

# Management Plan 2026

Secretariat-General

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# PART 1. Introduction

At the core of the Commission and under the direct authority of the President, the **Secretariat-General** plays a key role in delivering the [Commission's political priorities](#). It steers and coordinates the work of Commission services across all policy areas to ensure the coherence, quality and timely delivery of the Commission's initiatives, from early inception through to adoption, negotiation and implementation. The Secretariat-General is the guardian of good governance in the Commission, fostering a modern, transparent and sustainable administration, while also serving as the link between the Commission and the other European institutions and bodies, national Parliaments, international and non-governmental organisations.

Strategic planning and programming is the cornerstone of the **Commission's performance management framework**. The [Commission's strategic plan for 2025-2029](#) translates the political priorities set out in the Political Guidelines of President von der Leyen into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

Within this framework, each Commission service has developed a **strategic outlook for 2025-2029** in the [2025 management plan](#). The outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

This 2026 management plan sets out what the Secretariat-General intends to deliver this year to contribute to these multiannual policy objectives ([part 2](#)). It also describes how the Secretariat-General will contribute to the common objective of building a modern and sustainable public administration ([part 3](#)). The outputs with their indicators and targets are presented in [Annexes 1 and 2](#). The chart below illustrates the performance framework for the Secretariat-General.

<p><b>General Objective 1</b>  <b>A new plan for Europe’s sustainable prosperity and competitiveness</b></p> <p><b>Specific Objective 1.1: The goals of the Competitiveness Compass are met, providing Europe with a competitiveness policy framework that supports economic growth and prosperity</b>  KPI: Progress in launching/adopting Commission initiatives that are flagships of the Competitiveness Compass</p> <p><b>Specific Objective 1.2: Better law-making is embedded in the EU policymaking process, reducing burdens, simplifying EU rules and improving implementation of policies</b>  KPI: Progress towards the target to reduce administrative burdens</p>
<p><b>General Objective 2</b>  <b>A new era for European defence and security</b></p> <p><b>Specific Objective 2.1: A European Defence Union is created through targeted EU initiatives, coordination of Member State efforts and close cooperation with NATO</b>  KPI: Percentage of delivered initiatives on defence in annual Commission work programmes</p> <p><b>Specific Objective 2.2: The EU has a comprehensive approach to preparedness and crisis management, strengthening collective resilience</b>  KPI: Percentage of delivered initiatives on preparedness and crisis management in annual Commission work programmes</p>
<p><b>General Objective 3</b>  <b>Supporting people, strengthening our societies and our social model</b></p>
<p><b>General Objective 4</b>  <b>Sustaining our quality of life: Food security, water and nature</b></p>
<p><b>General Objective 5</b>  <b>Protecting our democracy, upholding our values</b></p> <p><b>Specific Objective 5.1: A reinforced rule of law cycle strengthens the rule of law and democracy in Europe</b>  KPI: Implementation rate of country recommendations in the rule of law report</p> <p><b>Specific Objective 5.2: The Commission’s policy-making cycle is transparent and open to participation from public and interest representatives</b>  KPI: Number of initiatives open to feedback</p>
<p><b>General Objective 6</b>  <b>A global Europe: Leveraging our power and partnerships</b></p> <p><b>Specific Objective 6.1: The EU position on strategic external policy issues is coherent and well-coordinated</b>  KPI: Annual implementation rate of Commission work programme initiatives on strategic external policy issues</p> <p><b>Specific Objective 6.2: The EU fosters good relations with Western European partners and defends its strategic interests</b>  KPI: Progress in relations with Western European Partners</p>
<p><b>General Objective 7</b>  <b>Delivering together and preparing our Union for the future</b></p> <p><b>Specific Objective 7.1: The EU’s long-term budget is streamlined, flexible and impactful, providing strong support for EU priorities</b>  KPI: A streamlined and flexible post-2027 financial framework is proposed, adopted and agreed</p>
<p><b>General Objective 8</b>  <b>A modern, high-performing and sustainable European Commission</b></p> <p><b>Specific Objective 8.1: An efficient and coordinated policymaking process ensures timely delivery of the Commission’s headline ambitions</b>  KPI: Annual implementation rate of Commission work programme annex 1 initiatives</p> <p><b>Specific Objective 8.2: Relations with the EU institutions and bodies are managed smoothly and the Commission’s prerogatives are defended</b>  KPI: Follow-up on Article 225 resolutions by the European Parliament</p> <p><b>Specific Objective 8.3: The Commission has robust corporate governance and performance management arrangements</b>  KPI: Implementation rate of recommendations addressed by the Secretariat-General to Commission services</p> <p><b>Specific Objective 8.4: The Commission’s decision-making process is streamlined and efficient</b>  KPI: Progress (in percentage) towards the delivery of the new Decide for decision-making, the full roll-out of EdiT and the delivery of an internal monitoring tool</p>

## PART 2. Delivering on the Commission's priorities in 2026

The [Commission Work Programme for 2026](#) sets out how the Commission will contribute this year to building a stronger and more independent Union against the backdrop of extraordinary geopolitical instability and a wide range of threats to Europe's security and prosperity. The Commission will redouble its efforts to strengthen Europe's competitiveness, resilience, and global influence through a series of targeted initiatives and close cooperation with the EU institutions and international partners. There will be a particular focus in 2026 on boosting sustainable prosperity and innovation, enhancing security and defence capacities, and ensuring that the Union's future long-term budget is fully aligned with its long-term ambitions. The Secretariat-General will also drive a new wave of simplification of EU rules and administrative burden reduction.

