



Management Plan 2018

EUROSTAT



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INTRODUCTION

Eurostat is the statistical authority of the European Union and a Directorate-General of the Commission. It ensures the development, production and dissemination of European statistics according to the rules and statistical principles laid down in the Regulation (EC) No 223/2009 on European statistics and the multiannual European Statistical Programme (ESP) defined in Regulation (EU) No 99/2013 of the European Parliament and the Council. The roles and responsibilities of Eurostat within the internal organisation of the Commission, as regards the development, production and dissemination of statistics, are further defined in the Commission Decision 2012/504/EU on Eurostat of 17 September 2012.

European statistics, an information source of unique value for policy-making

As stipulated in Article 1 of Regulation (EC) No 223/2009, European statistics are relevant statistics necessary for the performance of the activities of the European Union. European statistics are indispensable for EU decision-making and for the measurement of the performance and impact of EU initiatives. High quality European aggregates, together with comparable statistics for all individual Members States, underpin the Stability and Growth Pact, the Investment Plan for Europe, the European Semester exercise, the social agenda and top priorities in numerous other policy domains. Statistics are also key instruments which enhance transparency and accountability of EU policies and enable civic engagement and democratic participation in the political life of the EU's citizens.

Eurostat contributes to all Commission general objectives

As laid down in its Strategic Plan 2016-2020, Eurostat contributes to the achievement of the overall political objectives of the Commission (in particular Eurostat's cross-cutting contribution was highlighted with the choice of General Objective 11 in the SP). The statistics produced, developed and disseminated by Eurostat constitute key data and information assets that are managed and safeguarded by Eurostat in an efficient and effective manner.

Eurostat also supports the effective monitoring of the achievement of the general objectives of the Commission by providing statistics for impact indicators supporting eight out of the eleven objectives.

Specific objectives laid down in the Strategic Plan 2016-2020

The specific objectives of Eurostat reflect the main objectives of the European Statistical Programme, which has been extended for the period 2018-2020¹. The extension of the programme takes into account the growing demands for high quality and timely statistics to support the design and evaluation of European policies. It will ensure the effective contribution of European statistics to the achievement of the Commission's political priorities between 2018 and 2020 and at the same time strengthen the capacity of Eurostat and the European Statistical System to react faster to new demands through embracing the potential of big data, geo-spatial data and digital technologies, while limiting the burden on respondents.

¹ [Regulation \(EU\) 2017/1951 of the European Parliament and of the Council of 25 October 2017 amending Regulation \(EU\) No 99/2013 on the European statistical programme 2013-17, by extending it to 2020.](#)

Specific objective 1 defines the main statistical outputs of the programme: indicators, accounts and primary data, i.e. the European statistics that will be produced or developed by the European Statistical System (ESS) during the period. The European statistics produced are listed in the catalogue of statistical products disseminated by Eurostat, which constitutes the main output in the Management Plan for 2018.

Specific objectives 2 and 3 are enablers for the production and dissemination of the statistics identified in specific objective 1. Together, specific objectives 2 and 3 contribute to Eurostat's leading position as a provider of high-quality statistics on Europe, by supporting the improvement of the quality of its statistics and its responsiveness to new needs. In 2018, the outputs in the Management Plan under specific objective 2 support changes to be carried out to improve the production methods of European statistics (change in production processes, training, quality management, dissemination tools etc.) to improve quality and, while reducing costs and burden, to adapt more easily to new needs. Under specific objective 3, the Management Plan outputs will further strengthen the partnership and cooperation within the ESS which is essential for the production of comparable statistics and achieving efficiency.

PART 1. MAIN OUTPUTS FOR THE YEAR

In 2018, the statistics listed in the catalogue of products will be the main output under specific objective 1. These statistics support the monitoring of the Europe 2020 strategy, the Investment Plan, the enhanced Stability and Growth Pact and Macroeconomic Imbalances Procedure, in particular for the European Semester. In addition, a first version of the statistical service catalogue will be released in 2018. It will be one of the main contributions to the federated catalogue of the Data4Policy initiative, which will provide data and analytics services to all Commission DGs through a single point of entry.

