



Management Plan 2021

Directorate-General
for Agriculture and Rural Development

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INTRODUCTION

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 (CAP).

The DG AGRI Management Plan 2021 defines the actions and outputs planned for the year in pursuit of the objectives fixed in the legal basis of the policy and the political priorities defined in the Strategic Plan 2020-2024.

The CAP will play a key role in the Commission's political priorities

- **European Green Deal**, aiming 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.
- **Stronger Europe in the world**, by strengthening the EU's global leadership, promoting free trade in agriculture and becoming the global standard for sustainability.
- **A New Push for European Democracy**, by addressing the demographic challenges, like depopulation, ageing or gender imbalance, which affect rural areas.

In 2021, DG AGRI will continue to operate under the current CAP legislation whilst at the same time putting all efforts into the adoption of the CAP reform legislative proposals, and in assisting Member States in the preparatory work for the future CAP Strategic Plans. In line with the goals of the [Farm to Fork Strategy](#) and the [Biodiversity Strategy](#), DG AGRI will contribute to the shift towards a sustainable food system. Further priorities for 2021 are the adoption of the long-term vision for rural areas as well as a new Forest Strategy and an Organic Action Plan. On the international side, DG AGRI will continue to work for ambitious, fair and balanced trade agreements that maximise export opportunities for EU agri-food products while safeguarding sensitive sectors, and which secure better protection and strengthening of Geographical Indications (GI) around the world.

Regarding the COVID-19 crisis, DG AGRI will take the necessary measures to mitigate the impact of the pandemic on the agri-food sector and assist in its recovery. DG AGRI will also endeavour to address other challenges, such as those linked to climate change, sustainable use of natural resources, demographic change or connectivity in rural areas. In this context, in 2021, DG AGRI will participate in the implementation of the first year of the European Union Recovery Instrument, in particular with the incorporation of the new additional resources to the European Agricultural Fund for Rural Development (EAFRD) contribution of the existing Rural Development Plans.

The day-to-day implementation of the current, and future, CAP will continue to require from DG AGRI solid legal analysis and procedural follow up of legislative and other initiatives. Given the considerable volume of agricultural legislation and its complexity over 50 years, DG AGRI has developed best practices intended to facilitate the implementation of its policy by Member States (i.e. through its committees and expert groups, providing support and continuous guidance to Member States on CAP implementation, facilitating the uptake of new technological solutions in their governance systems, and using audit and financial correction procedures efficiently). In this way, DG AGRI has been able to limit the number of enforcement actions (EU Pilot and infringement procedures).



The most appropriate available communication tools (such as events, digital, media, outreach, etc.) will be adequately used in 2021 to address the communication needs linked to the general objectives “A European Green deal”, “A stronger Europe in the world”, and “A new push for European democracy” and the 12 specific objectives described in this Management Plan.

PART 1. Delivering on the Commission's priorities: main outputs for the year

General objective "A European Green Deal"¹

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

2021 will be a crucial year in the process of finalising the current discussions on the CAP reform legislative proposals. Discussions between the Council, the European Parliament and the Commission on the CAP reform proposals, the so-called "trilogues", started in November 2020 and will continue in 2021 with the goal of achieving an agreement on the three draft legislative texts by April.

These proposals aim to **simplify and modernise the CAP**, to better respond to the emerging economic, environmental and social challenges, with a focus on supporting viable farm income and resilience across the EU to enhance food security, bolstering environmental and climate action, strengthening the socio-economic fabric of rural areas and addressing societal demands (see also S05).

The future CAP shifts the emphasis **from compliance and rules towards results and performance**. It will be implemented through 27 national **CAP Strategic Plans**, reducing the level of prescription of the future interventions and improving the synergies between the instruments of the CAP (i.e. direct payments, rural development and sectoral programmes).

A central point for the finalisation of the trilogues will be the level of ambition of the new **Green architecture** so that the new CAP can contribute to the objectives of the European Green Deal². The European Commission will also pay specific attention to the need to advance towards a more targeted system of support, the respect of the market orientation of the policy, keeping a level-playing field and the respect of WTO commitments.

In parallel to the legislative process, DG AGRI will continue to support Member States when preparing their **CAP Strategic Plan** through "**Geographical hubs**". These Geographical hubs are available to answer questions from the Member States in relation to the draft CAP Strategic Plan Regulation, provide valuable assistance and guidance to Member States in the preliminary work linked to the SWOT analysis and the needs assessment (i.e. ensure the quality and necessary updates of management systems) and clarify and reinforce the scope of instruments such as "eco-schemes".

¹ The annex provides more details on other envisaged / achieved outputs in 2021 for the specific objectives under this general objective (page 32 ff).

² Factsheet "Working with Parliament and Council to make the CAP reform fit for the European Green Deal"

DG AGRI will also invest important resources in finalising and developing the material (“**CAP Plan Toolkit**”) to prepare the assessment of the CAP Strategic Plans by the European Commission. In addition, the European Commission will continue the **Structured Dialogue with Member States**³. After the publication of the CAP Recommendations at the end of 2020 (in the form of a Communication⁴ and 27 Staff Working Documents), the European Commission will present the recommendations to the different Member States and provide guidance to Member States in order to ensure that the draft CAP Strategic Plans address the different Green Deal targets.

Following the Communication on the CAP Recommendations, the Commission will intensify its assistance, publish guidance documents and organise activities to support Member States in drafting their CAP Strategic Plans. In that context, activities of the European network for rural development (ENRD) in 2021 will include supporting the Member States in preparation of the CAP Strategic Plans.

Specific work will also be done regarding the **future Common Market Organisation**. The changes proposed in the current CAP by the Commission are limited and mainly focused on wine and GI provisions and on the transfer of most aid schemes to the CAP Strategic Plan Regulation (SPR). Due to many far-reaching amendments proposed by the European Parliament, outcomes of the trilogues in 2020 and 2021 will determine the need and substance of specific work to be undertaken in 2021.

To provide for smooth continuation of the CAP while the negotiations of the reform are ongoing, the Commission will ensure the implementation of the **two transitional regulations** which were adopted in 2020. These transitional regulations allow for the current (2014-2020) legal framework to cover the period until the entry into force of the new basic acts⁵.

At the end of 2021, the Commission will also present a report to the European Parliament and the Council on the **performance of the current CAP**. This report will be based on the current Common Evaluation and Monitoring Framework (CMEF) and summarises the main outcomes of the various evaluations of the CAP carried out on the current programming period. It will be an important step in the transition towards the future CAP focusing on evidence, notably via the implementation of the new Performance Monitoring and Evaluation Framework (PMEF).

DG AGRI monitors and ensures efficient implementation of the CAP measures in Member States, in particular by offering support and guidance on the Integrated Administration and Control System. In this context, legislation is explained and updated where necessary.

³ Established in Commission Staff Working Document (2020) 93 final

⁴ COM(2020) 846 final - Recommendations to the Member States as regards their Strategic Plan for the Common Agricultural Policy

⁵ The so-called [Flexibility Regulation \(EU\) 2020/127](#) was adopted on 29 January 2020. [The Transitional Regulation \(EU\) 2020/2220](#) was adopted on 23 December 2020. .

DG AGRI fosters the uptake of new technologies to modernise the policy implementation. The main ongoing project in this regard concerns the checks by monitoring approach. The focus in 2021 will be to encourage more Member States to come on board by providing additional guidance with dedicated conferences and bilateral meetings as well as further streamlining the legal framework.

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

DG AGRI ensures the **implementation of a consistent system of direct payments to farmers**. The delivery modes related to direct support are in place at all levels (EU and national), which ensures that income support is delivered to farmers in a consistent, efficient and regular way as well as in a timely manner. The direct payments future policy is developed in the aim to further improve the fairness and targeting of direct payments towards the CAP objectives, in close cooperation with Member States' authorities.

