Action Plan developed within this framework will be a particular priority.

The Secretariat-General will continue to improve the Commission's corporate document management suite, Hermes-Ares-NomCom, so that Commission documents are captured, filed, shared, preserved and kept accessible for as long as is needed. Via new integration models, the Secretariat-General will allow key corporate systems to benefit from the long-term preservation of information and content they manage in the same way as for information and content in Hermes-Ares-NomCom. As more and more of the Commission's information is produced in digital form only and across various business applications, a written preservation policy will demonstrate the Commission's commitment to digital preservation, ensuring long term access and authenticity of its digital information/records/archives. In addition, the Secretariat-General will upgrade the tools for managing and capturing relevant content in Hermes which is stored in collaborative spaces which will then also benefit from the listed functionalities. Furthermore, the full deployment of the interinstitutional digital archives repository and the further development of the related archives management system will ensure enduring access (30+ years) to our institutional memory and allow the Commission to comply fully with the Archives Regulation.

The Commission is responsible for the framework partnership agreement and annual grant agreements with the European University Institute (EUI) in Florence for the management of the EU Historical Archives. The Secretariat-General will discuss and sign a new framework partnership agreement with the EUI before the existing one expires in May 2019. The Secretariat-General will also coordinate the transfer of the Cabinet archives to the Historical Archives Service at the end of the mandate of the Juncker Commission.

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

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

Related to
spending
programme(s) NO

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Major upgrade of HAN (Hermes-Ares-NomCom)	Roll-out of the new HAN versions	End 2019	SG.C1
Hermes Repository Services	Extension of Ares Bridge functionality to other collaborative tools than SharePoint	End 2019	SG.C1
Digital Preservation Plan for the European Commission	Adoption by the Commission	End 2019	SG.C1
Guidance on the rules and best practices with regard to electronic signature according to eIDAS Regulation ⁶ and new technologies.	Agreement on types of electronic documents and legal value needs at corporate level.	End 2019	SG.C1
Full deployment of the archival repository (Hermes Preservation Services, HPS II) and development of the future archive management module (HPS III), with a view to deployment in 2019	Decision on way forward on HPS III (buy or build). Solution design defined (target architecture, tailored use cases and required infrastructure)	End 2019	SG.C1
Implementation of the work programme for 2018-2019 on data, information and knowledge management by the Information Management Steering Board	Monitoring of the implementation	Ongoing	SG.A6
Data Strategy at the European Commission Action Plan	Appointment of data correspondents in each Directorate-General	Q1 2019	SG.A6
Management of the EU Historical Archives	Signing of a new framework partnership agreement with the European University Institute in Florence	April 2019	SG.C1
Cabinet Archives	Transfer to the Commission's Historical Archives at the end of the mandate of the College	End 2019	SG.C1

⁶ Regulation (EU) N°910/2014

II(f). Data protection

In 2018, new data protection rules entered into application. The General Data Protection Regulation became applicable in EU Member States and the new Internal Data Protection Regulation became applicable in the EU institutions and bodies. The protection level provided by both Regulations can be considered as equivalent. In November 2018, the College adopted the Commission's Data Protection Action Plan. Its purpose is to support and structure the implementation of the new Regulation for the EU institutions and bodies, with particular emphasis on enhancing the Commission's administrative capacity for data protection.

The monitoring of the implementation of the Action Plan will take place at the level of senior management, in particular by the Commission's Corporate Management Board, supported by the Group of Resource Directors. At the technical level, the Data Protection Officer will monitor the implementation via the network of the Data Protection Coordinators in the Commission departments. Based on its 2019 Work Programme, the Data Protection Officer will continue to raise awareness about the new data protection rules and provide general and tailor-made trainings. Furthermore, he will issue guidance, recommendations and advice on data protection matters. Moreover, he will establish or adapt procedures where necessary to consolidate the Commission's practice in data protection and ensure its compliance with the data protection rules.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D11: Commission services respect the right to protection of personal data.			Related to spending programme(s) NO
Main outputs in 2019:			
Output	Indicator	Target	Lead Unit(s)
Implementation of the Data Protection Officer’s Work Programme for 2019	Successful implementation of the Work Programme	End 2019	DPO
Monitor the implementation of the Commission’s Data Protection Action Plan	Completion	End 2019	DPO
Support and advise the Commission’s services in ensuring compliance with data protection rules	Production of new guidelines and establishment/review of necessary procedures	End 2019	DPO
Introductory course to the new data protection Regulation (EU) 2018/1725 by external provider	10 courses organised	End 2019	DPO
Update the data protection eLearning to adjust content to the new Regulation	eLearning fully updated	Q3 2019	DPO
Awareness raising and training support offered to all Directorates-General by the Data Protection Officer’s office	4 sessions per month organised	1 st half 2019	DPO
Upgrade the new Data Protection Record Management System (DPMS) in order to improve its usability and interoperability, design and integrate additional	Smooth running of the DPMS, successful integration of additional features and effective inclusion of new users	End 2019	DPO SG.C5

tools for data protection, and conclude arrangements with other EU institutions and bodies for the use of the system			
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III. Commission decision-making process and collegiality