In line with the Commission's key priorities on growth and job creation, the work will focus on indicators to support the social dimension of the EU and EMU in the context of the European Semester, the European Pillar of Social Rights, the Macroeconomic Imbalances Procedure, and the social and territorial impact analysis of the macroeconomic policies. Actions will also be taken towards more timely social statistics in particular on inequalities, poverty and social exclusion, and on social protection expenditure. Moreover, work on the development of links with the framework of national accounts in the areas of social protection, health and education will continue in order to progressively increase, where possible, consistency and timeliness of data compiled for these three domains, with a view to supporting integrated socio-economic analyses. Furthermore, improvements to asylum and managed migration statistics will follow the policies stemming from Commission priority "Towards a European agenda on Migration".

The production of indicators based on the data available from environmental accounts will also be a priority as will be work on the indicators to monitor the progress towards the Sustainable Development Goals and targets in the EU context. Work on indicators to monitor progress on the circular economy will also be undertaken.

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

<p>Specific objective 1: Quality statistical information is provided in a timely manner, to support the development, monitoring and evaluation of the policies of the European Union properly reflecting priorities while keeping a balance between economic, social and environmental fields and serving the needs of the wide range of users of European statistics, including other decision-makers, researchers, businesses and European citizens in general, in a cost-effective manner without unnecessary duplication of effort.</p>	<p>Related to spending programme: European Statistical Programme</p>
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Main outputs in 2018:

Important items from work programmes/financing decisions/operational programmes²

Output	Indicator	Target
Catalogue of statistical products	Produce and disseminate all statistical products listed in the catalogue of products	100 % by the end of 2018

² For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

The outputs for specific objective 2 will enable further efficiency gains and quality improvements in the production of European statistics as well as enhance the flexibility and productivity across the European Statistical System. Under the ESS Vision 2020 portfolio, projects will focus on a better responsiveness to users' requirements and innovative communication of European statistics, the use of new data sources, improved data exchange, and on a new and future-oriented dissemination chain. The related frameworks, such as quality and enterprise architecture, including standards, will continue to frame and steer the prioritisation among the different initiatives.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.		
Specific objective 2: New methods of production of European statistics aiming at efficiency gains and quality improvements are implemented.		Related to spending programme: European Statistical Programme
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes³		
Output	Indicator	Target
ESS Vision 2020 portfolio of projects, which includes: Digital Communication (DIGICOM), European Statistical Data Exchange Network (ESDEN), Shared SERVICES (SERV), Big Data (BIGD), Administrative data sources (ADMIN) and European System of Interoperable Statistical Business Registers (ESBRs)	Achievements as laid down in the Annual Work Programme 2018	End of 2018

In 2018, a next generation of programmes under the next Multiannual Financial Framework will be prepared, involving stakeholder consultations and impact assessments. The future European Statistical Programme after 2020 will also be determined.

The general objective is for the European Statistical System to continue to provide high quality statistics on Europe, in a timely and cost-effective manner, using multiple data sources, advanced data analytics methods and digital technologies to support the design, monitoring and evaluation of Union policies. The aim is to bring EU added value by providing trustworthy statistics while maintaining the balance between the needs of a wide range of users and the response burden on citizens and business.

³ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

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

Specific objective 3: The partnership within the European Statistical System and beyond is strengthened in order to further enhance its productivity and its leading role in official statistics worldwide.

Related to spending programme:
European Statistical Programme

Main outputs in 2018:

All new initiatives and REFIT initiatives from the Commission Work Programme

Output	Indicator	Target
Proposal(s) for the next generation of programmes (under the next MFF)	Adoption by the Commission	June 2018

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 made changes to the way that HR services are delivered. HR services are delivered by an Account Management Centre (AMC) inside DG HR. Each DG has an HR Business Correspondent, responsible for defining HR strategy and implementing HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

In a context of shrinking resources, Eurostat will in 2018 aim at further optimising its efficiency and use of resources by effectively redeploying its scarce resources in support of the delivery of Commission priorities and other core business. In order to reach a target of 4 female first time appointments to a middle management position, out of 9 expected vacancies, by end of 2019, Eurostat will take part in the Commission's Female Talent Development Programme and will carry out appropriate awareness actions.