DG AGRI manages the specific schemes supporting agriculture in the **outermost regions of the European Union (POSEI) and in the smaller Aegean islands (SAI)**, aimed in particular at the supply with sufficient food and feed commodities, the maintenance and development of the local agricultural activities and the promotion of a fair standard of living for their agricultural community. In the outermost regions of the EU, the POSEI programmes replace direct payments. The specific needs of the outermost regions are addressed with a significantly higher level of support as well as larger margins of manoeuvre for the Member States in shaping local interventions. A similar scheme is in place for the small Aegean Islands.

The Commission is standing by the EU farmers and other actors in the food supply chain in times of crises; several market measures adopted in 2020 contributed to the stabilisation of agricultural markets following the COVID-19 pandemic. They will be complemented in 2021 by the prolongation of the ones adopted in the wine sector, particularly affected by the closure of the HORECA sector and trade restrictions, for one additional year. The Commission will continuously monitor the markets, notably as regards the impact of the COVID-19 pandemic and Brexit, and take applicable market and other measures as appropriate.

To further improve ex ante and cross sectoral coordination, and to support the EU agri-food sector which so far showed resilience during the COVID-19 pandemic, the Commission will develop, based on wide consultations with Member States and stakeholders, and adopt in 2021 a **contingency plan on food security** for ensuring the functioning of the food supply chain in the wake of such crises, Brexit or other similar events. Being part of the Farm to Fork Strategy, the contingency plan will be based on a set of procedures to be followed in times of crises and include the development of a common EU food crisis response mechanism. This initiative is complementary to the commitment by the Commission to present a longer-term proposal for a legislative framework for sustainable

food systems, which will reflect on ways to further improve the resilience of the EU food supply chain, inter alia through creating shorter supply chains via reducing dependence on long-haul transportation.

Beyond the CAP reform process, certain **market and sectoral measures** or instruments require regulatory improvements to assure their smooth functioning during the transitional period before the reform is fully implemented or because their legal base is not part of the reform. In this respect, DG AGRI will modify early in 2021 the Delegated Regulation (EU) 2017/891 as regards producer organisations in the fruit and vegetables sector to facilitate the running of their operational programmes and to adjust the compensation for withdrawals operations in line with recommendation 4 of the ECA special report 23/2019⁶. In order to fight against fraud in the wine sector, DG AGRI will amend Commission Implementing Regulation 2018/274 with a view to improving the current legal framework for the wine analytical databank on isotopic data. In order to assure the smooth implementation of the new legal framework for spirits beverages, DG AGRI will make use of its delegated powers set in the new Spirit Drinks Regulation (EU) No 2019/787 to improve certain production and labelling provisions and will finalise the review of the Guidelines on the labelling of spirit drinks.

DG AGRI will also pay specific attention at analytical level to the links between the agricultural policy and land. In that context, a study commissioned to the JRC will be published in 2021, with a focus on the assessment of the capitalisation of CAP support into land markets and the analysis of the different legal frameworks regulating land markets across the EU.

DG AGRI will conclude in 2021 the evaluation of the impact of the CAP measures towards the general objective “viable food production” with a focus on income, competitiveness and price stability. The evaluation will feed into the 2021 report to EP and Council (Art. 110 Regulation 1306/2013). The evaluation examines the effectiveness, efficiency, relevance, coherence, and EU added value of CAP measures under Regulations 1307/2013, 1308/2013, 1305/2013 and 1306/2013 with respect to their impact on the CAP general objective of ensuring viable food production.

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

Digitalisation and technological tools contribute greatly to reducing costs in policy implementation and facilitating farm management increasing competitiveness. DG AGRI is actively supporting Member States in their transition to digital-based governance systems, using automation and artificial intelligence (AI) solutions. Notably the use of new technological tools based on satellite information or geo-tagged photos is encouraged through updates of the relevant legislation.

⁶ Special Report no 23/2019: Farmers’ income stabilisation: comprehensive set of tools, but low uptake of instruments and overcompensation need to be tackled

The development and implementation of the multi-annual research work programmes and calls for proposals under the **EU Research Framework Programmes** Horizon 2020 and Horizon Europe contribute through public investment in research and innovation to the establishment of a knowledge-based EU agriculture and rural economy and to the development of a sustainable primary production system, thus enhancing market orientation and increasing competitiveness. In this respect, DG AGRI will continue ensuring the secretariat of the Soil health mission under Horizon Europe. This initiative – combining soil management research and innovation, training and advice as well as “Living labs” (experiments and innovation in a laboratory on the ground) and “Lighthouses” (places to showcase good practices) and other supporting actions – will ensure widespread uptake of solutions. This mission is also relevant for Specific Objective 6.

DG AGRI will continue to implement the successful **European Innovation Partnership for agricultural productivity and sustainability** (EIP-AGRI) which is the main instrument to speed up innovation in agriculture on the ground. Through its networking activities and publications, it brings together innovation actors (farmers, advisers, researchers, businesses, NGOs and others) to co-create and exchange knowledge and to develop concrete innovation project ideas, e.g. for EIP Operational Groups which can be funded under the **CAP rural development programmes**.

DG AGRI will ensure coordination in the area of **digitalisation and data technologies in the agricultural sector**, enhancing market orientation and increasing competitiveness. In synergies with the CAP and Horizon projects, digitalisation in the agricultural sector will be fostered through other EU programmes such as the Digital Europe Programme (DEP), namely in the field of the common agricultural data space and testing and experimentation facilities for AI applications in the agri-food sector.

Another important task for DG AGRI will be to support further strengthening of the **Agricultural Knowledge and Innovation System** (AKIS). This will ensure effective knowledge flows between its actors, i.e. farmers, foresters, advisors, businesses, researchers, training and education, etc. which will enable the innovation and technology deployment throughout the EU, share existing knowledge, save costs, and strengthen the impact of EU and national/regional funding.

Through regular contacts with national authorities and stakeholders, the Commission closely monitors the markets to ensure the proper management of regular market measures in force and to adopt exceptional ones in case of a market crisis. In this regard, Market Observatories already in place in the main agricultural sectors play an essential role.

The EAFRD makes an important contribution to supporting broadband infrastructure and various ICT⁷ solutions in rural areas. This has a positive effect on the quality of life of EU citizens.

DG AGRI will conclude in 2021 the evaluation of the CAP's impact on knowledge exchange and advisory activities that will feed into the 2021 report to EP and Council (Art. 110 R.1306/2013). The objective of the evaluation is to assess the impact of the 2014-2020 CAP instruments and measures on knowledge exchange, advisory activities, and innovation in the agricultural and forestry sectors and in rural areas.

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

The Farm to Fork Strategy provides for the Commission to take by 2022 legislative initiatives to enhance cooperation of primary producers to support their position in the food supply chain as well as non-legislative initiatives to improve transparency in the food chain. Due to many quite ambitious amendments proposed by the European Parliament, the outcomes of the trilogues in 2020 and 2021 will also determine the need and substance of specific work to be undertaken in 2021. Taking into account these developments, preparatory work for such initiatives in 2021 may for instance concern the rules applicable to producer organisations and interbranch organisations, the exchange of best practices between such organisations concerning issues of sustainability or market transparency. The Commission also intends to improve the collection of information about producer organisations beyond the fruit and vegetables and milk and milk products sectors, where such information already exists.

The Commission will present an Interim report on the state of transposition and implementation of the UTP Directive⁸ (EU) 2019/633 to the European Parliament, the Council, the European Economic and Social Committee and to the Committee of the Regions by November 2021. Besides, the results of a survey on unfair trading practices will be analysed: it will serve as baseline for the evaluation of the UTP Directive in 2025.