III(a). Managing the decision-making procedures

The registry of the Commission ensures the smooth and sound functioning and collegiality of the Commission's decision-making process. The Commission adopts almost 10 000 decisions per year. For each type of decision, appropriate procedures are in place to manage the files effectively and efficiently according to political, legal and institutional requirements, while securing the confidentiality of proceedings, ensuring continuity in a changing environment and contributing to collegiality.

In addition, the sound upstream planning and coordination with client services across the institution as well as the timely transmission, notification and/or publication of the decisions reinforce the effectiveness of the decision-making process. Its efficiency also relies on the pace of streamlining and digitalising the underlying processes. In this context, particular attention is paid to improving working arrangements and understanding between services for the handling of files which (i) are cyclical, (ii) consist of packages of documents and (iii) are considered as politically sensitive due to the nature of the initiative (major or other), financial implications or significant interest for the public or media.

In 2019, the registry will strongly contribute to ensuring a smooth transition between the current and the upcoming Commission as regards, mainly, the decision-making process and collegiality. In this context, the Registry will take into account the procedural arrangements agreed with the other EU institutions (recess periods, etc.). From an institutional point of view, the registry will identify and assist in the preparation of the first decisions to be taken by the new President and the new College. This includes, in particular, the appointment of the Commission's Vice-Presidents, the organisation of responsibilities among Commissioners and the revision of the empowerments in order to ensure continuity of decision-making. As regards the governance of the institution, the registry will lead work on possible updates to the rules of procedure and the rules giving effect to them, help translate the future possible working methods into the appropriate procedural set-up and update the corporate procedural information available to all staff (GoPro). The registry will also contribute to the smooth integration of the new Commissioners and their private offices to their new position, providing guidance, training and coaching.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents			
Specific objective D12: The Commission's decision-making process runs smoothly, works continuously and is effectively managed and monitored.			Related to spending programme(s) NO
Main outputs in 2019:			
Output	Indicator	Target	Lead Unit(s)
Timely and regular adoption and post-adoption process	Quality of adoption and post-adoption handling	Ongoing	SG.B1 SG.B2
	Respect of legal and political requirements		
Reinforced monitoring, early warning, information and evaluation system in place	Identification of sensitive files	Ongoing	SG.B1 SG.B2
	Innovative solutions proposed		
	Ex-post assessments on the handling of complex cases		
Reinforced monitoring of the work of the Groupe des Relations Interinstitutionnelles with a view to identify proposals that require follow-up from the College to ease the legislative process and secure adoption	All outstanding interinstitutional issues identified by the GRI will be addressed at the level of the Heads of Cabinet or by the College	Ongoing until the end of the Commission's mandate	SG.B1 SG.B3

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

The rules of procedure, the rules giving effect to them and the working methods might need to be revised and/or updated in the context of the arrival of the new Commission. Corporate procedural information and guidance will be provided via GoPro and the Procedural Helpdesk, and trainings organised according to needs.

The digital transformation of the decision-making process will continue in 2019, notably via the next deliveries of Decide, the integrated system for the Commission's decision-making process, and the gradual introduction of EdiT, the new XML common editor for legal texts developed in full partnership with the Council. Existing empowerments and delegations will continue to be scrutinised and the repealing or revision of obsolete decisions will be prepared together with new decisions according to needs and subject to collegial validation.

Relevant general objective: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents	
Specific objective D13: Commission corporate procedures handled by the SG are rationalised and streamlined. Relevant and up-to-date information and	Related to spending programme(s) NO

guidance to users of procedures is provided.