Staff engagement and staff wellbeing remain a priority for Eurostat management, devoted to promote a more flexible and project-oriented work, a gender-balanced and motivating working environment as well as flexible working conditions. While staff engagement (71%) and sense of wellbeing (46%) are higher in Eurostat than the Commission average (which is 60% and 39% respectively)⁴, measures to further improve these aspects via ergonomics checks of offices, contribution to the organisation of the Health Day, anti-smoking campaign, social and cultural activities are foreseen to be implemented in 2018, with the help of the AMC.

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

Main outputs in 2018:

Output	Indicator	Target
An efficient organisation and optimal use of HR	A screening of HR allocation within the DG is carried out aiming at establishing the best use of HR to fulfil the mission and priorities of the DG	Annual screening
A more equally balanced middle management (in terms of gender)	Female first time appointments to management position, out of the 9 expected vacancies, by end 2019	4 by end 2019
Fit, integrated and productive staff	Wellbeing (physical and social) activities provided to Eurostat staff in Eurostat premises	10 types of activities provided every week
An established HR strategy, aligned to the priorities of the DG, comprising work force planning, staff development and learning and development	Strategy approved by senior management	By end of 2018

⁴ According to the Commission Staff Survey 2016.

B. Financial Management: Internal control and Risk management

Eurostat's operational budget aims at implementing the European Statistical Programme in line with the multi-annual framework and in accordance with the Financial Regulation and related rules. Eurostat puts in place key processes for ensuring an efficient and effective budget planning and monitoring, the processing and controlling of transactions to ensure their legality and regularity, support to internal and external users and related reporting. Eurostat also develops projects for simplifying its financial management and adapting the control system to current and future changes in its legal and operational environment. Internal control and risk management including anti-fraud strategy are embedded in daily activities and are regularly monitored for the purpose of management supervision.

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

Main outputs in 2018:

Output	Indicator	Target
Legality and regularity of the underlying transactions in the DG	Residual Error Rate (multi annual) for operational budget	< 2 % for operational budget

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

Main outputs in 2018:

Output	Indicator	Target
Timely execution of payments	Percentage of on time payments	> 95 %
Open recommendations from European Court of Auditors (ECA)	Number of critical recommendations from ECA overdue for more than 6 months	None
Cost effectiveness of controls in AAR	Conclusion reached on cost effectiveness of controls	Positive conclusion
	Look for possibilities to reduce the cost of controls	By the end of 2018

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

Main outputs in 2018:

Output	Indicator	Target
Effective follow-up of OLAF's investigations	Report with status on anti-fraud to Commissioner delivered	Twice per year
Monitor implementation of actions of the anti-fraud action plan	Number of actions implemented as planned in the year	100 %

The new Eurostat Anti-Fraud Strategy and related action plan are under finalisation. Eurostat has integrated the anti-fraud exercise in its normal reporting. In addition to its annual reporting in its Annual Activity Report, reporting is ensured through the internal control reports issued twice a year and addressed to the Commissioner including a separate section on anti-fraud/OLAF investigations.

C. Better Regulation

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Part 1 under the relevant specific objective. They are presented in the tables under the heading "All new initiatives and REFIT initiatives from the Commission Work Programme".

D. Information management aspects

Data, information and knowledge are strategic assets. In accordance with the communication on "Data, Information and Knowledge Management at the European Commission" adopted by the College on 18 October 2016, Eurostat continuously promotes better gathering, sharing and use of information and knowledge among staff and with other DGs. With the same purpose it also contributes to on-going initiatives to improve reuse of public sector information and increase data access as an element of building a European Data Economy.

The Director General of Eurostat is member of the new Information Management Steering Board and has committed to contribute delivering the strategy and to ensure coherence between actions, to prioritise them and to oversee their implementation, both at corporate level and locally.