Geographical indications and traditional specialities guaranteed protect valuable names of foods and drinks against copying/fraud and certify that they were made to high standards in a specific country or region. In the Farm to Fork Strategy, the Commission committed to strengthen the system of geographical indications. This will be achieved by improving sustainable production under the schemes, enhancing enforcement, empowering producer groups, reducing internet theft, better tailoring schemes to producers in all EU regions, reviewing ways to promote and protect the EU traditional foods, and speeding up registration procedures. The foreseen revision of geographical indications will strengthen GI for all agricultural sectors while maintaining the specificities of GI in the wines and spirit

⁷ Information and Communication Technologies

⁸ Directive (EU) 2019/633 on unfair trading practices in business-to-business relationships in the agricultural and food supply chain

drinks sectors, with the aim to simplify the rules for GI. The legislative proposal will be preceded by an evaluation of geographical indications and traditional specialities guaranteed protected in the EU and subsequent impact assessment. Adoption of this legislative proposal is planned for Q4/2021. The policy on GI also contributes to meeting Specific Objectives 5 and 9.

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

As part of the Commission's Farm to Fork Strategy that aims to accelerate the transition to a sustainable food system, the legislative framework for the EU school fruit, vegetables and milk scheme will be reviewed in 2023 to enhance its contribution to sustainable food consumption and in particular strengthen educational messages on the importance of healthy nutrition, sustainable food production and reducing food waste. In 2021, DG AGRI will launch the ex post evaluation of the implementation of the school scheme and the impact assessment that will accompany the review of its legislative framework. Citizens and stakeholders will be informed of, and surveyed on, the current situation, problems and possible solutions via corresponding public consultation(s).

The evaluation of marketing standards that are contained in the CMO Regulation and the Breakfast Directives showed that they continue to fulfil their role and remain relevant for stakeholders, even, and probably precisely, in a world of modern supply chains and numerous private standards. However, technical modernisation and simplification in specific sectors could bring considerable efficiency gains.

Moreover, the Farm to Fork Strategy provides further impetus for reviewing the EU marketing standards in 2021 and 2022 with a view to more sustainability. In particular, this includes a revision of the jam and fruit juices directives with regard to sugar contents, the adaptation of the fruit and vegetables standards, a new marketing standard for cider and technical revision of the olive oil marketing standards.

DG AGRI provides effective liaison with DG SANTE in order to ensure that DG AGRI's concerns and more broadly those of farmers are reflected as far as possible in DG SANTE's policies. This involves monitoring policy and legislative proposals and developments related to sanitary/phytosanitary, food and feed measures in order to assess potential consequences for agriculture and provide advice as well as liaise with other DGs involved in the same subject.

To reach the target of the 25% of organic surfaces in 2030 as spelled out both in the Farm to Fork Strategy and the Biodiversity Strategy, the European Commission will deliver by the first quarter of 2021 an **organic action plan** to accompany the development of the organic sector. It will be informed by the synopsis of related consultation activities. This action plan foresees a series of actions in particular aiming at stimulating consumption at

European level and at the same time to boost organic production and to increase surfaces, while maintaining fair prices for operators. It will also develop a set of actions facing the environmental challenges put forward by the European green deal.

The new **Organic Regulation** (EU) 2018/848 will enter into application in 2022 (the date of application had to be postponed by one year due to COVID-19 crisis⁹). The new regulation harmonises and clarifies several aspects of the organic legislation while simplifying certain control rules to attract small farmers to the scheme. To make the new regulation fully applicable, it is necessary to produce in 2021 secondary legislation, the implementing and delegated acts, on the different issues covered by the legislation, production and labelling rules, control rules and trade rules.

A comprehensive review of the Promotion Policy objectives and its regulatory framework will be carried out in 2021 with a view to enhancing its contribution to sustainable production and consumption, and in line with the evolving diets, in accordance with the EU's Farm to Fork Strategy. This will include an impact assessment on policy options as well as an open public consultation. The international dimension of DG AGRI's promotion policy is elaborated further under Specific Objective 9.

In 2021, the European Commission will also publish a study of the CAP measures promoting animal welfare and reduction of the antimicrobials use. This study will play an important role as one of the objectives on the future CAP relates to improving the response of EU agriculture to societal demands on food and health and, in particular, animal welfare. Further, the Green Deal and the Farm to Fork Strategy clearly confirm that CAP plans should lead to the use of more sustainable practices and better animal welfare. The study will examine how CAP support is relevant to improve the response of EU agriculture to these societal demands thereby focussing on animal welfare and reduction of antimicrobial use.

The CAP Strategic Plans will play an important role in advancing towards the targets and ambitions defined in the Farm to Fork Strategy, such as the increase of the surface of organic farming, the reduction of antimicrobials or the improvement of animal welfare. The recommendations published by the European Commission in December 2020 should allow Member States to better integrate these priorities in their draft CAP Strategic Plans.

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

Achieving a higher environmental ambition and halting climate change is the cornerstone of the CAP post-2020. The negotiations to finalise the works on the CAP Strategic Plans Regulation will be crucial to guarantee that the future CAP can successfully contribute to address climate change, the protection of natural resources and biodiversity. The ongoing

⁹ Regulation (EU) 2020/1693 of the European Parliament and of the Council of 11 November 2020

works related to the design of the new **Green architecture**¹⁰ in the framework of the trilogues and future implementing legislation, will concentrate important efforts by DG AGRI in 2021.

As part of the structured dialogue, DG AGRI will continue to work with Member States as regards the new environmental architecture, eco-schemes and conditionality to make sure that the CAP Strategic Plans will be more ambitious as regards their potential to achieve the CAP environmental and climate objectives, in line with the Green Deal. The Recommendations on the CAP Strategic Plans, published at the end of 2020, in the context of the Structured Dialogue, are a first contribution in this respect. DG AGRI will take account of these recommendations when assessing/approving the draft CAP Strategic Plans and will provide appropriate support to the Member States.

In 2021, DG AGRI will continue working on assessing the performance of the current CAP tools in relation to the climate and environmental objectives. In this context, DG AGRI will finalise and publish the Evaluation SWD on the impact of the CAP on water, soil and biodiversity, the Evaluation SWD on the impact of the CAP on climate change and greenhouse gas emissions, as well as the study for the development of a common framework for the quantitative advice of crop nutrient requirements and greenhouse gas emissions and removal.

In close cooperation with Member States, DG AGRI is continuously seeking to improve the performance of the direct payment system or the rural development programmes. Follow-up and management of Member States notifications, data and possible questions in relation to cross compliance and the greening instrument relevant for natural resources will remain useful, as will be further contributions to evaluation activities for the current green architecture. Rural development continues to offer various types of area-related payments linked to requirements for the implementation of management practices. This is often accompanied by support for dedicated investments, training and advice, having a combined positive impact on biodiversity, soil, water and air in both the farm and forest sectors. On climate actions in the agricultural sector (e.g. carbon sequestration, reduction of greenhouse gases and ammonia emissions), good progress has been made, in particular with farmers joining voluntary agri-environment-climate schemes to develop environment-friendly farm management. DG AGRI follows-up on the progress in programmes' implementation through examination of respective **monitoring** reports and proposals for programme amendments. Furthermore, the **ENRD** is a key platform for involving a broad range of rural stakeholders and sharing information about how Rural Development policy, programmes, projects and other initiatives are working in practice. In the future, the **EU CAP Network** will play the key role in being the platform for exchanges, covering all aspects of the CAP Strategic Plans. Agri-environment-climate contracts encourage farmers to adopt management practices in favour of restoring, preserving and enhancing

¹⁰ For the positions of the different institutions, see Factsheet "Working with Parliament and Council to make the CAP reform fit for the European Green Deal".

ecosystems related to agriculture and forestry. However, substantial challenges remain in relation to the environmental performance of the EU's agricultural sector in particular as the EU has committed itself, in the context of the European Green Deal, to significant cuts in greenhouse gas emissions. The key natural resources of soil, air and water are still under pressure in many areas and there is scope for further progress.

DG AGRI oversees Member States' efforts in maintaining reliable and good quality registers of parcels (Land Parcels Identification System - LPIS), mapping features of environmental value in order to enable their protection. DG AGRI actively supports Member States in their work on LPIS with general guidance and bilateral exchanges.

Fostering the data sharing process aims at ensuring greater access to valuable information on agricultural activities which, in turn, contribute to successful implementation of environmental and climate legislation.

