



European  
Commission

# Management Plan 2023

SECRETARIAT-GENERAL

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## Introduction

Under the authority of the President, the Secretariat-General serves the College and oversees the implementation of the Commission's political priorities<sup>1</sup>. It ensures the **collegiality, consistency, efficiency and regularity** of the Commission's action.

To this end, the Secretariat-General steers and coordinates the work of Commission services across all policy areas to **ensure the coherence, quality and timely delivery of policy**, legislation and operations, promoting a 'whole of government' approach to policymaking. It does this from the early stages of policy development, through the internal decision-making process, to interinstitutional negotiations and policy implementation.

The Secretariat-General oversees **good governance within the Commission**, fostering a **modern, transparent and sustainable administration**. It acts together with the Cabinet of the President to ensure transparency and efficiency in the relationship between all members of the College. It supports the Executive Vice-Presidents and Vice-Presidents in their coordination tasks, including through the management of Groups of Commissioners and Project Teams. The Secretariat-General is also an important interface between the Commission and the other European institutions, bodies, national Parliaments, international and non-governmental organisations.

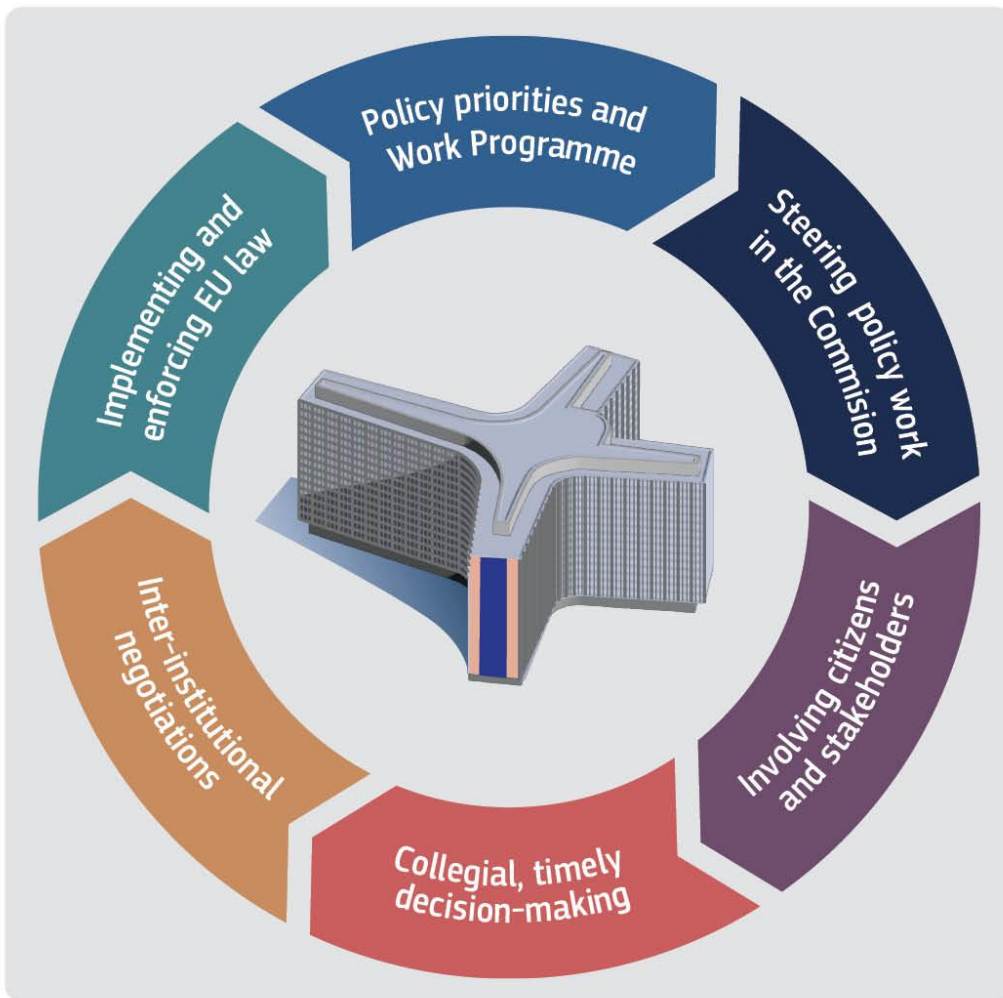
This management plan describes how the Secretariat-General will coordinate work related to the Commission's priorities for 2023, as set out in the **2023 Commission Work Programme**<sup>2</sup>. It highlights the most important outputs planned for 2023 and explains how they will contribute to the specific objectives set out in the Secretariat-General's strategic plan for 2020-2024<sup>3</sup>.

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<sup>1</sup> <https://ec.europa.eu/info/strategy/priorities-2019-2024>

<sup>2</sup> [https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents\\_en](https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents_en)

<sup>3</sup> [https://ec.europa.eu/info/publications/strategic-plan-2020-2024-secretariat-general\\_en](https://ec.europa.eu/info/publications/strategic-plan-2020-2024-secretariat-general_en)



CORE ACTIVITIES



Serving the President,  
(Executive)  
Vice-Presidents  
and the College  
of Commissioners



Shaping  
corporate  
policies



Relations with  
international partners  
and participation in  
international  
organisations

2023 constitutes the fourth year of the von der Leyen Commission. There will be a strong focus on **accelerating legislative negotiations on priority proposals**. Addressing the consequences of **Russia's war of aggression against Ukraine** and the global competitiveness, energy and supply chain crisis, will remain an essential task, like in 2022. The Secretariat-General will notably support the implementation of REPowerEU chapters under the Recovery and Resilience Facility. It will also contribute to a review of the multiannual financial framework 2021-2027, to assess whether the EU budget can still deliver on the recent geopolitical and economic challenges.

## SUPPORTING UKRAINE

On the external side, the main priority for 2023 will be to continue supporting Ukraine in the face of Russia's war of aggression. This includes predictable and continuous macro-financial assistance for 2023 through the new instrument "Macro-Financial Assistance+". The EU will also continue to provide considerable humanitarian assistance. Increasing pressure on Russia through implementation of the sanctions packages and further sanctions, as well as ensuring full accountability for the war crimes and other international crimes and exploring potential options for the use of frozen Russian assets, will be a priority. Moreover, following the decision by the European Council to grant the status of candidate country to Ukraine, the Commission will continue to assist Ukraine's reform efforts on its European path. In that regard, we will enhance Ukraine's access to the EU internal market via the Priority Action Plan for the implementation of the Association Agreement and its Deep and Comprehensive Free Trade Area. This will be facilitated by Ukraine's association to a growing number of EU programmes and the continued investment in the Solidarity Lanes serving as a lifeline for the Ukrainian economy. The European Commission will also play a leading role in the international multi-agency donor coordination platform for Ukraine's reconstruction, hosting its secretariat. The Secretariat-General will steer these work strands, providing overall coordination and guidance to services. The inter-service groups on Ukraine led by the Secretariat-General will continue to meet regularly to ensure a coherent and timely EU response to the continued Russian aggression.

The Commission will continue to implement President von der Leyen's political guidelines and to foster the economic recovery, by accelerating the green and digital transitions. In this context, the Secretariat-General will be at the heart of the Commission's work to make the Union more resilient. Under the European Green Deal, the Secretariat-General will oversee the preparation of new proposals reforming the EU electricity market, including measures to stimulate clean hydrogen use. It will also support measures to reduce food waste and promote animal welfare. The Secretariat-General will foster the efforts to **shape Europe's digital future**, for example through a proposal on cyber-solidarity and by pursuing the

strategy on connectivity for a European Gigabit Society by 2025. Priority will be given in 2023 to reducing dependencies, strengthening the single market, relieving SMEs and boosting competitiveness. In 2023, the first 'State of the Digital Decade' annual report will also be published by the Commission.

The **Recovery and Resilience Facility**, steered by the Secretariat-General together with DG ECFIN, will continue to be the engine behind the process of putting Member States' economies back on track and fostering the twin green and digital transitions. The Secretariat-General will also steer the work of the Commission services on the European Semester of economic policy coordination. It will help identify the relevant policy challenges, specify policy priorities and ensure policy surveillance and monitoring.

The Secretariat-General will have a leading role regarding **strategic external policy issues** such as a new Agenda for Latin America and the Caribbean, EU space strategy for security and defence, EU maritime security strategy. The Secretariat-General will lead the implementation of the agreements that govern the EU's relations with the United Kingdom and relations with western European partners.

The Secretariat-General will also drive forward the work on **the rule of law** and on the **Defence of Democracy**, as well as on the Security Union Strategy (e.g. on cybersecurity, child sexual abuse online).

The current migratory pressures have reinforced the evident need for a common and predictable European approach under the **New Pact on Migration and Asylum**, and the Secretariat-General will continue to support the realisation of this work.

Stepping up efforts to simplify EU legislation and reduce its burden, the Secretariat-General will push forward the **simplification work**, strengthen the competitiveness dimension of the Commission's impact assessments through a **'competitiveness test'** and ensure consequent **application of the 'one in, one out' approach**, which ensures that newly introduced burdens are offset by removing equivalent burdens in the same policy area.

The Secretariat-General will continue to **steer the Commission's relations with other institutions** and ensure that sound and consistent positions are being followed during the legislative process, in full respect of institutional prerogatives, the Treaties and interinstitutional agreements.

Internally, the Secretariat-General will continue to bring forward many **corporate policies**, such as strategic planning and programming, equality mainstreaming, ethics, business continuity, IT governance, data, information and knowledge management. It will work closely with other central services of the Commission to ensure that resources are used efficiently and effectively.

## **PART 1. Delivering on the Commission's political priorities: main outputs for 2023**

### **General objective 1 'European Green Deal'**

#### **Coordinating the European Green Deal**

Delivering the remaining key actions needed to achieve the **European Green Deal objectives** will be a particular priority in 2023. The majority of the initiatives, notably the Fit For 55 legislative package, have already been tabled by the Commission and the negotiations on these proposals are now either completed or entering a decisive stage. The priority of the Secretariat-General will be to support DGs in concluding coherent agreements on all remaining open files.

The Secretariat-General will also steer the work on the preparing additional proposals, notably the **reform of the electricity market design**, to protect citizens and the economy against excessively high prices. It will coordinate further proposals aiming at the creation of a new **European Hydrogen Bank**.

