



European
Commission

Strategic Plan 2020-2024

Directorate-General
for Agriculture and Rural Development

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INTRODUCTION

The Strategic Plan is a key element of the Commission's performance management framework, helping ensure that the Commission achieves its objectives in an efficient and effective manner. The guiding principles for the 2020-2024 period are the political guidelines identified by President von der Leyen and the mission letters addressed to the Members of the Commission. The Strategic Plan not only develops the specific objectives through which the Directorate-General for Agriculture and Rural Development (DG AGRI) contributes to the achievement of the Commission's general objectives (Part 1) but it also shows how the DG helps modernising the administration (Part 2). The indicators monitoring the achievement of the objectives are presented in Annex.

The mission letter addressed to Janusz Wojciechowski, Commissioner for Agriculture, specifies the priorities for DG AGRI over the next five years, such as:

- Implementation of the European Green Deal through significant contributions of the Common Agricultural Policy (CAP) in the fields of food production, biodiversity or climate change;
- Enhancement of the sustainability of food production in line with the Farm to Fork Strategy;
- Adoption and implementation of the new CAP;
- Preparation and implementation of a long-term vision for rural areas;
- Preparation and implementation of a Forest Strategy;
- Strengthening of the system of geographical indications;
- Promotion of EU agricultural products and their high-quality standards internationally

Furthermore, this Strategic Plan also shows the strategic importance of the CAP for EU citizens and the central role of DG AGRI in ensuring an effective and efficient implementation of the policy. The CAP current and future objectives provide a strong basis for DG AGRI to make a key contribution to the Commission's political priorities. The CAP focus on fostering a viable agricultural sector, the sustainable management of natural resources and climate action, as well as a balanced territorial development will provide a significant contribution in particular to the von der Leyen political priorities *Green Deal*, *A stronger Europe in the World* and *A new push for European democracy*. Notwithstanding the focus on these three priorities, the CAP will also have an impact on the EU's economic development, on digital transformation and on the promotion of the European way of life.

Following the outbreak of Coronavirus, the EU agri-food sector is showing its resilience and continues to provide Europeans with high quality and safe food. Maintaining food security remains one of the European Commission's priorities. Thus, it has been in close contact with EU Member States and sectoral organisations to closely monitor the situation and to address the difficulties and increasing pressure farmers and producers are faced with.

To support all actors involved, the Commission has taken the necessary actions and will continue to do so to allow for a rapid and sustainable recovery of markets and sectors.

PART 1. Delivering on the Commission's priorities

Mission statement

The mission of the Directorate-General for Agriculture and Rural Development (DG AGRI) is to promote the sustainable development of Europe's agriculture and to ensure the well-being of its rural areas through the implementation of the common agricultural policy.

The importance of agriculture for society extends beyond its role as a source of safe and healthy food or the promotion of jobs in farming, agri-food industries and associated sectors. Agriculture has a direct impact on the viability of rural areas, the scenic value of landscapes, climate change, water quality, eco-system services as well as Europe's heritage. Therefore, the Common Agricultural Policy (CAP) offers various complementary tools and instruments ensuring that agriculture best meets European citizen's demands.

DG AGRI's principles and values are built around a mutual commitment by management and staff on how we want to work together. A participative process within DG AGRI is promoted based on transparency and fairness, openness, integrity, ownership of AGRI's vision/mission and accountability.

Operating context

Agriculture is at the heart of our lives. Farmers produce high quality, safe food, they look after the natural landscape, help tackle climate change and preserve the vitality of our countryside. The **Common Agricultural Policy** (CAP) helps European farmers deliver these benefits for the whole society and ensures that 445 million consumers have a stable supply of affordable food.

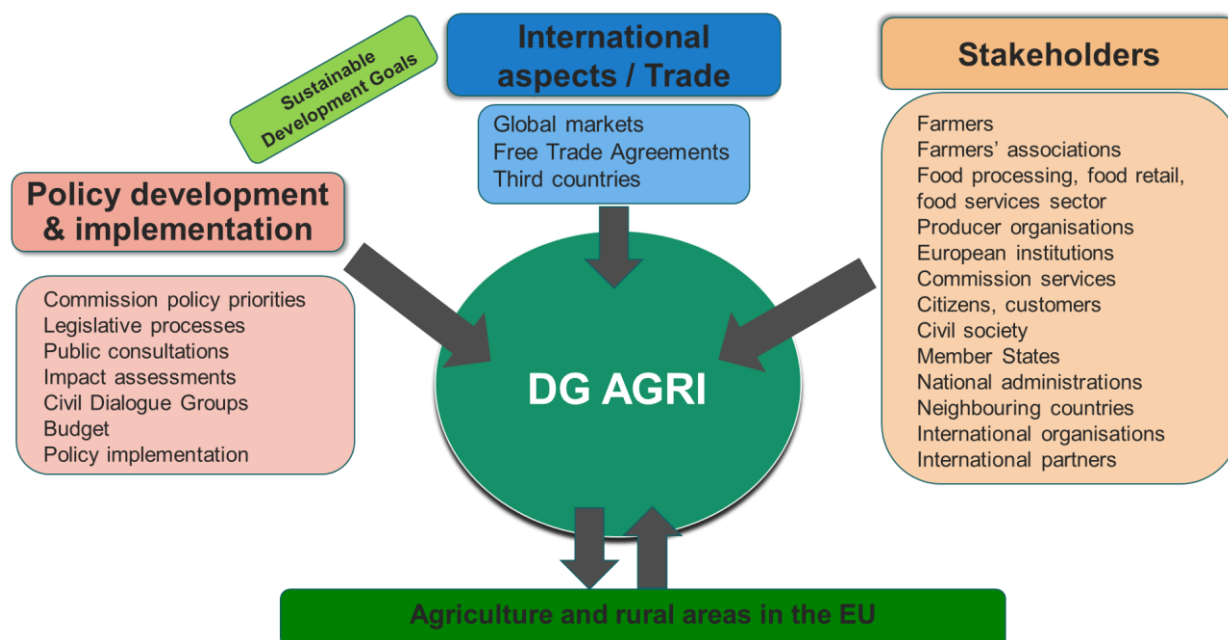
Since the origins of the European project, the CAP is a genuinely European policy as Member States pool resources to operate a single European policy with a single European budget. The importance of food security under a single market, the strategic role of agriculture under a common trade policy, and the transnational nature of the sustainability challenges confirm the need of a strong policy based on common rules agreed at EU level.

The objectives of the CAP as laid out in Article 39 of the Treaty of the Functioning of the European Union (TFEU) are:

- a) to increase agricultural productivity;
- b) to ensure a fair standard of living for the agricultural community;
- c) to stabilise markets;
- d) to assure the availability of supplies;
- e) to ensure that supplies reach consumers at reasonable prices.

In its role as policy initiator, executor of the policy and manager of the EU budget, the European Commission plays a leading role in promoting the adaptation of the CAP to the new emerging challenges, and implementing the policy across the EU territory. In order to deliver on its mission, DG AGRI interacts in an open and transparent way with a large set of stakeholders (see graph below). The other European institutions (in particular Council and

Parliament as co-legislators), national administrations (as managers of the policy under shared management) and the EU-wide organised stakeholders (with a formalised representation under the Civil Dialogue Groups) play an important role in the capacity of DG AGRI to promote the sustainable development of Europe's agriculture and to ensure the well-being of its rural areas.



The competences in the field of agriculture are **shared between the Union and the Member States**. In that context, DG AGRI has a large scope of activities:

- The CAP is financed through two funds: the **European Agricultural Guarantee Fund** (EAGF) and the **European Agricultural Fund for Rural Development** (EAFRD).
- DG AGRI also contributes to the **Instrument for Pre-accession assistance** (through IPARD¹).
- As a research DG, it programmes and monitors agricultural research and participates in the implementation of the Horizon 2020 Framework Programme for Research and Innovation (future Horizon Europe).
- The overall policy conception and formulation of the CAP is based on **policy and economic analysis**, evaluation and impact assessments.
- DG AGRI prepares **legislative proposals** and **monitors their implementation** to ensure a harmonised application. The DG manages various Commission regulations laying down detailed implementing rules as well as their adaptation over time.
- DG AGRI also deals with infringements, control of implementation of the acquis, complaints and Ombudsman inquiries.

¹ Instrument for Pre-Accession Assistance in Rural Development

- By its **audit** activities, DG AGRI verifies the conditions under which payments and controls have been carried out by the Member States.
- DG AGRI contributes to the negotiation of **international agreements**, contributes to the implementation of such international agreements and manages the relations with third countries related to agriculture.

DG AGRI operates in three different management modes:

1. **Shared management** for interventions in agricultural markets, direct support and rural development: Implementation vis-à-vis final beneficiaries is delegated to the Member States, while the Commission is responsible for the implementation of the overall legal framework, budget implementation and for Member States' supervision;
2. **Indirect management** for pre-accession measures: Implementation vis-à-vis the final beneficiaries is delegated to the authorities of the beneficiary country;
3. **Direct management** for other activities: contracts are concluded directly with third parties to supply the DG with studies and information and communication activities. DG AGRI has delegated the entire operational management of its research activity to the Research Executive Agency (REA). Furthermore, some tasks and activities related to promotion of agricultural products are entrusted to the Consumers, Health, Agriculture and Food Executive Agency (Chafea)².

² As of 2021, these promotion activities will be entrusted to the Research Executive Agency (REA).

Strategy

The European Union is leading the transition to a healthy planet and a new digital world in a moment of growing economic and social uncertainties. Changes in climate, technology and demography are currently transforming our societies and way of life. This leading role can only be achieved with an active contribution of the agricultural sector and the work of the farming community to provide Europeans with sustainable, affordable and safe food.

The reformed **Common Agricultural Policy (CAP)** will be a central instrument to accompany this transformation towards a sustainable, knowledge-based agricultural sector while, at the same time, supporting its resilience and diversity, and promoting growth and employment in rural areas. In the period 2020-2024, the activity of DG AGRI will focus on the contribution of the CAP to the following political priorities:

The **European Green Deal**, aiming to maximise the contribution of the agricultural sector to a modern, resource-efficient and competitive economy where there are no net emissions of greenhouse gases in 2050 and where economic growth is decoupled from resource use.

A Stronger Europe in the world, by strengthening the EU's global leadership, promoting free trade in agriculture and becoming the global standard for sustainability.

Democracy and Demography, by addressing the demographic challenges, like depopulation, ageing or gender imbalance, that affect rural areas.



Evidence shows a growing attention in the society on how food is produced and how the CAP is managed. Thus, participation of the public in the different stages of the policy formulation and implementation of the CAP has increased in recent years³. At the same time, important efforts are being made at all levels to improve the assessment of the performance of the policy⁴. Taking this into account, DG AGRI will continue to apply the principles of **Better Regulation** in its policy development. DG AGRI will also continue to design and evaluate the CAP transparently, based on evidence and backed up by the views of stakeholders. At the same time, DG AGRI will strive to ensure that new legislation is targeted, easy to comply with and does not add unnecessary **regulatory burden**.



External communication actions

The most appropriate available communication tools (in particular web, digital and media relations) will be adequately used to deliver on the general objectives "**A European Green Deal**", "**A stronger Europe in the world**" and "**A new push for European democracy**". Communication actions will be organised (such as participation at agricultural fairs, dedicated conferences, outreach activities) with a view to convey and highlight messages, provide information on the contribution of the CAP to these Commission's major priorities and to address the communication needs around the specific objectives described hereafter where appropriate.

General objective "A European Green Deal"

The **European Green Deal** aims to transform the EU into a fair and prosperous society, with a modern, resource-efficient and competitive economy where there are no net emissions of greenhouse gases in 2050 and where economic growth is decoupled from resource use.

"We must preserve the vital work our farmers do to provide Europeans with nutritious, affordable and safe food. This is only possible if they can make a decent living for their families."

President von der Leyen
Political priorities

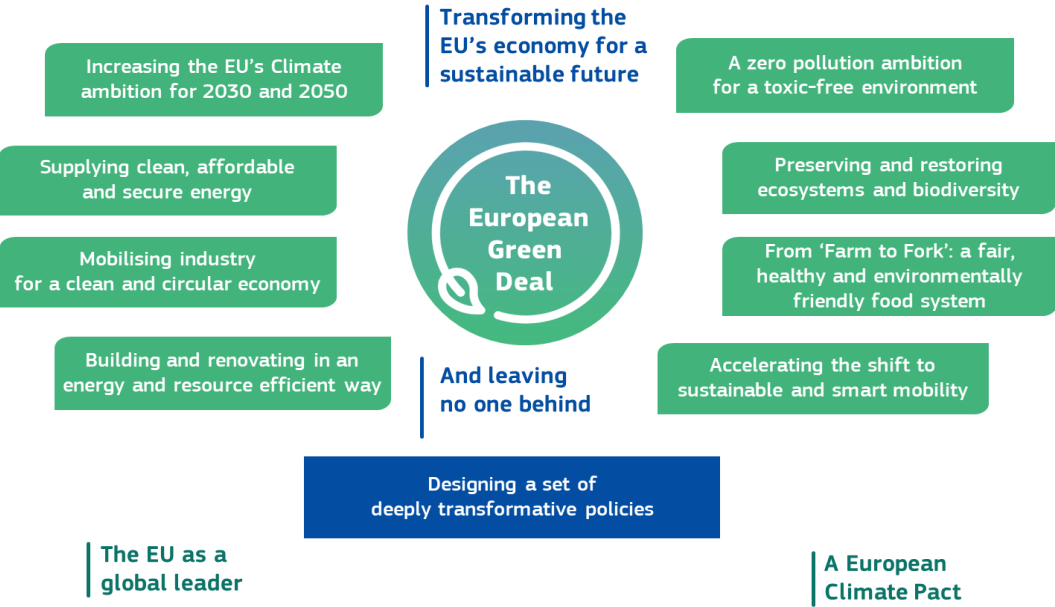
This new growth strategy⁵ also aims to protect, conserve and enhance the EU's natural capital, and protect the health and well-being of citizens from environment-related risks and impacts. At the same time, this transition aims to be just and inclusive, paying particular attention to the regions, industries and workers who will face the greatest challenges.