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Cleaning of empowerments	Adoption of repealing or revisions of existing empowerments Regular updates of the Register of conferred powers (empowerments and delegations) in GoPro	Ongoing	SG.B4
Guidance and information on procedures	Delivery of quality advice given by the helpdesk and through specific trainings (e.g. induction programme, welcome days)	Ongoing	SG.B4
Further drafting and regular updates of GoPro to increase knowledge and respect of procedures	Delivery of clear and updated information on procedures	Ongoing	SG.B4

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

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

Related to spending programme(s) NO

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Further development of Decide	Roll-out of major release(s) covering: Follow-up of on-going priorities (rewriting of e-Greffe into Decide Decision, integration of EdiT, sending information to the Better Regulation Portal and the Register of Delegated acts, Decide interinstitutional, further developing web services to link with DG tools, etc.). Further coverage of steps and/or documents of the decision-making process	By end 2019, the coverage of Decide has significantly increased ⁷	SG.B4

⁷ Integration of replies to external requests and extension to further steps of the process

	Improvements linked to users' feedback and procedural evolutions.		
Introduction of a new Common Drafting Tool for legal texts (EdiT, an XML editor)	EdiT progressively replaces LegisWrite in the Commission and DocuWrite in the Council for the drafting of legal texts Interoperability of exchanges with other institutions and the Publications' Office is considerably improved with the use of an XML editor avoiding costly conversions	By end 2019, legislative proposals drafted in EdiT are sent to the Council and Parliament	SG.B4

Preparing the Commission for the institutional transition

The Secretariat-General will also focus in 2019, in addition to its usual functions, on a number of actions linked to the institutional transition to the new Commission that will take office after the 2019 elections. This reflects the unique position of the Secretariat-General at the heart of the Commission.

The preparations for a new Commission are multifaceted and will entail the involvement of all parts of the Secretariat-General. The adoption of the revised organisation chart of the Secretariat-General facilitates this work. The Secretariat-General's contribution to the transition process can be summarised under four broad categories of action:

- **Policy:** contribution to the drafting of new political orientations and priorities, the new Political Guidelines, the new Strategic Agenda for the next institutional cycle, preparation of briefings, speeches and other policy inputs; ensuring the coherence of preparatory briefings for the new Commission across all portfolios.
- **Interinstitutional:** preparation of the hearings of the Commissioners-designate before the European Parliament, including by coordinating the preparation of briefings and declarations of interest.
- **Organisational / governance:** including the possible development of new working methods, organisation of the responsibilities of the Members of the Commission, in particular of the Vice-Presidents, and revision of the rules of procedure if considered necessary; and
- **Information, training and preparation of files / hand-overs:** preparation of the welcome package, logistical support for the arrival of the President-elect and his/her team and later of the Commissioners-designate.

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

Assist the President-elect and prepare the arrival and settling in of the new Commission.

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
New SG Commission preparatory group	Setting up an internal group to steer the cross-cutting preparations for the new Commission	Early 2019	SG.A
New Commission priorities	Preparation of proposals for the Commission's future priorities for consideration by the President-elect	Early 2019	SG.A With assistance from SG.D SG.E SG.F SG.H on policy aspects
Briefing for the new President	Coordination of the briefing preparing for President-elect and Commissioners-designate	Early 2019	SG.A
New working arrangements	Design of new working arrangements	Early 2019	SG.B
New rules of procedure	Design of new rules of procedure, as appropriate	Early 2019	SG.B
Constitutive decisions: organisation of responsibilities of the Members of the Commission, revision of the empowerments, etc	Deliver on time quality and appropriate proposals	Arrival new College	SG.B
Declarations of interest of new Commissioners	Monitoring and analysis of the declarations	Early 2019	SG.C
Transition of IT systems	Swift adaptation of IT systems regarding new hierarchical chains and access rights for new Commission	Early 2019	SG.C
Logistical assistance to new Commission	Provide assistance regarding working spaces (office arrangements, meeting rooms, common working areas) Provide assistance for President-elect mail handling	Early 2019 Early 2019	SG.C
Hearings of new Commissioners in the European Parliament	Preparation of the hearings	Early 2019	SG.G SG.D SG.E SG.F
Strategic external policy briefings	Ensure the new Commission is updated regarding next steps on external policy	Early 2019	SG.H

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

The Secretariat-General promotes modern human resource management based on highly qualified and motivated women and men performing in a healthy and friendly environment. As a Presidential service, the Secretariat-General aims to set an example in gender equality, well-being and staff engagement. Amongst others, recruitment, training, communication, as well as quality management, contribute to this objective. Building on the good work of the previous years, in October 2018 the objective of six newly-appointed female middle managers by 2019 was already achieved. The Secretariat-General will continue to aim at a balanced representation of women in management and to promote participation of female colleagues in dedicated initiatives at local and corporate level.