### General objective 1: A new plan for Europe's sustainable prosperity and competitiveness

**Specific objective 1.1: The goals of the Competitiveness Compass are met, providing Europe with a competitiveness policy framework that supports economic growth and prosperity**

The **Competitiveness Compass** translates the Draghi report into concrete policy actions to boost sustainable prosperity and competitiveness. The Secretariat-General will ensure that the forthcoming flagships set to be adopted in 2026, such as the 28th regime for innovative companies and the revision of public procurement directives, have an ambitious scope and reach.

In parallel, the Competitiveness Taskforce will work on several pilot projects to test possible pathways for the **Competitiveness Coordination Tool**. This will aim at delivering a joint investment, reform and multi-country project agenda for Member States, and complement initiatives in sectoral and technological domains emphasised in the Compass — such as energy interconnections, semiconductors, chemicals, batteries, biotechnology, the circular economy, or construction.

**Specific objective 1.2: 'Better law-making is embedded in the EU policymaking process, reducing burdens, simplifying EU rules, and improving implementation of policies'**

A series of proposals with significant simplification potential, including 'omnibus' proposals, are expected to contribute meaningfully to the Commission's burden reduction objective. The Secretariat-General will oversee the **simplification** work of the Commission departments, including monitoring the achievement of a 25% reduction in administrative costs and a 35% reduction for SMEs.

Moreover, the Secretariat-General will coordinate the screening of the acquis, with the same simplification aim in mind. Building on each Commissioner's progress reports on simplification and implementation, the Secretariat-General will provide an **overview report** of the Commission's achievements in this area. The Secretariat-General will continue to coordinate **implementation dialogues** and prepare a Communication on better regulation, focusing on the simplification of evidence-based policymaking.

## General objective 2: A new era for European defence and security

### Specific objective 2.1: 'A true European Defence Union is created through targeted EU initiatives, coordination of Member State efforts and close cooperation with NATO'

In 2026, the Secretariat-General will steer the delivery of the defence initiatives in the Commission Work Programme – notably the revision of the **EU Defence and Sensitive Security Procurement Directive**, a Communication on the Defence Single Market and proposals for a European Space Shield Action Plan, and a Qualitative Military Edge Programme. It will also support Member States, in collaboration with the European External Action Service and the European Defence Agency, in implementing the Roadmap for Defence Readiness 2030.

The Secretariat-General will coordinate the implementation of **a new approach to military mobility** as set out in the 2025 Military Mobility package, aiming to facilitate the swift movement of military personnel and assets.

The Secretariat-General will assist in implementing the SAFE (Security Action for Europe) and EDIP (European Defence Industry Programme) **financial instruments**. These tools are crucial for strengthening the EU's defence industry, supporting Ukraine's defence industry and aligning it with the Union's, and helping Member States procure essential defence capabilities for readiness and ongoing support to Ukraine. Finally, the Secretariat-General will continue to play a central role in cooperation with NATO, which remains a key pillar of EU defence efforts.

### Specific objective 2.2: 'The EU has a comprehensive approach to preparedness and crisis management, strengthening collective resilience'

In 2026, the Secretariat-General will continue to co-lead the implementation of the **Preparedness Union Strategy**. The key deliverables for 2026 will include the preparation of a comprehensive risks and threats assessment, arrangements outlining cooperation modalities between civilian and military authorities for the full spectrum of crises, and mainstreaming preparedness into EU policy-making. The implementation of an ambitious crisis management exercise agenda will also be among the priorities of the Secretariat-General.

## General objective 3: Supporting people, strengthening our societies and our social model

Work on the Commission's priorities for 2025 under this general objective is covered by the Secretariat-General's policy coordination objective <sup>(1)</sup>. Deliverables for 2026 include the Quality Jobs Act, the first EU Anti-Poverty Strategy and the Fair Labour Mobility Package.

## General objective 4: Sustaining our quality of life: Food security, water and nature

Work on the Commission's priorities for 2025 under this general objective is covered by the Secretariat-General's policy coordination objective <sup>(2)</sup>. Deliverables for 2025 include the Livestock Strategy, the update of the Unfair Trading Practices Directive, and the 2040 Vision for Fisheries and Aquaculture.

## General objective 5: Protecting our democracy, upholding our values

### Specific objective 5.1: 'A reinforced rule of law cycle strengthens the rule of law and democracy in Europe'

The Secretariat-General will coordinate the European rule of law cycle, with its **annual rule of law report** at the centre. The report covers all Member States and selected enlargement countries with a focus, as of 2025, on the Single Market dimension of the rule of law.

The Secretariat-General will ensure proper follow-up to the 2025 **European Democracy Shield**, supporting the setting up of a **European Centre for Democratic Resilience**, and shaping the Media Resilience Programme, which will support independent journalism and media literacy.

The Secretariat-General will implement the EU strategy on combatting antisemitism and fostering Jewish life through the working group on antisemitism. The Secretariat-General will deepen the strategic approach to address anti-Muslim hatred and pursue the dialogue with churches, religions, and philosophical and non-confessional organisations.

### Specific objective 5.2: 'The Commission's policy-making cycle is transparent and open to participation from public and interest representatives'

The Secretariat-General will work with the Parliament and the Council towards further reinforcing the **Transparency Register**, notably in terms of improving content reliability and

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<sup>(1)</sup> See page 10

<sup>(2)</sup> See page 10

boosting search capabilities. In addition to codifying the Register's working methods to enhance accountability, efforts will be made to boost engagement and outreach. Furthermore, the Secretariat-General will continue to advance its policy on **public access to documents** through proactive publication and using IT tools to improve the management of requests.