³ For example, the public consultation on the future CAP (2017) is one of the 3 largest public consultations organised by the European Commission: https://ec.europa.eu/info/sites/info/files/better-regulation-taking-stock-swd_en_0.pdf.

⁴ See for example, Agri-data portal: <https://agridata.ec.europa.eu/extensions/DataPortal/home.html>

⁵ <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1598716299797&uri=CELEX:52019DC0640>

To deliver the European Green Deal, the European Commission considers necessary to rethink policies for clean energy supply across the economy, industry, production and consumption, large-scale infrastructure, transport, **food and agriculture**, construction, taxation and social benefits. To achieve these aims, it is essential to increase the value given to protecting and restoring natural ecosystems, to the sustainable use of resources and to improving human health.



The Common Agricultural Policy (CAP), as the key instrument supporting Europe’s agricultural sector, will play an essential role in **managing the transition to sustainable food production systems** and **strengthen the efforts of European farmers to contribute to the climate objectives of the EU and to protect the environment.**

In June 2018, as part of the proposals linked to the next Multiannual Financial Framework, the Commission adopted the **legislative proposals of the CAP for the period 2021-2027**⁶. These legislative proposals, based on a wide consultation process and extensive impact assessment, confirmed the need to simplify and modernise the CAP and to better respond to the emerging economic, environmental and social challenges that the agricultural sector is facing and which are only reinforced by the current crisis arising from the COVID-19 pandemic.

This new legal framework is based on three different legislative proposals:

- **CAP Strategic Plan Regulation:** The future CAP is proposed to be implemented through national CAP Strategic Plans, a programming tool that will define, for each Member State, the key parameters for the implementation of all CAP instruments (direct payments, rural development and sectorial interventions). The proposal provides for objectives and a set of broad types of interventions laid down at EU level, establishing what Member States can do with the resources allocated to them: each

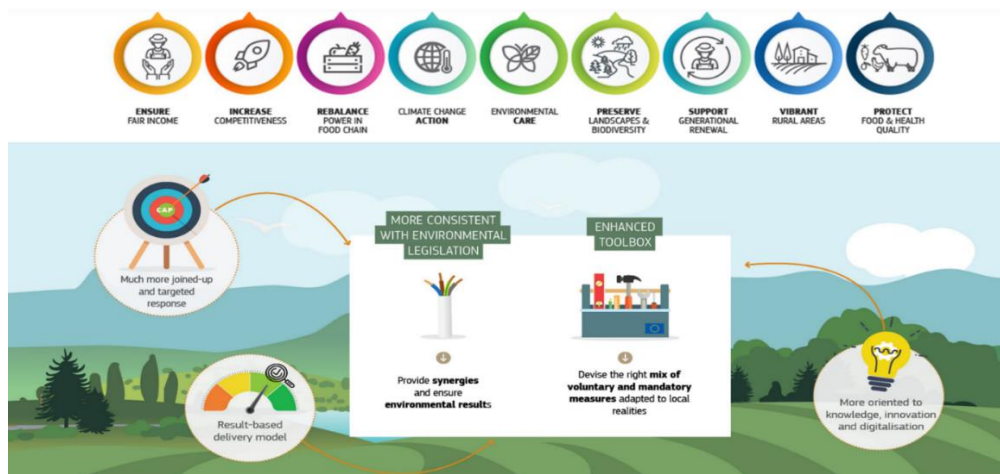
⁶ Available at: <https://ec.europa.eu/commission/publications/natural-resources-and-environment>

Member State will be free to select and further design the specific measures it considers the most effective in meeting its own specific needs. A common set of indicators is proposed at the EU level to allow monitoring of policy implementation and an evaluation of policy impact based on common indicators.

- **Common Market Organisation Regulation:** The future CAP keeps and strengthens the market orientation of EU agriculture. The Commission has not proposed changes in the domain of market intervention but targets specific areas where there is a potential to improve the competitiveness of the sector and/or simplify existing rules.
- **Horizontal Regulation:** The proposal for a regulation on the financing, management and monitoring of the CAP provides the legislative framework for adapting the financing, management and monitoring rules to the new CAP delivery model. This seeks to achieve more subsidiarity and simplification, with greater responsibility given to Member States.

The future CAP shifts the emphasis **from compliance and rules towards results and performance**. The one-size-fits-all approach (current governance model, largely based on specific and detailed rules established at EU level) will be replaced by a more flexible system, with greater freedom for Member States to decide how best to meet the common objectives while, at the same time, responding to the specific needs of their farmers and rural communities.

The new CAP provides the appropriate framework to support the implementation of the ambitions of the European Green Deal thanks to a range of elements – essentially, a more results-oriented delivery model based on strategic planning at Member State level, enhanced mandatory requirements, and an improved range of voluntary funding tools⁷. In particular, this will allow the implementation of the ambition defined in the Farm to Fork Strategy⁸ and the Biodiversity Strategy⁹.



⁷ See Staff Working Document on the “Analysis of the Links between the CAP reform and the European Green Deal”: https://ec.europa.eu/info/sites/info/files/food-farming-fisheries/sustainability_and_natural_resources/documents/analysis-of-links-between-cap-and-green-deal_en.pdf

⁸ <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1590404602495&uri=CELEX:52020DC0381>

⁹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1590574123338&uri=CELEX:52020DC0380>

Specific objective 1: Modernised and simplified Common Agricultural Policy framework is put in place and implemented

The implementation of the future CAP will involve important operational changes both for DG AGRI and for the national administrations because, for the first time since the creation of the CAP, all the interventions of the CAP which operate in the same territory will be organised under a single programming document.

Thus, each Member State will be required to draw up a **single CAP strategic plan**: In its plan, the Member State will analyse the situation on its territory in terms of strengths, weaknesses, opportunities and threats (SWOT analysis), as well as its related needs, in respect of these objectives. The Member State will determine an intervention strategy, design interventions on the basis of the EU framework with quantified targets for their implementation to address the identified needs. This whole process will be based on well-established evidence (e.g. studies) and data, taking into account the national and regional contexts.

This strategic approach will apply to both "pillars" of the CAP together: not only to the support for wider rural development (CAP Pillar II) as at present, but also to direct income support payments to farmers and sectoral interventions (the bulk of CAP Pillar I). This is expected to facilitate and **ensure synergies between the CAP's financial interventions**.

Beyond the active role in supporting the activities of the European Commission to conclude the negotiations for the approval of the three new basic acts, DG AGRI will play a central role in the process of implementation of the new policy:

- Firstly, DG AGRI supports Member States in the **preparatory work for the new CAP Strategic Plans**: this takes place through the advice and consultation of the 27 "Geographical Hubs" (specific task forces within DG AGRI, for each Member State) working in close contact with the national administrations; also, specific events (i.e. Expert Groups, ENRD¹⁰ events, ad hoc workshops) are used to facilitate communication between DG AGRI and the services of the national administrations in charge of the preparation of the CAP Strategic Plans.
- Secondly, a **Structured Dialogue** has been established to reinforce the strategic character of the implementation of the CAP and to guarantee that the future CAP Strategic Plans fully support the transition foreseen in the Green Deal. In that context, the European Commission will make **Recommendations** to the Member States before the end of 2020. DG AGRI is in charge of these recommendations, in close cooperation with other services.
- Thirdly, once the draft CAP Strategic Plans are submitted to the Commission, DG AGRI will be in charge of **assessing and approving these plans**, in close cooperation with other relevant Commission services.

¹⁰ European Network for Rural Development

DG AGRI will carry out the necessary activities to guarantee a **smooth transition from the current CAP to the new CAP**. With the new CAP, notifications and administrative processes associated to the implementation of the CAP will be substantially **streamlined**. In this transition, DG AGRI will pay specific attention to the **reduction of administrative burden** (both to Member States and beneficiaries) as well as the promotion of the use of **digital technologies** in the implementation of the CAP Strategic Plans.

After the approval of the 27 CAP Strategic Plans, DG AGRI will focus its attention on the quality of the implementation, monitoring and assessment of the performance. The shift from compliance to performance will involve important changes in the role of DG AGRI in different phases of the policy cycle (see graph below).



Specific objective 2: Supporting viable farm income and resilience across the Union to enhance food security through the CAP

The shift to a sustainable food system can only take place as long as the **sustainable livelihood of farmers** is ensured. Furthermore, the COVID-19 pandemic has underlined the importance of a robust and resilient agricultural sector that functions in all circumstances, and is capable of ensuring access to a sufficient supply of affordable food for citizens¹¹.

EU farm income is still significantly **below the average income of the economy**, despite this gap decreasing as a result of structural change driven by the outflow of labour from agriculture during the last decade. In fact, between 2016 and 2018, farming income equals 47% of the average wage in the whole economy.

The support of the CAP plays an important role in supporting farm income and guaranteeing income stability in a context of volatility and economic uncertainties. Operating subsidies allow to compensate partially or totally the gap

¹¹ For a complete picture of the situation of this Specific Objective, see the following Commission Brief: https://ec.europa.eu/info/sites/info/files/food-farming-fisheries/key_policies/documents/cap_specific_objectives_-_brief_1_-_ensuring_viable_farm_income.pdf

Direct payments to the farmers continue to be a key tool that partially fills the gap between agricultural income and income in other economic sectors. Direct payments provide an important income safety net, ensuring there is agricultural activity in all parts of the Union including in areas with natural constraints (which also receive income payments under Rural Development Policy) with the various economic, environmental and social benefits associated, including the delivery of public goods. Therefore, direct payments remain an essential part of the CAP in line with its EU Treaty obligations.

The future CAP Strategic Plans will need to use the potential of the new CAP to improve the targeting of the support and **tailor future direct payments** to the specific needs of the different sectors and territories. DG AGRI will assess this in the phase of approval of the CAP Strategic Plans and will monitor and evaluate it in the context of the implementation of the different Plans.

The Commission will also step up its coordination of a common European response to crises affecting food systems in order to ensure food security and safety, reinforce public health and mitigate their socio-economic impact in the EU. DG AGRI will contribute to the assessment of the resilience of the food system and to developing a **contingency plan for ensuring food supply and food security** to be put in place in times of crisis.

Specific objective 3: Enhance market orientation and increase competitiveness, including greater focus on research, innovation, technology and digitalization

Pressures on the EU agricultural resources have increased due to growing food and industrial demand, which is driven by demographic and disposable income changes¹². On the supply side, there is growing competition for the same production factors (land, labour, capital) and growing pressure on the use of natural capital (with impact on environment and climate).

Increasing agricultural productivity in a sustainable way is essential to meet the challenges of higher demand in a resource-constrained and climate-uncertain world. EU agricultural productivity is already high, partly due to increased labour productivity. However, stagnation in recent years is associated with challenges that both the agricultural sector and EU civil society have to face, such as food prices, climate change, or loss of biodiversity.

A number of drivers and policy tools are available to trigger productivity gains in EU agriculture, such as research and innovation programs, new technologies, rural development and infrastructure, efficient advisory systems and continuous training for farm managers.

Access to **fast broadband internet** is a requirement to enable mainstreaming precision farming and use of artificial intelligence. It will allow the EU to fully exploit its global leadership in satellite technology. It will also help to bring better information, education,

¹² On most of the elements covered under this Specific Objective, see the European Commission Brief: https://ec.europa.eu/info/sites/info/files/food-farming-fisheries/key_policies/documents/cap-briefs-2-productivity_en.pdf

competitiveness – all essential for generational renewal. Good connectivity is a must for the modern business development and for implementing the concept of "Smart Villages". The Commission aims to accelerate the roll-out of fast broadband internet in rural areas to achieve the objective of **100% access by 2025**.

Research and innovation (R&I) are key drivers in accelerating the transition to a sustainable agricultural sector and allow, at the same time, increases in agricultural productivity. To speed up innovation and accelerate knowledge transfer, the Commission will work with Member States to strengthen the role of the **European Innovation Partnership 'Agricultural Productivity and Sustainability' (EIP-AGRI)** in the CAP Strategic Plans. These plans will also include reinforced advisory services.

DG AGRI, in cooperation with the concerned services, will prepare a legal proposal for a **Farm Sustainability Data Network** (to be submitted in 2022). This network will increase the availability of environmental data at farm level, stimulate exchanges of practices and increase the knowledge-sharing among the farming community.