DG AGRI ensures day-to-day management of the greening measure that targets 30% of direct payments to practices beneficial for the environment and climate. Besides, DG AGRI also manages the cross compliance system and the farm advisory system, that aim to increase the awareness of farmers on rules on environment, climate, plant and animal health and animal welfare. DG AGRI also contributes to the post-2020 CAP reform in this area, where we help the development of the legal proposal on conditionality and eco-schemes that are part of the green architecture of the CAP.

In line with the European Green Deal objective of achieving carbon neutrality by 2050, DG AGRI is contributing to the new initiatives stemming from the [European Climate Pact](#) and the [2030 Climate Target Plan](#), as well as to the preparation of the new EU Strategy on Adaptation to Climate Change (due in Q1/2021).

DG AGRI will participate on behalf of the Commission in the 26th Conference of the Parties (COP 26) of the UN Framework Convention on Climate Change to be held in Glasgow in 2021 for issues related to agriculture with the objective of further implementing mitigation and adaptation measures in agriculture at global level in accordance with the Koronivia Joint Work on Agriculture.

As specified in the Farm to Fork Strategy; the Commission will also start the preparatory works in 2021 for a legislative proposal to convert its Farm Accountancy Data Network into the **Farm Sustainability Data Network (FSDN)**, with a view to also collect data on the Farm to Fork and Biodiversity Strategies' targets and other sustainability indicators and facilitate the use of farm-level data in farm advice, benchmarking, training and innovation. In 2021, the project will undergo political, legal and feasibility scrutiny, and a related workshop will be organised involving Member States and key stakeholders in works on key environmental and social variables, on process and procedures and on modern IT architecture enabling interactive data/information/knowledge sharing within advisory services.

In the context of the [Taxonomy Regulation \(EU\) 2020/852](#), DG AGRI is cooperating in the development of the delegated acts establishing the sustainability criteria related to climate change mitigation and adaptation in the agriculture, forestry and bioenergy sectors. The Taxonomy Regulation provides for a general framework for the development of an EU-wide classification system for environmentally sustainable economic activities to facilitate sustainable investment.

As to the Biodiversity Strategy for 2030, DG AGRI will cooperate in the implementation of the specific actions and initiatives related to agriculture and forests, notably the preparation of the new EU soil strategy and the nature restoration plan initiative.

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

In accordance with the European Green Deal, DG AGRI is preparing 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, which is planned to be adopted in Q1/2021, will also address the important role forests and forestry play for rural areas and their importance for rural development. The strategy will be prepared in close cooperation with DG CLIMA, DG ENV and other relevant Commission services.

In the context of the Forest Europe process, DG AGRI will participate on behalf of the Commission in the 8th Ministerial Conference on the Protection of Forests in Europe (Bratislava, 14 - 15 April 2021).

General objective "A stronger Europe in the world"¹¹

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

In the wake of the COVID-19 pandemic, DG AGRI will support the global recovery, particularly in the area of global agri-food trade and international co-operation in agriculture. Strengthening the resilience of the global food system will be a key concern in all our bilateral and multilateral engagements, and will inform our contribution to the 2021 UN Food Systems Summit.

¹¹ The annex provides more details on other envisaged / achieved outputs in 2021 for the specific objectives under this general objective (page 47 ff).

DG AGRI will contribute actively to successful **negotiations** in 2021 with partners such as Australia, Chile, Indonesia and New Zealand, among others, and seek better protection of Geographical Indications (GI) around the world, most notably in China. DG AGRI will contribute to the adoption process of recently negotiated Free Trade Agreements (FTAs) with Mexico and Mercosur and their entry into force. After consolidating a broad network of FTAs across the world, emphasis is progressively moving from negotiation to **implementation and enforcement**. Indeed, only through a committed enforcement policy, that among other things ensures that our trade partners implement fully their commitments and remove barriers to EU trade, can the benefits of already applicable FTAs emerge, either by an increase in exports, a reduction in technical barriers faced by companies, or a more efficient legal protection of GI. DG AGRI will therefore pursue a robust enforcement and implementation agenda for the EU's FTAs.

Among its bilateral relationships, implementing the **Withdrawal Agreement** with the United Kingdom, and negotiating the future relationship between the EU and the UK, are of particular importance. DG AGRI will proactively seek progress on this matter within the overall negotiation procedure throughout 2021, at all meetings and negotiation rounds to be scheduled during the year, adapting to the evolving timetable.

DG AGRI will continue to represent the agricultural interests of the EU in **international and multilateral fora**. In particular, the DG will maintain its active engagement with the World Trade Organization (WTO), in negotiations in the Special Session of the Committee on Agriculture and preparations for the 12th Ministerial Conference in 2021. The aim will be to secure improvements to the trading system aimed at the levelling of trading conditions and updating the WTO rulebook. In agriculture, improvements in transparency will be pursued to better monitor the implementation of WTO commitments. In terms of geopolitical outreach and cooperation, DG AGRI will pursue the multilateral objectives of EU agricultural policy at the Food and Agriculture Organization of the United Nations (FAO), the Group of 20 (G20) and the Organisation for Economic Co-operation and Development (OECD), among others.

The international dimension of **organics** will be strengthened, and international agreements with third countries will have to be signed for the purpose of organic trade, in particular for the sake of an enhanced transparency and to give legal security to operators. It is first necessary to obtain a negotiating mandate from the Council to start such negotiations with Third Countries. As soon as the mandate is obtained, negotiations will start with a set of priority countries against which the EU has a particular offensive interest. and with which the Commission has currently administrative arrangements in place.

In 2021, the Commission will implement updated **rules on trade mechanisms**, with a particular focus on two topics: the simplification and modernisation of the rules for the administration of tariff quotas on agricultural products managed by the 'first-come, first-served' method (through the adoption of new delegated and implementing regulations), and the update of tariff rate quotas quantities (laid down in the existing legislation) so as

to align them with the new figures resulting from negotiations with UK and WTO partners in the context of Brexit. DG AGRI will also promote the reformed CAP, incl. at the WTO, as a policy that is essentially non trade-distorting and focused on environmental sustainability in line with the objectives of the Farm to Fork and the Green Deal initiatives.

As part of DG AGRI's overall efforts to contribute to the objective of a "Stronger Europe in the World", the **African Union (AU)-EU partnership in the agriculture and food sector** has become a flagship area of cooperation over the last five years. Building on the successful work of the previous years, particularly on the outcome of the [Task Force for Rural Africa](#) (TFRA), DG AGRI will pursue close cooperation with the relevant services of the African Union, to support the work of the AU-FAO Task Force on the "Impact of COVID-19 on Food Security and Nutrition in Africa". Through DG AGRI, the EU will play an important role in co-chairing with the African Union the Task Force's workflow on the dissemination of the political declaration and sensibilisation activities about its message.

Policy dialogue is now at the forefront of the partnership between the African Union and the European Union. In co-operation with partner DGs, AGRI will organise a fourth AU-EU Agricultural Ministerial Conference, to follow up on the progress towards the [2019 Political Declaration and Action Agenda](#) for Rural Transformation comprising nine topics: agri-food platforms, research and innovation, digital, geographical indications, food safety governance, farmers' organisations, farmers' exchange programmes, LEADER and landscape initiatives, and climate & environment.

In 2021, the Commission will update the remaining existing rules on trade mechanisms, not yet aligned and simplified, and the possible update of tariff rate quota quantities (laid down in the existing legislation) so as to align them with the results from further negotiations with UK and WTO partners in the context of Brexit.

DG AGRI will continue to represent the agricultural interests of the EU in **international commodity bodies** (International Grain Council, International Olive Council and International Sugar Organisation) and to coordinate with Member States the EU's position within the International Wine Organisation for matters falling within the EU's competence.