In 2026, work will continue on enhancing the visibility of the **European Citizens Initiative** via multilingual communication activities, involving the other EU Institutions and bodies, as well as a strong network of multipliers in Member States. Communication activities will also focus on the follow up to successful initiatives, in a year when the Commission is expected to respond to at least three such initiatives. The Secretariat-General will increase its support to organisers by providing advice and developing IT tools. Further improvements to the **'Have your Say'** portal will be deployed by extending the timeline up until the publication in EUR-Lex and by making use of Artificial Intelligence to improve feedback analysis.

## General objective 6: A global Europe: Leveraging our power and partnerships

### Specific objective 6.1: **'The EU position on strategic external policy issues is coherent and well-coordinated'**

The Secretariat-General steers the work of Commission services in all external policy fields. Special emphasis will be placed on achieving the **foreign economic policy** goals set by the President. This involves overseeing the trade agreement processes, implementing the economic security strategy, and steering policy development.

The chairs of the G20 (US) and G7 (France) have ambitious plans for 2026. In this context, the Secretariat-General provides support to the Presidents of the chair countries and their sherpas.

Work will continue on comprehensive political, financial, economic, humanitarian, military, and diplomatic support to **Ukraine** and its people. Ukraine's pressing financial needs will be addressed via the Ukraine Facility and other financial and donor support structures. The Secretariat-General will contribute to the efforts to leverage the immobilised Russian Central Bank assets and put pressure on Russia, by means of sanctions and other measures, to end the war and to compensate Ukraine for the damages suffered.

The Secretariat-General will coordinate work on a Joint Communication on a **Middle East strategy**, including supporting the transition in Syria and Lebanon and a Communication on humanitarian aid. The Secretariat-General will also provide support for **EU enlargement**.

### Specific objective 6.2: **'The EU fosters good relations with Western European partners and defends its strategic interests'**

The Secretariat-General coordinates EU relations with Western European Partners. On EU-UK relations, it will continue to work on the implementation, application, and enforcement of existing agreements. Regarding the **EU-UK Withdrawal Agreement**, the focus in 2026 will be on the correct application of citizens' rights provisions, on the full, timely, and faithful

implementation of the Windsor Framework, and the payment of all financial liabilities by the UK. At the same time, the Secretariat-General will oversee the enforcement of the **EU-UK Trade and Cooperation Agreement**, focusing on the delivery of the objectives agreed at the EU-UK Summit on 19 May 2025. The Secretariat-General will also strive to conclude the EU-UK Agreement in respect of Gibraltar, following the political agreement reached in June 2025. The Secretariat-General will oversee the implementation of the Agreement on the European Economic Area, aim to expand the EU's engagement with Switzerland to new areas, and work towards the signature, provisional application, and conclusion of the Association Agreement with Andorra and San Marino.

## General objective 7: Delivering together and preparing our Union for the future

Specific objective 7.1: **'The EU's long-term budget is streamlined, flexible and impactful, providing strong support for EU priorities'**

As announced in the President's Political Guidelines, the Commission proposed an ambitious new **long-term EU budget** to equip Europe for today's uncertain, fast-changing world. The redesigned EU budget will be more flexible to increase its capacity to adapt to evolving priorities; smarter in design by simplifying rules for Member States and beneficiaries; and sharper in its priorities, focusing on strategic EU priorities and projects with the highest EU added value.

It will enable Europe to invest in new strategic priorities, such as security, defence, and competitiveness, while strengthening treaty priorities, such as common agricultural, fisheries, and cohesion policies. The introduction of new own resources will play an essential role, ensuring that the EU can finance new priorities and repay NextGenerationEU without increasing national contributions. The Secretariat-General and DG Budget will coordinate the interinstitutional negotiations. The Commission is committed to working closely with both the European Parliament and the Council to reach a timely political agreement by the end of 2026, ensuring that the new budget starts benefiting all Europeans as of 1 January 2028.

Together with DG Budget, the Secretariat-General co-leads the **anti-fraud architecture review** in line with the objectives set out by the Commission in the multiannual financial framework, in particular the efficient protection of the Union's financial interests. A Commission White Paper, adopted in 2025, initiates the review which maps the key anti-fraud actors, identifies and addresses possible areas to be strengthened in their cooperation, and promotes efficiency at every stage of the anti-fraud cycle. The results of the anti-fraud architecture review will be presented in a Commission Communication in 2026.

## General objective 8: A modern, high-performing and sustainable European Commission

### Specific objective 8.1: 'An efficient and coordinated policymaking process ensures timely delivery of the Commission's headline ambitions'

The Secretariat-General will coordinate the delivery of the priority initiatives in the 2026 **Commission Work Programme**, in close cooperation with all Commission services. This will focus on the core priorities of the Commission, by aiming to strengthen competitiveness, simplify rules, lead in clean and digital innovation, address citizens' immediate concerns, including the affordability and cost of living crisis, and ensure collective security. The Secretariat-General will provide a strong central steer for this work, ensuring timely and collegial delivery of key initiatives.

The Secretariat-General will also lead the preparation of the 2027 Commission work programme, while further encouraging the integration of foresight into policymaking.

### Specific objective 8.2: 'Relations with the EU institutions and bodies are managed smoothly and the Commission's prerogatives are defended'

In 2026, the Secretariat-General will continue to support the preparation of the European Council meetings and will ensure appropriate follow-up to European Council conclusions. Developments in the legislative process for all pending proposals will continue to be monitored by the Secretariat-General and discussed regularly by the Cabinets of Commissioners in the **Interinstitutional Relations Group (GRI)**. Contacts with the services of the Parliament and the Council will continue to facilitate the adoption of pending proposals, in line with the Joint Declaration on EU legislative priorities. The focus, also in this context, will be on avoiding and reducing the burden related to administrative costs.