Specific objective 4: Improve the farmers' position in the value chain notably through the CAP

Food value chains stretch from the producers of necessary inputs (e.g. seeds, fertilisers) to the EU's 445 million consumers. Farming and related sectors provide large numbers of jobs, yet agriculture is characterised by a stagnant and low share of value added in the value chain, due to high input costs, variation in production and incorporation of new services. **New innovative dynamics are emerging in the supply chain**, not only restricted to product and process but also organisational innovation along the chain, triggered by new emerging technologies and evolving consumer demands¹³.

The **higher concentration of retailers and processors** potentially places farmers in a weaker situation in terms of bargaining power within the value chain. Farmers need to respond to changing demand of consumers, which are channelled to them through the other actors of the chain.

While the total value added in the food chain is increasing over time, and the share of value added for food and beverage consumer services grows, the share for primary producers is quite stable.

DG AGRI aims at strengthening farmers' position in value chains by reinforcing cooperation among farmers, enhancing synergies within value chains, supporting the development of market driven production models, fostering research and innovation, increasing market transparency, ensuring effective mechanisms against Unfair Trading Practices (UTPs) and empowering producer groups to manage their geographical indications.

¹³ See the following Commission Brief: https://ec.europa.eu/info/sites/info/files/food-farming-fisheries/key_policies/documents/cap-specific-objectives-brief-3-farmer-position-in-value-chains_en.pdf

In order to support primary producers in the on-going transition, **the Commission envisages to help farmers to strengthen their position in the supply chain** and to capture a fair share of the added value of sustainable production by encouraging the possibilities for cooperation and by improving transparency in the chain in the future **CAP Strategic Plans** and within the **common market organisations**. The Commission will monitor the implementation of the **Unfair Trading Practices Directive**¹⁴ **by Member States** and will work with co-legislators to **improve agricultural rules** that strengthen the position of farmers (e.g. producers of products with geographical indications), their cooperatives and producer organisations in the food supply chain. It will also strengthen the legislative framework on **geographical indications** (GI) and, where appropriate, include specific sustainability criteria.

Specific objective 5: In line with the Farm to Fork Strategy, improve the response of EU agriculture to societal demands on food and health, including safe, nutritious and sustainable food, food waste, as well as animal welfare through the CAP

The **Farm to Fork Strategy**¹⁵, adopted in May 2020, addresses comprehensively the challenges of sustainable food systems and recognises the inextricable links between healthy people, healthy societies and a healthy planet. This strategy is also central to the Commission's agenda to achieve the United Nations' [Sustainable Development Goals](#) (SDG)¹⁶.

In line with the goals of the Farm to Fork Strategy, DG AGRI will contribute to the shift towards a sustainable food system that brings environmental, health and social benefits, offer economic gains and ensures that the recovery from the COVID-19 crisis puts us onto a sustainable path. This will be done in close cooperation with DG SANTE.

The CAP Strategic Plans will be key instruments to achieve the ambition foreseen in the Farm to Fork Strategy regarding the need to reduce **dependency on pesticides and antimicrobials, reduce excess fertilisation, increase organic farming and improve animal welfare**¹⁷.

In the Farm to Fork Strategy, the Harmonised Risk Indicator shows a 20% reduction in the risk to human health and the environment from pesticides in the European Union in the period from 2011 to 2017. As established in the Strategy, additional action is needed to

¹⁴ [Directive \(EU\) 2019/633](#) of the European Parliament and of the Council of 17 April 2019 on unfair trading practices in business-to-business relationships in the agricultural and food supply chain

¹⁵ <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1590404602495&uri=CELEX:52020DC0381>

¹⁶ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - Next steps for a sustainable European future - European action for sustainability, 22/11/2016, [COM\(2016\)739: Reflection paper "Towards a sustainable Europe by 2030"](#):

¹⁷ See Staff Working Document on the "Links between the CAP reform and the Green Deal": https://ec.europa.eu/info/sites/info/files/food-farming-fisheries/sustainability_and_natural_resources/documents/analysis-of-links-between-cap-and-green-deal_en.pdf

reduce the overall use and risk of **chemical pesticides by 50% as well as the use of more hazardous pesticides by 50% by 2030.**

Antibiotic sales decreased by 33% between 2010 and 2017. However, there are large differences between Member States in the use of antibiotics in animal production. The Commission will strive to reduce the overall **EU sales of antimicrobials for farmed animals by 50% by 2030.**

Reduce sales of **antimicrobials** for farmed animals and in aquaculture by 50%



The total area under **organic farming** is increasing in the EU-27, covering almost 13 million hectares in 2018. With 8.0% of the total utilized agricultural area under organic farming in 2018, the EU-27 area follows a positive trend. However, significant differences exist between Member States. The market for organic food is set to continue growing and organic farming will be further promoted in the next years. The Farm to Fork Strategy and the Biodiversity Strategy aim to extend organic farming to **25% of the EU's agricultural land by 2030.**

The future CAP Strategic Plans will support specific types of interventions (i.e. agro-environmental schemes under Pillar II, eco-schemes under Pillar I) that will contribute to achieve these goals. Moreover, the **Action Plan** for the development of the organic sector, due in the course of 2021, will put forward a set of measures aiming at increasing production and consumption of organic products, to meet the target set by the Farm to Fork and the Biodiversity strategies.

The Farm to Fork Strategy provides impetus for improving the **information of consumers and citizens** on the sustainability of the food they consume, through appropriate labelling and other types of schemes. This will lead, among others, to reviewing the EU marketing standards and school schemes.

Specific objective 6: Contribute to addressing climate change, protecting natural resources and preserving biodiversity through the CAP

EU agriculture is the only major system in the world that reduced greenhouse gas (GHG) emissions (by 20% since 1990). The total emissions of greenhouse gases from agriculture (including emissions from cropland and grassland) decreased between 1995 and 2017 by 8% in EU-27). However, even within the EU, this path has been neither linear nor homogenous across Member States. Also, the share of agriculture in the total net emissions slightly increased from 11.8% in 1995 to 12.6% in 2017.

The **Climate Law**¹⁸ sets out the objective for a climate neutral Union in 2050. This new ambition will require additional efforts from the agricultural sector.

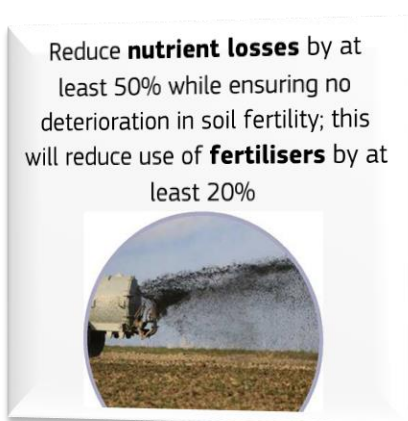
The new **CAP Strategic Plans** will play a key role to facilitate the contribution of EU agriculture to climate change mitigation and will also provide the adequate support to

¹⁸ https://ec.europa.eu/clima/policies/eu-climate-action/law_en

facilitate the adaptation of the farming sector to the growing risks stemming from climate change. The support of the CAP will be crucial to enhance the resilience of EU's agriculture.

In the context of the European Green Deal, the shift towards a toxic-free environment will require more action to prevent pollution from being generated as well as measures to clean and remedy it. To protect Europe's citizens and ecosystems, the EU needs to better monitor, report, prevent and remedy pollution from air, water, soil and consumer products.

The **excess of nutrients** (especially nitrogen and phosphorus) in the environment, stemming from excess use and the fact that not all nutrients used in agriculture are effectively absorbed by plants, is another major source of air, soil and water pollution and climate impacts. The nitrogen surplus in EU-27 has remained more or less stable over time around 50 kg N per hectare per year.



The Commission aims to **reduce nutrient losses by at least 50%**, while ensuring that there is no deterioration in soil fertility. This will **reduce the use of fertilisers by at least 20% by 2030**.

DG AGRI will contribute to the development of an **integrated nutrient management action plan**, together with Member States, to address nutrient pollution at source and increase the sustainability of the livestock sector. The Commission will also work with Member States to extend the application of precise fertilisation techniques and sustainable agricultural practices, notably in hotspot areas of intensive livestock farming and of recycling of organic waste into renewable fertilisers. This will be done through measures which Member States will include in their **CAP Strategic Plans**, such as the Farm Sustainability Tool for nutrient management, investments, and advisory services, and through EU space technologies. **Soil health** will be further improved through a mission in the area of soil health and food under the next research framework programme Horizon Europe which will complement the CAP Strategic Plan actions with relevant research and innovation activities.

According to available studies, approximately 11.4% of the EU's territory is estimated to be affected by a **moderate to severe water erosion** (more than 5 tonnes per hectare per year)¹⁹. This estimate is lower compared to the previous estimations that 17% of EU's land area is affected by soil erosion²⁰, mainly due to the introduction of management practices against soil erosion (reduced tillage, cover crops, plant residues, grass margins, stone walls and contour farming), which have been applied in Member States during the last decade. Yet more than 24% of the EU land and almost 1/3 of agricultural areas are subject to erosion at higher than the sustainable rates (2 tonnes per hectare per year).

¹⁹ Panagos, P., Borrelli, P., Poesen, J., Meusburger, K., Lugato, E., Montanarella, L., Alewell, C. (2015). *The new assessment of soil loss by water erosion in Europe*. Environmental Science & Policy. 54: 438-447.

²⁰ European Environmental Agency (2003). *Assessment and reporting on soil erosion*. Technical report No 94

The CAP will also contribute to achieve the ambitions defined in the **EU Biodiversity Strategy** for 2030 and its associated Action Plan. This strategy aims to put Europe's biodiversity on a path to recovery by 2030 and, in the post-COVID context, it aims to build our societies' resilience to future threats such as climate change impacts, forest fires, food insecurity or disease outbreaks, including by protecting wildlife and fighting illegal wildlife trade.

To provide space for wild animals, plants, pollinators and natural pest regulators, the European Commission aims to bring back **at least 10% of agricultural area under high-diversity landscape features**. These will include, *inter alia*, buffer strips, rotational or non-rotational fallow land, hedges, non-productive trees, terrace walls, and ponds. Member States will need to translate the 10% EU target through the **CAP Strategic Plans**. The progress towards the target will be under constant review, and adjustment if needed, to mitigate against undue impact on biodiversity, food security and farmers' competitiveness.

Future **CAP Strategic Plans** will foresee and fund the appropriate farming practices in order to guarantee the sustainable development and efficient management of water, soil and air. The so-called "new green architecture" will allow Member States to design the most appropriate set of compulsory and voluntary tools adapted to each reality: the key interventions will be the new system of **conditionality**, the new **"eco-schemes"** (under Pillar I), and the **agro-environmental and climate payments** (under Pillar II).

DG AGRI and associated services will analyse how the proposed design of the "new green architecture" in each of the 27 CAP Strategic Plans responds to the specific environmental and climate needs of the different territories and to the ambition defined in the European Green Deal.

Specific objective 7: Preparation and implementation of the EU Forest Strategy and fostering sustainable forestry through the CAP

Forests are hugely important for biodiversity, climate and water regulation, the provision of food, medicines and materials, carbon sequestration and storage, soil stabilisation and the purification of air and water. They are also a natural home for recreation and learning about nature. Foresters have a key role to play in ensuring sustainable forest management and in restoring and sustaining biodiversity in forests.

Forests must play an important role in supporting the new growth model for the EU as advocated in the European Green Deal. Therefore, the European Green Deal commits to the development of a new **EU Forest Strategy** to promote the role of forests in supporting the EU's climate change mitigation policy, the enhancement of forests resilience and the development of the circular bioeconomy, while contributing to biodiversity objectives. The strategy will also address the important role that forests and forestry play for rural areas and their importance for rural development (such as economic development, employment and environmental aspects). DG AGRI will develop this Strategy in close cooperation with DG CLIMA and DG ENV and other relevant services.

The **CAP Strategic Plans** will include measures to incentivise forest managers to preserve, grow and manage forests sustainably. Interventions under the future CAP Strategic Plans should be based on forest management plans or equivalent instruments and may comprise forest area development and sustainable management of forests (including afforestation, creation and regeneration of agroforestry systems, or the protection, restoration and improvement of forest resources), taking into account adaptation needs. They can also foresee investments to guarantee and enhance forest conservation and resilience; the provision of forest ecosystem and climate services; and measures and investments in support of renewable energy and the bioeconomy.

General objective "A stronger Europe in the world"

DG AGRI plays a key role in the EU's external cooperation activities in trade policy and international fora, and intends to remain an integral pillar of the Commission's strategic objective of a "**Stronger Europe in the world**".

By representing the **international aspects of European agricultural and rural development policy**, DG AGRI will continue to engage proactively and vigorously in defending the rules-based global order and promoting multilateralism; and in promulgating internationally the quality and sustainability of the EU's agriculture and food.