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

In 2021, DG AGRI will continue to pursue its proactive engagement to protect Europe's food heritage and promote its high quality agri-food products and standards in non-EU countries, including through its bilateral agreements. The DG will continue implementing its **promotion policy** for EU agri-food products around the world, in order to expand exports, reach new market segments and new consumers, especially for high quality products like those covered by quality schemes, including **GI**. Quality schemes are ideal vehicles for promotion programmes: DG AGRI's budget for Promotion Policy includes "Commission Own Initiatives" allowing different EU agri-food promotion tools like high-level missions, quality

export seminars, study visits, promotion campaigns, the organisation of promotional events, as well as participation in international fairs in third countries.

In 2021, DG AGRI will also publish the Evaluation SWD on Geographical Indications and Traditional Specialties Guaranteed protected in the EU, which will feed into the Impact Assessment on Policy options.

The EU's participation in the WIPO¹² Lisbon Agreement should allow better protection of EU geographical indications outside the EU and so better enable European operators to prevent unauthorised exploitation of their protected designations and, in return, to get compensation for their investment.

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

DG AGRI will continue implementing in 2021 **IPA¹³ II rural development programmes (IPARD II)** in Albania, Montenegro, North Macedonia, Serbia and Turkey. There are currently 21 measures entrusted for budget implementation tasks. All countries are successfully funding projects supporting farms in production, as well as establishments in primary processing. There seems to be a good level of awareness on IPARD in the Western Balkans region and Turkey. Management and control systems are in place: IPARD Managing Authorities and IPARD Agencies have set up good systems, including IT, with competent staff. The Technical Assistance measure is becoming operational in most of the countries and assisting implementation of the programmes. Advisory services have become involved and countries are gradually learning how to use EU funds and adopt a “project culture”.

In 2021, DG AGRI will work with the countries in further addressing weaknesses in implementation. Applications are slow to be processed and signed; claims and payments are also slow. There is still a risk that some of the countries will not be able to use their budgetary allocations completely. Applications for entrustment of one new measure are expected this year. There is still a lack of staff in most of the IPARD Agencies and retention of staff is an issue; more human capacity training is needed.

DG AGRI will finalise in 2021 the **IPARD III policy framework** with these countries. They will have to submit their seven-year IPARD programmes to the Commission for adoption before the end of the year.

¹² World Intellectual Property Organisation

¹³ Instrument for Pre-accession Assistance

General objective "A new push for European democracy"¹⁴

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

The European Commission will work with rural people and stakeholders as well as with local and regional authorities to develop a long-term vision, which will support rural areas in achieving their potential. It will take into account challenges from demographic change to connectivity, low income or limited access to services, and explore opportunities such as those offered by climate change mitigation, new technology as well as new developments arising from the COVID-19 crisis, offering reflections to feed future policies.

The **Communication on the long-term vision for rural areas** is expected to be published in the first half of 2021. The rural vision will embrace all relevant aspects for the future of rural areas. Where it concerns demography, it will draw inter alia on, and be fully consistent with, policy initiatives developed under the "A new push for European democracy" strand of work, namely the **Report on the impact of demographic changes**¹⁵ and the **green paper on ageing** (planned for Q1/2021).

DG AGRI will develop this vision in close consultation with people living in rural areas, as well as local and regional authorities. Stakeholder input will be gathered through **extensive public consultation**, including an online survey. A 12-week online consultation allowed gathering inputs from people living in rural areas, economic players in rural areas, and interested parties from all occupations. The online consultation, launched in the autumn of 2020, is a crucial element for the development of the vision.

Existing sources of evidence will be gathered, analysed, and fed into the process, e.g. evaluations, work undertaken by other bodies (such as OECD and World Bank), publications and reports by JRC, Eurostat and a number of EU projects, and relevant findings from preparatory actions, pilot projects, as well as thematic work on Smart Villages. The **evaluation of the CAP's impact on territorial development of rural areas' socioeconomic aspects** is expected to play an important role in developing the vision. In addition to all analytical work and public consultations, the Conference of the European Network for Rural Development (ENRD) **on Long Term Vision for Rural Areas** in March 2021 will close the consultation process and further provide stakeholders' input into the Communication.

A specific **foresight exercise** is also a key element for the vision. Its main purpose is to identify how rural areas might evolve and the trends and influences which will shape how

¹⁴ The annex provides more details on other envisaged / achieved outputs in 2021 for the specific objectives under this general objective (page 51 ff).

¹⁵ [COM\(2020\) 241 final of 17/06/2020](#)

rural areas would be in 2040. This exercise is being conducted through the thematic work undertaken by the ENRD, in cooperation with DG AGRI and the JRC. The JRC report on the foresight exercise is expected in Q1/2021 and the main conclusions will be considered in the Long Term Vision Communication.

At the same time, in the context of the transitional rules and the implementation of the first year of the European Union Recovery Instrument in the EAFRD, important activity will take place to modify the current Rural Development Plans and extend them to the year 2022.

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

The business start up **support for young farmers** facilitates the setting up of young farmers and the structural adjustment of their holdings by providing cash flow and financial security during the first five years of farming. The support is conditional to the correct implementation of a business plan and to minimum requirements in terms of training and skill acquisition.

Attracting young farmers and facilitating their business development will also be **one of the main priorities of the CAP post-2020** with a view to making the system more consistent, flexible and better targeted and funded.

In the future **CAP Strategic Plans**, Member States will have to explain the interplay with national instruments, with a view to improving the consistency between EU and national actions: notably access to land, access to finance / credit and access to knowledge and advice. It will be important to describe how national instruments, e.g. taxation, inheritance law, regulation of land markets or territorial planning, interplay with EU-supported interventions for young farmers.

DG AGRI also continues to support the **exchanges of good practices** in promoting **generational renewal** through the ENRD. This work will be continued through the future EU CAP Network.

The **CAP aims to facilitate job creation and maintenance of jobs** via supporting investments in rural businesses and infrastructure and skills acquisition through innovation support, training and advice while paying specific attention to the particular nature of agricultural activity, which results from the social structure of agriculture and from structural and natural disparities between the various agricultural regions¹⁶. There are also certain challenges linked to a development gap in rural areas, which are often less well served by essential infrastructure and services (e.g. broadband, often limited access to public transport, remote health care services, etc.) and need to be prioritised also through

¹⁶ Art. 39 (2a) TFEU

the use of other EU policies¹⁷. Rural Development supports all entities operating in rural areas in order to **foster sustainable and inclusive growth** in the EU and to **address the rural/urban divide** described in the Commission Report on the impact of demographic change¹⁸.

Different measures from **rural development** contribute to this objective, including investments (providing for basic services), cooperation and knowledge exchange and information, promoting innovation and access to training and advice. All these measures can also contribute to address the challenges faced by groups that need specific support (e.g. seasonal workers, semi-subsistence farmers, people with migration background, Roma, the elderly, youth, children or persons with disabilities in rural areas, or people in rural areas affected by depopulation.)

DG AGRI will ensure the implementation of a system of schemes / interventions to attract young farmers in agriculture and facilitate business development in rural areas, inter alia linked to developing local processing capabilities especially targeting small and medium sized farms. The delivery modes related to those supports are in place at all levels (EU and national). The generational renewal is addressed through an enhanced and more flexible system of incentives for young farmers.

DG AGRI will conclude in 2021 the evaluation of the impact of the CAP on generational renewal, local development and jobs in rural areas, which examines the relevance, coherence, effectiveness, efficiency and EU added value of the various CAP measures and instruments affecting generational renewal in rural areas.

¹⁷ Art. 174 TFEU "(...) Among the regions concerned, particular attention shall be paid to rural areas (...)"

¹⁸ [COM\(2020\) 241 final of 17/06/2020](#)

PART 2. Modernising the administration: main outputs for the year

The internal control framework¹⁹ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG AGRI has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

DG AGRI attaches great importance to efficient and effective staff management and to keeping AGRI colleagues engaged. Therefore, the forthcoming reorganisation of the DG will be prepared via a participatory process in the first half of 2021. A dedicated AGRI competition, the finalisation of AGRI's HR Strategy and the analysis of the staff survey 2021 will be other key outputs. Regarding assurance and audit or financial management, DG AGRI will again endeavour to ensure good performance and results. DG AGRI will support the process of rapid digital transformation and continue the implementation of the DataStrategy@EC initiative. Last but not least, DG AGRI will launch a series of green and healthy initiatives and thus underline the importance of sound environmental management.