In recent years, the Secretariat-General resolved to improve staff engagement and satisfaction, while maintaining a high level of services. This process started with an analysis of the results of the 2016 Staff Survey, continued in a participatory reflection exercise and resulted in a series of follow-up actions (the 'SG we want to be' initiative). In 2019, the Secretariat-General will continue to implement actions in the field of resource allocation, personal development, collaboration and communication with senior management. As in 2018, various channels of internal communication will support effective collaboration. Interactive communication actions, such as talks by senior management, will be promoted as well. In the context of the recent reorganisation, particular attention has been put on actions that can ensure a smooth transition to the new structure and working environment, for example through training events and recruitment.

The Business Correspondent Team of the Secretariat-General will continue to work in 2019 on a number of other activities to increase staff engagement. At the same time, it will work – also in collaboration with the Directorate-General for Human Resources and Security and the Account Management Centre 5 – to improve and consolidate working methods.

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

Main outputs in 2019:

Output	Indicator	Target	Lead Unit (s)
HR Scorecard: monthly figures on available resources, vacant posts and working patterns	Delivery once a month	Monthly	SG.C3 AMC5
SG Strategic HR Plan	Delivery once a year	Beginning 2019	SG.C3
SG HR Report	Delivery once a year	End 2019	SG.C3
Activities related to enhancing staff engagement including communication on the 'SG we want to be'	Staff engagement index (s.e.i) in staff survey	s.e.i ≥ 66%	SG.C3 SG.A5

Local fit@work programme targeted to SG's needs	Information to help staff improve work-life balance	Ongoing	SG.C3 AMC5
Action plan to follow up on the 2018 staff opinion survey, including communication to staff	Approval of the action plan by the Secretary-General	1st half of 2019	SG.C3 SG.A5 AMC.5

B. Financial Management: Internal control and Risk management

The Secretariat-General will reach the financial targets set in the 2016-2020 Strategic Plan and has consistently done so in previous years. All internal control objectives linked to the financial management of resources will be achieved. The Secretariat-General is a low-spending/low-risk Directorate-General with control mechanisms to ensure and substantiate the required assurance to the Secretary-General. Furthermore, the Secretariat-General has adopted in 2018 a new internal control framework, a new set of internal control procedures in respect of financial management and a updated Anti-Fraud Strategy. This updated strategy focusses on the ownership of anti-fraud and ethics actions while the 2018 action plan has targeted the payments to intra-muros service providers for scrutiny.

The Secretariat-General will focus in 2019 on monitoring and updating the internal control framework which is a work in progress with an emphasis on its monitoring indicators.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Main outputs in 2019:

Output	Indicator	Target	Lead Unit (s)
Legality and regularity of the underlying transactions	Error rate detected on the legality and regularity of the underlying transactions for administrative budget implementation	<2%	SG.C3

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

Main outputs in 2019:

Output	Indicator	Target	Lead Unit (s)
Timely execution of payments	Percentage of payments on the administrative budget made within the time limits	>95%	SG.C3
Reporting on budgetary execution	Accurate, comprehensive and reliable information provided to operational agents.	Monthly	SG.C3

Effective execution of commitment	Percentage of commitment appropriations committed	>97.5%	SG.C3
Cost effectiveness of controls	Error rates, time-to-pay and costs of controls	Positive conclusion in the Annual Activity Report	SG.C3

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

Main outputs in 2019:

Output	Indicator	Target	Lead Unit (s)
Up-to-date SG Anti-Fraud Strategy	Implementation of the anti-fraud strategy	2019 action plan implemented	SG.C3

C. Information management aspects

Proactive and efficient information management is key to allowing the Secretariat-General to play its important role at the heart of the Commission.

Following the efforts made to spread document management good practices through intense training courses and sharing of guidelines, awareness actions, and the setting up of a quality check procedure, the Secretariat-General is well on track to meet the targets set in the 2016-2020 Strategic Plan. In the area of data, information and knowledge management, the Secretariat-General is developing its strategic actions along the following main lines:

- by modernising its working methods, in particular by encouraging the use of collaborative tools and fostering a culture of correct processing of information shared via such tools,
- by using modern applications for an increased sharing of information.

Effective and efficient information management will be particularly important in 2019, the year of the next European parliamentary elections and renewal of the College. In this context, it will be of utmost importance:

- to ensure all necessary technical and documentary support to the incoming Commission and to the outgoing Commission;
- to progress even further in modernising the working methods, in particular taking advantage of full electronic validation workflows.