The DG does so primarily through active involvement in key **international fora** bearing on agri-food policy, such as the Food and Agriculture Organisation of the United Nations (FAO), the Organisation for Economic Co-operation and Development (OECD) and the agricultural workstreams in G7 and G20. DG AGRI plays a crucial part in the EU's contribution to the functioning and reform of the **World Trade Organisation (WTO)**. The DG is also heavily involved in furthering **bilateral relations in agri-food trade and cooperation**, incl. contributing to the EU's strategic partnership with the African Union, and supporting the **EU Neighbourhood policy** and providing assistance to help prepare partners for future EU membership and **supporting** their **accession process**.

This work takes place in the context of global frameworks, to which DG AGRI remains firmly committed, such as the **United Nations' 2030 Agenda for Sustainable Development**, the objectives of which are mainstreamed into all our policy work and diplomatic efforts.

"Trade is not an end in itself. It is a means to deliver prosperity at home and to export our values across the world. Every new agreement concluded will have a dedicated sustainable development chapter."

President von der Leyen
Political priorities

The practical embodiment of Europe's stronger presence in the world is the expansion of a network of mutually beneficial trade agreements, not least in the area of agri-food trade, where the EU remains both the world's largest exporter and importer. DG AGRI will continue to contribute to the conclusion and implementation of **Free Trade Agreements (FTA)**, thereby ensuring better market access and trade opportunities for EU agriculture around the world and an enhanced

protection of emblematic geographical indications (GI), while also ensuring appropriate protection of sensitive sectors in trade agreements.

Engagement with the EU's trade partners, particularly in the context of negotiating the conditionalities of trade agreements and market access, are excellent areas for bringing Europe's normative "soft power" to bear. This includes cross-cutting policy issues such as Sanitary and Phytosanitary, environmental, social and sustainability standards, which embed agri-food trade within the wider frame of the EU's geostrategic objectives. In cooperation with partner DGs, DG AGRI is engaged in communicating and enforcing the benefits for farmers and the food industry obtained in these trade agreements.

The actions above will be complemented by a smart **promotion policy** under Regulation (EU) No 1144/2014 on promotion for agri-food products. The objective will be to help producers in the EU agri-food sector communicate about the quality and safety of their products, with a view to opening new markets or consolidate existing ones and building on their existing market share. Promotion funding is used to expand exports, reach new market segments and new consumers, especially for high quality products like those covered by GI, organic farming or the high food-production sanitary and phytosanitary standards in the EU.

Moreover, the **Farm to Fork Strategy** as part of the Green Deal will require the EU to actively engage with its trading partners in order to ensure the fulfilment of its very ambitious objectives. European food is renowned for being safe, nutritious and of high quality. It should now also become the **global standard for sustainability**. The overall objective of the Farm to Fork Strategy is to move towards a sustainable food system that should have a neutral or positive environmental impact, ensure food security and citizen's health and create a food environment which makes healthy diets the easy choice.

Specific objective 8: Contribute to the successful conclusion of (ongoing) negotiations on international agreements, ensure the effective implementation of existing agreements (incl. maintenance of trade flows and market openness) and build a strategic relationship with Africa in the agri-food sector

After consolidating a broad network of **FTA** across the world, emphasis is gradually moving from negotiation to **implementation and enforcement**. Indeed, only through a committed enforcement policy can the benefits of already applicable FTA emerge, either by an increase in exports, a reduction in technical barriers faced by companies, or a more efficient legal protection of geographical indications (GI). The implementation of the Withdrawal Agreement and negotiations with the **United Kingdom** about a future partnership are of utmost importance for EU agriculture due to the strong economic links and the closeness of both markets. Moreover, DG AGRI will continue to contribute actively to successful negotiations with partners such as **Australia, New Zealand, Chile or Indonesia**, and seek better **protection of GI** around the world. All these developments will serve to demonstrate the positive effects of international trade for EU citizens, farmers and the food industry. With regard to the negotiation of the **organic** standards, to be compliant

with the new organic Regulation²¹, all the current administrative arrangements in place will have to be negotiated into fully fledged bilateral trade agreements.

DG AGRI tracks the expansion of two-way EU-27 agri-food trade through monthly **monitoring** (and annual reporting) of agri-food export and import, for all trading partner countries. Simplification and burden reduction are monitored as specific trade facilitation indicators (e.g. using the Market Access Database) and through tracking the enforcement of the agri-food aspects of the EU's FTA, in liaison with DG TRADE and the new EU Chief Trade Enforcement Officer. Communication and **promotion** of EU agri-food trade and EU sustainability standards are the object of specific economic diplomacy activities (e.g. export seminars and high-level missions) and stakeholder consultation actions (e.g. Civil Dialogue Group on International Aspects of the CAP).

The objective of DG AGRI for 2020-2024 will be to build stable relations with the United Kingdom and to further liberalise trade in agricultural products with other neighbours as well as protecting GI, in particular by modernising current agreements or by proceeding to review clauses, such as Tunisia or Ukraine, and possibly EFTA. In parallel, DG AGRI will continue monitoring the existing agreements and addressing trade irritants, notably with Algeria, Egypt, Turkey and Russia.

The EU will continue its active engagement in the **WTO** agricultural negotiations in the Special Session of the Committee on Agriculture. The preparation for the 12th Ministerial Conference in 2021 will be important in this context. The EU is also active in monitoring the implementation of existing WTO agreements through the regular Committee on Agriculture and other relevant Committees. DG AGRI will work in close coordination with DG Trade on the EU's contribution to the WTO reform.

Over the last five years, the **African Union (AU)-EU partnership** in the agriculture and food sector has become a flagship area of cooperation. Agriculture has a dominant economic role across the African continent, but is characterised by poor productivity, a focus on primary production and insufficient investment. The European Union supports rural development in Africa as it is essential for the improvement of social conditions. Allowing people to thrive and prosper in their rural communities also helps to relieve some of the pressure on crowded urban spaces, and indirectly addresses the root causes of international migration that pose a challenge to States along migratory routes.

The AU-EU policy dialogue on agri-food, as well as operational support measures, are a valuable contribution to the transition of Africa. In this spirit, the close policy cooperation on agriculture, both on political and technical level, bi-annual AU-EU Agriculture Ministerial Conferences and the follow-up of the Task Force Rural Africa's recommendations (TFRA) are operational tools to the AU-EU Partnership. They are in line with the Comprehensive Strategy for Africa adopted in March 2020, and aligned with the EU's commitment to the UN Sustainable Development Goals (SDG).

²¹ Regulation (EU) 2018/848 of the European Parliament and of the Council of 30 May 2018 on organic production and labelling of organic products and repealing Council Regulation (EC) N 834/2007.

Building on the work of the TFRA, at the third African Union – European Union Agricultural Ministerial Conference²² (2019), Ministers issued a Political Declaration and an Action Agenda for Rural Transformation²³ comprising 9 topics: agri-food platforms, research and innovation, digital, geographical indications, food safety governance, farmers' organisations, farmers' exchange programmes, LEADER and landscape initiatives, and climate and environment. The continuation and up-scaling of this work will be instrumental to deliver results on joint strategic priorities in the agri-food space, like the support of the African Continental Free Trade Area (AfCFTA). This action agenda will be revised and adapted as a consequence of the new challenges imposed by the COVID-19 pandemic. The European Commission continues its close collaboration with the African Union through the AU-FAO Task Force on the "Impact of COVID-19 on Food Security and Nutrition in Africa".

Specific objective 9: Promote Europe's high quality agri-food standards worldwide (incl. strengthening the system of geographical indications)

The European Union protects European food heritage by highlighting its diversity and emphasising the qualities associated with the origin of its products. This protection helps consumers by giving them information concerning the specific character of the products. The aim of **EU quality policy**, in particular with respect to **geographical indications (GI)**, is to add value to agricultural products by protecting names for these products where they possess specific qualities and characteristics due to production and processing in a particular geographical area. GI function as a valuable tool for differentiating competing goods, as they are a visual means for consumers who associate the product with a certain quality, characteristic or reputation due to its geographical origin. Due to the association with these features, GI products are able to command a premium price compared to other products in the market. Production of value-added products contributes to creating growth and jobs and to fix population in rural areas, and to maintain them in their areas of origin as the production of a geographical indication cannot be delocalised. It therefore contributes to a balanced territorial development within the EU. Geographical indications also open new opportunities for producers to place their products on the markets, both in the internal market and in third countries.

The **protection of EU GI** in new markets and their global promotion is an integral part of EU trade policy. As well as protecting products within its own borders, the European Union takes steps at international level to protect product authenticity and ensure that European quality products are recognized and protected throughout the world. The EU strongly defends GI in the context of various multilateral and bilateral negotiations, as trade agreements are an essential instrument to promote EU GI policy and to provide a high level of protection to a list of prominent EU GI in third countries.

Programmes aimed at promoting EU agri-food products in Europe and across the world cover a wide range of foods from dairy products and olive oil to fruit and vegetables and meat products. These programmes are supported by grants from the CAP budget. They are

²² https://ec.europa.eu/info/events/au-eu-conference-2019-jun-21_en

²³ https://ec.europa.eu/info/food-farming-fisheries/farming/international-cooperation/africa_en

designed to help producers in the EU agri-food sector communicate about the quality and safety of their products, with a view to opening new markets or consolidate existing ones and building on their existing market share. **Promotion** funding is used to expand exports, reach new market segments and new consumers, especially for high quality products like those covered by GI.

Promoting quality schemes is one of the specific objectives of the promotion policy and covered by co-financed promotion campaigns as well as Commission own initiatives such as high-level missions, quality export seminars, study visits, communication campaigns, promotional events as well as participation in international fairs in third countries.

Promotion activities on GI also take place under other Commission's services (DG TRADE, DEVCO, FPI, EEAs) and outside organizations (EUIPO), requiring a good coordination among different services in order to ensure the complementarity of actions.

Specific objective 10: Prepare countries for future EU membership: competitive agri-food sector, safer food, rural growth, more sustainable natural resources and modern administration

With the **Instrument for Pre-accession Assistance (IPA III)**, the EU will continue to provide assistance to help prepare partners for future membership of the European Union and support their accession process. Pre-accession assistance supports the beneficiaries in adopting and implementing key political, institutional, social and economic reforms to comply with EU values and to progressively align to EU rules, standards, policies and practices. IPA III will also seek to strengthen economic and social development, including through **assistance in agriculture and rural development**, which should increase the capacity of the sector to cope with competitive pressures and market forces within the EU.

"We share the same continent, the same history, the same culture and the same challenges. We will build the same future together."

President von der Leyen
Political priorities

Agriculture and related sectors in the **Western Balkans** still contribute around 10% of the Gross Domestic Product (GDP), while in some countries, the share of agriculture, forestry, and fisheries is close to 20% of the total workforce (40% in the case of Albania). Despite the rich natural resource base, food systems in all countries in the region face numerous challenges and remain constrained by deeply-rooted structural problems: the average farm size is several times lower than in the EU, labour productivity and yields are very low, many households are still engaged in subsistence agriculture, and the level of alignment with the relevant EU standards and practices is low.

During the transformation of food production systems in the Western Balkans, it is necessary to ensure that the transition does not contribute further to unemployment or depopulation of rural areas or to deterioration of the rural landscapes and biodiversity loss. This needs to be countered with the creation of alternative economic opportunities in rural areas. The rural areas of the region will also require assistance in adapting to possible consequences of climate change, which may result in water scarcity and extreme climate events, such as floods. Support to local development in rural areas, dissemination of good

practices and innovations, and networking should enable rural communities to better respond to these challenges.

DG AGRI will assist the region by implementing agriculture and rural development programmes (**IPARD**) under IPA III. These programmes will be used to help Western Balkan countries and Turkey in **reforming and restructuring their agri-food sectors** to be able to compete in the global markets and within the single market upon EU accession, increase food security and quality, reduce waste and improve compliance with EU food safety and animal welfare standards. It should also contribute to enabling rural communities to harness opportunities in the circular and bio-economy and making rural areas vibrant spaces for Western Balkan citizens.

During the 2020-2024 period, continuation and transition from IPARD II to IPARD III will be ensured. As all IPARD assistance for measures supporting farms and food processing contributes to modernisation, DG AGRI will regularly report on a number of projects financed under these two main IPARD measures.

General objective "A new push for European democracy"

Demographic change has various impacts on European societies and way of life, with people increasingly feeling its impact in varied forms. A number of **demographic challenges**, like depopulation, ageing, or gender imbalance, **are greater in rural areas**. Emptied rural territories and the associated reduction in infrastructure and services discourage people from engaging in farming and other business activities, leading to a vicious circle. Dealing with demographic challenges of rural areas is therefore key for the EU to have a balanced demographic development. Furthermore, the rise of the **rural/urban divide** in **euroscepticism** indicates that the discontent with traditional "mainstream" political parties and systems seems to be stronger in rural areas.

"Our rural areas are the fabric of our society and the heartbeat of our economy. The diversity of landscape, culture and heritage is one of Europe's most defining and remarkable features. We will cherish and preserve our rural areas and invest in their future."

President von der Leyen
Political priorities

Against this background, it is important to launch a **debate on the future of rural areas**. While rural areas differ greatly from one another (geographically, economically, etc.), they are often faced with similar challenges. Encouraging a bottom-up approach, collecting thoughts and opinions from citizens in the 27 Member States, would allow designing a comprehensive response at EU level to best address these challenges and take advantage of new opportunities. The **long-term vision for rural areas** would be the first step in this direction, sending a strong signal across the EU that the Commission takes the issue of rural areas serious and is committed to protecting them and encouraging the development of all EU regions.