A. Human resource management

The DG AGRI HR BC (HR BC) team will continue to carefully monitor the job quota and oversee all staff allocation decisions, including the follow up of temporary allocations, to ensure that resources are used efficiently in relation to the DG's policy and its operational priorities. The team also continues to advise managers and AGRI colleagues to ensure that talent is used at its best.

The first half of 2021 will be dedicated to the preparation of AGRI's reorganisation which should come into effect at the beginning of 2022. This includes a wide, participatory process of all AGRI colleagues.

The specialised AGRI competition will run in 2021. Due to the pandemic, EPSO delayed the publication to the first quarter of 2021. Progress with the competition will depend on the actual publication date.

The fourth edition of AGRI's dedicated middle management training programme will run throughout 2021. The programme contributes to identifying high potential female and male administrators and to preparing them for middle management positions. Ultimately, it will help to reach DG AGRI's new target 2020 – 2022 for first female appointments to middle management positions.

¹⁹ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

Staff engagement remains a key priority for the HR BC. This includes following up on the results of the 2018 staff survey and implementing AGRI's staff development plan adopted at the end of 2019. Flexible working conditions, senior management as well as change management and innovation are major areas of improvement. They are addressed in the AGRI HR Strategy which will be finalised at the beginning of the year. DG HR announced a staff survey for the first half of 2021. The HR BC will analyse the results for DG AGRI carefully and adapt AGRI's HR strategy if appropriate.

Effectively sharing knowledge and information and reinforcing communication between AGRI colleagues and managers remain a core objective in 2021. The debriefings of the management coordination meetings and other videos (e.g. to present newly appointed middle managers) are very successful and we will continue producing them. The participatory process around the reorganisation and the AGRI HR Strategy will also contribute to these efforts. Depending on the evolution of the pandemic, we will either organise a physical AGRI Away Day or look for alternative events which help to boost team spirit and cooperation.

The main outputs which should result from the 2021 actions are presented in the table in the Annex, accompanied by indicators and targets.

B. Sound financial management

Assurance and audit

In its assurance activity, DG AGRI is applying the **single audit approach**. In the shared management context (majority of CAP expenditure), the Member States have the responsibility for managing and controlling the various schemes under the CAP legislation. The **assurance model** follows a pyramid of controls based on the accreditation of paying agencies, the management and control of the CAP expenditure by the Paying Agencies is the next layer. The functioning of the **Paying Agencies** (PA) in the Member States, their annual accounts and the legality and regularity of their expenditure are verified and certified by **Certification Bodies** (CB) – independent auditors appointed by Member States. The audit work of the CBs becomes the key element for assurance for the CAP expenditure. DG AGRI in turn monitors and audits the work of the Certification Bodies.

In 2021, DG AGRI intends to continue its fruitful cooperation and exchanges with the CBs in order to continue to increase the reliance on their audit work under the single audit approach in line with the provisions of the Financial Regulation.

The PAs provide data on the controls they carried out, which enables the Commission to estimate the "**reported error rate**". DG AGRI auditors then assess if that error rate can be relied on to cover all errors and where necessary, using all available information (from the CBs work on legality and regularity, DG AGRI own audits and other sources) and professional judgement, make top-ups to the reported error rate in order to estimate an "**adjusted error rate**". This enables the Director-General to inform whether he has

reasonable assurance that the Member States' management and control systems ensure the legality and regularity of the expenditure for which he is responsible, and where it is not the case, to accompany his declaration of assurance with specific reservations.

The adjusted error rate has been continuing its downward trend for years, and **for 2019 expenditure it was 1.89%**. For EAGF²⁰ direct payments, it was 1.6% and below the materiality threshold for the third consecutive year. In the case of EAGF market interventions, it is slightly more elevated (2.8%). Finally, in EAFRD²¹ - rural development, the adjusted error rate was slightly higher as well (2.7%), but has constantly declined over recent years. This continuous decrease in error-rates is due to the efficient management and control systems applied, in particular the Integrated Administration and Control System (IACS) and Land Parcel Identification System (LPIS) and the successful cooperation between the Commission and the Member States, in which action plans by Member States have proven to be an effective tool to remedy the weaknesses identified in some specific PAs.

In 2020, the Commission has adopted Regulation 2020/532 that gives clear rules with realistic and attainable control requirements to the Member States. For the Commission, this legal basis provides sufficient grounds for the legality and regularity of the expenditure in CY2020 and FY2020. Thus, the measures adopted in Regulation 2020/532 should give assurance from the Paying Agencies' checks. In case the COVID-19 pandemic continues in 2021, the situation will be closely monitored in order to assess any impact on the assurance and to take measures.

In 2021, DG AGRI intends to continue this collaboration with national administrations, including the CBs, for the identification of the root causes of errors and achievement of further improvements in the management and control systems in the Member States and Paying Agencies where necessary.

Financial management

The budgetary situation in financial year 2021 is particularly challenging due to the absence of any margin under the MFF ceiling for the EAGF and in a context of COVID-19 and Brexit. For EAFRD, a high level of payments is expected, also due to the new COVID-19 measure of lump sum payments, while "fresh" allocations from the new MFF and Next Generation EU will become available for EAFRD.

DG AGRI will ensure an efficient follow up via three "révisions conjoncturelles" of the EAGF budget implementation and, for both CAP funds, where needed, with various timely and adequate budgetary transfers to aim for an optimal use of the available budget.

For **Direct Management**, the main action will be to promote and maintain sound and efficient management of the financial resources in DG AGRI. In the area of procurement,

²⁰ European Agricultural Guarantee Fund

²¹ European Agricultural Fund for Rural Development

this means to continue to ensure proper implementation of procurement rules and to use the available corporate tools for procurement and grants such as e-procurement and e-grants. In the area of transactions, the unit will closely collaborate with services in AGRI, BUDG and DIGIT on the development of a corporate multi-annual programming and planning tool which shall include monitoring and implementation features specifically targeting direct payments. In case the COVID-19 pandemic continues in 2021, due diligence should be given in the effect it could have in the implementation of procurement and grants regarding the principle of sound financial management, in particular concerning payments and budget execution.

Regarding the **accountancy**, the objective is to prepare and ensure the accuracy and reliability of general accounts of DG AGRI with a view to a positive Declaration of Assurance. This includes the monitoring of requirements highlighted in the accounting quality report and follow-up of recommendations of DG BUDG.

Ensuring a sound and efficient financial management of the Common Agricultural Policy implies the execution of a set of controls and a strict respect of payment deadlines after the submission by the Member States of their declarations of expenditure (every month for the EAGF and every quarter for the EAFRD). This requires:

- Development and maintenance of a robust system of control and monitoring;
- Continuous follow-up and processing of financial transactions for EAGF and EAFRD;
- Involvement in workflow, including RDP amendments in the case of EAFRD;
- Coordinating reporting for EAGF and EAFRD;
- Strong involvement in development of IT tools and bug-fixing required for the financial management of EAFRD and EAGF funds;
- Setting up guidance and training for financial management, IT and reporting.

These tasks are carried out in close cooperation with DG BUDG and the other DGs responsible for European Structural and Investment funds.

During 2021, a particular focus will be on the preparation of the financial management of the new CAP and the ERI²² funds. Further efforts will also be made for standardising the EAGF workflow, both from a legal, procedural and operational perspective. It can also be expected that due to COVID-19, DG AGRI will receive requests from Member States for derogations, e.g. related to the control of deadlines for payment to the final beneficiaries or to n+3 decommitments in EAFRD).