Food security and sustainable food production will remain high on the agenda. The **Farm to Fork and Biodiversity strategies** will be further pursued through several key legislative proposals. The Commission will table a legislative framework for sustainable food systems and will propose the revision of EU legislation regarding animal welfare. It will also put forward a proposal for plants produced by certain new genomic techniques, a key development for a more resilient and sustainable food system.

The Secretariat-General will also steer the work on **a greening freight package**, to boost the twin transition in transport, which will include several proposals, notably a proposal on international freight and passenger transport - increasing the share of rail traffic and the revisions of the Weights and Dimensions Directive and the Combined Transport Directive.

The Commission will propose mandatory screening and registration of **asbestos** in buildings and ask Member States to set up national strategies for asbestos removal to ensure that our pathway towards climate neutrality is safe.

### **General objective 2 'Europe fit for the digital age'**

#### **Shaping Europe's digital future**

The Secretariat-General will coordinate the preparation and downstream negotiation of all the initiatives contributing to a **Europe fit for the digital age**. Most key proposals have already been tabled and the Secretariat-General will coordinate interinstitutional negotiations. The Commission will also launch the coordination mechanism among the Member States related to Europe's Digital Decade. In 2023, **the first 'State of the Digital**

**Decade' annual report** will be published by the Commission. Better coordination of radio spectrum policy will be ensured by a Commission proposal for a new radio spectrum policy programme.

In follow up to the European Council on global competitiveness, the Secretariat-General will steer the work to analyse and come forward with proposals in early 2023 with a view to mobilising all relevant national and EU tools as well as to improving framework conditions for investment, including through streamlined administrative procedures. This will take the form of an **EU strategy to boost competitiveness and productivity**. To ensure that Europe has access to critical raw materials necessary for the twin transitions and to address our strategic dependencies, the Commission will propose a **Critical Raw Materials Act**. A **European Sovereignty Fund** proposed by the President will help fund well-identified projects of interest for EU sovereignty across our industrial spectrum.

Marking the **30th anniversary of the Single Market**, the Commission will offer a long-term perspective on the single market and publish a Communication. The Secretariat General is working closely with services to see how further support can be provided by the Commission within the framework of the **SME Relief Package**, as announced by the President. One important element of this package is the revision of the Late Payments Directive to ensure businesses are paid on time. The Secretariat-General will also be leading the Commission's work on checking upcoming initiatives in order to detect and mitigate a particularly heavy impact on SMEs. Finally, the Commission will set up a high-level group to provide advice and recommendations on issues potentially hindering the sustainable competitiveness of SMEs in the long term.

Additionally, a proposal on Standard Essential Patents as parts of a broader **Patent Package** will be proposed to give certainty to businesses while licensing such patents and ensure access right to the new technologies to promote innovation. The Commission's new initiatives on patents will also cover compulsory licensing, and Supplementary Protection Certificates.

New Commission initiatives on **virtual worlds and hyperloops** will ensure that Europe has a leading position on these innovative technologies. Work will continue on establishing new data spaces, for example on mobility.

The Commission will propose an initiative on **statute of associations and on piracy of live content**, following up on the European Parliament resolution under article 225 of the Treaty on the Functioning of the European Union. The initiative will include a toolbox to fight illegal streaming of live events.

The Secretariat-General will oversee activities and initiatives linked to the **European Year of Skills**, to promote inclusive skills policies and investment, strengthen learning opportunities and mobility and attract skilled third-country nationals. In this context, the Secretariat-General will support the development and adoption of two Council recommendations on improving the provision of digital skills in education and training and



on the enabling factors for digital education, building upon the structured dialogue on digital skills, coordinated by the Secretariat-General.

### General objective 3 'An economy that works for people'

#### Improving competitiveness, intergenerational solidarity and fiscal surveillance

To **improve the business environment and boost competitiveness**, the Secretariat-General will help elaborate key initiatives such as a new common framework for business taxation, a framework for data access in financial services and the legislative proposal to establish a Digital Euro. It will continue to push for Banking and Capital Market Union as well as reformed economic governance, steering investment and taxation packages. The European Structural and Investment Funds will continue to support territorial cohesion and facilitate the twin transition through strategic investment and support Member States in a flexible way.

The Secretariat-General will continue its work on **demography**, building on the Communication on Harnessing Talent in the European regions and the Demography Report and fostering intergenerational solidarity across the work programme.

By March 2023, orientations for fiscal policy for 2024 and beyond will be provided to support the preparation of the 2023 Stability and Convergence Programmes. While the close coordination of fiscal, economic and employment policies will continue via the European Semester, the **economic governance review** will enter a new phase during the Swedish Presidency. In close cooperation with DG ECFIN, the Secretariat-General will manage the preparation of the legal proposals to be put forward in spring 2023 to enhance the effective functioning of European fiscal surveillance.

#### Organising Commission work on the national Recovery and Resilience Plans

The **implementation of the Recovery and Resilience Plans**, including the objectives of REPowerEU, will continue to drive the Member States' reform agenda in 2023. The Recovery and Resilience Taskforce will organise the assessment of the amendments to the initial national plans, reflecting additional reform and investment needs for Member States identified in the 2022 European Semester exercise. This will include reforms and investments related to the need to reduce energy dependencies, in a dedicated **REPowerEU** chapter. The Recovery and Resilience Taskforce will also continue to coordinate the assessment of the milestones and targets for each payment request by Member States, drawing on sectoral expertise from across the Commission. Recovery and Resilience Plans reflect the key economic and social challenges identified in past country-specific recommendations. They will ensure a strong reform and investment momentum in all Member States until 2026. The Secretariat-General will carefully assess the territorial dimension of the post-pandemic recovery, the fallout of Russia's war in Ukraine, and the implementation of structural funds in compliance with the horizontal enabling conditions.

## Steering the European Semester

In 2023, the Recovery and Resilience Taskforce will continue **helping Member States to identify the relevant policy challenges and specify policy priorities**. In liaison with DG ECFIN, the Recovery and Resilience Taskforce will give policy guidance to Member States by the publication of country reports and the Commission's proposals for country-specific recommendations in the **2023 European Semester Spring package**, also with a view to make full use of the synergies between the Recovery and Resilience Facility, the European Semester and REPowerEU. The country reports will provide a holistic overview of the economic and social developments, existing policy gaps and vulnerability risks that Member States face, taking the regional dynamics into account. The reports will assess the implementation status of the national Recovery and Resilience Plans, including additional investments and reforms, to meet REPowerEU goals.

Towards the end of the year, the Recovery and Resilience Taskforce will also be responsible for the **Semester Autumn Package**, in particular the Annual Sustainable Growth Survey, outlining the key economic and social policy priorities for the 12-18 months following its adoption.

## Implementing and reviewing the Multiannual Financial Framework 2021-2027

The Commission will table before the summer **a review of the Multiannual Financial Framework 2021-2027**, which may include a revision. The unforeseen needs created by war in Europe are putting significant pressure on the EU budget. The Commission will assess whether the current Multiannual Financial Framework can respond to this new geopolitical and economic context.

The Secretariat-General will support DG Budget in **introducing new own resources**, in line with the Interinstitutional Agreement signed in December 2020. It will support interinstitutional negotiations on the first package of new own resources, tabled in December 2021<sup>4</sup>. The Commission will table a second package of new own resources, building on the proposal for a single set of tax rules for doing business in Europe (BEFIT). New own resources will ensure more diversified and resilient types of revenue and avoid undue cuts to Union programmes or excessive increases in Member State contributions, in view of repaying the grant component of the NextGenerationEU recovery plan.

In 2023, the Secretariat-General will continue to coordinate the **implementation of the Multiannual Financial Framework 2021-2027** together with the Directorate-General for Budget. This will ensure that EU programmes and funds contribute to the Commission's policy objectives, notably in the context of the annual budgetary procedure for the budget 2024. It will coordinate the participation of third countries to Union programmes, ensuring a fair

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<sup>4</sup> In its proposal COM(2021) 570 of 22 December 2021, The Commission proposed three new own resources, based on the Carbon Border Adjustment Mechanism, the Emission Trading System, and the residual profits of companies re-allocated to EU Member States according to the OECD/G20 Pillar One agreement.

balance as regards the contribution and benefits of the third country. The Secretariat-General will continue to support DG Budget in negotiating the recast of the Financial Regulation, tabled on 15 May 2022, and implementing the Conditionality Regulation, after the conclusion of the first procedure in 2022.

## General objective 4 'A stronger Europe in the world'

### Strengthening coordination on strategic external policy issues

In the changed geopolitical context marked by Russia's aggression against Ukraine, the Secretariat-General has adapted rapidly and flexibly to challenges. In 2023, the Secretariat-General will continue to steer policy in the area of **external relations**. Through its political interventions and programming of EU instruments, the EU will project its priorities and defend its interests at multilateral, regional and bilateral level. The Secretariat General will coordinate and prepare the Commission's input to the Foreign Affairs Council in its Trade and Development configurations.

The decision of the European Council in June 2022 to grant a European perspective to Ukraine, Moldova and Georgia and in addition to also grant candidate status to Ukraine and Moldova means that they will be covered for the first time in the regular **enlargement package 2023**, together with the six Western Balkan partners and Türkiye.

Monitoring the implementation of important cross-cutting policy initiatives such as the Global Gateway will remain important. Both the **G20** chair (India) and the **G7** chair (Japan) have ambitious international programmes for 2023. The Secretariat-General provides the support to the Presidents and their sherpas and will steer external work in all these contexts.

As announced in the Commission Work Programme 2023, the **Joint Communication on a New Agenda for Latin America and the Caribbean** will be adopted before the summit planned for 2023. It will ensure coherence of initiatives and actions related to external action and alignment with the commitments made in the political guidelines.

At the same time, the Secretariat-General will continue to provide comprehensive **support to the President in all her external activities**, including through the preparation of briefings for all summits, contacts with international partners (e.g. EU-Latin America and Caribbean summit), participation in international fora, notably the G7 and G20, and her bilateral outreach.

### Boosting the Foreign, Security and Defence Policy

Security and defence will remain among the essential elements of the 2023 political agenda, given the ongoing Russian aggression against Ukraine and the continuing implementation of the **EU's Strategic Compass**. The Secretariat-General will continue to ensure coordination for the timely delivery of initiatives stemming from the Compass, notably the update of the Maritime Security Strategy and its Action Plan, the **EU Space Strategy for Security and**

**Defence**, the proposal for a European Defence Investment Program and the proposal for a **Climate, Security and Defence** policy framework. Sanctions will also remain a priority file, inter alia to ensure timely delivery of the President's commitment to **enlarge the EU's sanctions' toolbox to tackle corruption**.