Specific objective 11: A long-term vision for rural areas is developed and put in place in order make the most of their potential and support them in facing up to their own unique set of issues, including demographic change

The **long-term vision for rural areas** will take the form of a Commission Communication to be published in the first half of 2021. It should aim to enable rural areas to make the most of their potential and support them in facing up to their own unique set of issues, from demographic change to connectivity, the risk of poverty and limited access to services. The development of the vision should be conducted in close consultation with people living in rural areas, as well as local and regional authorities, and the wider population. .

These consultations would allow to identify citizens' aspirations for rural areas, and their concerns. The collected ideas, concerns, aspirations and difficulties of citizens would constitute the basis for an assessment of the situation and how it is expected to evolve in the long run and, subsequently, launch the discussion on the appropriate policy response at EU level.

DG AGRI will lead the preparatory work, in close cooperation with other relevant DGs. DG AGRI will also undertake a **comprehensive consultation process** to ensure that the voices of all stakeholders and European citizens are heard. The consultation process will include an online survey which will allow to gather inputs from people living in rural areas, economic players in rural areas, and interested parties from all walks of life; dedicated questions in the Eurobarometer, a number of public events and a final conference.

DG AGRI will gather and **analyse** existing sources of evidence and feed the information into the process, e.g. evaluations (in particular, the on-going evaluation of the CAP's impact on territorial development of rural areas: socioeconomic aspects), work undertaken by other bodies (such as OECD and World Bank), relevant findings from publications and reports by JRC, Eurostat and a number of EU projects and relevant preparatory actions, pilot projects and thematic work on Smart Villages. A specific foresight exercise will be conducted.

Population change in rural areas and the evolution of the employment rate in predominantly rural areas are key aspects in this field and are directly related to depopulation, one of the most important demographic challenges for rural areas. The vision will have a **long-term focus**, exploring how rural areas will evolve **up to 2040**.

Specific objective 12: Attract young farmers and promote employment, growth, social inclusion and local development in rural areas

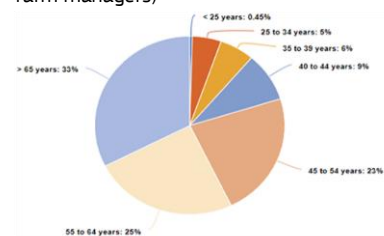
One key issue for rural areas is the importance of **agriculture**, which is undergoing a **profound structural change** in terms of number, size and specialisation of farms. There has been some growth in non-farming-related industries, but these do not bring sufficient opportunities to offset the **job losses** in agriculture. Employment prospects in the

agricultural sector remain a key challenge. One cause of concern is the **decreasing number of young farmers**, which is at the origin of ageing problems in many rural areas.

Only 11% of all farm holdings in the European Union are run by farmers under 40 – and persuading more young people to begin farming is a significant challenge.

Faced with an **ageing farming population**, the EU is stepping up its efforts to encourage young people into farming. Young farmers are given a helping hand to get their business off the ground with start-up grants, income support, investment support and benefits such as additional training. **Supporting the next generation of European farmers** not only enhances the future competitiveness of EU agriculture; it also helps guarantee Europe's food supplies for years to come and the vitality of rural areas. Progress towards the objective of attracting young farmers will be measured by the number of young farmers setting up a farm with support from the CAP.

Age classes of farm managers (% of all farm managers)



Source: Eurostat, 2016 data

Business development also remains an important challenge in rural areas. Several trends such as **digitalisation** or development of the **green economy** can open opportunities to businesses that were not possible before. Adequate access to basic services and infrastructures is essential to exploit these opportunities and create the right environment to develop and attract new rural business.

The new CAP Strategic plans will stimulate **generational renewal** and **job creation** via supporting young farmers (either in Pillar I or II), **investments** in rural businesses and infrastructures and **skills acquisition** through innovation support, training and advice. These support mechanisms should make a substantial contribution to job creation and the development of the sector in rural areas.

Regarding **social inclusion**, an important challenge is access to basic services (including health and education) and basic infrastructure (i.e. water and energy supply, access to internet), necessary in order to have more inclusive rural areas and to address the rural/urban divide highlighted in the Commission Report on the Impact of Demographic Change²⁴. Different types of interventions under the future CAP Strategic Plans will contribute to this goal, including investments (providing for basic services), cooperation and knowledge exchange and information, promoting innovation and access to training and advice. In addition, the CAP foresees a 5% ringfencing for LEADER (local development). All these measures can also contribute to addressing the challenges faced by groups that need specific support (e.g. seasonal workers, semi-subsistence farmers, people with a migration background, Roma, the elderly, youth, children or persons with disabilities in rural areas, or people in rural areas affected by depopulation).

²⁴ https://ec.europa.eu/info/files/report-impact-demographic-change-reader-friendly-version-0_en

DG AGRI also contributes to promoting social inclusion, poverty reduction and economic development in rural areas through the participation in the relevant interservices groups dealing with the European Pillar of Social Rights, gender, youth, ageing, disabled, the integration of third-country nationals, Roma and other vulnerable groups, and providing the relevant input to policy documents (i.e. Report on the impact of demographic change, Green Paper on Ageing, Gender Strategy, Roma Strategy, Youth Employment Support, etc.).

Key performance indicators

The four key indicators which monitor the core aspects of the Common Agricultural Policy (CAP) are:

1. Agricultural factor income
2. EU commodity prices compared to world prices
3. Share of agricultural land under environmental and climate commitments
4. Number of young farmers setting up a farm

The key indicator linked to the achievement of the internal control objectives is:

5. Risk remaining to the EU budget after all corrections have been carried out

PART 2. Modernising the administration

As a modern public administration, the Commission implements an **internal control framework** inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including **financial control, risk management, human resource management, communication and the safeguarding and protection of information**. DG AGRI has established an internal control system tailored to its particular characteristics and circumstances, and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

DG AGRI will not only put its efforts into addressing the numerous challenges the Common Agricultural Policy (CAP) faces, but it will also strive to improve further the administration by assuring a modern HR management, by adequately implementing and improving its audit and financial capabilities, or by deepening the way for a digital workplace. Fraud risk management and personal data protection are also important factors for the management of the DG. Furthermore, DG AGRI will actively promote measures to reduce its environmental footprint.

A. Human resource management

DG AGRI has started preparing for a reform of the CAP. As legislative work is ongoing, we foresee a transitional period, during which work continues within current structures while we prepare for new ways of working (via e.g. the geographical hubs). Ultimately, this should lead to a **new organisational structure**. The current COVID-19 crisis will have a long-term effect on the way we work. The impact of the crisis will be considered in the pursuit of the following strategic objectives.

In order to ensure the effective management of human resources and to optimise the capacity to deliver on the priorities outlined in this Strategic Plan, DG AGRI will develop a **local HR strategy** with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy.

DG AGRI will continue to manage human resources in a forward-looking manner by anticipating departures and by allocating staff flexibly and efficiently according to priorities, needs and workload issues. A priority action will be the organisation and implementation of a specialised **AGRI competition** and subsequent recruitments. In the context of the reform process, AGRI will pay special attention to staff development and to implementing new effective ways of working.

When recruiting new colleagues, DG AGRI pays attention to diversity, including geographical balance where possible, and without compromising competency-related criteria. Given the strong commitment to gender equality, female representation in DG AGRI's middle

management is currently at 40%. DG AGRI will strive to deliver on its new objective to **appoint five first female middle managers by the end of 2022**²⁵. In addition to carefully monitoring and implementing the targets, we will prepare talented female but also male colleagues for middle management positions through our dedicated training programme. We will also devote special attention to middle managers who may aspire to senior management positions.

DG AGRI's results in the 2018 staff survey show that we need to concentrate our efforts on senior management, innovation and new ways of doing things. Therefore, we will **foster modern working methods** and **improve the ways in which we manage change**. The current sanitary crisis has shown the importance of managers taking visible leadership and communicating openly and transparently via different channels. The feeling of belonging to a DG and of solidarity among colleagues is also crucial. We will build on the momentum and revive the principles of our AGRI-Culture.

Internal communication will play an important role in staff management and staff engagement. We are currently working on a new Internal Communication Strategy 2021-2024. Modernising and simplifying our intranet and our ways of communicating will be part of this strategy.

B. Sound financial management

Assurance and audit

The majority (99.78% in 2019) of the the CAP expenditure is implemented under shared management and only 0.22% of expenditure is implemented under indirect and direct management. In shared management, implementation tasks are delegated to Member States and it is, in first instance, the Member States that must take any measures in order to prevent, detect and correct irregularities and fraud. The Commission and the Member States shall fulfil their respective control and audit obligations and assume the resulting responsibilities laid down in Financial Regulation (EU, EURATOM) 2018/1046. As a consequence, different levels of controls, carried out by Paying Agencies and Coordinating Bodies accredited by Competent Authorities, Certification Bodies, and the Commission (as provided for in Regulation (EU) 1306/2013), have been established to **provide the Authorising Officer by Delegation (AOD) with reasonable assurance on the legality and regularity of the expenditure and, where necessary, protect the Union's financial interests**.

At the level of the Member States, under the current legal framework the **accredited Paying Agency(ies)** must conduct 100% administrative checks as well as 5% on the spot controls (as a general rule) before payment to the beneficiary (and thus, before reimbursement from the Commission to the Paying Agency). Each Paying Agency is subject to an annual audit by an independent audit body (i.e. "**Certification Body**") appointed by the Member State. Certification Bodies must draw up an opinion covering the completeness,

²⁵ SEC(2020)146 of 1 April 2020

accuracy and veracity of the annual accounts of the Paying Agency(ies); the proper functioning of its internal control system; the legality and regularity of the expenditure for which reimbursement has been requested from the Commission.

At the level of the Commission, audit work by DG AGRI within the **annual financial clearance** exercise focuses on the analysis of Paying Agencies' annual accounts (including the management declaration of the Paying Agency) and the corresponding reports and certificates issued by the Certification Bodies, thus allowing the Commission to take a decision on whether or not to clear those accounts (Article 51 of Regulation (EU) 1306/2013). Within the **multi-annual conformity clearance** procedure, the audits carried out by DG AGRI on legality and regularity of expenditure are system-based and risk-based audits checking specific components of the Paying Agencies' (or Member States) control systems (Article 52 of Regulation (EU) 1306/2013). Within the framework of the financial and conformity clearance procedures, the Assurance and Audit Directorate of DG AGRI carries out audits to check that management and control systems are in conformity with EU and national rules. When deficiencies in the management and control systems of Member States are established, the Commission imposes net financial corrections (recovered to the EU budget) that ultimately protect the EU financial interest.

The audit strategy of DG AGRI sets out its approach to auditing CAP expenditure and ensuring adequate coverage of expenditure and cost-effectiveness of its activities, i.e. maximising the level of assurance with limited available resources. It includes a rolling multi-annual work programme, which not only schedules audits for the coming year but also gives a clear indication of audit priorities and use of resources for the following two years.

In the period 2019-2024, DG AGRI will, under the single audit approach, continue to **increase reliance on the audit work done by the Certification Bodies** in order to integrate their work into the DG AGRI assurance process in line with the provisions of the Financial Regulation.

Depending on the agreement of the co-legislators on the CAP Reform and the New Delivery Model, the approach to control systems in shared management is bound to evolve in the direction of alignment of the management and control requirements to specificities and policy objectives of each Member State, under the condition that they fulfil the obligations of the CAP legal framework (basic EU requirements) and the Financial Regulation. The set-up of the robust assurance framework in the Member States based on Competent Authorities, accredited Paying Agencies, Coordinating Bodies and Certification Bodies will remain unchanged, with an even strengthened role of the Certification Bodies as regards performance reporting. The EU legislation will no longer set detailed rules to be applied at the beneficiary level, but only basic EU requirements. **The assurance model will evolve from compliance-based to performance-based.**

Financial management

DG AGRI accurately assesses the needs for **financing the CAP**, assures close follow up of the execution of the budget, requests and executes required transfers with the aim to reach

100% budget execution and subsequently provides detailed periodic reporting on the budget implementation to the Budgetary Authority.

In **direct management**, DG AGRI is actively involved in the design and implementation of the corporate tools for the management of procurements (e-submission; e-tendering) and grants (e-grant). With the introduction of the Public Procurement Management Tool (PPMT), further efficiency gains and simplification are expected in financial management in 2020 and beyond. For all actions related to direct financial management, centralisation of initiation and verification as well as a regularly updated AGRI vademecum, trainings and monthly reporting increase awareness on rules and procedures and reduce error rates, as such contributing to the objective to promote and maintain a sound and efficient management of financial resources.

DG AGRI is also striving for good quality of **accounting** data. It is also heavily involved in the development of **SUMMA**. SUMMA, provisionally named ABAC2, will replace ABAC (the Accrual Based Accounting System) by a modernised state-of-the-art platform with the aim to contribute to the modernisation of the public administration and to the objectives of the European Commission Digital Strategy. The target date for implementation is 2024.