C. Fraud risk management

Based on OLAF Final Reports on investigations, on DG AGRI audits and other suitable sources, the **fraud risk for CAP expenditure is monitored** as an ongoing activity. Should

²² European Recovery Instrument

new fraud patterns emerge, they will be brought to the attention of the competent authorities and Paying Agencies in the Member States as well as to DG AGRI staff as appropriate.

Whenever requested or otherwise deemed necessary, DG AGRI will hold anti-fraud seminars for the competent authorities and Paying Agencies in the Member States.

The AGRI anti-fraud strategy (Version 4.0 dated 29/09/2020) will be implemented as laid down in its action plan, which is aligned to the Commission Anti-fraud Strategy (CAFS). This concerns particularly Action 37 (“Encourage Member States to put in place national anti-fraud strategies, and provide advice and support in this respect”), Action 38 (“Where appropriate and possible, reinforce Member States’ obligations for the post-2020 MFF throughout the anti-fraud cycle”) and Action 60 of the new CAFS (“Closely monitor Member States’ follow-up of OLAF’s financial recommendations.”).

D. Digital transformation and information management

Digital Transformation

The EC Digital Strategy defines the principles and guidelines that drive the EC Digital Transformation. The EC Digital Solutions Modernisation Plan that was submitted to the ITCB end of 2020 will constitute a roadmap of the IT investments in the coming years. The objectives will have to be reached on the basis of savings brought by efficient and effective IT investments, as defined in the annual IT Implementation Plans.

In its IT Master Plans, DG AGRI adapts regularly its digital transformation plans in alignment with the plans at the corporate and the ‘Shared Management’ DGs levels.

The DG AGRI Strategic Plan 2020-2024 establishes that the progress in the implementation of the digital strategy principles will be monitored through ISAMM (a DG AGRI policy system), Compass Corporate (an EC corporate system reused by DG AGRI) and SFC2021 (a system of the Shared Management DGs).

With its 1200 Member State users, 300 forms and 3700 communications per month, ISAMM plays a key role in the implementation of the “Digital by default and once-only” principle. In 2021, ISAMM will be extended with additional forms and also access by Third Countries (for monitoring import tariff quotas in relation with the quantities indicated on the certificate of authenticity (CA) and the Inward Monitoring Arrangement (IMA 1) certificate). This contributes to the “cross-border exchanges” principle.

ISAMM does not only collect data but it opens them also to the public by publishing them on the [Agri-food Data Portal](#). With its average 700 daily page views, the Agri-food Data Portal has become a cornerstone in the open agricultural data dissemination. In 2021, it is planned to extend the Agri-food Data Portal with data, among others, about “Extra-EU trade” and world prices and to contribute to the “user-centricity” principle with improved mobile responsiveness and social media links. The digital transformation’s key principle

being the use of new technologies to transform the way of producing added value, DG AGRI closely monitors the Data Services offered by DG DIGIT in order to improve and extend visualisations and data analytics features available on the Agri-food Data Portal.

Since 2018, DG AGRI is a key stakeholder of the Compass Corporate project by providing budget, expertise and human resources, with the purpose of using Compass Corporate for managing EAGF and EAFRD as from the new programming period. In 2021, DG AGRI will continue to collaborate to the development of Compass Corporate components, among others, MyWorkPlace, flexible workflow, dynamic rules and DECIDE integration, which will contribute to the “user-centric, agile” and “interoperability” principles.

Concerning SFC2014 and SFC2021 – the current and next versions of the system for managing ESIF funds – SFC2014 is being prepared to manage the temporary recovery instrument (NextGenerationEU) as of the beginning of 2021, while SFC2021 will continue to be developed in order that Member States can submit their CAP Strategic Plans in 2021. Being co-financed, co-developed and co-used by the Shared Management DGs, SFC2014 and SFC2021 contribute to “Digital by default and once-only” principle. Following the EC Cloud Strategy, SFC2021 aims also to use the cloud on premises service from DG DIGIT.

Data, information and knowledge management

DG AGRI traditionally manages a large amount of data, namely as a result of the CAP design, implementation and monitoring. For many years, DG AGRI has been among the best DGs in terms of evidence-based policy making: the Regulatory Scrutiny Board described the latest CAP reform Impact Assessment among the best in the MFF. That is to say that DG AGRI recognises data, information and knowledge management as key assets for a sound and effective CAP policymaking.

DG AGRI is a member of the Information Management Team (IMT) and the Information Management Steering Board (IMSB). DG AGRI invests in the definition and implementation of the work programmes on data, information and knowledge management. The use of data will further increase with the CAP post-2020, where the focus on performance and the links with the Farm to Fork and Biodiversity Strategies will bring new types of data into the picture.

In 2021, DG AGRI will continue 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, especially in the domain of the collaborative and coordinated definition of the CAP post-2020 implementing rules.

In the context of the European Commission Work Programme on data, information and knowledge management, and in particular of the DataStrategy@EC initiative, DG AGRI will scale up its formal data governance with a DG AGRI Data Governance Board (established at the end of 2020) and a related Working Group, reinforce the Local Data Correspondent

team and set up and implement a DG AGRI Data Management Work Programme. It will also deploy the Data Catalogue solution that will be chosen at corporate level in order to facilitate data exploration.

The DataStrategy@EC and related actions are part of the larger EC Digital Package adopted in February 2020, setting out inter alia how to position Europe as a leader in the digital world with respect to data. DG AGRI is actively participating in the preparation of the related legal instruments, in particular with regards to the European strategy for data and the preparation of the Common Agricultural Data Space, which aims at creating a single market for agricultural data.

Data Protection and Document Management

In relation to data protection, we will continue to implement corporate guidelines, including on the transfer of personal data outside the EU following the cancellation of the privacy shield by the Court of Justice.

A new yearly data protection inventory will be conducted. This inventory identifies existing records and records which need to be established, the use of contractors/processors, transfer of data outside the EU and the use of decentralized corporate records.

The Data Protection Coordinator will cooperate closely with AGRI units and continue to train managers and staff. She will also give a basic introduction to personal data protection in the (bi-)monthly welcome meetings for AGRI newcomers.

In the document management domain, we will continue our efforts geared towards long-term digital preservation of AGRI records and their transfer to the historical archives. This includes training by unit and raising awareness of digital preservation. We will step up efforts to encourage units to review the visibility of their files in order to give read access as widely as possible, and we will promote Commission-wide access for newly created files. Furthermore, we will continue raising awareness on the need to protect sensitive information by the use of appropriate markings in order to reinforce restrictions on sensitive documents and improve security.

E. Sound environmental management

The series of "Green and Healthy Initiatives" will continue in 2021, with a particular action being promoted on AGRINet every couple of weeks.

Waste reduction and correct waste sorting are a continuing concern. Therefore, we have requested the installation of waste sorting stations in L130 – to be accompanied by an information campaign – and will continue our efforts to eliminate single-use items, e.g. stationary or products in the vending machines.

We are also planning at least one workshop in 2021 to raise colleagues' awareness about digital or 'e-waste'.

Last but not least, setting up an EMAS network in DG AGRI and involving managers in EMAS actions will put a spotlight on “green issues”.

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

Notifications of standard and temporary amendments to the product specifications for geographical indications (GI), adopted by Member States’ authorities

Based on Commission implementing legislation for wine GI adopted in 2019, smaller amendments to the product specifications for GI (called standard amendments) have since been adopted by Member States’ authorities and notified to the Commission (previously they were submitted to the Commission as applications and scrutinised and approved by the Commission). By November 2021, almost 600 product specifications have been amended in this way, providing clear economy and efficiency gains to producers (as well as to Member States’ authorities and Commission services). Standard amendments have also been introduced in case of spirit drinks while for agricultural products and foodstuffs, the Commission proposed to introduce them with CAP post-2020 legislation.

Due to COVID-19, certain GI producers have no longer been able to comply with certain requirements in the product specifications. The possibility to temporarily amend these specifications has helped them to overcome difficulties caused by the pandemic. Similar as above, the instrument of temporary amendments was introduced for wine and spirit drinks GI in 2019, based on experience from food GI.