The Secretariat-General will work on the implementation of the revised Framework Agreement on Relations between the European Parliament and the Commission and the implementation of the Parliament's right of inquiry. The Secretariat-General will take steps to improve the timeliness and quality of replies to parliamentary questions through the closer monitoring of deadlines, streamlining internal procedures, and improving the IT tool.

The Secretariat-General will also provide the secretariat of the **external coordination group** (EXCO) which ensures political guidance and coordination in the field of external relations and consistency between the external and internal aspects of the Commission's work.

### Specific objective 8.3: 'The Commission has robust corporate governance and performance management arrangements'

In 2026, the Secretariat-General will coordinate the preparation of management plans and annual activity reports across the organisation, providing corporate guidance for these essential tools in the Commission's system of financial accountability. The Secretariat-General will also produce, together with DG Budget, the Annual Management and Performance Report for 2025 through which the Commission takes political responsibility for the management of the EU

budget. The work of the Corporate Management Board will continue to focus on the **large-scale review** announced in the mission letter to Commissioner Serafin, on security, and on the efficient allocation of human resources. As regards **business continuity**, the Secretariat-General will further raise awareness of and test the updated business continuity arrangements at corporate and local level, while also introducing a new, modernised IT tool.

**Specific objective 8.4: 'The Commission's decision-making process is streamlined and efficient'**

In 2026, the Secretariat-General will continue to lead the development of a new state-of-the-art **Decide application**. This platform will address the Commission's evolving needs, allowing for a more streamlined and efficient decision-making process. The new system will be fully integrated with other relevant corporate applications, while remaining flexible. Pending the deployment of this new application, the current Decide will be enhanced to enable more efficient monitoring and reporting on regulatory simplification and better regulation.

Autonomous acts and Commission communications, as well as sensitive non classified documents, will be drafted and adopted in **EdiT** for enhanced security. Digital-ready policy making will be integrated into the EdiT drafting process, reducing the administrative burden.

## PART 3. A modern and sustainable public administration: outputs in 2026

The internal control framework supports **sound management and decision-making**. In particular, it ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through **cost-effective controls**.

The Secretariat-General has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

### A. Human resource management

The Secretariat-General will continue to implement the key priorities of the corporate human resources strategy, while also supplementing with local actions.

Human resources will be deployed efficiently and according to needs. Working under constantly evolving policy priorities and intense pressure, the Secretariat-General delivers thanks to its skilled and flexible workforce, close cooperation between teams and internal redeployments. The implementation of the 2025 reorganisation of the Secretariat-General will continue in 2026, with a particular focus on the external relations, given the current geopolitical environment. The **human resource allocation** will be constantly monitored and adjusted to efficiently address political priorities. In parallel, the Secretariat-General will continue to promote a modern and flexible working environment.

Fostering a **positive and inclusive workplace** will remain a priority. The Secretariat-General will closely follow staff wellbeing (absence rate, number of long-term absences) and take action to address shortcomings. To ensure smooth integration of new colleagues into the Secretariat-General, comprehensive training, mentoring and welcome packages will continue to be provided in 2026.

**Learning and coaching programmes** will support professional growth. The Secretariat-General is committed to upholding high standards of staff engagement with dedicated actions and will implement further measures to enhance performance.

The Secretariat-General will keep **raise awareness about equality, diversity and inclusion**. In order to ensure the equal representation of men and women in management positions, the Secretariat-General commits to adhere to the targets of female middle management appointments established by the Commission, and will continue to apply the principle of balanced appointments. At the end of 2024, 51.3% of managers were women.

In 2026, the Commission policy-making learning programme, the **EU Policymaking Hub**, will undergo qualitative improvement. Feedback from the policymaking community will guide

enhancements to its relevance and accessibility. The programme will also emphasise using AI-powered tools and innovative approaches in policymaking.

## **B. Digital transformation and data management**

### **Digital transformation**

In 2026, the Secretariat-General will continue to implement the European Commission's digital strategy with a focus on the following priority domains:

**Digital Culture** – The Secretariat-General will continue to further optimise and tailor its comprehensive digital skills training and coaching programme. This will include information sessions for practitioners, ad-hoc training sessions, and digital information in the format of newsletters and intranet pages.

**Business-driven digital transformation** – The Secretariat-General helps to deliver on the Commission's strategic objectives by providing and managing digital solutions designed to support key processes and policies (e.g. decision-making, transparency, business continuity, crisis management etc). It will boost the safe and responsible use of AI tools, integrate AI powered components into information systems, and shape corporate AI governance.

**Seamless digital environment** – The Secretariat-General will continue work on the innovative digital program (POLARIS) for the policy- and decision-making process of the Commission. The program uses artificial intelligence and a holistic approach to connect business functions, reduce duplication, and generate synergies. This will automate processes and support data-driven decisions, making policy-making and legislation simpler and more efficient.

**Green, resilient and secure infrastructure** – The Secretariat-General will assess its digital solutions for cloud-readiness and will draw up a transition plan. The Secretariat-General will revise its procedures to ensure paper mail from external sources is only distributed electronically, aiming to reduce its environmental impact.