The Secretariat-General will continue to coordinate the implementation of the **foreign policy instruments, including sanctions, and of space and defence policy**, notably defence industrial aspects. It will represent the Commission in the Political and Security Committee, the EU Military Committee, the Politico-Military Group and the Nicolaidis Group. It will coordinate and prepare the Commission's input to the Foreign Affairs Council, also in its Defence configuration.

In 2023, the Secretariat-General will also maintain its focus on ensuring the continuous successful implementation of ongoing **EU defence initiatives**, including the European Defence Fund, the new Military Mobility Action Plan, countering hybrid threats or EU-NATO cooperation. The Secretariat-General will also work towards swift adoption of initiatives responding to urgent defence capabilities needs resulting from Russia's war against Ukraine, notably the proposal for a Regulation establishing the European Defence Industry Reinforcement through common Procurement Act for 2022-2024.

### **EU's relations with the UK and other western European partners**

The Secretariat-General will continue to lead the **implementation of existing agreements with western European partners**. It will focus on ensuring a balance of rights and obligations, and the maintenance of a level playing field, particularly regarding the functioning of the internal market, and in a spirit of close cooperation with like-minded partners.

The EU wants to have **a stable and positive relationship with the UK**, based on the full respect of agreements that have been signed and ratified: the EU-UK Withdrawal Agreement and the EU-UK Trade and Cooperation Agreement.

The Secretariat-General is responsible for the implementation, application and enforcement of the **Withdrawal Agreement**, including its Protocol on Ireland / Northern Ireland. In the framework of this Protocol, the Commission continues to work towards joint solutions with the UK, whilst legal action has been undertaken in order to address the UK's failure to implement a number of provisions of the Protocol. The implementation of the Withdrawal Agreement will imply strong cooperation within the Commission at political level and between Commission services. The Secretariat-General will continue steering, coordinating and organising the meetings of bodies established by the Withdrawal Agreement.

The Secretariat-General is also responsible for coordinating the implementation, application and enforcement of the **Trade and Cooperation Agreement**. The Secretariat-General will closely monitor the implementation of all aspects of this Agreement, from fisheries, law enforcement and judicial cooperation to energy and social security coordination. Regulatory

divergence – including on the level playing field or sustainable development – will require particular attention, as the UK seeks to depart from EU rules and standards. The Secretariat-General will continue playing a key role within the Commission in coordinating the meetings of all the joint bodies established by the Trade and Cooperation Agreement. Additionally, important efforts will continue to be deployed to reach an **EU-UK agreement on Gibraltar**.

The Secretariat-General will lead the work on the implementation of the **Agreement on the European Economic Area** (EEA), to ensure that the enlarged internal market with the EEA EFTA States (Iceland, Liechtenstein, Norway) continues to function on the basis of rights and obligations for all partners. On behalf of the EU, the Secretariat-General will also pursue the negotiations with the EEA EFTA states on the future financial mechanisms covering the EEA grants and the Norway grants.

The Secretariat-General will continue to coordinate the EU's engagement with the **Swiss Confederation**, to expand the current EU-Swiss relationship to new areas, based on a balanced and coherent model that provides legal certainty and ensures a level playing field.

The Secretariat-General will also take forward the negotiations with **Andorra, Monaco and San Marino** on a future association agreement with these three countries, with the aim of concluding these negotiations in the course of 2023.

## **General objective 5 'Promoting our European way of life'**

### **Deepening the Security Union**

The Secretariat-General will continue to support work on the Security Union. Implementation of the **EU Security Union Strategy for 2020-2025** has already led to important steps. In 2023, the Commission will focus on concluding the negotiations on freezing and confiscation, prevention of child sexual abuse, as well as on cybersecurity and cyber resilience. The Secretariat-General will closely follow geopolitical developments, to provide the political response of the EU. The Secretariat-General will continue to drive forward the Security Union Strategy, supporting the development of new initiatives in this area and reporting regularly on progress. In relation to Ukraine, work to ensure accountability and the possibility to use frozen assets for rehabilitation and reconstruction will be taken forward.

The activation of the Temporary Protection Directive was a key response to Russia's war of aggression against Ukraine. Together with a general increase of migratory pressure on key routes, this has accentuated the need for comprehensive action as foreseen under the **New Pact on Migration and Asylum**. In 2023, the Secretariat General will take steps to advance negotiations on existing proposals. It will deepen work on key areas such as legal migration, steer the presentation of a proposal on recognition of third country nationals' qualifications and take forward the external dimension of the Pact. This will also combine with work to strengthen the functioning and completion of the Schengen area.

## Health Union

2023 will be the first year of full deployment of the **Health Union**, including the revised mandate of the European Medicines Agency and of the European Centre for Disease Prevention and Control, the implementation of the Regulation on Serious Cross-Border Health Threats and the work of the Health Emergency Preparedness and Response Authority (HERA). 2023 should also see decisive progress on the negotiations on key proposals, including on the European Health Data Space and the first steps on the new proposal modernising the legal framework for medicines. The Secretariat-General will support these workstreams, as well as the new comprehensive approach on mental health and the next stage of work to combat cancer.

The Secretariat-General will continue to coordinate on **the response to the pandemic** and build up the preparedness for potential new health crises, in the Union and globally. This will be facilitated by the new capabilities established by the Health Union and the Global Health Strategy.

## Education and Youth

The European Year of Skills will give a fresh impetus to lifelong learning, empowering people and companies to contribute to the green and digital transitions. Specifically, the Secretariat-General will support the development and adoption of the Council Recommendation on **updated learning mobility framework**, in addition to the work on the digital skills recommendations. Moreover, building on the European Year of Youth, its policy dialogues and interaction with different stakeholders, the Secretariat-General will support the development and adoption of the **report of the European Year of Youth**.

## Stepping up European cooperation on crisis management

The Secretariat-General will continue to play a central coordinating role to ensure that the Commission is able to **respond to crises that require action at EU level**. In its corporate role, the Secretariat-General will provide the framework, guidance, training and support to Directorates-General with regard to managing crises affecting the EU. It will continue to oversee the consistency of the Commission's crisis management arrangements covering resilience, prevention, preparedness and response, and manages its overall transboundary crisis management system (ARGUS). It will also represent the Commission vis-à-vis other EU institutions and their crisis management mechanisms, including the Integrated Political Crisis Response arrangements of the Council.

The Secretariat-General will continue to work with the other Commission services on addressing the **impact of Russia's war of aggression against Ukraine**. This work will include helping Member States to coordinate national responses, notably regarding the internal and external borders, humanitarian aid, civil protection and health, free movement of citizens and goods in the Single Market (including energy), as well as communication and the fight against disinformation. The Secretariat-General will coordinate the various

Directorates-General involved in the response to ongoing crises. It will remain ready to provide the first response to any new crisis appearing.

The Secretariat-General, together with relevant departments of the Commission and Agencies<sup>5</sup>, will continue to design the **ARGUS Crisis Dashboard** to develop a common situational awareness for a wide area of crises. This dashboard will support risk assessment, anticipation, monitoring and early detection (connect-the-dots), prevention and preparedness, building resilience and the capacity to respond to crisis.

The Secretariat-General will continue to improve **EU and global preparedness to master future crises**. It will support the EU's resilience, including through the implementation of resilience baselines. Work will also continue to maintain the updated inventory of the EU's crisis management mechanisms, tools and instruments. The Secretariat General will develop an EU crisis management exercise policy and guidelines to structure the numerous exercises organised yearly by the Commission and EU Agencies. A new permanent training programme will be launched to enhance the knowledge and skills of the Commission staff at all levels.

## General objective 6 'A new push for European democracy'

### Embedding strategic foresight in the policy process

The Secretariat-General will continue efforts to **bring strategic foresight to the heart of EU policymaking**. An annual Strategic Foresight Report will be published, in close partnership with the Joint Research Centre. The Secretariat-General will continue to involve policy Directorates-General, Member States, the European Strategy and Policy Analysis System and external stakeholders. The 2023 report will focus on the economic and social dimension of sustainability.

In addition, the Secretariat-General will continue fostering foresight cooperation with Member States, through the **Foresight Network**. The network meetings will take place both at the political level (Ministers for the Future) and the level of senior officials. Additionally, the Secretariat-General will promote the awareness and practical use of a dedicated tool on strategic foresight for impact assessments and evaluations included in the new Better Regulation toolbox. The Secretariat-General will also work closely with JRC on the implementation of the horizon scanning pilot.

### Strengthening the Commission Better Regulation policy

In 2023, the Secretariat-General will continue to oversee the implementation of better regulation in the Commission's evidence-based proposals and ensure the secretariat of the **Regulatory Scrutiny Board**, the independent body reviewing all Commission impact assessments, fitness checks and selected evaluations. The President decided in December

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<sup>5</sup> See also Specific objective 7.5 – Ensuring a high level of business continuity (page 19).

2022 to reinforce the Board by two additional members and requesting it to pay special attention to impacts on competitiveness.

The Secretariat-General will also continue to provide the secretariat of the **Fit for Future platform**, a high-level expert group chaired by Vice-President Šefčovič, supporting the Commission to identify areas of simplification and cost reduction in existing EU legislation and provides concrete suggestions on how this could be achieved. In 2023, the Fit for Future platform is expected to start preparing its draft opinions, based on its 2023 annual work programme. The secretariat will continue to support the works of the Platform, manage the “Have your say: Simplify!” portal, where citizens can bring to the attention of the Platform suggestions for burden reduction and simplification of EU laws, and liaise with the Commission services in view of the follow-up of the 2022 opinions. The secretariat will provide support for the organisation of the Platform’s meetings and to ensure that the draft 2023 opinions work is efficient and effective according to the platform’s objectives.

Moreover, the Secretariat-General provides methodological guidance and oversees the implementation of the **‘one-in, one-out’ approach**. Following a pilot project carried out in 2021, the Commission started in 2022 the full implementation of the ‘one-in, one-out’ approach, which will continue in 2023. To support the offsetting, the Secretariat-General developed and rolled-out the ‘one-in, one-out’ calculator, which is an online tool where relevant administrative costs for ‘one-in, one-out’ are recorded. After the successful trainings organised in 2022, the Secretariat-General will continue these efforts by setting-up a support network for the ‘one-in, one-out’ approach. The network will be a forum to exchange on methodology and specific issues linked to implementation of the approach. Throughout 2023, the Secretariat-General will provide advice and technical support for recording data and offsetting.