To ensure **financial management of the two CAP funds**²⁶, the strict respect of payment deadlines has to be met for both funds, every month for the EAGF and every quarter for the EAFRD.

This requires a robust system of control and monitoring, a continuous follow-up of workflow and financial transactions, a solid reporting and IT system for the financial management of EAGF and EAFRD as well as clear guidance and training. Further efficiency gains and improvements in financial reporting can be expected from the re-engineering of the EAGF workflow and from the further modernisation of the IT systems for financial management and reporting.

C. Fraud risk management

As the CAP is implemented in **shared management** between the Commission and the relevant authorities in the Member States, the risk of fraud materialises at the level of those authorities, which are in the front line of falling 'victims' to fraud and other serious irregularities, and which have therefore the primary responsibility to prevent, detect and correct fraud and other serious irregularities. The minimisation of the risk of fraud in shared management will therefore be implemented in **close cooperation with the Managing Authorities and Paying Agencies in Member States and candidate countries**.

²⁶ European Agricultural Guarantee Fund (EAGF) and European Agricultural Fund for Rural Development (EAFRD)

In line with the objectives of the Commission Anti-Fraud Strategy adopted in April 2019²⁷ and in line with DG AGRI's sectoral Anti-Fraud Strategy responding to its specific needs, DG AGRI undertakes the following actions / measures throughout the entire planning period:

1) It will **support the Member States' authorities** involved in implementing the CAP by continuously monitoring and updating its sectoral Anti-Fraud Strategy and the fraud risk assessment (based on own audits carried out by DG AGRI, OLAF investigation reports and other appropriate sources of information) and it will communicate any new fraud patterns through written information or training seminars, as appropriate, to those authorities. DG AGRI will equally undertake to make its own staff aware of such emerging trends and patterns.

2) In order to ensure the correction of fraud cases and other serious irregularities through recoveries of unduly paid funds from beneficiaries, DG AGRI will closely **monitor that the results and recommendations of OLAF investigations are rigorously implemented**, keeping in mind that rigorous recovery contributes significantly to discourage fraud.

3) In order to ensure that allegations of fraud and other serious irregularities are followed up appropriately, DG AGRI will **transmit** any such **allegations without undue delay to OLAF**, to give OLAF the opportunity to assess whether the nature and contents of the allegations warrant the opening of an administrative investigation.

D. Digital transformation and information management

Digital Transformation

The **Digital Strategy** is the main driver for the EC Digital Transformation, as referred to in the "governance package" adopted by the European Commission on 21 November 2018. The Corporate Modernisation Plan that will implement this strategy will constitute a roadmap of the IT investments in the coming years.

DG AGRI will define and regularly adapt its Digital Solution Modernisation Plan, in alignment with the plans of the other 'Shared Management' DGs and on the basis of bi-annual IT Master Plans. The alignment with the key principles/capabilities of the European Commission Digital Strategy will be pursued, the **main drivers in DG AGRI** being:

- *Digital by default and once-only*

Digital by default does not only mean that the default choice to deliver services will be digital; it should mean in particular that the European Commission should transform itself to meet the challenges of the digital age – which is characterized by continuous changes – by embracing an **adaptive culture** and employing technology at its core to create new services that are valued by the users. This is consistent with the necessity to align in order that DG AGRI IT systems stay together in the right direction, to anticipate opportunities and to adapt the organisation to changes, as mentioned before.

²⁷ https://ec.europa.eu/anti-fraud/sites/antifraud/files/2019_commission_anti_fraud_strategy_en.pdf.

- *Security and privacy*

DG AGRI consistently applies the **IT security policy**, in particular the definition of IT security plans for its systems. In this context, specific security mechanism such as embargo periods or four-eye principles are in place for sensitive processes.

- *Openness and transparency*

Openness means that DG AGRI **shares data information** with other Commission services and European Institutions as well as, when appropriate, with third parties. Transparency implies that DG AGRI allows public administrations to view and understand its administrative rules, processes and decision making.

- *Interoperability and cross-border exchanges*

DG AGRI designs **digital solutions** that **allow data exchange**, making e-public services available across borders.

- *User-centric, data-driven, agile*

Being user-centric does not end with creating attractive user interfaces: it also implies creating **innovative services with added value for users**, such as exposing data and related services to the general public and fostering knowledge management by adopting agile wiki solutions.

Data, information and knowledge management

DG AGRI is a member of the Information Management Steering Board (IMSB) and invests in the definition and implementation of the bi-annual work programmes on data, information and knowledge management, recognising that these are key assets for a sound and effective Common Agricultural Policy. Amongst the four broad areas covered by these work programmes (improving information retrieval and delivery; working together and sharing information and knowledge; maximising use of data for better policy-making; and creating a culture of knowledge sharing and learning), DG AGRI is specifically investing in the **open agricultural data dissemination** for an increased market transparency and the CAP performance assessment, as well as on the **knowledge co-creation and sharing** by means of advanced collaborative solutions.

DG AGRI is also participating in the Data Strategy@EC initiative, with its several strands paving the ground for the rational and efficient use of data and systems. This initiative requires an alignment of the organisation and the allocation of appropriate human and technical resources. The actions towards the implementation of the corporate principles for data governance over the next two years will require a scaling up of dedicated human resources and organisation that has not yet materialised, also due to the disruptions linked to the COVID-19 crisis and the focus on more urgent tasks.

Data Protection and Document Management

In 2018, the Commission adopted an **Action Plan²⁸ on Data Protection** to support and structure the implementation of Regulation (EU) 1725/2018. The objectives set out in this Action Plan are still relevant for the period 2020-2024 and include inter alia the empowerment of and awareness-raising among Commission staff.

DG AGRI will contribute to this objective by organising local awareness raising and training sessions on data protection rules and AGRI specificities in this context, in addition to corporate training. All AGRI colleagues should thus acquire a level of understanding of the rules according to their needs and work context.

Together with actions targeted at the other objectives of the Action Plan, DG AGRI aims at reaching full compliance with the data protection rules set out in the Regulation.

In the last years, DG AGRI already made important changes in the handling of documents and files. Following on deployment of the new security markings in Ares, DG AGRI went through an exercise of reviewing the **visibility** of its files and opening them to the whole Commission, whenever possible. Moreover, as of 2020, default "file readers access" for DG AGRI files is set to 'Commission'. DG AGRI will continue its efforts on improving transparency, knowledge sharing and visibility of its data. At the same time, given that both information sharing and security are equally important, DG AGRI will continue with its awareness raising campaigns and training on the use of **security markings** in Ares to protect sensitive information. The third part of our efforts will be aimed at **long-term preservation of DG AGRI's records** and their timely transmission to central archives.

E. Sound environmental management

DG AGRI will promote the EMAS corporate campaigns at local level and identify local environmental actions in order to support the Commission's commitment to implement the objectives of the Green Deal for its own administration, including becoming **climate neutral by 2030**. These will include a reflection on/**reduction of missions and physical meetings** where possible and considering the lessons learnt from the COVID-19 crisis, an **e-waste awareness raising campaign**, further **reduction of single-use plastics** in DG AGRI and the **promotion of sustainable mobility** and **sustainable behaviour in the office**.

²⁸ C(2018)7432

ANNEX: Performance tables²⁹

PART 1. Delivering on the Commission's priorities

General objective 1: A European Green Deal		
<p>Impact indicator: Greenhouse gas emissions</p> <p>Explanation: This indicator measures man-made emissions of the so-called 'Kyoto basket' of greenhouse gases, which are integrated into a single indicator expressed in units of CO₂ equivalents using each gas' global warming potential. It shows changes in percent of the emissions compared to 1990 levels</p> <p>Source of the data: European Environmental Agency (Eurostat online data code: sdg_13_10)</p>		
Baseline (2018)	Interim milestone (2020)	Target (2030)
-20.7%	-20%	-55%
<p>Impact indicator: Common birds population</p> <p>Explanation: This indicator shows trends in the abundance of common birds over time across their European distribution. It is a proxy for the state of biodiversity and the integrity of ecosystems, reflecting wide-ranging pressures for instance from agriculture, fisheries, energy and transport sectors. Index: 1990 = 100</p> <p>Source of data: European Birds Census Council; Birdlife; Royal Society for the Protection of Birds; Czech Society for Ornithology (Eurostat online data code: sdg_15_60)</p>		
Baseline (2018)	Interim milestone (2022)	Target (2024)
93.45	Curtail biodiversity loss	Curtail biodiversity loss
<p>Impact indicator: Pesticide risk</p> <p>Explanation: The harmonised risk indicator (HRI1) estimates the trends in risk from pesticide use in the EU and its Member States. Unsustainable use of pesticides entails risks and impacts on human health and the environment. The indicator is based on statistics on the quantity of active substances in plant protection products placed on the market under Regulation (EC) No 1107/2009. Those data are multiplied by risk weighting factors for different groups of active substances as categorised in Commission Directive (EU) 2019/782. The weighting factors reflect pesticide policy, which supports the sustainable use of pesticides and promotes alternative approaches to protecting crops. The indicator is presented as an index relative to the average results for the period 2011-2013. Index: 2011-2013=100.</p> <p>Source of the data: Member States annually report data to Eurostat under Regulation (EC) No 1185/2009</p> <p>Methodology for calculating the indicator: Directive (EU) 2019/782 Annex I</p>		
Baseline (2017)	Interim milestone (2022)	Target (2024)
80	80	70

²⁹ The performance tables provide the latest information available in 2020.

Impact indicator: Nitrate in groundwater

Explanation: This indicator refers to concentrations of nitrate (NO₃) in groundwater measured as milligrams per litre (mg / L). Increased concentrations are caused by anthropogenic sources such as nitrogen based fertilisers used in agriculture, livestock practices or septic tanks. High levels can pose a threat to human health (e.g. when groundwater is used for drinking purposes) and to dependent ecosystems

Source of the data: European Environmental Agency Waterbase database (Eurostat online data code: [sdg_06_40](#))

Baseline (2017)	Interim milestone (2022)	Target (2024)
19.1 mg / L	Decrease	Decrease

Impact indicator: Area under organic farming

Explanation: This indicator is defined as the share of total utilised agricultural area occupied by organic farming (existing organically farmed areas and areas in the process of conversion). Organic farming is a production method that puts the highest emphasis on environmental protection and animal welfare considerations

Source of the data: Eurostat (Eurostat online data code: [sdg_02_40](#))

Baseline (2018)	Interim milestone (2022)	Target (2024)
7.50%	Increase	Increase

Specific objective 1: Modernised and simplified Common Agricultural Policy framework is put in place and implemented

Related to spending programme(s): -

Result indicator 1.1: Proportion of proposed legislative revisions that include burden reduction measures

Explanation: This indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
(N/A)	Positive trend	Positive trend

Result indicator 1.2: Reduction in the number of basic acts

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
5	4	3

Result indicator 1.3: Reduction in number of notifications

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
Direct Payments: 26 per Member State Rural Development: 118 Market strategies: 65	27	27

Result indicator 1.4: Reduction in number of plans / programmes

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
Rural Development: 118 Market strategies: 65	27	27

Specific objective 2: Support viable farm income and resilience across the Union to enhance food security through the CAP

Related to spending programme(s): EAGF, EAFRD

Result indicator 2.1: Reducing income disparities: Evolution of agricultural income compared to general economy

Explanation: The agricultural entrepreneurial income measures the remuneration of owned factors of production (land, capital, labour). Expressed as share of average wages in the whole economy³⁰, it provides an indication of the attractiveness of the farming activity.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, [based on Eurostat data and FADN](#)

Baseline (2020)	Interim milestone (2022)	Target (2024)
44.1%	Reduce the gap	Reduce the gap ³¹

Result indicator 2.2: Reducing farm income variability: Evolution of agricultural income³²

Explanation: The agricultural factor income measures the remuneration of all factors of production (land, capital, labour) regardless of whether they are owned or borrowed/rented. The indicator informs on the variation of the index of agricultural factor income per annual working unit compared to the last 3-year average.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, based on Eurostat data (Eurostat online data codes: [aact_eaa06](#))

Baseline (2018)	Interim milestone (2022)	Target (2024)
+4.7%	Reduce the variability	Reduce the variability ³³

Result indicator 2.3: Contributing to territorial balance: Evolution of agricultural income in areas with natural constraints (compared to the average)

Explanation: This indicator measures the ratio between the income in areas facing natural and other specific constraints and the average farm income.

Unit of measurement: EUR/AWU

Source of data: European Commission, DG Agriculture and Rural Development, based on [FADN data](#).

Baseline (2018)	Interim milestone (2022)	Target (2024)
0.75	Reduce the gap	Reduce the gap ³⁴

³⁰ In the post-2020 PMEF, this indicator will be defined as follows:

Labour costs (wages and salaries plus non-wage costs such as employers' social contributions)³⁰ in industry, construction and services are compared to **the** agricultural entrepreneurial income plus compensation of employees per annual work unit.

³¹ The ratio should move towards 100%.

³² This indicator is also used in the Programme Statements.

³³ The ratio should move towards 0%.

³⁴ The ratio should move towards 1.