**IT security** – The Secretariat-General will draw up annual cybersecurity plans taking into account the evolving landscape of cyberthreats. They will include the periodic assessment of risks and will define countermeasures. The Secretariat-General will pursue the proactive life-cycle management and modernisation of its portfolio of digital solutions with a view to tackling obsolescence and minimising system vulnerabilities. Furthermore, the Secretariat-General will continue to raise awareness on cybersecurity, physical and information security.

### **Data management**

The Secretariat-General already operates at an established level of data maturity and aims in 2026 to reach an overall advanced level. Its work will focus on using and adhering to corporate tools assessing data quality and FAIR (Findable, Accessible, Interoperable, Reusable) principles. The Secretariat-General will extend data management practices to additional assets, improving accessibility and documentation in line with corporate standards. It will also refine and formalise the roles and responsibilities to ensure that every asset has a designated owner and

steward. By 2026, clear internal procedures for assets and ownership changes will be fully implemented. Additionally, training will be ensured by local trainings, complemented by corporate courses and in-house sessions.

### **Data protection**

With a significant number of processing operations conducted across the Commission, the Secretariat-General leads by example on the protection of personal data. In 2026 the Secretariat-General will conduct awareness-raising and training activities, both among units in charge of specific processing operations and other staff, with a focus on newcomers in the Secretariat-General. The Secretariat-General will also review its public records of processing operations at least every two years to ensure that all its public records of processing operations are up to date and that staff are aware of the data protection requirements. Ensuring respect of the principle of ‘data protection by design and by default’ when designing new IT systems will also improve the level of compliance with data protection rules.

## **C. Sound financial management**

The Secretariat-General contributes to the protection of the EU’s financial interests by ensuring sound financial management, i.e. that resources are used in accordance with the **principles of effectiveness, efficiency, and economy**, and that cost-effective controls are in place, which give the necessary guarantees concerning the legality and regularity of financial transactions.

The Secretariat-General has a **low-risk profile** in financial management. It has a small budget of EUR 11.1 million and most payments are for procurement and administrative expenses. Almost all procurement contracts are signed under framework contracts. The Secretariat-General manages a single grant for the Historical Archives of the European Union (EUR 3 million), exempt from the requirement to have a call for proposals.

The Secretariat-General has set up an internal control strategy for financial management. This control strategy provides detailed means to achieve the control objectives listed in the annex. All financial transactions will be recorded in SUMMA, the Commission’s accounting, finance, and budgeting system. The authorising officers are the heads of the operational units, except for administrative operations where the authorising officer is in the financial unit. All transactions will be verified in the financial unit. An accounting quality review to identify unusual, irregular transactions will be performed twice a year. The Secretariat-General makes full use of the corporate financial and procurement IT tools.

## **D. Fraud risk management**

The Secretariat-General contributes to one of the two main pillars of the Commission’s Anti-Fraud Strategy (and its action plan revised in 2023 <sup>(3)</sup>), namely, to reinforce the Commission’s

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<sup>(3)</sup> [The Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) – ‘the Communication on the 2023 revision’ – and accompanying document, [SWD\(2023\) 245](#) – ‘the revised Action Plan’.

**anti-fraud governance** and maintain a high level of **coordination and cooperation** among Commission departments and Executive Agencies.

The Secretariat-General supports the European Anti-Fraud Office (OLAF) and ensures a **corporate steer and oversight** of the Commission's anti-fraud policy and its implementation across Commission departments. More specifically, the Secretariat-General supports the steer and oversight by the Corporate Management Board <sup>(4)</sup> on the follow-up of OLAF recommendations addressed to Commission departments and on information received from the European Public Prosecutor's Office (EPPO). To this end, the Secretariat-General organises **regular monitoring meetings** with all relevant horizontal departments and an annual high-level review of Commission-EPPO cooperation under the Commission-EPPO Agreement. The Secretariat-General is also responsible for enhancing awareness of ethical obligations among Members of the Commission and their Cabinets through the Network of Ethics and Transparency Contact Points, as well as through targeted information provided to Members at the beginning and end of their mandates.

The relatively small size of the budget and the overall role of policy coordination (rather than budget implementation) of the Secretariat-General form part of its risk environment. As determined in the baseline of 2025, where 100% of actions of the anti-fraud strategy were implemented, the Secretariat-General is nonetheless vigilant as regards fraud risk with no direct financial impact for the EU – such as risks of disclosure or leakage of sensitive information – and will continue taking steps to prevent and detect fraudulent behaviour internally. The Secretariat-General will keep **strengthening the ethics and anti-fraud culture** in the service via training and awareness-raising. The service will review the 2023 Local anti-fraud Strategy <sup>(5)</sup> of the Secretariat-General in 2026 <sup>(6)</sup>.

## E. Sound environmental management

The Secretariat-General remains committed to the corporate policy on greening the Commission and actively contributes to the Commission's efforts to achieve climate neutrality by 2030. Notably, the Secretariat-General will organise specific awareness raising actions for staff on the measures to reduce the emissions from professional travel. The Secretariat-General pays attention to an **efficient use of office space**, adhering to the Commission's building policy to enhance sustainability.

To better understand environmental attitudes, the Secretariat-General will analyse corporate surveys on staff environmental awareness and design actions that respond to the survey findings. In alignment with the Commission's environmental policy, it will promote the **use of sustainable modes of transport** for business trips and encourage the use of videoconference facilities when appropriate.