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

Main outputs in 2019:

Output	Indicator	Target	Lead Unit (s)
Information sharing – Expanding the readers of SG files – Identification of file types with corporate interest – Awareness actions and bilateral meetings	Percentage of files shared with at least one other Directorate-General/service	12%	SG.C4
Protecting sensitive documents filed in a file with expanded readers – adopting new working habits – Awareness action and regular quality check action	Percentage of members of Local Document Management Officer (DMO) Network and SG assistants trained	100%	SG.C4
Paperless e-signatory – revision of the existing SG instructions in order to extend the use of a 100% electronic validation to other SG document types (including promotion of increased use of Ares courtesy copy option)	Percentage of registered documents with a fully approved e-signatory (no paper circulation in parallel)	45%	SG.C4
Information sharing – Ensuring that SG registered documents are filed – Regular check (DMO report)	Percentage of documents created by SG without filing – eDomec statistics	≤ 1,5%	SG.C4
Information sharing - Promote correct processing of information shared via collaborative tools	Percentage of SG collaborative sites using Aresbridge	3%	SG.C4
Promote collaborative working, knowledge and information sharing	Number of new MyIntraComm, Wiki, Connected and CIRCABC collaborative sites created in SG	≥ 5 new collaborative sites or solutions	SG.C5
Enhanced internal communication along proposals following 2018 internal communication survey	Percentage of staff feeling well informed	Increase as compared to the previous survey	SG.A5 in cooperation with all SG units

D. External communication activities

The external communication activities of the Secretariat-General contribute to the objectives set in the 2016-2020 Strategic Plan, supporting the President's political priorities, as well as to the Commission communication strategic objectives. Working closely with the Spokesperson's service and the Directorate-General for Communication as well as the Directorate-General for Economic and Financial Affairs and other Directorates-General, the Secretariat-General contributes to public awareness and understanding of priority initiatives under the Work Programme in the key areas including promoting growth, jobs and investment, deepening the Economic and Monetary Union, making the EU more democratic, implementing the Better Regulation Agenda, strengthening subsidiarity and proportionality, implementation of EU law, Brexit preparedness and sustainable development goals. It contributes to the Commission's corporate external communication campaigns, in particular 'EU empowers', and ultimately helps to improve the EU image among EU citizens and their sense of ownership of EU policies.

In 2019, the Secretariat-General will lead, together with the Directorate-General for Communication and the Directorate-General for Economic and Financial Affairs, on implementation of a comprehensive communication strategy on the European Semester that i.a. follows up on (some) recommendations from the European Court of Auditors' Report on the European Semester. In order to enhance the effectiveness of its Communication on Better Regulation in early 2019, the Secretariat-General will organise focus groups. Feedback received will be used to update the Communication strategy, actions and messages.

The Secretariat-General will contribute to the Commission's external communication, taking a leading role in the areas where it exercises a leading or cross-cutting role across the Commission services, in close cooperation with the Directorate-General for Communication. Communication will be carried out through Europa websites, social media as well as interactions with key stakeholders and the wider public. The Secretariat-General will lead and co-lead (with the Directorate-General for Communication) two key web editorial boards - on law and strategy. The Secretariat-General will also contribute to the Commission's efforts to enhance information to the general public on the EU and what it brings to citizens ahead of the European Parliament elections as well as to dispel misinformation about the EU.

The Secretariat-General will also contribute to the work of the Corporate Communication Steering Committee. Smooth transition to the upgraded version of the Europa underlying platform (Drupal) will be ensured.

Annual communication spending:	
Baseline (2018)	Estimated commitments (2019)
€ 504 657 managed by unit A5:	€ 460 000 managed by unit A5:
COSME - € 334 657	COSME – € 350 000
Registries & Publications - € 110 000	Registries & Publications – € 110 000
Study/Evaluation Communication Better Regulation Agenda – focus groups € 60 000	-
€ 1 036 550 managed by A1 for communicating on the European Citizen's initiative:	€ 900 000 managed by A1 for communicating on the European Citizen's Initiative
ECI communication - € 536 550	ECI communication - € 500 000

ECI Platform - € 500 000	ECI Platform – € 400 000
€ 93 770 managed by units A2 and G4:	€ 74 125 managed by units A2 and G4:
COSME - REFIT SCOREBOARD publication – € 9 395	COSME - REFIT SCOREBOARD publication – € 10 000 (planned)
HISTCOM - Histoire de la Commission – € 84 375	HISTCOM - Histoire de la Commission – € 64 125 (to be confirmed)
All together € 1 634 977	All together € 1 434 125