Competitiveness has been part of better regulation from the start and, as the President noted in her State of the Union speech, EU actions have to take into account the competitiveness of SMEs and industry. In 2023, the Commission will improve the political focus, analysis and visibility of the competitiveness dimension in legislative initiatives. To ensure competitiveness of European businesses, and SMEs in particular, the Commission will systematically apply a reinforced **competitiveness check** to its legislative proposals: all impact assessments accompanying initiatives with significant impacts will include a mandatory annex with an assessment of impacts on short- and long-term competitiveness, covering cost and price competitiveness, capacity to innovate, international competitiveness and SME competitiveness.

The efforts to simplify and reduce unnecessary regulatory costs are overall part of the **regulatory fitness and performance (REFIT) programme**, which aims to make EU laws simpler, more targeted and easier to comply with, while achieving their policy objectives. The Secretariat-General oversees the development and implementation of the REFIT programme. In 2023, the Secretariat-General will coordinate the update of the online REFIT scoreboard, which presents the REFIT initiatives throughout their policy cycle, starting in 2015.



Furthermore, the Secretariat-General will publish the 2023 **Annual Burden Survey**, which presents the concrete outcomes of the EU's efforts to simplify EU legislation and reduce burden. The survey will highlight the REFIT achievements in 2023 and present the 'one-in, one-out' progress, as well as the Fit for Future Platform work in 2022.

The work of better regulation is also closely tied to the responsibility of the Commission to ensure the swift and effective application of EU law. The Secretariat-General will ensure that the approach set out in the October 2022 Communication 'Enforcing EU law for a Europe that delivers' will be effectively taken forward in Commission services.

### **Building a European Rule of Law Mechanism**

The Secretariat-General will continue to coordinate the **European Rule of Law Mechanism**, covering all Member States in an objective and impartial manner. This includes responsibility for the Communication framing the overall report, which includes country chapters. The Secretariat-General will continue to be involved in dialogue with national authorities and stakeholders, to prevent problems from emerging or deepening. Like in 2022, the Report will include country-specific recommendations to assist Member States in their efforts to take forward reforms and to encourage positive developments.

The Secretariat-General will also continue to take on the coordination role regarding the different strands of the Commission's work on the rule of law, including the implementation of the **general regime of conditionality** for the protection of the Union budget, the Charter horizontal enabling condition in the Common Provisions Regulation and the development of a new **anti-corruption package**.

Deepening the work on the rule of law is part of the Commission's endeavour to build a more democratic EU. The Secretariat-General will steer work on the **Defence of Democracy package** to close loopholes and take actions to protect our democratic sphere from foreign hostile interference. This will include following up on the 2020 European Democracy Action Plan, which will be reviewed in 2023, a year ahead of the elections to the European Parliament.

Moreover, the Commission will cooperate closely with the European Parliament and Council to facilitate an agreement on the proposal for a recast of the regulation on the **statute and funding of European political parties** and European political foundations. This proposal will enable European political parties to fulfil their mission to raise European political awareness and create a true European political space, as envisaged by the Treaties, thus contributing to improved confidence of citizens in the political process in the EU.

Since 2007, the Commission has produced regular reports under the **Cooperation and Verification Mechanism** (CVM). These reports focused in particular on judicial reform and the fight against corruption in Romania, and against organised crime in Bulgaria. Recent reports concluded that the monitoring of rule of law development in these two Member States could continue in the context of the **annual Rule Law Report**. The effective

implementation of Bulgaria's and Romania's commitments in the first half of 2023 and the continuation of the positive pace of reforms will ensure that progress made is sustainable and irreversible, allowing for the CVM to be successfully closed. Before reaching a final decision, the Commission will consider the observations of the Council, as well as of the European Parliament. The Commission will revert to this issue in the case of both Bulgaria and Romania later in 2023. The Secretariat-General will lead on this work in cooperation with other Commission services.

### **Promoting transparency and stakeholder involvement**

The EU institutions maintain an open, transparent and regular dialogue with representative associations and civil society. An important aspect of the overall transparency policy is **public access to documents**. The Secretariat-General ensures the coordination of the corporate policy on public access to documents and the uniform implementation of the rules for application of Regulation 1049/2001. In line with its Work Programme 2023, the Commission will look into tools to strengthen its transparency framework, in particular as regards access to documents.

The Secretariat-General coordinates the **mandatory Transparency Register** established by the Interinstitutional Agreement adopted in 2021<sup>6</sup>. The register is the key tool of the EU institutions to promote transparent and ethical interest representation at EU level. Data quality in the Transparency Register remains a key priority in 2023. The Secretariat-General – as part of the interinstitutional Secretariat of the Transparency Register – will step up the monitoring of new applications and amended registrations adapting to the new information requirements with a view of screening the entire content of the mandatory register in 2023 in accordance with the register's annual priorities for that year.

Participation from citizens and businesses in the Commission's policymaking contributes significantly to the strengthening of European democracy. The **Have Your Say** platform offers them an easy access to public consultations and an efficient way to give their feedback on Commission initiatives. The portal will be revamped and it will become a single-entry point gathering all forms of citizens' engagement activities of the Commission. The Secretariat-General will continue to closely collaborate with the Directorate-General for Communication in ensuring a high level of citizens' engagement.

The creation of a **Joint Legislative Portal**, a common initiative from the European Parliament, the Council and the Commission, will be a key step towards more transparency and traceability of the legislative process. It will show the formal stages of the law-making process in the ordinary legislative procedure. The Portal will be delivered by the Publications Office in 2023. The Secretariat-General will contribute to its design and functioning and will provide the information on the Commission's formal decision-making stages through Decide.

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<sup>6</sup> Interinstitutional Agreement of 20 May 2021 between the European Parliament, the Council of the European Union and the European Commission on a mandatory transparency register, OJ L 207, 11.6.2021, p. 1.

## Giving citizens a say in policy-making

Following the successful registration of nine new **European Citizens' initiatives** in 2022, the Commission will prepare a reply to initiatives that managed to collect the required one million statements of support.

In 2023, the Secretariat-General will continue to aim for a structural increase in both the number of registered initiatives and successful initiatives. Organising numerous dedicated **communication and guidance activities**, with the assistance of other institutions and a network of multipliers in the Member States, the Commission will reach out to the public to raise awareness about European citizens' initiative. By the end of 2023, as required by Regulation 2019/788, the Commission will publish a report on the application of the current legal framework for European Citizens' initiatives, which by then will have been in place for four years.

Building on the success of the Conference on the Future of Europe, the Commission is embedding participatory practices in its policy-making toolbox. **Citizens' panels** are becoming part of the Commission's policymaking in certain key areas. The panels – made up of 150 participants reflecting Europe's diversity – planned for 2023 will deliberate on food waste, learning mobility and virtual worlds.

## Promoting the highest ethical standards

The Commission is committed to the highest levels of ethics for the Commission as a whole. The Secretariat-General contributes at corporate level to the promotion and application of the **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 liaises with the Directorate-General for Human Resources and the European Anti-Fraud Office in this regard. The Code of Conduct for the Members of the European Commission details how the general Treaty obligations of independence, integrity and discretion should be applied. Through the network of Cabinets' transparency and ethics contact points, the Secretariat-General contributes to maintaining the high level of awareness of Cabinets of the ethical rules applicable to Commissioners and to ensuring a regular flow of information.

Following exploratory discussions in 2022 on the objective to establish an **independent ethics body** common to all institutions, the Commission will propose further exchanges on the future body in 2023.

## Coordinating the equality Task Force

The Task Force on Equality<sup>7</sup> ensures delivery of key initiatives of the Commission in the field of **equality and non-discrimination**, and the follow up of key equality strategies adopted by the Commission since the beginning of its mandate: the gender equality strategy 2020-2025, the EU anti-racism action plan 2020-2025, the strategic framework for Roma equality, inclusion and participation 2020-2030, the LGBTIQ equality strategy 2020-2025 and the Strategy for the rights of persons with disabilities 2021-2030.

In 2023, the Secretariat of the Task Force will continue to develop tools and processes to ensure effective **equality mainstreaming across policies** and activities, in collaboration with DG Justice and Consumers. In 2023, it will be time for taking stock of progress towards a Union of Equality.

## General objective 7 ‘A modern, high-performing and sustainable European Commission’

### Preparing the Commission Work Programme and coordinating the policy-making process

The Secretariat-General will coordinate the delivery of initiatives in the 2023 Commission work programme (as outlined in the introduction of this document). The Secretariat-General will also contribute to the **preparation of the President’s 2023 State of the Union speech** and accompanying Letter of Intent, marking the key priorities for 2024 and further detailed in the 2024 Commission work programme.

In the preparation for the **2024 Commission work programme**, the focus will be on the full delivery of the Political Guidelines of the Commission for 2019-2024 and on addressing ongoing crises. Close cooperation with the European Parliament and the Council will also be necessary to ensure adoption of the Commission proposals by the end of the parliamentary term. Member States will be supported to ensure effective implementation of established EU law.

In 2023, **the Commission will also continue to follow up on the outcome of the Conference**, in full respect of the subsidiarity and proportionality principles and according to the roles and responsibilities laid down in the Treaties. The Conference’s outcome was a

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<sup>7</sup> The Task Force was established end of 2019 to promote an ambitious equality agenda in support of the first ever Commissioner dedicated to equality. It consists of a network of equality coordinators appointed in each DG and a secretariat situated in the Secretariat-General. It is chaired by the Deputy Secretary General in charge of policy coordination.

key driver of the Commission's work programme for 2023, where 35 out of the 43 new initiatives are linked to the proposals made in the Conference.

### Leading the Commission's strategic planning and programming

In 2023, the Secretariat-General will coordinate the preparation of the last **annual management plans** of Directorates-General and the annual work programmes of executive agencies in the multi-annual cycle 2020-2024. Drafted in line with the multi-annual strategic plans<sup>8</sup>, the upcoming 2024 Commission Work Programme and the President's 2023 State of the Union speech, the management plans will demonstrate the Commission's commitment to good governance and management by objectives.

The Secretariat-General will also continue to ensure that proper mechanisms for the **accountability** of all responsible Commission actors are in place. For this purpose, it will provide instructions on how DGs should report on their achievements in the Annual Activity Reports. Together with DG Budget, the Secretariat-General will prepare the Annual Management and Performance Report through which the College takes political responsibility for the management of the budget. The Secretariat-General will closely follow the discharge procedure in the European Parliament and the Council. It will contribute to and monitor sensitive audits from the Internal Audit Service and the European Court of Auditors.