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<sup>(4)</sup> The Secretariat-General, with OLAF is the lead DG to implement the action 35 of the Commission Anti-Fraud Strategy Action Plan - 2023 : *"Include aspects of the Commission's anti-fraud policy on the agenda of the Corporate Management Board meetings"*

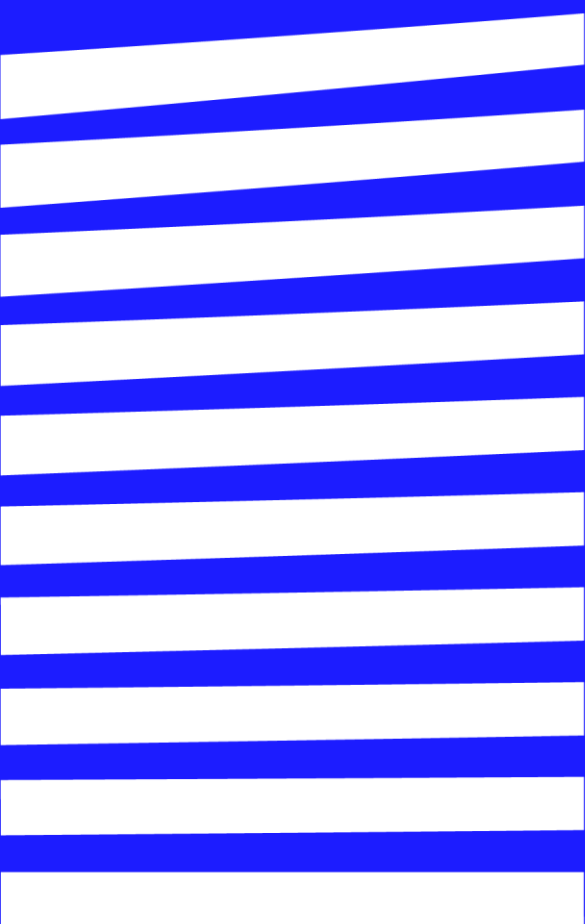
<sup>(5)</sup> 2023 Local anti-fraud Strategy of the Secretariat-General, Ares(2023)1078111- 14/02/2023

<sup>(6)</sup> See Annex 2.D.



# ANNEXES

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# Annex 1: Performance tables – Delivering on Commission priorities in 2026

All initiatives marked with \* will be prepared in conjunction with lead service(s)

**General objective 1: A new plan for Europe’s sustainable prosperity and competitiveness**

***Specific objective 1.1: The goals of the Competitiveness Compass are met, providing Europe with a competitiveness policy framework that supports economic growth and prosperity***

*Related to spending programme(s): No*

**Main outputs in 2026:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Scoping dialogues on energy highways under the Competitiveness Coordination Tool	Organisation and successful running	Q3 2026
Scoping dialogues on batteries under the Competitiveness Coordination Tool	Organisation and successful running	Q3 2026
Scoping dialogues on offsite construction under the Competitiveness Coordination Tool	Organisation and successful running	Q3 2026
Scoping dialogues on bioeconomy under the Competitiveness Coordination Tool	Organisation and successful running	Q3 2026





**General objective 1: A new plan for Europe's sustainable prosperity and competitiveness**

**Specific objective 1.2: Better law-making is embedded in the EU policymaking process, reducing burdens, simplifying EU rules, and improving implementation of policies'**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Communication on better regulation	Adoption by the Commission	Q2 2026
 Omnibus to simplify energy product legislation*	Adoption by the Commission	Q2 2026
 Omnibus on taxation*	Adoption by the Commission	Q2 2026
 Citizens Omnibus*	Adoption by the Commission	Q4 2026

**Initiatives linked to regulatory simplification and burden reduction**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Overview report on simplification, implementation and enforcement	Publication	Q4 2026





**General objective 2: A new era for European defence and security**

**Specific objective 2.1: A true European Defence Union is created through targeted EU initiatives, coordination of Member State efforts and close cooperation with NATO**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Simplifying defence and sensitive security procurement*	Adoption by the Commission	Q3 2026
 Defence Qualitative Military Edge programme*	Adoption by the Commission	Q1 2026
 Defence Communication on the Defence Single Market: EU technological base fit for future*	Adoption by the Commission	Q1 2026
 Defence European Space Shield – action plan*	Adoption by the Commission	Q2 2026

**General objective 2: A new era for European defence and security**

**Specific objective 2.2: The EU has a comprehensive approach to preparedness and crisis management, strengthening collective resilience**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Union Crisis Management protocol*	Publication	Q4 2026
Comprehensive Risk and Threat Assessment*	Publication	Q4 2026
Minimum Preparedness Requirements*	Publication	Q4 2026

**General objective 5: Protecting our democracy, upholding our values**

**Specific objective 5.1: A reinforced rule of law cycle strengthens the rule of law and democracy in Europe**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
2026 Rule of Law Report	Adoption by the Commission	Q3 2026

**General objective 5: Protecting our democracy, upholding our values**

**Specific objective 5.2: The Commission's policy-making cycle is transparent and open to participation from public and interest representatives**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Decisions on requests for registration of citizens' initiatives	Adoption by the Commission within the legal deadlines (one or two months)	100%
Awareness raising activities	Number of visits to the ECI website and ECI Forum	>2 million annual visits
Feedback opportunities for citizens launched on the Have Your Say portal	Number of feedback opportunities	480



Annual report on the functioning of the Transparency Register (with European Parliament and Council)	Adoption by the Management Board of the Transparency Register	Q2 2026
Annual Report on public access to documents	Adoption by the Commission	Q2 2026

**General objective 6: A global Europe – leveraging our power and partnerships**  
**Specific objective 6.1: The EU position on strategic external policy issues is coherent and well-coordinated**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Joint Communication on a Middle East strategy, including supporting the transition in Syria and Lebanon	Adoption by the Commission	Q2 2026
 Communication on humanitarian aid*	Adoption by the Commission	Q2 2026