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

Main outputs in 2019:

Output	Indicator	Target	Lead Unit (s)
Keeping the new SG content on Europa up to date and of good quality using i.a. the SG communication network	Percentage of up-to-date SG pages Smooth transition to Drupal 8	100% Date to be determined by DG COMM	SG.A5
Contributing to consistency and quality of the Commission content on Europa through co-chairing or participating in relevant editorial boards for the 15 thematic classes	Editorial boards for law and strategy classes are launched and work plans agreed	End 2019	SG.A5
Enhancing direct reach of SG communication actions via Europa pages for those topics where active communication actions are carried out	Number of unique visitors to the SG pages promoted through communication actions	Increase of traffic compared to 2018 average or status before start of communication actions	SG.A5
Better regulation communication campaign to raise awareness on the better regulation agenda and on the feedback and consultation opportunities available for citizens and stakeholders, and to increase the level of involvement for specific consultation opportunities	Number of posts via social media Number of promoted initiatives Number of visits to the web portal Number of visits to the related web pages Number of contributions for promoted initiatives Focus groups organised in 4 Member States Communication plan updated taking into account feedback received and lessons learned; then implemented	Stable or positive trend Q1 2019	SG.A5

Producing and implementing a joint communication plan (with ECFIN and COMM) on the European Semester, following up on recommendations from the European Court of Auditors	Implementation of the communication plan	End 2019	SG.D1 SG.A5 COMM ECFIN
Development of communication strategies/plans and their implementation on other files where SG is in the lead or has a cross-cutting role (e.g. SRSS, SDGs, RSB etc – to be agreed with the lead services)	When needs identified - strategies developed and implemented	End 2019	Lead services in SG and SG.A5

E. Examples of initiatives to improve economy and efficiency of financial and non-financial activities of the SG

Examples of economy and efficiency	Unit(s) providing the examples:
Use of the corporate solution for electronic procurement (e-Procurement) procuring services in the domain of digital technologies. The Communication 'Synergies and Efficiencies in the Commission – New Ways of Working' identifies e-Procurement as one of the actions to boost efficiency and effectiveness and declares it shall become mandatory as from 2017 onwards. The usage of e-Procurement will reduce the cost of administration by eliminating low-value tasks and will contribute to reduce the time-to-pay. Therefore, introducing e-Procurement will generate savings beyond the ICT domain by saving time of staff in operational and financial management of various transactions (e-request, e-order, e-fulfilment, e-invoice). The overall efficiency of the process will improve.	SG.C3 SG.C5
Use of the corporate electronic tender procedure corporate solution (e-Tendering) for launching public tenders with publication. The usage of e-Tendering will streamline the tender procedures and reduce paper handling in 2019.	SG.C3 SG.C5
Modernise the applications to monitor the application of EU Law - The THEMIS programme. Under article 17 of the Treaty on European Union, the Commission shall oversee the application of EU law under the control of the Court of Justice of the EU. This monitoring task is entrusted to the Commission in	SG.F3 SG.C1 SG.C3 SG.C4 SG.C5

its exclusive role as guardian of the Treaties. The facilities to assist the Commission's staff in this monitoring task are currently provided by a family of applications covering partially different phases of the overall process (transposition of directives, complaints handling, pre-infringement phase and infringement procedure). These applications have gradually become inadequate to comprehensively provide the functionalities corresponding to the evolving business requirements. The Secretariat-General started in 2015 the THEMIS programme with the aim to develop a new integrated information system to provide complete coverage of the lifecycle of a (potential) infringement case, from its creation to its final closure. The new system should substitute all existing EU Law applications. The release of the THEMIS/EU Pilot component in September 2016 was the first step to modernise the EU Law tools in line with current working methods and technologies. The Secretariat-General is currently working on the development of the THEMIS/Infringements component — the second component of THEMIS — to be released by the end of Q2 2019, and will start working on the THEMIS/Complaints component — the third and final component of THEMIS — at the beginning of 2019. The new THEMIS solution will enhance and streamline the complex EU Law monitoring process and avoid data duplication and multiple encoding. It will provide faster access to information, better reporting, and an integrated view of a case from its initiation to a possible infringement procedure.	
Start the development of a new solution for the Secretariat-General's registers. The Secretariat-General owns several information systems that can broadly be categorised as registers. They hold Commission information made available to the public through web pages published on the Europa website. While owned by the Secretariat-General, some systems are internally used by the Commissioners' Cabinets (e.g. Carol – Cabinet Register On Line) or by other Directorates-General (e.g. RegExp – Register of Expert Groups), and some systems are shared with other institutions (e.g. Transparency Register, Joint Legislative Database, RegDel – Register of Delegated Acts). While some of these systems being designed (e.g. Joint Legislative Database), others are legacy systems based on aging technologies. A study on the future of the registers has been conducted in 2018. In 2019 and 2020, a project will be launched to take the conclusions of the study into account and offer a new solution for the registers on the basis of the study's results. It will be a strategic challenge for the Secretariat-General to implement a coherent strategy for the consolidation and/or renewal of these systems and to replace technological platforms that must be phased-out. The possible synergies between these registers should lead to a further rationalisation of the Secretariat-General's system portfolio and help reduce its maintenance costs. In line with the Commission's Digital Transformation Initiative, the renewal of the registers' user interfaces on Europa will result in a coherent and high-quality user experience a	CA11 SG.A1 SG.B4 SG.C1 SG.C5 SG.G4 SG.C5 SG.DPO