In 2023, the Secretariat-General will continue to ensure **coordination and awareness about the risks faced by the Commission**. For this purpose, it will provide guidance, hold information sessions and peer reviews. It will ensure that the governance bodies of the Commission are properly informed (College, Corporate Management Board, Audit Progress Committee).

### Providing briefings and political intelligence

The Secretariat-General will continue to prepare **briefings and flash reports** for the President, the Executive Vice-Presidents, and the Vice-Presidents and the Commission's senior management, to support their discussions and negotiations with interlocutors from outside the institution. The Secretariat-General will ensure that the institution is constantly informed, in good time, on meetings and political and institutional developments. The Secretariat-General will prepare the participation of the President in the European Parliament meetings and the European Council. It will support the Vice-President for Interinstitutional Relations and Foresight in his coordination role by preparing his participation in the General Affairs Council.

### Managing the Commission's relations with the other institutions

The Secretariat-General oversees the Commission's institutional **relations with the European Council and the Council** and coordinates the participation of the College

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<sup>8</sup> [https://ec.europa.eu/info/publications/strategic-plans-2020-2024\\_en](https://ec.europa.eu/info/publications/strategic-plans-2020-2024_en)

members in plenary meetings of the **European Parliament**. The Secretariat-General follows political and policy developments in these institutions, as well as producing concise flash reports shortly after relevant meetings. In 2023, the Secretariat-General will continue to actively engage in the preparation of the meetings of the European Council and EU Leaders, to ensure the correct roll-out of the European Council conclusions.

The Secretariat-General coordinates the Commission's active engagement and **relations with national Parliaments, the European Economic and Social Committee and the European Committee of the Regions**. In 2023, it will review and update the protocol of cooperation with the European Committee of the Regions. Finally, the Secretariat-General coordinates relations with EU decentralised agencies, including via the EU Agencies' Network which will continue to meet regularly in 2023.

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**.

Contacts with the services of the Parliament and the Council will continue, to **facilitate the adoption of pending proposals**. The Interinstitutional Coordination Group will meet every month to monitor the progress of priority files and prepare the meetings of the three Presidents provided for in the Interinstitutional Agreement on Better Law-making.

The Secretariat-General will coordinate the relations with the European Ombudsman. Moreover, it will oversee the cooperation with the **European Public Prosecutor's Office** (EPPO), in close consultation with relevant Commission services. A second review of the cooperation between the Commission and the European Public Prosecutor's Office will take place in 2023, under the 2021 Commission-EPPO Agreement.

### **Overseeing the implementation of strengthened data protection rules**

In 2023, the Data Protection Officer of the Commission will continue to monitor the implementation of the **Data Protection Regulation for the EU institutions and bodies**, with the assistance of Data Protection Coordinators in Commission departments. The Data Protection Officer's monitoring activities (including surveys and the annual review of the records of processing operations) will be the basis for the annual report and recommendations to the Commission's corporate management. The Data Protection Officer will continue to ensure the proper follow-up to compliance issues.

The Data Protection Officer will **raise awareness of data protection rules**, by organising general and specialised training courses, preparing awareness-raising events and providing relevant e-learning materials. The Data Protection Officer will also coordinate the awareness-raising activities and material of Data Protection Coordinators in their departments, as well as issue relevant guidelines and communication material.

## Ensuring a high level of business continuity

The Secretariat-General steers business continuity in the Commission and provides the framework allowing all departments and executive agencies to put efficient business continuity arrangements in place. In 2023, the Secretariat-General, in coordination with the other support departments, will continue implementing the **action plan from the Report on the lessons learnt on the Commission's internal response to the COVID-19 crisis**. While arrangements in place proved in general effective, the report identifies some actions to improve the Commission's resilience and capacity to respond to crises. Actions tackle the workflows for internal communication during crises, the relocation plans in case of disruptive events, the definitions of critical functions, the governance of critical IT systems, as well as exercising and testing. When implementing this action plan, the Secretariat-General will consider the new challenges brought about by Russia's military aggression against Ukraine.

## Managing the Commission IT, cyber-security, information and data management policies

The Secretariat-General chairs the **Information Technology and Cybersecurity Board**, which ensures that investments in IT are efficient, and that business needs are supported by performant and secure systems. In 2023, the Secretariat-General will contribute to the annual IT implementation plan for 2024. It will monitor the implementation of the new European Commission Digital Strategy, adopt the revised IT security strategy 2023-2024 and monitor its implementation.

The Secretariat-General also chairs the **Information Management Steering Board**, which oversees the implementation of the Commission's data, information and knowledge management policy. The policy aims to enhance the sharing of data, information and knowledge within the Commission and to establish collaborative working practices. In 2023, under the 2022-2024 Rolling Action Plan, key actions will include implementing corporate policies on reference data, launching a country knowledge portal, launching a Better Regulation Evidence Transparency service, and launching data learning paths for different staff profiles.

The Secretariat-General will further enhance the protection of sensitive personal data in its **records management system**. A first operational module of a new system to manage the paper and digital archives of the Commission is expected in the course of 2023. The Secretariat-General will also review the inventory of preservation needs of information systems to enable the archiving of content that needs long-term preservation.

## Managing the decision-making procedures

Efficient decision-making is key for delivering on the President's headline ambitions. The Secretariat-General ensures that **collegiality and quality** is ensured for the adoption of Commission acts, also in crisis situations such as the COVID-19 pandemic and the Russian

war of aggression against Ukraine. It coordinates the Commission's collegial position on pending proposals in the negotiations with the co-legislators.

The Secretariat-General will continue to optimise and **digitalise the decision-making process** by further integrating the Commission's handling of replies to interinstitutional requests into Decide, the Commission's corporate tool for decision-making. The handling in Decide of opinions from national parliaments will lead to the decommissioning of the current aging ASAP system in 2023. The progressive integration in Decide of replies to European Parliament resolutions and opinions of Consultative Committees, currently not handled in any information system, will fill a digital gap. By simplifying the Cabinets' validations process of answers to Parliamentary Questions, the Secretariat-General will help reducing the time needed for the adoption of Commission answers. The Secretariat-General will enhance the future legislative drafting tool EdiT (successor of LegisWrite), further to users' feedback during pilots and continue its technical integration with Decide.

By reinforcing its **communication and training** efforts on decision-making procedures and tools with a special focus on policymakers the Secretariat-General will help smoothen the legislative process. Particular attention will be given to security requirements for the handling of sensitive information. GoPro, the guide to Commission procedures, will be revamped by end 2024 for easier access to relevant and updated information. In 2023, choices will be made on its future design based on users' feedback.



## Part 2. Modernising the administration: main outputs for 2023

The internal control framework<sup>9</sup> supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account 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 the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

### A. Human resource management

Human resources management in the Secretariat-General will implement key priorities of the corporate HR strategy and focus on areas, where the Secretariat-General can make an impact at local level. In 2023, the Secretariat-General will focus on the priorities outlined in the following.

**The Secretariat-General will continue developing an efficient and flexible organisation.** It will make the best use of the new working time rules in place since April 2022. The Secretariat-General will take stock of learnings from the flexible workplace. It will also redesign its office space to better accommodate the needs for more hybrid meetings and make overall better use of the space in line with the greening of the Commission.

**Work will continue to develop the Secretariat-General as a positive and inclusive workplace.** The Secretariat-General will closely monitor indicators on staff wellbeing (absence rate, number of long-term absences) and take action to improve staff wellbeing and mitigate the risks of digital overload. The Secretariat-General will benefit from the new "Be Well" corporate wellbeing programme and put in place location actions to support its staff in building resilience. The Secretariat-General's Digital Etiquette will be revised and communicated to all staff. To ensure swift onboarding of all new colleagues to the Secretariat-General, a welcome package consisting of training and information will continue to be developed in 2023.

**Learning programmes will support professional growth.** A corporate learning programme and package for policymaking, developed by the EU Policymaking Hub, will be in place in 2023 as a flagship initiative of the Commission's new learning strategy to support onboarding, upskilling, and reskilling of staff in the policymaking domain. Furthermore, the corporate policymaking learning programme will build upon the two core learning packages (policymaking package level 1 and level 2) to expand its offer by developing special and advanced learning packages, to increase the visibility of the offer and to add more

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<sup>9</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

strategically learning opportunities based on the collaboration and input of the sponsor group of policy Directorates-General.

**Human Resources will be deployed efficiently.** The Secretariat-General will continue efforts to maintain a low vacancy rate and use the external staff budget to replace long-term absences in teams. Based on evolving policy priorities, the Secretariat-General relies on a broadly-skilled and flexible workforce, close cooperation between directorates and units, and internal staff redeployments.

**The Secretariat-General will promote equality, diversity and inclusion among its staff.** The Secretariat-General will continue efforts for a gender balanced management team. By the end of 2022, the Secretariat-General had 55% of men and 45% of women in the Middle Management function. Also in the senior management function, the Secretariat-General had 55% of men and 45% of women. Awareness raising about the benefits of diversity and inclusion at workplace will continue. The Secretariat-General's equality mainstreaming work plan will include an internal dimension.

**Strong internal communication** will help to ensure team cohesion and clear understanding by staff of the policy objectives of the Commission and the Secretariat-General's role in achieving those objectives. Staff news will be published on the internal website My SGNet, and interesting elements highlighted in a weekly newsletter. The information and knowledge base will be kept up to date, and the use of collaborative spaces further enhanced. Moreover, the Secretariat-General will make use of the opportunities presented by the new Commission intranet environment to be developed during the year. The weekly live Management Debrief for all Secretariat-General staff will continue to bring important policies and decisions to the attention of all and provide a direct link between management and staff. Internal communication will foster staff engagement and support the implementation of the Commission's Human Resources strategy.

## **B. Sound financial management**

The main objective of our sound financial management processes is to ensure that the Secretary-General has reasonable assurance 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 underlying transactions.

The Secretariat-General has set up an **internal control strategy for financial management**. This strategy provides detailed means to achieve each year the control objectives laid down in the financial regulation. Furthermore, the Secretariat-General conducts a risk analysis on a regular basis to better align the financial workflows and actors with the associated risks. In parallel, the Secretariat-General makes full use of the corporate financial and procurement IT tools.

The Secretariat-General has a **low-risk profile** in financial management, mainly because of the small size of its budget (EUR 6.5 million in procurement and administrative expenses paid) and because almost all contracts entered into are against framework contracts.