**General objective 6: A global Europe – leveraging our power and partnerships**  
**Specific objective 6.2: The EU fosters good relations with Western European partners and defends its strategic interests**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**Other major outputs**


<b>Output</b>	<b>Indicator</b>	<b>Target</b>
2026 EU-UK Summit	Progress on the implementation of existing and new agreements / organisation	Q4 2026
EU-UK Agreement in respect of Gibraltar	Adoption by the Council and consent of European Parliament	Q2 2026

**General objective 7: Delivering together and preparing our Union for the future**  
**Specific objective 7.1: The EU's long-term budget is streamlined, flexible and impactful, providing strong support for EU priorities**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**New policy initiatives:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Communication on the Anti-Fraud Architecture review*	Adoption by the Commission	Q4 2026

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Political agreement on the future multiannual financial framework	Agreement reached	Q4 2026

**General objective 8: A modern, high-performing and sustainable European Commission**

**Specific objective 8.1: An efficient and coordinated policy-making process ensures timely delivery of the Commission's headline ambitions**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
2027 Commission work programme	Adoption by the Commission	Q3 2026
2026 Strategic foresight report	Adoption by the Commission	Q3 2026

**General objective 8: A modern, high-performing and sustainable European Commission**

***Specific objective 8.2: Relations with the EU institutions and bodies are managed smoothly and the Commission prerogatives are defended***

*Related to spending programme(s): No*

**Main outputs in 2026:**

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	
Monitoring and implementation of the President's commitment to ensure legislative follow-up of Article 225 resolutions	Percentage of positive responses to Article 225 resolutions	100%
Revision of the guidelines for the Framework Agreement on Relations between the European Parliament and Commission	Completion of revision	Q3 2026

**General objective 8: A modern, high-performing and sustainable European Commission**

***Specific objective 8.3: The Commission has robust corporate governance and performance management arrangements***

*Related to spending programme(s): No*

**Main outputs in 2026:**

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Corporate Management Board annual report for 2025	Transmission to College	Q2 2026
IT implementation plan 2027	Approval by the Information Technology and Cybersecurity Board	Q2 2026
Introduction of new Business Continuity IT system	Launching of the IT system	Q2 2026
Annual Management and Performance Report for the EU budget for 2025	Adoption by the Commission	Q2 2026
Instructions for the preparation of the 2026 annual activity reports	Transmission to Commission services	Q4 2026

**General objective 8: A modern, high-performing and sustainable European Commission**

**Specific objective 8.4: The Commission's decision-making process is streamlined and efficient**

*Related to spending programme(s): No*

**Main outputs in 2026:**

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Future Decide application: development of scenarios for adoption workflows	Design of an end to-end workflow for the adoption of acts	Q4 2026
Current Decide application: development of a monitoring tool for clear and effective reporting	Deployment of the monitoring tool within the Secretariat-General	Q4 2026
Current Decide application: AI solution for internal assignment of Parliamentary questions	AI powered assignment of parliamentary questions	Q3 2026
Management of sensitive non classified documents in EdiT	Use of EdiT for sensitive non classified documents	Q2 2026
Drafting of autonomous acts in EdiT	Use of EdiT for autonomous acts	Q3 2026
Drafting of Commission Communications in EdiT	Use of EdiT for communications	Q4 2026
Further integration of digital-ready policymaking and digital requirements in EdiT	Piloting of AI powered drafting for digital-ready policymaking in EdiT	Q4 2026

# Annex 2: Performance tables – A modern and sustainable public administration

## A. Human resource management

<b>Objective:</b> The Secretariat-General employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
<b>Main outputs in 2026:</b>		
Output	Indicator	Target
Training and welcome sessions organised for newcomers	Number of sessions	At least 3
SG HR Report	Finalisation	Q2 2026
Action plan following staff survey	Finalisation	Q2 2026

## B. Digital transformation and data management

<b>Objective:</b> The Secretariat-General is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission.		
<b>Main outputs in 2026:</b>		
<b>Digital Transformation</b>		
Output	Indicator	Target
SG IT clinic meetings	Number of meetings	8
IT security risk assessment of the Secretariat-General's active information systems	Percentage of SG information systems with an up-to-date IT security plan	100%
Compliance of SG IT systems with IT security policies and standards owned and maintained by DG DIGIT as defined in the Commission Decision 2017/46 and its Implementation Rules	Percentage of the level of compliance of the IT systems	90%
Cloud adoption	% of IT systems owned by the Secretariat-General using (any) cloud infrastructure service	25%
Software obsolescence	Ratio of unsupported IT systems (hosted in the corporate datacentre)	0%

Up-front digitalisation and electronic distribution of incoming paper mail by OIB. Development and implementation of new working procedures for SG staff, aiming at ensuring the electronic distribution up to the final responsible department	100% of paper mail not falling within the identified exceptions	Q2 2026
Further development of EASE (Electronic Access to EC Documents) to explore the potential of AI in the handling of request for access to documents	Implementation of AI-driven features (smart drafting, automatic redaction, and internal search), eUI migration, cloudification, template automation, and enhanced workflows for confirmatory applications	Q4 2026
<b>Data Management</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Clear instructions and guidance to support effective data handling and improve data maturity	Number of guidance documents and web pages on local implementation of corporate policies in data governance	2
Awareness raising actions on roles, responsibilities and training opportunities for data owners and stewards	Number of communication activities, trainings and meetings	4
<b>Data Protection</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Awareness-raising activities on data protection compliance and review of Secretariat-General's public records of processing operations	Percentage of staff assessed as trained on data protection compliance Percentage of new or updated records of processing operations published in the last two years compared to the total number of SG records	>90% >90%

## C. Sound financial management

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

### Main outputs in 2026

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure)
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	Need to know principle enforced through IT security, physical restriction where necessary to access to offices and awareness raising trainings	Positive assessment by LISO and LSO on the safeguarding of information
Efficient controls	Budget execution and / or timely payments	Becomes 80% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 15% of funds managed

## D. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy <sup>(7)</sup> aimed at the prevention, detection and correction <sup>(8)</sup> of fraud.