Result indicator 2.4: Linking income support to standards and good practices: Share of UAA covered by income support and subject to conditionality

Explanation: This indicator reflects the share of the area covered by income support, while respecting and enhancing the environment, the climate, human, plant and animal health as well as animal welfare. It measures the total number of physical hectares that are in principle used for an agricultural activity by beneficiaries of income support and that are subject to conditionality.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2018)	Interim milestone (2022)	Target (2024)
83,9%	Remain stable	Remain stable

Result indicator 2.5: Risk Management: Share of farms with CAP risk management tools

Explanation: This indicator quantifies the coverage, in terms of farms, of risk management tools supported with the CAP.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2018)	Interim milestone (2022)	Target (2024)
1.41%	Increase	4.97%

Specific objective 3: Enhance market orientation and increase competitiveness, including greater focus on research, innovation, technology and digitalization

Related to spending programme(s): EAGF, EAFRD, Horizon 2020 / Europe

Result indicator 3.1: Increasing farm productivity: Total factor productivity

Explanation: The total factor productivity (TFP) compares total outputs relative to the total inputs used in production of the output.

Unit of measurement: Index (3-year moving average)

Source of data: **Source of data:** European Commission, DG Agriculture and Rural Development, based on Eurostat data)

Baseline (2017)	Interim milestone (2022)	Target (2024)
109.50	Increase	Increase

Result indicator 3.2: EU commodity prices compared to world prices³⁵

Explanation: This indicator reflects the price gap between EU and world prices, based on a weighted average price, covering beef, pig meat, poultry, soft wheat, maize, barley, sugar, butter, cheddar, WMP³⁶ and SMP³⁷. EU prices are based on Member States notifications and World price references are mainly based on US prices for meat and crops and Oceania for dairy products, except for beef (Brazil), Barley (Black Sea) and Sugar (London white sugar 05)

Unit of measurement: Ratio

Source of data: European Commission, DG Agriculture and Rural Development, based on European Commission, USDA, World Bank, IGC, London International Financial Futures and Options Exchange, National sources.

Baseline (2017)	Interim milestone (2022)	Target (2024)
1.14 In 2017, the EU prices were on average 14% above world prices	EU prices brought closer to the world prices	EU prices brought closer to the world prices ³⁸

Result indicator 3.3: Number of EIP innovation projects (operational groups)

Explanation: This indicator reflects the number of EIP groups supported through Rural Development funding

Unit of measurement: Number of EIP groups supported

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2017)	Interim milestone (2022)	Target (2024)
541	1700	2000

Result indicator 3.4: Number of research projects programmed and monitored by DG AGRI

Explanation: This indicator reflects the number of H2020 and HE (closed and ongoing) projects in the area of agriculture and rural development (co-) programmed and monitored by DG AGRI

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2017)	Interim milestone (2020)	Target (2024)
86	203	280

Result indicator 3.5: Area under Satellite Monitoring [for BPS/SAPS]

Explanation: This indicator aims at measuring the uptake of new technology and digitalisation by CAP administrations in Member States: share of area receiving direct support (through the basic payment scheme (BPS)/single area payment scheme (SAPS)) that is covered by Checks-by-Monitoring or by the Area Monitoring System (AMS).

Unit of measurement: ratio between the BPS/SAPS hectares covered with Checks-by-Monitoring or AMS and the latest available data on the total area under BPS/SAPS in the EU

Source of data: Member States notifications on Checks-by-Monitoring; European Commission, DG Agriculture and Rural Development

Baseline (2019)	Interim milestone (2022)	Target (2024)
3%	10%	50%

³⁵ This indicator is also used in the Programme Statements.

³⁶ Whole milk powder

³⁷ Skimmed milk powder

³⁸ The ratio should move towards 1.

Specific objective 4: Improve the farmers' position in the value chain notably through the CAP

Related to spending programme(s): EAGF, EAFRD

Result indicator 4.1: Proportion of proposed legislative revisions that include burden reduction measures

Explanation: This indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
(N/A)	Positive trend	Positive trend

Result indicator 4.2: Improving farmers' position in the food chain: Value added for primary producers in the food chain³⁹

Explanation: The total Gross Value Added (GVA) (at basic prices) is defined as the value of output less the value of intermediate consumption. This indicator measures the share of the primary production (agriculture) on the total value added generated by different participants of the food chain (primary production, food manufacturing, food distribution and food service activities).

Unit of measurement: % of total GVA

Source of data: European Commission, DG Agriculture and Rural Development, based on Eurostat

Baseline (2017)	Interim milestone (2022)	Target (2024)
24%	Increase	Increase

Result indicator 4.3: Concentration of supply: Share of value of marketed production by Producer Organisations with operational programmes

Explanation: This indicator quantifies the coverage, in terms of value of marketing production of producer organisations (POs), associations of producer organisations, transnational producer organisations or transnational associations of producer organisations with operational programmes supported by the CAP.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2017)	Interim milestone (2022)	Target (2024)
49% Fruit and vegetables	Increase	Increase

Result indicator 4.4: Number of registered Geographical Indications

Explanation: This indicator shows the number of geographical indications (GI) – protected names of agricultural products and foodstuffs, foods, wines, spirit drinks and aromatised wines, included in the EU register, to promote their unique characteristics, linked to their geographical origin as well as traditional know-how.

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2019)	Interim milestone (2022)	Target (2024)
3136	Increase	Increase

³⁹ This indicator is also used in the Programme Statements.

Result indicator 4.5: Number of Member States having transposed the UTP Directive⁴⁰ into national law and established enforcement authorities

Explanation: This indicator will be applicable only as of 2021 because Member States have until 1 May 2021 to transpose the Directive.

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2021)	Target (2024)
0	Commission interim report on the state of the transposition and implementation of the Directive to EP, Council, EESC and CoR in 2021	27

Specific objective 5: In line with the Farm to Fork Strategy, improve the response of EU agriculture to societal demands on food and health, including safe, nutritious and sustainable food, food waste, as well as animal welfare through the CAP

Related to spending programme(s): EAGF, EAFRD

Result indicator 5.1: Proportion of proposed legislative revisions that include burden reduction measures

Explanation: This indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
(N/A)	Positive trend	Positive trend

Result indicator 5.2: Limiting antibiotic use in agriculture: sales/use in food producing animals

Explanation: This indicator illustrates farmers actions to improve the response of EU agriculture to societal demands on food and public health such as fighting antimicrobial resistance (AMR), focusing on the development of total sales of veterinary medicinal products containing antimicrobial substances.

Unit of measurement: mg/PCU

Source of data: European Surveillance of Veterinary Antimicrobial Sales Consumption (ESVAC) project⁴¹

Baseline (2017)	Interim milestone (2022)	Target (2030)
110 mg/PCU	Decrease	Decrease

⁴⁰ [Directive \(EU\) 2019/633](#) of the European Parliament and of the Council of 17 April 2019 on unfair trading practices in business-to-business relationships in the agricultural and food supply chain

⁴¹ <https://bi.ema.europa.eu/analyticsSOAP/saw.dll?PortalPages>

Result indicator 5.3: Sustainable use of pesticides: Reduce risks and impacts of pesticides⁴²

Explanation: The indicator shows changes in the potential risks from pesticide use for human health and the environment. The indicator is calculated by multiplying the quantities of active substances placed on the market in plant protection products by their hazard weighting. Index: 2015-2017 = 100

Source of the data: Member States annually report data to Eurostat under [Regulation \(EC\) No 1185/2009](#)

Methodology for calculating the indicator: [Directive \(EU\) 2019/782](#) Annex I

Baseline (2015-2017)	Interim milestone (2022)	Target (2030)
80	Decrease	Decrease 50% reduction in categories E and F Annex IV Commission Directive (EU) 2019/782

Result indicator 5.4: Improving animal welfare: Share of livestock units covered by rural development support to improve animal welfare

Explanation: This indicator quantifies the coverage, in terms of livestock units, of actions aimed at improving animal welfare with CAP support.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2018)	Interim milestone (2022)	Target (2024)
5.4%	Increase	Increase

Result indicator 5.5: Share of organic area receiving specific CAP support

Explanation: This indicator quantifies the area converted to or maintained in organic farming thanks to CAP support.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2018)	Interim milestone (2022)	Target (2024)
65.5%	Increase	Increase

⁴² All references to pesticides refer to plant protection products only. Biocides are included in the term pesticides, but data on biocides are not included in this indicator.

Specific objective 6: Contribute to addressing climate change, protecting natural resources and preserving biodiversity through the CAP

Related to spending programme(s): EAGF, EAFRD

Result indicator 6.1: Share of agricultural land under commitments targeting reduction of GHG and/or ammonia emissions⁴³

Explanation: This indicator quantifies the share of agricultural land under management contracts targeting climate action, i.e. GHG and ammonia emissions reduction, and carbon sequestration or conservation, supported with the CAP.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2018)	Interim milestone (2022)	Target (2024)
2.0%	Increase	2.94%

Result indicator 6.2: Share of agricultural land under management commitments:
a) Improving soils: Share of agricultural land under management commitments beneficial for soil management⁴⁴

b) Protecting water: Share of agricultural land under management commitments for water management⁴⁵

Explanation: These indicators quantify the coverage, in terms of agricultural land, of management commitments beneficial for soil management (a) and for water quality (b), financed with CAP support

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2018)	Interim milestone (2022)	Target (2024)
a) 11.9% b) 12.1%	Increase	a) 13.7% b) 14%

Result indicator 6.3: Enhanced provision of ecosystem services: share of UAA covered with landscape features

Explanation: Landscape features support biodiversity and ecosystem services. This indicator aims to estimate the area covered by landscape features in the agricultural land. Landscape features may include linear elements (e.g. hedgerows) and patches (e.g. trees, woodland, etc.), water & wet spots (ponds, water bodies, streams, etc.); moderately managed areas (e.g. field margins), etc.

Unit of measurement: %

Source of data: European Commission, JRC

Baseline (2020)	Interim milestone (2022)	Target (2024)
N/A	Increase	Increase

⁴³ This indicator is also used in the Programme Statements.

⁴⁴ This indicator is also used in the Programme Statements.

⁴⁵ This indicator is also used in the Programme Statements.

Result indicator 6.4: Preserving species, habitats and landscape features: Share of agricultural land under management commitments supporting biodiversity conservation or restoration and/or landscape features, including hedgerows⁴⁶

Explanation: This indicator quantifies the coverage, in terms of agricultural land, of management commitments for supporting biodiversity conservation or restoration on agricultural land, financed with CAP support.

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2018)	Interim milestone (2022)	Target (2024)
14.9%	Increase	17%

Specific objective 7: Preparation and implementation of the EU Forest Strategy

Related to spending programme(s): EAGF, EAFRD

Result indicator 7.1: Number of committed actions within the Strategy implemented

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
(N/A)	Positive trend	Positive trend

Result indicator 7.2: Afforested land: Area supported for afforestation and creation of woodland, including agroforestry

Explanation: This indicator quantifies afforestation and the creation of woodland, including agroforestry with CAP support.

Unit of measurement: Hectares

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2018)	Interim milestone (2022)	Target (2024)
473 553.6	Maintain	Maintain

Result indicator 7.3: Supporting forest biodiversity: Share of forest land under management commitments to support biodiversity⁴⁷

Explanation: This indicator quantifies the share of forest area benefitting from CAP-supported commitments for sustainable forest management, in line with the key principles and objectives of the EU Forest Strategy. This covers actions to foster sustainable management of forest.

Unit of measurement: %

Source of data: European Commission, DG Agriculture and Rural Development, [CAP data explorer](#)

Baseline (2018)	Interim milestone (2022)	Target (2023)
0.35%	Increase	1.62%

⁴⁶ This indicator is also used in the Programme Statements.

⁴⁷ This indicator is also used in the Programme Statements.

General objective 5: A stronger Europe in the world

Impact indicator: European Union preferential trade and investment agreements

Explanation: This indicator shows the percentage of EU trade in goods and services as well as investment covered by applied EU preferential trade and investment agreements

Source of the data: DG TRADE calculation based on Eurostat data (datasets: ext_lt_intertrd,bop_its6_tot, bop_fdi6_geo) [for the raw indicators ([goods](#), [services](#) and [FDI stocks](#)); [DG Trade](#) for the list of countries covered by trade and investment agreements]

Baseline (Goods: 2016-2018 average Services and FDI: 2015-2017 average)			Interim milestone (2022)			Target (2024)		
<i>Goods</i>			<i>Goods</i>			<i>Goods</i>		
Imp.	Exp.	Total	Imp.	Exp.	Total	Imp.	Exp.	Total
36%	40%	38%	Increase	Increase	Increase	Increase	Increase	Increase
<i>Services</i>			<i>Services</i>			<i>Services</i>		
Imp.	Exp.	Total	Imp.	Exp.	Total	Imp.	Exp.	Total
18%	20%	19%	Increase	Increase	Increase	Increase	Increase	Increase
<i>FDI stock</i>			<i>FDI stock</i>			<i>FDI stock</i>		
Imp.	Exp.	Total	Imp.	Exp.	Total	Imp.	Exp.	Total
15%	17%	16%	Increase	Increase	Increase	Increase	Increase	Increase

Impact indicator: Readiness of enlargement countries on economic criteria

Explanation: This indicator aims at showing where the enlargement countries stand in terms of their preparations for meeting key areas of the two economic accession criteria, namely the existence of a functioning market economy and the capacity to cope with competitive pressures and market forces within the EU. It is given as an overall sum of enlargement countries. It is measured on a scale from 1 to 5

Source of the data: European Commission

Methodology for calculating the indicator: In each of the areas, the state of play (i.e. the readiness) is assessed according to the following five-tier standard assessment scale:

1. Early stage
2. Some level of preparation
3. Moderately prepared
4. Good level of preparation
5. Well advanced

Baseline (2019)	Interim milestone (2022)	Target (2030)
2.64	Increase	Increase

Specific objective 8: Contribute to the successful conclusion of (ongoing) negotiations on international agreements, ensure the effective implementation of existing agreements (incl. maintenance of trade flows and market openness) and build a strategic relationship with Africa in the agri-food sector

Related to spending programme(s): N/A

Result indicator 8.1: Proportion of proposed legislative revisions that include burden reduction measures

Explanation: This indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
(N/A)	Positive trend	Positive trend

Result indicator 8.2: Expansion of two-way EU27 agri-food trade

Explanation: This indicator illustrates the openness of the EU market to imports, as well as the EU access to external markets, based on the aggregate total value (in billion EUR) of EU agri-food trade with extra-EU partners (imports plus exports).