stronger, more coherent digital presence of the Commission.	
New digital solution for handling request for access to documents. The current set of tools supporting public access to the Commission documents (GestDem and related tools) is fragmented and outdated. There is very little automation and the systems are partially based on phasing-out technology which will no longer be supported by DIGIT as from 2021. The current GestDem is cumbersome and not user-friendly. Furthermore, it does not provide for an all-in-one case-management system. A new IT system for the electronic treatment of access-to-documents requests (front and back office) will be developed in 2019 and 2020, based on the results of the study on the electronic access to the Commission documents that have been conducted in 2018. The ultimate goal is to bring the EU decision-making process closer to its citizens, to make it more cost-effective and to reduce substantially the time and effort needed to treat access for documents requests. For the Secretariat-General and all Directorates-General, the new solution should result in a substantial reduction in the time and effort needed to treat requests for access to documents. The future generic solution could be reused by any transnational, national or subnational administration effectively to manage requests from the public for access to documents.	SG.C1 SG.C5
Study on the IT equipment for the Next Commission in 2019. In cooperation with DG Informatics, the Digital Solutions & Process Efficiency Unit of the Secretariat-General will perform during the first half of 2019 a study on the digital working environment that will be provided to the next Commission. In order to enhance the efficiency of the future Cabinets and in line with the goals of the workplace of the future project, the equipment and solutions offered will support mobile and collaborative working and feature latest digital communication tools for instant messaging, audio- and videoconferencing.	SG.C5
Deployment of Unified Communication tools and integration of fixed telephony. The Secretariat-General has been amongst the early adopters of the corporate solution for Unified Communication. During 2019, the solution will be extended to classical fixed telephony and a major part of the legacy telephony equipment can be phased out.	SG.C5
Gradually extend access to the Interinstitutional Calendar for SG staff. During 2017, the Secretariat-General's Digital Solutions & Process Efficiency Unit developed, in collaboration with the former Directorate F, the Interinstitutional Calendar (IIC). The main purpose of the calendar is to aggregate in a single view the most important events throughout the various EU institutions. The calendar was developed on the MyIntraComm SharePoint platform and is maintained collectively and efficiently by a group of contributors. The	SG.G SG.C5

information is collected and managed centrally in a single location instead of being spread across multiple tables and other follow-up tools it is made available online but also in printer friendly views for periods of one, three or six months ahead. The calendar is also accessible from mobile devices and gives users quick access to all events 'on the go'. The Secretariat-General will gradually extend the access to the Interinstitutional Calendar to all interested staff who will get a quick overview of key events with a high political profile. The calendar will also serve as a planning instrument and knowledge management tool and give easy access to agendas, minutes, relevant documents and links.	
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ANNEX 1 REGULATORY SCRUTINY BOARD

As in the first three years since its creation, in 2019 the Regulatory Scrutiny Board will continue to provide quality control on impact assessments and evaluations and support the implementation of Better Regulation.

As the law-making activity of the current Commission will come to an end in the course of 2019, the Board will have a significantly smaller number of impact assessments to review. Instead, the Board will concentrate on review of major evaluations and fitness checks. The regular upstream meetings that the Board holds with Directorates-General and other services, especially on particularly challenging impact assessments and evaluations, are likely to have a positive influence on the quality of reports. In 2019, the Board will continue to provide its committed upstream work and guidance at early stages of the elaboration of evaluations and impact assessments.