Furthermore, the Secretariat-General manages a single grant (EUR 2.5 million that includes the contributions from the other EU Institutions), exempt from the requirement to have a call for proposals. All financial transactions recorded in the ABAC IT System are initiated and verified centrally in the financial unit.

With respect to commitments, operational units will select the type of contract they would like to use (after consultation with financial unit if a direct contract is used) and will provide the technical specifications. The authorising officer is the head of the operational unit, except for administrative operations where the authorising officer is in the financial unit. For administrative expenses, where necessary, transactions are initiated by the operational units in the corresponding IT application (MIPS for missions, AGM for experts) and paid by PMO.

For payments, operational units will deliver the certified correct and the authorising officer will be in the financial unit. However, for grants and direct contracts, the authorising officer is the head of the operational unit. All financial transactions are subject to a paperless workflow and are processed using corporate IT tools: ABAC, ABAC Assets Orders, invoicing, eFullfilment. The Financial Statements in the Annual Activity Report are certified by the Director responsible for internal control. An accounting quality review to identify unusual, irregular transactions is performed twice a year.

More specifically, in 2023, the Secretariat-General will continue to **work more closely with operational units in preparing and implementing the budget**. Increased monitoring and required follow-up actions will also again be further developed to achieve monthly or weekly reporting that will bring value both to management and to operational and financial staff. In 2023, the Secretariat-General will take actions through a careful analysis of the risks involved to ensure a smooth transition to the new corporate financial platform (SUMMA). This will be the main challenge and will require adequate training, user acceptance testing, adjustments to working methods.

### C. Fraud risk management

The Secretariat-General contributes to one of the two main axes of the Commission Antifraud Strategy<sup>10</sup>, which is to enhance the governance of anti-fraud policy. Specifically, the Secretariat-General supports the oversight, by the Corporate Management Board, on the follow-up of OLAF recommendations. To this end and as envisaged by the 2018

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<sup>10</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee, the Committee of the Regions and the Court of Auditors of 29 April 2019, Commission Anti-Fraud Strategy: enhanced action to protect the EU budget, COM(2019) 196.

Administrative Arrangements between the Commission and OLAF, the Secretariat-General organises regular monitoring meetings with all relevant horizontal services.

In addition, the Secretariat-General plays a more common role in preventing and detecting fraudulent behaviour. As with any Directorate-General, **raising fraud awareness and ethical behaviour** among staff and newcomers is one of the most effective actions. It is important that in its central role in coordinating the Commission's work, Secretariat-General staff are aware of the ethical aspects of their daily activities. More generally, the small size of the budget and the coordination of policies, rather than the definition of policies, limit the risk of possible fraudulent behaviour at the Secretariat-General.

However, given its specific role, as the main service of the President, closely working with the other Presidential services, the central services and the Cabinets of the Members of the Commission, the Secretariat-General might be exposed to fraud without any direct financial impact for the EU (e.g. disclosure or leakage of sensitive or confidential information), which might cause reputational damage to the Commission.

The implementation of the previous local anti-fraud strategy did not show unforeseen fraud risks or fraudulent actions and was fully implemented. The anti-fraud assessments of the delivery of the certified correct for services, as well as the two ex-post controls carried out at the Historical Archives for the European Union, all delivered positive results and confirmed strong control processes. Furthermore, all newcomers were invited to attend the newcomers' sessions that included presentations and Q&A on ethics and on financial fraud.

The Secretariat-General will closely follow and support the 2023 update of the Action Plan to the Commission's Anti-Fraud Strategy. Locally, the Secretariat-General had identified three main objectives in its anti-fraud strategy. They relate to staff's awareness of ethics principles and the aim to further strengthen the anti-fraud culture, as well as designing and implementing adequate controls against financial fraud.

## **D. Digital transformation and information management**

### **Digital transformation**

In 2023, the Secretariat-General will implement the European Commission's new digital strategy objectives and principles through its dedicated digital strategy. It will, among other things, propose actions in 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 (SG IT Clinics), ad hoc training sessions and digital information in the format of newsletters (SG Digital Digest) and intranet pages. One of the focal points will be 'Sharepoint Online', the technology underpinning the Commission's new intranet and future collaborative solutions platform.

All these actions aim to progressively develop the digital culture in the Secretariat-General. The Secretariat-General takes an active part in the corporate Paperless Initiatives and Process Automation clusters meetings and in the multiannual project designed to migrate to the Commission new intranet and its future landscape of collaborative solutions.

- **Digital-ready policy making**

The Secretariat-General identified the processes that could be **redesigned, simplified, or streamlined**. In 2023, a priority list of processes will be drawn up for subsequent digital transformation.

- **Digital transformation**

The Secretariat-General provides digital solutions to support the strategic policies of the European Commission (decision-making, transparency, business continuity, crisis management, document management, enforcement of EU Legislation, data protection, mediation).

The SG Network of **Paperless Initiatives and Process Automation** initiatives will continue to meet on a regular basis in order to identify and promote the latest efficiency improving digital solutions as well as to drive re-use and joint projects across organisational boundaries.

- **Seamless digital landscape**

- **Records management:** The Secretariat-General will finalise the analysis of the corporate records management system and propose steps to **remodel the system** making more use of standard market solutions and corporate IT building blocks. It will continue to promote the **'digital by default' principle** within the Commission by further extending the use of the qualified electronic signature and the automated capture of records from integrated systems. The first module of the new system to manage the paper and digital archives of the Commission is expected to become operational in 2023.
- **EU Law Monitoring:** The integration of the Complaints and the EU Pilot modules into THEMIS will allow Commission departments to have **a single point of access** for the management of the full life-cycle of infringements of EU law from the receipt of complaints to the implementation of Court of Justice rulings. This will lead to a more user-friendly and seamless processing of files. The interoperability between the different modules of THEMIS will streamline the end-to-end processing of cases, while improving the security of data management. It will moreover improve the institutional memory of the Commission in the area of enforcement, as reporting and monitoring over the full life-cycle will be facilitated.

- **Decision Making:** The Commission will further **streamline and digitalise the decision-making** process, thanks to the handling of replies to opinions from national Parliaments in Decide, the further integration of EdiT in the translation and publication workflows and the future integration of data concerning the inter-institutional decision-making process in Decide, namely by developing Decide Inter-institutional. An analysis of the future architecture of Decide will be performed. LEOS, the open-source solution for drafting legislation will be made accessible for Member States on the technical platform for reusable solutions, enabling the co-creation of this innovative solution with European public administrations and the exploration of artificial intelligence technology.
- **Transparency:** To support the European Commission's Transparency agenda, the Secretariat-General will **overhaul the interinstitutional Transparency Register**. More secure, it will maximise the reuse of existing IT components in a cost-effective fashion and it will provide a more user-friendly modernized interface. It will support streamlined processes. DORIE will be overhauled and hosted on the Publication Office's portal platform. Thanks to that integration, DORIE will benefit directly from all new functionalities of the platform with minimum development effort on its side.

- **Green, resilient and secure infrastructure**

The Secretariat-General will initiate cloud native application development with the new 'National Parliament Opinion' portal.

The Secretariat-General will conduct a **pilot for ARGUS on a cloud based commercial platform**. The pilot will provide a framework to perform high-level analysis of the business needs, configure a workspace, test and evaluate the platform's technical capabilities to all European Commission services managing sectoral Rapid Alert Systems.

In line with the Commission multiannual change project to create a new Intranet and its future collaborative solutions landscape, the Secretariat-General will plan and drive the transition to the target platform in close collaboration with its site owners and corporate services.

### **Information and IT security rules**

Emphasis will be placed on the implementation of **updated IT security plans** with properly planned and budgeted recommendations. The exercise of security compliance will also be followed by investments to enhance their compliance level. The Secretariat-General will also invest in the implementation of the security tool-kits standard proposed by DIGIT.

Furthermore, the Secretariat-General will continue to **raise awareness on cybersecurity, physical and information security** by organising, among other things, cybersecurity

information sessions and trainings targeting management, information system owners project stakeholders and staff at large. It will enforce cybersecurity upstream in its systems by promoting secure development and regularly scanning the systems for potential security vulnerabilities. Secure coding will be promoted to the project teams by enabling them to take part in relevant trainings and by introducing secure static code analysis upstream in the development process.

### **Data, information and knowledge management**

The Secretariat-General will continue to contribute to the implementation of the new Rolling Action Plan for Data, information and knowledge management 2022-2024. Notably, it co-leads the action on Corporate Reference Data Management along with the Publications Office.

Regarding the local implementation of the EC data governance and data policies, it will:

- Identify and document data-related roles and responsibilities (e.g., data owner, data steward(s), etc.) in the Secretariat-General, with a focus on key data assets;
- Raise awareness among Secretariat-General staff with data related roles, and enable local coordination.

### **Data protection**

The Secretariat General, with over 40 personal data processing operations, is one of the most important controller departments of the Commission. Many of its processing operations are corporate and conducted across the Commission. It is therefore crucial for the Commission's overall protection of personal data that the Secretariat-General leads by example with respect to this fundamental right of individuals.

**Staff awareness** of data protection rules is key to ensure that personal data processed by the Secretariat-General are effectively protected. All staff of the Secretariat-General are required to participate at a basic, practice-oriented data protection training, including newcomers.

In its efforts to ensure full respect of Regulation (EU) 2018/1725 and the implementation of the revised Commission's Data Protection Action Plan ((1)C(2020) 7625 final) the Secretariat-General will focus in 2023 on:

- awareness-raising and training activities, both among units in charge of specific processing operations and other staff of the Secretariat-General;
- ensuring accountability and transparency for the processing of personal data by regularly updating records of processing and data protection notices, and by having in place by the end of 2023 the necessary internal arrangements with other Commission departments that determine the different data protection roles and responsibilities when processing personal data jointly;

- applying the recommendations of the Commission Data Protection Officer for effectively handling data subject requests to ensure the data subjects' rights are always respected;
- exercising due diligence when choosing external processors that will conduct processing of personal data on behalf of the Secretariat-General, to ensure they provide a high level of data protection;
- ensuring the respect of the principle of Data Protection by design and by default from the very beginning of the development process when designing new IT systems.

## **E. Sound environmental management**

The Secretariat-General takes full account of its environmental impact in all its actions and actively **promotes measures to reduce the environmental impact** of the administration and its work. The Secretariat-General will take action in line with the Communication and Action Plan on greening the Commission, adopted on 5 April 2022 and contribute to the efforts of the Commission to achieve climate neutrality by 2030.