### Main outputs in 2026:

Output	Indicator	Target
Awareness-raising sessions for newcomers on ethics and antifraud	Percentage of newcomers completing these sessions	100%
Anti-fraud Strategy revision	Finalisation	Q4 2026

<sup>(7)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019; Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023" [COM\(2023\) 405](#) of 11 July 2023 – “the Communication on the 2023 revision” – and the accompanying revised action plan, [SWD\(2023\)245](#)– “the revised Action Plan”.

<sup>(8)</sup> “*Correction of fraud*” is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

## E. Sound environmental management

**Objective:** Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

### Main outputs in 2026

Output	Indicator	Target
Article raising awareness to the need to reduce emissions from staff missions and drawing particular attention to the greener travel guidelines	Publication	Q4 2026
Awareness-raising actions about environmental responsibility, with particular attention to the greener travel guidelines, and training offered by the Commission	Number of actions	At least five actions/ trainings communicated yearly
Guidelines on sustainable events will be implemented in the major SG events	Percentage of major events concerned	100%

## Annex 3: Regulatory Scrutiny Board

The Commission's better regulation agenda aims to ensure that its proposals are evidence-based, well designed and deliver tangible and sustainable benefits for citizens, business, and society as a whole. This is part of the Secretariat-General's contribution to the Commission's general objective '**A New Plan for Sustainable Prosperity and Competitiveness**'. As part of this agenda, the Regulatory Scrutiny Board provides a quality control and support function for Commission impact assessment and evaluation work which contributes also to the identification and reduction of administrative burdens.

The Board scrutinises and issues opinions on all the Commission's draft impact assessments and of major evaluations and '**fitness checks**' of existing legislation. In principle, a positive opinion is needed from the Board for an initiative accompanied by an impact assessment to be tabled for discussion and adoption by the Commission. The opinion accompanies the draft initiative together with the impact assessment throughout the Commission's political decision-making and is transmitted to the co-legislators with the proposal on publication.

The Board is independent within the Commission. It is chaired at Director-General level. In addition to the Chair, the Board consists of a Director (the alternate chair), three high-level Commission officials, and four senior management level members who are recruited from outside the Commission, selected on the basis of their expertise. All members work for the Board full time, with no other policy responsibilities.

<p><b>General objective 1: A new plan for Europe's sustainable prosperity and competitiveness</b></p> <p><i>Specific objective 1.2: Better law-making is embedded in the EU policymaking process, reducing burdens, simplifying EU rules, and improving implementation of policies'</i></p> <p style="text-align: right;"><i>Related to spending programme(s): No</i></p>		
<p><b>Main outputs in 2026:</b></p>		
<p><b>Impact assessments, evaluations and fitness checks:</b></p>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Opinions on impact assessments, fitness checks and major evaluations issued in 2025	On time delivery of the opinions on impact assessments, fitness checks and evaluations	100% in accordance with article 9.1 of the Regulatory Scrutiny Board's Rules of Procedure
<p><b>Other important outputs</b></p>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Annual report on the activities of the Regulatory Scrutiny Board in 2025	Publication	Q2 2026

# Annex 4: European Fiscal Board

The 2024 reform of the EU economic governance framework confirmed and strengthened the role of the European Fiscal Board (EFB). Most importantly, the EFB's mandate is now anchored in Regulation (EU) 1263/2024. Its key task is to carry out an independent and timely **ex-post assessment of fiscal policymaking** in the EU and of the implementation of the **Stability and Growth Pact**. The Board is an integral part of the EU fiscal surveillance framework. The findings and conclusions of its assessments are regularly presented to the College of Commissioners, the Economic and Financial Affairs Council and its preparatory committees, the European Parliament and the network of independent fiscal institutions.

A new Board was appointed in April 2025. In 2026, the Board plans to publish at least two reports and organise an annual conference, involving independent fiscal institutions and other key stakeholders. The annual conference will also be an opportunity to celebrate the EFB's 10th anniversary. Overall, the EFB's advisory activities aim to improve the effectiveness and sustainability of national fiscal policies and, more generally, the smooth functioning of the Economic and Monetary Union (EMU).

**General objective 1: A new plan for Europe's sustainable prosperity and competitiveness**

**Specific objective: Sound public finances are supported by independent assessments and advice on the implementation and future evolution of the EU fiscal framework**

*Related to spending programme(s): No*

## Main outputs in 2026:

### External communication actions

Output	Indicator	Target
Conference with national independent fiscal councils and other key stakeholders	Successful organisation	Q2 2026

### Other important outputs

Output	Indicator	Target
Report on the implementation of national fiscal policies	Publication	Q1 2026
Report on the prospective fiscal stance appropriate for the euro area in 2027	Publication	Q2 2026
Report on the role of independent national fiscal councils in the EU fiscal framework.	Publication	Q3 2026
Report on the implementation of the EU fiscal framework	Publication	Q4 2026