The Regulatory Scrutiny Board will continue to support the Better Regulation Agenda and its application. In 2019, the Board will present the results of its own stocktaking exercise, the goal of which is to reflect on the pertinence and usefulness of regulatory scrutiny and on its institutional set-up and methodologies by organising and participating in a wide range of interinstitutional and external outreach activities. As a leading constituency in this policy area, and in order to respond to the expectations of its stakeholders and counterparts, the Board will pursue and strengthen its collaboration with the Commission services, the European Parliament and the Council, as well as with external stakeholders engaged in regulatory impact analysis and evaluation, especially concerning its role in the wider EU regulatory process. In this respect, in 2019, the Regulatory Scrutiny Board plans to organise its third annual conference with a view to providing a platform for reflection on challenges in the law-making process encompassing regulatory scrutiny. The conference will promote exchanges of views on different aspects and best practices in regulatory oversight as well as possible adjustments of the systems in place. The conference will take place in the first quarter of 2019. A technical workshop will take place later in the year.

After three full years of operation, the Board will make an assessment of its own activities, challenges taken up and solutions put in place, and will present a compilation of its experience and lessons in its third annual report, to be published in the first quarter of 2019.

Relevant general objective: A Union of Democratic Change

Specific objective C.1: Regulatory policy and related tools are fully developed and applied throughout the legislative cycle (planning to impact assessment to evaluation) in order to improve the effectiveness and efficiency of EU regulation. The acquis is 'fit for purpose' delivering its benefits by least cost.

Main outputs in 2019:

Output	Indicator	Target	Lead Unit(s)
Opinions on impact assessments issued in 2019	Number of impact assessments, fitness checks and evaluations reviewed each year	35	RSB/SG.A2 ⁸
Opinions on fitness checks and major evaluations issued in 2019	On time delivery of the opinions on impact assessments, fitness checks and evaluations	In accordance with article 9.1 of RSB Rules of Procedure	
	Improvement of the quality of impact assessments, fitness checks and evaluations prepared by Commission services after interaction with the Regulatory Scrutiny Board, based on a set of 10 standard quality criteria established by the Board	Ongoing	
Provision of advice to Directorates-General	Number of upstream contacts with Directorates-General	20	RSB/SG.A2 ⁹
Business Plan 2019	Publication of the Regulatory Scrutiny Board Business Plan 2019	Q1 2019	RSB
Annual conference on the regulatory scrutiny in the EU	Organisation of annual conference	Q1 2019	RSB
Annual report on the activities of the RSB in 2018	Publication of the Regulatory Scrutiny Board 2018 annual report	Q1 2019	RSB
Experts workshop at technical level on a regulatory scrutiny matter	Workshop organised	Q3 2019	RSB

⁸ For the successful accomplishment of these outputs, the Regulatory Scrutiny Board will benefit from the assistance of unit SG.A2 as the secretariat to the board.

⁹ For the successful accomplishment of these outputs, the Regulatory Scrutiny Board will benefit from the assistance of unit SG.A2 as the secretariat to the board.

ANNEX 2 EUROPEAN FISCAL BOARD

Sound public finances are a precondition for stable, sustainable and inclusive economic growth. In the EU, fiscal policy remains a prerogative of national governments. However, due to the high level of economic and financial integration of EU Member States, economic policies, including fiscal policy, are to be considered as a matter of common concern. As a result, Member States have agreed to and established an EU fiscal framework that is meant to guide and, if necessary, constrain national fiscal policy making. The European Fiscal Board is mandated to carry out an independent and regular assessment the EU fiscal framework. Its findings inform the European Commission and other relevant stakeholders on whether the framework contributes to the overarching goal of sound public finances.

Relevant general objective: A New Boost for Jobs, Growth and Investment			
Specific objective A1: To ensure sound public finances, prevent excessive macroeconomic imbalances, pursue structural reforms for jobs and growth and boost investment by providing integrated fiscal, economic, employment and social policy guidance to the Member States.			
Main outputs in 2019:			
Output	Indicator	Target	Lead Unit(s)
Advice to the Commission on the prospective fiscal stance appropriate for the euro area	Publication by the European Fiscal Board	June 2019	EFB
Annual Report	Publication by the European Fiscal Board	October 2019	EFB
Cooperation with independent national fiscal councils	Workshop on the role of independent fiscal councils in the EU fiscal framework	February 2019	EFB