The Secretariat-General will focus its actions on the following:

- More efficient use of the office space in line with the Commission 's building policy;
- Reduction of emissions from business travel by deploying digital tools for meetings and collaboration when possible and choosing more environmentally friendly means of transport;
- Raising staff awareness about the priorities of the Green Commission and engaging staff to adopt environmentally friendly and energy-efficient ways of working and commuting.

## **F. Initiatives to improve economy and efficiency of financial and non-financial activities**

- The integration of replies to European Parliament resolutions into the application Decide will facilitate the preparation of replies across the Commission.
- The integration of opinions from national Parliaments in the application Decide will allow the decommissioning of the legacy ASAP system and an annual saving in maintenance costs.
- The automated production of weekly reports on EU measures related to the Protocol on Ireland/Northern Ireland annexed to the UK withdrawal agreement will result in a more efficient workflow.



## ANNEX 1 Performance tables

<p><b>General objective: European Green Deal.</b></p> <p><b>Specific objective 1.1: The initiatives presented in the roadmap annexed to the Communication on A European Green Deal (COM(2019) 640 final) are delivered during the mandate of President von der Leyen.</b></p> <p style="text-align: right;"><i>Related to spending programme(s): No</i></p>		
<p><b>Main outputs in 2023:</b></p>		
<p><b>New policy initiatives</b></p>		
Output	Indicator	Target
 Coordination of all major initiatives on the European Green Deal as in the Commission Work Programme for 2023	Adoption by the Commission	100%

**General objective: A Europe fit for the digital age.**

**Specific objective 2.1: The initiatives specified under the Europe fit for the digital age priority are delivered during the mandate of President von der Leyen.**

*Related to spending programme(s): No*

**Main outputs in 2023:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Coordination of all major initiatives on “Europe fit for digital age” headline ambition in the Commission Work Programme for 2023	Adoption by the Commission	100%


**General objective: An economy that works for people.**

**Specific objective 3.1: Sound public finances are ensured, excessive macroeconomic imbalances are prevented, structural reforms in line with country-specific recommendations are pursued.**

*Related to spending programme(s): Recovery and Resilience Facility*

**Main outputs in 2023:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Coordination of all major initiatives on “An economy that works for people” headline ambition in the Commission Work Programme for 2023	Adoption by the Commission	100%
Annual Sustainable Growth Survey	Adoption by the Commission	Q4 2023
27 staff working documents / Country reports accompanying the Commission proposals for Council country-specific recommendations, in the context of the European Semester	Publication by the Commission	Q2 2023

**General objective: An economy that works for people.**

**Specific objective 3.2: The Sustainable Development Goals (SDGs) are integrated into the European Semester.**

*Related to spending programme(s): Recovery and Resilience Facility*

**Main outputs in 2023:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
27 staff working documents / Country reports accompanying the Commission proposals for Council	Publication by the Commission	Q2 2023

SG MP 2023

country-specific recommendations, in the context of the European Semester		
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**General objective: An economy that works for people.**

**Specific objective 3.3: National Recovery and Resilience Plans are fully aligned with the challenges faced by the Member States and the green and digital transitions.**

*Related to spending programme(s): Recovery and Resilience Facility*

**Main outputs in 2023:**

**New policy initiatives**

Output	Indicator	Target
27 proposals for Council Implementing Decisions approving Recovery and Resilience Plans including REPowerEU Chapters	Adoption by the Commission of the proposal	Q4 2023


**General objective: An economy that works for people.**

**Specific objective 3.4: The multiannual financial framework for 2021-2027 is finalised and efficiently implemented.**

*Related to spending programme(s): Multi-Annual Financial Framework*

**Main outputs in 2023:**

**New policy initiatives**

Output	Indicator	Target
 Review of the Multiannual Financial Framework	Adoption by the Commission	Q2 2023


**General objective: A stronger Europe in the world.**

**Specific objective 4.1: Commission services are well coordinated to ensure a coherent EU position on strategic external policy issues and at G7/G20 summits.**

*Related to spending programme(s): No*

**Main outputs in 2023:**

**New policy initiatives**

Output	Indicator	Target
 Coordination of all major strategic external policy initiatives in the Commission Work Programme for 2023	Adoption by the Commission	100%


**General objective: Promoting our European way of life.**

**Specific objective 5.1: The Security Union is consolidated with a view to ensuring a coordinated EU response to existing and emerging threats.**

*Related to spending programme(s):* No

**Main outputs in 2023:**

**New policy initiatives**

Output	Indicator	Target
 Coordination of all initiatives on the Security Union in the Commission Work Programme 2023	Adoption by the Commission	Q4 2023

**Other important outputs**

Output	Indicator	Target
Communications on EU response to external developments affecting migration	Adoption by the Commission	Q4 2023

**General objective: Promoting our European way of life.**

**Specific objective 5.2: An effective and efficient crisis mechanism system is in place that allows the EU to respond effectively to major crises and emerging threats.**

*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
Guidelines on major exercises for crisis preparedness to steer and synergise work of relevant departments and EU Agencies	Delivery	Q4 2023
Updated programme of crisis management exercises	Delivery	Q4 2023
New training framework for crisis management and crisis communication	Programme launched and courses delivered	Q4 2023
New ARGUS Crisis Dashboard	Validation and pilot with a selected IT solution	Q4 2023

**General objective: A new push for European democracy.**

**Specific objective 6.1: A preventive approach on the rule of law is developed in the EU through a dedicated cycle.**

*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

SG MP 2023

Output	Indicator	Target
2023 report on the situation of the rule of law in the EU	Adoption by the Commission	Q3 2023

**General objective: A new push for European democracy.**

**Specific objective 6.2: 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 2023:**

**Other important outputs**

Output	Indicator	Target
Review of concluding the Cooperation and Verification Mechanism for Bulgaria and Romania and continuing the monitoring of justice and corruption issues under the general rule of law report	Adoption by the Commission	Q2/Q3 2023

**General objective: A new push for European democracy.**

**Specific objective 6.3: The Conference on the Future of Europe is successfully launched and followed-up and a high level of citizen engagement is ensured.**

*Related to spending programme(s): No*

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
Objective completed in 2022		
<p>General objective: A new push for European democracy.</p> <p>Specific objective 6.4: Regulatory tools are applied systematically throughout the legislative cycle to improve policy-making.</p> <p><i>Related to spending programme(s): No</i></p>		
<b>Main outputs in 2023:</b>		
<b>Other important outputs</b>		
Output	Indicator	Target
Opinions on impact assessments, fitness checks and selected major evaluations issued in 2023 – support to the Regulatory Scrutiny Board	Timely delivery of draft RSB opinions issued on all cases submitted by the Commission services	100%

SG MP 2023

<b>General objective: A new push for European democracy.</b> <b>Specific objective 6.5: The EU legislation is ‘fit for purpose’, delivering its benefits by least cost.</b> <i>Related to spending programme(s):</i> No		
<b>Main outputs in 2023:</b>		
<b>Other important outputs</b>		
Output	Indicator	Target
2023 Annual work programme – Fit for Future Platform	Adoption	Q1 2023
‘One in-one out’ implementation	Offsetting administrative costs of relevant Commission proposals adopted in the preceding year 2022	Q1 2023
FAQ document for ‘One-in, one-out’ network	Delivery	Q1 2023
Annual Burden Survey	Publication of the survey	Q2 2023

<b>General objective: A new push for European democracy.</b> <b>Specific objective 6.6: The public has easy access to high quality information on contacts with stakeholders through the Transparency Register.</b> <i>Related to spending programme(s):</i> No		
<b>Main outputs in 2023:</b>		
<b>Other important outputs</b>		
Output	Indicator	Target
Screening of amended registrations submitted during the transition phase after the entry into force of the 2021 Interinstitutional Agreement on the mandatory transparency register.	Adequate data quality of amended registrations	100% of registrations by Q4 2023 (referring to the SG share as agreed by the interinstitutional Secretariat of the Transparency Register)
Revamped feedback mechanism on Have Your Say	Number of feedback/contributions submitted on the published initiatives	More than 200.000

<b>General objective: A new push for European democracy.</b> <b>Specific objective 6.7: The Commission’s policy-making cycle is open to participation from public and stakeholders.</b> <i>Related to spending programme(s):</i> No		
<b>Main outputs in 2023:</b>		
<b>Other important outputs</b>		
Output	Indicator	Target

SG MP 2023

Factual summary reports on the input received from citizens on Have Your Say	Proportion of public consultation with a factual summary report published by the Commission on Have your Say	85%
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**General objective: A new push for European democracy.**

**Specific objective 6.8: An independent ethics body common to all EU institutions is established to ensure the application of the highest ethical standards by all EU institutions**

*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
Annual Report on the application of the new Code of Conduct for Commissioners	Adoption by the Commission	Q2 2023

**General objective: A new push for European democracy.**

**Specific objective 6.9: The European Citizens' initiative is successfully implemented and a high level of citizen engagement in policy-making is ensured.**

*Related to spending programme(s):* Yes

**Main outputs in 2023:**

**New policy initiatives**

Commission decisions on requests for registration of citizens' initiatives	Adoption of registration decisions within the required legal deadlines	100%
Commission's response to successful citizens' initiatives	Communications in reply to the successful citizens' initiative within the legal deadlines	100%

**External communication actions**

Output	Indicator	Target
Trainings and webinars raising citizens' awareness about the European citizens' initiative	Delivery	2
Social media multi-lingual campaigns	Delivery	2
Regular European Citizens' Initiative newsletter	Publication	10

<p><b>General objective: A new push for European democracy.</b>  <b>Specific objective 6.10: The equality dimension is mainstreamed in all stages of policy design in all EU policy areas.</b></p> <p style="text-align: right;"><i>Related to spending programme(s):</i> No</p>		
<b>Main outputs in 2023:</b>		
<b>External communication actions</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Union of Equality high-level conference	Organisation of the conference	November 2023
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Training on equality and equality mainstreaming (online module)	Organisation and wide promotion Number of training sessions held Number of staff trained	Q1 2023 6 trainings 300 members of staff
Updated Commission internal equality mainstreaming toolbox	Toolbox is updated and disseminated in the Commission	At least once a year

<p><b>General objective: A new push for European democracy.</b>  <b>Specific objective 6.11: Foresight is embedded into the Commission's work.</b></p> <p style="text-align: right;"><i>Related to spending programme(s):</i> No</p>		
<b>Main outputs in 2023:</b>		
<b>New policy initiatives</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Strategic Foresight Report 2023	Adoption by the Commission	Q2 2023