Source of data: European Commission, DG Agriculture and Rural Development, based on Eurostat data (COMEXT)

Baseline (2019)	Interim milestone (2022)	Target (2024)
270.5 billion EUR	Maintain or increase ⁴⁸	Increase

Result indicator 8.3: Increase in two-way agri-food trade between EU and Sub-Saharan Africa

Explanation: This indicator illustrates the openness of the EU market to imports from Sub-Saharan Africa, based on the total value (in billion EUR) of EU agri-food trade with countries in Sub-Saharan Africa.

Source of data: European Commission, DG Agriculture and Rural Development, based on Eurostat data (COMEXT)

Baseline (2019)	Interim milestone (2022)	Target (2024)
21 billion EUR	Maintain or increase ⁴⁹	Increase

⁴⁸ The limited ambition of the interim milestone takes into account the uncertainties of the global post-COVID-19 recovery.

⁴⁹ As above.

Result indicator 8.4: Number of actions accomplished under the AU-EU Action Agenda for Rural Transformation, launched in 2019

Explanation: This indicator measures how many areas out of the 9 covered by the Action Agenda have been implemented since 2019 or for which specific events have been organised. The Agenda might be complemented by new additional actions.

Unit of measurement: Number of Action Areas

Source of data: European Commission, DG Agriculture and Rural Development, based on the [AU-EU Action Agenda for Rural Transformation](#)

Baseline (2019)	Interim milestone (2022)	Target (2024)
0 of 9	5 of 9	9 of 9

Specific objective 9: Promote Europe's high quality agri-food standards worldwide (incl. strengthening the system of geographical indications)

Related to spending programme(s): EAGF, EAFRD

Result indicator 9.1: Number of third country markets targeted with agri-food promotion and information actions supported by the Commission

Explanation: This indicator measures the increase in the number of countries, depending in particular on the number of new FTA to be concluded and implemented by 2024

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
61	Increase	Increase

Result indicator 9.2: Number of EU GI protected by third countries

Explanation: This indicator shows the number of EU GI that are protected in trade agreements (or other analogous agreements) concluded with third countries

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
N/A	Increase	Increase

Specific objective 10: Prepare countries for future EU membership: competitive agri-food sector, safer food, rural growth, more sustainable natural resources and modern administrations

Related to spending programme(s): Instrument for Pre-accession Assistance (IPA) rural development (IPARD) programmes

Result indicator 10.1: Number of IPARD (IPA rural development programmes) measures entrusted and implemented in pre-accession countries

Explanation: To start implementing individual measures under IPARD programmes, countries need to build up specific management and control systems. These systems respect good governance and sound financial management principles, in line with Union rules and practices applied in similar bodies in the EU Member States. Therefore, each entrustment of budget implementation tasks signifies a step towards modern public administration in EU pre-accession countries. Continuing implementation and maintaining entrustment, means continuing respecting sound financial management principles.

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
21	23 (roll-over from IPARD II)	28 (5 additional entrustments)

Result indicator 10.2: Number of farms and agri-food processing enterprises supported by IPARD in modernisation

Explanation: All IPARD funding under measures supporting farms and food processing contributes to modernisation and alignment to the respective EU standards, which subsequently increases competitiveness of the agri-food sector. Therefore, this indicator will report on the number of projects financed under the two IPARD measures.

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
2977 (situation of IPARD II at 30.4.2020)	6559 (IPARD II final target + 0 of IPARD III)	7900 (IPARD II final target +20% target IPARD III)

General objective 6: A new push for European democracy

Impact indicator: People at risk of poverty or social exclusion in rural areas

Explanation: This indicator measures the number of people in rural areas at risk of one of three types of poverty: income poverty, severe material deprivation and very low work intensity

Source of data: Eurostat (Eurostat online data code: [ilc_peps13](#))

Baseline (2018)	Interim milestone (2022)	Target (2024)
31.9 million	Decrease	Decrease

Specific objective 11: A long-term vision for rural areas is developed and put in place in order make the most of their potential and support them in facing up to their own unique set of issues, including demographic change

Related to spending programme(s):

Result indicator 11.1: Population change in rural areas

Explanation: This indicator measures the population distribution and change by degree of urbanisation

Unit of measurement: share of total population in rural regions

Source of data: Eurostat (Eurostat online data code: [ilc_lvho01](#))

Baseline (2019)	Interim milestone (2022)	Target (2024)
20.8	Reduce the decline	Reduce the decline

Result indicator 11.2: Actions identified under the long-term vision for rural areas launched or realised

Explanation: This indicator reflects the actions which will be determined once the Communication on the long term vision for rural areas will be adopted

Source of data: European Commission, DG Agriculture and Rural Development

Baseline (2020)	Interim milestone (2022)	Target (2024)
(N/A)	Positive trend	Positive trend

Specific objective 12: Attract young farmers and promote employment, growth, social inclusion and local development in rural areas

Related to spending programme(s): EAGF, EAFRD

Result indicator 12.1: Contributing to jobs in rural areas: Evolution of the employment rate in predominantly rural areas⁵⁰

Explanation: This indicator reflects employed persons aged 15-64 years and 20-64 years as a share of the total population of the same age group in rural areas

Unit of measurement: %

Source of data: Eurostat (Eurostat online data code: [lfst_r_ergau](#))

⁵⁰ This indicator is also used in the Programme Statements.

Baseline (2019)	Interim milestone (2022)	Target (2024)
68.4% (15-64y) 73.3% (20-64y)	Increase	Increase
<p>Result indicator 12.2: Contributing to growth in rural areas: Evolution of GDP per head in predominantly rural areas</p> <p>Explanation: The indicator measures the Gross Domestic Product (GDP) per capita in predominantly rural regions, in Purchasing Power Standard (PPS)</p> <p>Unit of measurement: Index of GDP in Purchasing Power Standard (PPS) in rural regions</p> <p>Source of data: European Commission, DG Agriculture and Rural Development, based on Eurostat (Eurostat online data code: nama_10_gdp,nama_10_pc)</p>		
Baseline (2018)	Interim milestone (2022)	Target (2024)
71	Increase	Increase
<p>Result indicator 12.3: Generational renewal: Number of young farmers setting up a farm with support from the CAP Rural Development</p> <p>Explanation: The indicator quantifies the new young farmers setting up with CAP support</p> <p>Unit of measurement: Number of farmers</p> <p>Source of data: European Commission, DG Agriculture and Rural Development, CAP data explorer</p>		
Baseline (2018)	Interim milestone (2022)	Target (2024)
102 150	Increase	Increase
<p>Result indicator 12.4: Rural Europe attractiveness: Share of rural population benefiting from new or improved ICT services/infrastructures⁵¹</p> <p>Explanation: The indicator quantifies the share of population in rural areas potentially benefiting from enhanced accessibility, use and quality of information and communication technologies in rural areas, thanks to investment support under rural development programmes.</p> <p>Unit of measurement: %</p> <p>Source of data: European Commission, DG Agriculture and Rural Development, CAP data explorer</p>		
Baseline (2018)	Interim milestone (2022)	Target (2024)
1.07%	Increase	5.90%
<p>Result indicator 12.5: Rural Europe attractiveness: Share of rural population benefitting from improved access to services and infrastructure through CAP support⁵²</p> <p>Explanation: The indicator quantifies the share of rural population covered by interventions aimed at improving access to services and infrastructure</p> <p>Unit of measurement: %</p> <p>Source of data: European Commission, DG Agriculture and Rural Development, CAP data explorer</p>		
Baseline (2018)	Interim milestone (2022)	Target (2023)
14.3%	Increase	16.7%

⁵¹ This indicator is also used in the Programme Statements.

⁵² This indicator is also used in the Programme Statements.

PART 2. Modernising the administration

A. Human resource management

Objective: DG AGRI 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

Indicator 1: Number and percentage of first female appointments to middle management positions

Source of data: SEC(2020)146

Baseline (female representation in management) (2019)	Target (2022) ⁵³
18 female middle managers (40%)	5 first female appointments to middle management positions

Indicator 2: DG AGRI staff engagement index

Source of data: Commission staff survey [data to be provided by DG HR]

Baseline (2018)	Target (2022)
71% (Commission average: 69%)	≥ 71%

⁵³ The target will be revised and extended for the period 2023-2024 by January 2023.

B. Sound financial management

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

Indicator : Risk remaining to the EU budget after all corrections have been carried out

DG AGRI currently includes in the Management Plan the following indicators in the context of sound financial management: Adjusted error rate, Corrective capacity, Risk remaining to the EU budget after all corrections have been carried out. Those remain partially valid for the period 2020-2024.

It should be noted that DG AGRI uses since 2016 for the risk remaining to the EU budget after all corrections have been carried out the 'estimated final amount at risk'⁵⁴. The estimated final amount at risk used by DG AGRI corresponds to the estimated overall amount at risk at closure used by other DGs for expenditure where the Commission cannot apply corrections after the closure of the multiannual programmes.

It should be noted that in view of the introduction of the New Delivery Model for CAP post-2020, there will be a shift from a compliance-based to a performance-based system. Depending on the outcome of the negotiations, for the AAR DG AGRI will review the way of calculating those indicators for an increasing part of the expenditure (in particular the adjusted error rate), starting most likely from financial year 2022, in accordance with the proposal for a transitional regulation COM(2019)581⁵⁵.

Source of data: Annual Activity Report

Baseline (2018)	Target (2024)
0.12%	< 2% of relevant expenditure

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy⁵⁶ aimed at the prevention, detection and correction⁵⁷ of fraud

Indicator: Implementation of the actions included in [the service's] anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)

Source of data: DG AGRI's annual activity report, DG AGRI's anti-fraud strategy, OLAF reporting

Baseline (2020)	Target (2024)
DG AGRI's AFS	100% of action points implemented in time

⁵⁴ The difference between the overall amount at risk at payment and the corrective capacity leads to the estimated final amount at risk when all corrections will have been applied.

⁵⁵ Proposal for a Regulation of the European Parliament and of the Council laying down certain transitional provisions for the support by the European Agricultural Fund for Rural Development (EAFRD) and by the European Agricultural Guarantee Fund (EAGF) in the year 2021 and amending Regulations (EU) No 228/2013, (EU) No 229/2013 and (EU) No 1308/2013 as regards resources and their distribution in respect of the year 2021 and amending Regulations (EU) No 1305/2013, (EU) No 1306/2013 and (EU) No 1307/2013 as regards their resources and application in the year 2021

⁵⁶ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁵⁷ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

D. Digital transformation and information management

Objective: DG AGRI 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

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions⁵⁸

Source of data: DG AGRI, DG DIGIT

Information System	Baseline (2020)	Interim milestone (2022)	Target (2024)
ISAMM	2020: 55%	2022: 60%	2024: 65%
Compass Corporate ⁵⁹	2020: 68%	2022: 86%	2024: 90%
SFC2021	2018-2019: 1.9 ⁶⁰	2020-2022: 1.9	2024: 2 ⁶¹

Indicator 2: Percentage of DG AGRI's key data assets for which corporate principles for data governance have been implemented

Source of data: DG AGRI

Baseline (2020)	Interim milestone (2022)	Target (2024)
0% ⁶²	30%	50%

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data: European Commission/DG AGRI - EU Learn registrations and training presence lists

Baseline (2018)	Interim milestone (2022)	Target (2024)
15%	100% management staff 50% non-management staff	100% non-management and management staff

E. Sound environmental management

N/A

⁵⁸ The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle - the progress achieved during the last year.

⁵⁹ <https://webgate.ec.europa.eu/CITnet/confluence/pages/viewpage.action?spaceKey=COMPCORP&title=Compass+Corporate+compliance+with+the+ECDS+principles>

⁶⁰ Average score on the implementation of the 11 core principles defined by the EC Digital Strategy

⁶¹ Maximum value : 2

⁶² Data assets have been defined end 2019.