The Information Management Steering Board is supported by the Information Management Team (IMT), composed of experts from the DGs represented in the Board. In the DG, the definition of data, information and/or knowledge management strategies and priority actions to make progress towards the Strategic Plan targets are the responsibility of the IMT member and will continue to be addressed in the DG Management Plan and Annual Activity Report.

Eurostat has opted for the "Commission file reader" setting. The established centralised management of master files' creation and closure ensures appropriate coordination of security matters related to those master files and includes regular training sessions for all staff, notably newcomers.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.		
Main outputs in 2018:		
Output	Indicator	Target
Official Document Life Cycle: Documents collected, delivered, registered, filed, archived and preserved	Outgoing mail is treated within 24 hours Incoming mail is registered, assigned and delivered within 24 hours Appraisal and post-DUA treatment is done error free in accordance with the Intermediate Archive Management Centralisation project whose description is available at Ares(2015)1727870 and the operational procedure at Ares(2015)2559786 All Eurostat staff trained by end 2018	100 %

Inter-Service Consultation: Co-ordination of Inter-Service Consultations' procedures; internal training on Decide application	ISC answered within the deadlines ISC launched in accordance with the requirements and specifications defined by the concerned service(s)	100 %
Intermediate Archive Management Centralisation	Transfer the responsibility of managing the Eurostat intermediate archive rooms from units to the DMO	100 %

E. External communication activities

In 2018, Eurostat will contribute to the Strategic Plan by disseminating high quality statistics on Europe through its main communication tools, namely publications, the Eurostat website (including all web products) and the support for users. The efforts to adapt our communication strategy to new technologies and changes in users' behaviour and to modernise our dissemination tools (development of digital publications, use of interactive visualisation tools, production of videos etc.) will be pursued. Eurostat will also implement the DIGICOM (Digital Communication) project, which aims in particular at engaging pro-actively with users in order to better identify their needs and enhancing Eurostat's capacity to be more responsive to those needs.

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

Main outputs in 2018:

Output	Indicator	Target
Make of Eurostat's website an attractive and easy source of information on European statistics for citizens	Number of visits	+3 % in 2018 compared to 2017
Full range of publications (including news releases) oriented to users' needs, all available via the website	Number of publications downloaded	+3 % in 2018 compared to 2017
Continuous development of Statistics Explained	Number of page views	+5 % in 2018 compared to 2017

Annual communication spending:

Baseline (2017)	Estimated commitments (2018)
3.2 million €	3.4 million €

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

- The modernisation of intra-EU trade in goods statistics is major initiative of Eurostat as part of the on-going efforts to improve the efficiency of statistics and to reduce the production costs and burden on the economy. A project planned for 2017-2020 will enhance and implement innovative data compilation methods including the use of a new data source (Intra-EU micro data exchange), which is expected to have positive effects on cost and burden both at Eurostat, in Member States and for the economy while delivering high-quality statistics.
- Renovation and reuse of the Eurostat dissemination chain
The renovation of the dissemination chain is an important project of Eurostat aiming to simplify and streamline the dissemination of European statistics, reducing the burden and the cost associated to this activity. The project, planned to be completed in 2018, will deliver a completely revised architecture of the dissemination chain and a new set of tools for statistical data consultation, graphical visualisation and (automated) data consumption. In addition, the project will deliver to the Commission DGs a reusable version of the solution, to be used for the dissemination of other statistics, replacing a variety of tools and systems in use today. This will produce efficiency gains (in terms of systems development and maintenance) and will simplify the access for the consumers of the data (citizens etc.).
- Eurostat will continue during 2018 to simplify the financial management process in view of improving its economy and efficiency. The implementation of eGrants for all Eurostat grants will be the main output, bringing simplification for both Eurostat and beneficiaries.
- After the rollout of the AGM (Advanced Gateway to Meetings) tool in Eurostat, the management of meetings including the invitations and submission of supporting documents for the reimbursement of experts will be paperless and web-based.