<p><b>General objective: A modern, high-performing and sustainable European Commission.</b>  <b>Specific objective 7.1: The policy-making process is efficiently steered and coordinated in order to ensure that the six headline ambitions of the Commission are delivered on time in a collegial way.</b></p> <p style="text-align: right;"><i>Related to spending programme(s):</i> No</p>		
<b>Main outputs in 2023:</b>		
<b>New policy initiatives</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Commission work programme 2024	Adopted by the Commission	Q4 2023



SG MP 2023

**General objective: A modern, high-performing and sustainable European Commission.**  
**Specific objective 7.2: High-quality and timely political intelligence is provided regularly to senior hierarchy and the political level.**

*Related to spending programme(s):* No

**Main outputs in 2023:**

Briefing files and reports for meetings with interlocutors from outside the institution, with other institutions and bodies. Coordination of briefings for COREPER I and II.	Timely delivery of briefings and reports	100%
Safeguarded information: Handling of EUCI within the Commission, with other EU institutions, Member States, third states and international organisations fully in line with applicable rules	The absence of security breaches in handling EUCI	No security breaches
Safeguarded information: Ensure the correct and timely delivery of EU classified information (EUCI) to the Commissioners, their Cabinets, SG and other users.	Absence of disruptions in the delivery of EUCI Fully functional and compliant EUCI Registry	No disruptions

**General objective: A modern, high-performing and sustainable European Commission.**  
**Specific objective 7.3: A strong performance management framework is implemented in order to deliver efficiently on the Commission's political ambitions.**

*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Instructions for the preparation of the 2024 Management Plans and 2024 Annual Work Programmes of executive agencies	Instructions signed and communicated to Commission services	Q3 2023
Instructions for the preparation of the 2023 Annual Activity Reports	Instructions signed and communicated to Commission services	Q4 2023
2022 Annual Management and Performance Report for the EU budget	Adoption by the Commission	June 2023

**General objective: A modern, high-performing and sustainable European Commission.**  
**Specific objective 7.4: Commission services respect the right to protection of personal data.**  
*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
Surveys and review monitoring the implementation of the Commission's Data Protection Action Plan and its Review	Number of surveys Number of reviews	1-2 1
Report, including the DPO's recommendations, to the EC corporate management (based on the DPO's monitoring activities)	Delivery	Q1 2023 for 2022 (to CMB) Q4 2023 for 2023 (to GDR)
Awareness raising about data protection in the Commission	Number of training courses: - general: - specific:	15 10

**General objective: A modern, high-performing and sustainable European Commission.**  
**Specific objective 7.5: Digitally transformed and simplified business continuity procedures make the Commission resilient to business disruptions.**  
*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
Corporate business continuity exercises	Number of exercises conducted	2

**General objective: A modern, high-performing and sustainable European Commission.**  
**Specific objective 7.6: The Commission has strong governance arrangements and policies, ensuring its full digitalisation, allowing wide use of information while preserving high security.**  
*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

Output	Indicator	Target
IT implementation plan 2024	Approval by the Information Technology and Cybersecurity Board	Q2 2022
IT security strategy 2023-2024	Approval by the Information Technology and Cybersecurity Board	Q2 2022

SG MP 2023

Staff satisfaction survey on document management	Delivery	Q4 2023
Deployment of Archives Management System	Start of operation	Q3 2023

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

**Specific objective 7.7: The decision-making process is further streamlined, improved and digitalised.**

*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
New Replies Decide for handling national Parliaments' opinions	Delivery	Q3 2023

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

**Specific objective 7.8: Procedures are well-designed, information and guidance are provided to Commission staff and collaboration is enhanced.**

*Related to spending programme(s):* No

**Main outputs in 2023:**

**Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Revamping of GoPro, the guide to Commission's procedures	Delivery	Q4 2024
Information sessions on the handling of sensitive information in Decide	Delivery to all policy DGs	Q4 2023
Guidance for the application of guidelines on the correspondence to the Secretary-General, President and Vice-Presidents	Delivery to all DGs and cabinets	Q4 2023

## ANNEX 2 Regulatory Scrutiny Board

In 2023 the Regulatory Scrutiny Board will be reinforced by two additional members, which will allow it to further enhance its **quality control on impact assessments and major evaluations** to support the implementation of Better Regulation. Special attention will be given to the application of the ‘one-in, one-out’ principle, integration of the foresight dimension and impacts on competitiveness.

The Board expects to scrutinise many **impact assessments** and evaluations, both as indicated in the Commission Work Programme and more widely. The Board will also continue to provide upstream guidance to Directorates-General, at the early stages of the of evaluation and impact assessment process.

The Regulatory Scrutiny Board will continue to **support the better regulation agenda** and its application. It will continue its outreach concerning its role in the wider EU regulatory process with the European Parliament and the Council, as well as with external stakeholders engaged in regulatory impact analysis and evaluation. The Board plans to organise its fifth annual conference in 2023.

<b>General objective:</b> A new push for European democracy		
<b>Specific objective:</b> 6.4: Regulatory tools are applied systematically throughout the legislative cycle to improve policy-making		
		<i>Related to spending programme(s):</i> No
<b>Main outputs in 2023:</b>		
<b>Evaluations and fitness checks</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Opinions on impact assessments, fitness checks and major evaluations issued in 2023	Number of impact assessments, fitness checks and evaluations reviewed each year	60
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Annual report on the activities of the Regulatory Scrutiny Board in 2022	Publication of the Regulatory Scrutiny Board 2022 Annual Report	Q2 2023

## ANNEX 3 European Fiscal Board

The European Fiscal Board is mandated to carry out an independent assessment of fiscal policy-making in the EU and of the implementation of the Stability and Growth Pact. Since its inception at the end of 2016, the Board has become 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 committees, the European Parliament and the network of independent fiscal institutions. In 2023, the Board plans to organise its fifth annual conference, involving independent fiscal institutions and other key stakeholders. The European Fiscal Board's reports and conference will, as in previous years, contribute to a better understanding of where the strengths and weaknesses of the fiscal framework are.

<b>General objective:</b>		<b>An economy</b>	<b>General objective:</b>	<b>An economy that works for people</b>
<b>Specific objective:</b>		<b>Sound public finances are supported by independent assessments and advice on the implementation and future evolution of the EU fiscal framework</b>		
<i>Related to spending programme(s):</i>				<i>No</i>
<b>Main outputs in 2023:</b>				
<b>New policy initiatives</b>				
<b>Output</b>	<b>Indicator</b>	<b>Target</b>		
Report to the Commission on the prospective fiscal stance appropriate for the euro area	Publication	June 2023		
Assessment report on the implementation of the EU fiscal framework	Publication	October 2023		
<b>External communication actions</b>				
<b>Output</b>	<b>Indicator</b>	<b>Target</b>		
Conference with national independent fiscal councils and other key stakeholders	Organisation	February/March 2023		

## ANNEX 4 Modernising the administration

**Objective:** The Secretariat-General employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

### Main outputs in 2023:

Output	Indicator	Target
New corporate policymaking learning programme	All courses are developed and available for enrolments	End 2023
SG Digital Etiquette	SG Digital Etiquette is revised and communicated to all	End 2023
Training and welcome sessions organised for all newcomers	Number of sessions	3-4
Secretariat-General HR Report 2022	Delivery of the report	Q1 2023

**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 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	Please see specific objective 7.2	Please see specific objective 7.2
Efficient controls	Timely payments	Remains > 99% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 15% of funds managed

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) <sup>(11)</sup> aimed at the prevention, detection and correction <sup>(12)</sup> of fraud.

**Main outputs in 2023:**

Output	Indicator	Target
Awareness raising sessions for newcomers on ethics and antifraud	Percentage of newcomers invited to attend the sessions	100%

**Objective:** The Secretariat-General is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

**Main outputs in 2023:**

*Digital transformation and information management*

Output	Indicator	Target
SG IT Clinic meetings	Number of meetings	12 per year
SG Digital Digests	Number of digests	12 per year
Migration to Welcome	Percentage of actual users in the Secretariat-General (and related bodies) migrated to Welcome.	95%

*Information and IT security*

Output	Indicator	Target
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.	80%
Compliance of SG IT systems according 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	70%

*Data, knowledge & information management*

Output	Indicator	Target
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<sup>(11)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>(12)</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

SG MP 2023

Integration of the Register of Commission Documents with the Comitology Register	The documents from the Comitology Register are published in the Commission Register	Q4 2023
Statistics module in EASE (Electronic Access to EC Documents)	Statistical data can be generated in EASE	Q2 2023
Improved and systematised working methods for appraising and transferring the Secretariat-General records stored in the Hermes electronic repository in order to comply with the rules governing records management and personal data protection	Number of Secretariat-General HAN files with an expired Administrative Retention Period (ARP) and awaiting a first review.	- 60% of the files, post ARP-action = elimination by Q4 2023 - 30% of files, post-ARP action = transfer by Q4 2023
Implementation of the corporate principles for data governance for Secretariat-General's key data assets	Percentage of implementation of the corporate principles for data governance for Secretariat-General's key data assets	65%
<b>Data protection</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Awareness raising activities on data protection compliance	Percentage of staff trained	20%

**Objective:** The Secretariat-General takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support of their respective EMAS Correspondents/EMAS Site Coordinators.

**Main outputs in 2023:**

**Reducing CO<sub>2</sub>, equivalent CO<sub>2</sub> and other atmospheric emissions**

**Priority action to support the Greening the Commission Communication and action plan**

Output	Indicator	Target
Participation in corporate energy saving actions, by optimising the temperature in EC buildings.	The Secretariat-General participates in the corporate efforts of comfort hours and comfort temperature optimisation	Yes
Optimise and gradually reduce CO <sub>2</sub> emissions from missions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	Signed the corporate pledge to reduce travel emissions  CO <sub>2</sub> (t) emissions from DG missions	Yes  Reduce SG CO <sub>2</sub> emissions from missions by 35 %, compared to 2019



<b>Reducing and management of waste</b>		
<b>Other recommended actions</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Monitoring the Secretariat-General's waste generation, based on verified data from Commission's Environmental Statement (2019 data – per building)	Waste generation	Trend towards less waste produced compared to 2019
	Waste sorting	Trend towards more waste sorted compared to 2019
Awareness-raising actions about environmental responsibility and training offered by the Commission	Number of actions/trainings organised and/or communicated to staff	At least five actions/trainings organised and/or communicated yearly