Analytical databank on isotopic data to combat fraud in the wine sector

A screening exercise performed by DG AGRI on the tools in place for wine control revealed deficiencies in the functioning of the wine analytical databank on isotopic data. The wine sector is highly vulnerable to fraud as most of EU production is based on certified quality schemes (PDO/PGI), attracting significant value added. The main suspected violations are usurpation of origin, i.e. selling conventional wine as if it was PDO/PGI, as well as addition of water and sugar. The economic impact of fraud in the wine sector is estimated at EUR 1.3 billion per year, 3.3% of the sector’s sales. In 2018, with regard to fraud suspicions, it ranked fourth after fish and fish products, meat and meat products and fats and oils.

In addition to the direct economic impact, there is a potentially even greater risk of reputational damage to the wine sector if there were to be a major fraud incident. It could trigger a loss of consumer confidence and/or restrictions in trade, damaging the overall interests of the sector.

The Commission therefore suggests for 2021 to amend Commission Implementing Regulation 2018/274 with a view to improving the current legal framework for the wine analytical databank on isotopic data. This amendment aims at providing better protection

against wine frauds by including deadlines for Member States to provide screening results and consequently proceed to release or destroy the suspicious shipment. It further contains improvements to refocus the databank on wines with geographical indication with the involvement of the entities managing the Protected Denomination of Origin and/or Protected Geographical Indication and draft annual reports with the key results of the controls carried out using the analytical databank. In addition to enabling a proper functioning of the internal market, this initiative has a clear EU added value.


Financial flows

Since the creation in 2017 of a single unit in DG AGRI for the financial management of the EAGF and the EAFRD, efforts are made to obtain efficiency gains and economy of scale. These efforts will continue in 2021, with a focus on increased convergence and rationalisation of the IT tools used, as well as on the preparation of the financial management of the new CAP.

A further standardisation of the EAGF financial flow is pursued in cooperation with DG BUDG. This should lead to efficiency gains in financial reporting and rationalisation of IT tools at the level of the Commission.

ANNEX: Performance tables

PART 1. Delivering on the Commission's priorities: main outputs for the year

The icon  refers to an item listed in the Commission Work Programme 2021.

General objective: A European Green Deal		
Specific objective 1: Modernised and simplified Common Agricultural Policy framework is put in place and implemented		Related to spending programme(s):
Main outputs in 2021:		
New policy initiatives		
Output	Indicator	Target
Support to Member States in the uptake of the checks by monitoring approach	Number of new Member States deciding to opt for checks by monitoring.	Q1/2021 in relation to 2021 and beyond for subsequent years
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Simplification of rules on penalties for animal-related aid schemes and support measures (PLAN/2020/6322)	Timely adoption of the proposed legislative act	Q1/2021
Amendments to Delegated Regulation (EU) 2017/891 as regards producer organisations in the fruit and vegetables sector by updating certain aspects of the regulation with the view to facilitating the running of those operational programmes (PLAN/2020/8041)	Adoption of a Commission Delegated Regulation	1 st semester 2021
Evaluations and fitness checks		
Output	Indicator	Target
Evaluation of the information policy on the CAP	Finalisation and publication of the evaluation (SWD) and evaluation support study	Q2/2021
Contribution to preparedness for efficient implementation of the future CAP framework	Analytical notes and exchanges with research and audit services. Guidance to Member States in meetings and in writing.	All year (ongoing)

Enforcement actions		
Output	Indicator	Target
Initiating Action Plans to address implementation deficiencies in Member States, in relation to direct payments, including POSEI/SAI. Assessment of the reported progress by regular exchanges with the Member States concerned.	Adequacy of the content of the Action Plans, implementation in accordance with the agreed milestones. Collaboration with legal and audit units.	All year (ongoing)
Initiating and follow up of Action Plans addressing deficiencies in the management and control system in the Member States in the implementation of EAFRD	Adequacy of the content of the Action Plans, implementation in accordance with the agreed milestones. Collaboration with legal and audit units.	All year (ongoing)
External communication actions		
Output/ Result	Indicator	Target
Participation with a European Commission stand at major agricultural fairs as foreseen in DG AGRI's 2021 external communication action plan	Number of visitors at the stand, satisfaction rate of participants, press coverage of events by participating journalists	A minimum number of visitors at our stand to be reached and achieve the satisfaction rate indicated in DG AGRI's 2021 external communication action for the different events
Organisation of major Conferences and events (including activity with Ag-Press network where relevant) as planned in DG AGRI's 2021 external communication action plan.	Satisfaction rate Number of articles	80 % satisfaction rate by participants in conferences Minimum 1 article from minimum 70% of journalists participating in Ag-Press events
Production and dissemination of communication material, including a series of multilingual podcasts in the areas of agriculture and rural development	Number of unique downloads per episode	Increase of the AGRI podcast audience by 10% over the year
Reach 2 mio visitors via AGRI digital presence	Number of visitors	Increase user visits to the AGRI digital presence
Reach journalists and professional communicators specialised in food and farming via the Ag-Press platform	Number of Ag-Press members	Increase rate of active members by 10%

Social media:		
<ul style="list-style-type: none"> Improve overall awareness of the CAP through regular social media posting 	Impressions	Increase the average rate of impressions across all social media platforms
<ul style="list-style-type: none"> Improve awareness of the CAP among target audiences with tailored messages on social media 	Reach	Increase reach to key target audiences, in particular addressing any audience gaps
<ul style="list-style-type: none"> Encourage online interaction and offer opportunities to engage with EU policy to target audiences 	Engagement	Maintain or increase average engagement rate in organic posting. Increase engagement rate with key target audiences in paid promoted posts and campaigns.
Information measures on the CAP implemented by grant beneficiaries selected following the last call for proposals	Grant agreements implemented	100% of grant agreements fully implemented and reaching the grant agreement objectives

Other important outputs

Output	Indicator	Target
Rules on support for Strategic Plans to be drawn up by Member States under the Common agricultural policy (CAP Strategic Plans) (COM(2018) 392)	Adoption	2021
Financing, management and monitoring of the common agricultural policy (COM(2018) 393)	Adoption	2021
Common organisation of the markets in agricultural products (COM(2018) 394)	Adoption	2021
Assistance to Member States in preparation of future CAP Strategic Plans ("geo-hubs") on all CAP areas (such as environmental architecture, incentives for young farmers) - this work covers all specific objectives under the Green Deal	Replies to letters from Member States Bilateral meetings Organisation of Expert groups and Committees	All year (ongoing)
Finalisation tools related to the Specific Objectives of the future CAP	Toolkit finalised	Mid 2021
Provide continuous support to Member States on current implementation framework, in particular on the Integrated Administration and Control System	Replies to letters from Member States. Organisation of Expert Group and Committee meetings. Consultation of the legal unit.	All year (ongoing)
Fight against fraud in the wine sector: Amendment to legislation on the wine isotopic database to	Adoption of Commission Implementing regulation	1 st semester 2021

improve its functioning (PLAN/2020/7515)		
Setting up of a Public Register of the Bodies appointed by Member States to supervise ageing processes + Notification by Member States to the Commission of the Supervising Bodies and other Control Authorities for spirit drinks (PLAN/2020/9211, PLAN/2020/9207)	Adoption of a Commission Delegated Regulation and a Commission Implementing Regulation	Mid 2021
Amendments to the new Spirit Drinks Regulation (EU) 2019/787 to improve certain production and labelling provisions (PLAN/2020/9208, PLAN/2020/9209, PLAN/2020/9637, PLAN/2020/9752)	Adoption of a number of Commission Delegated Regulations	Throughout 2021
Guidelines on the labelling of spirit drinks	Publication in the OJEU	Mid 2021
Amendments to Regulation 2019/934 on oenological practices in order to take account of technical progress, i.a. new resolutions of the International Organisation of Vine and Wine (PLAN/2018/4279)	Adoption of Commission Delegated Regulation	Q1/2021
Report to the European Parliament and Council on the performance of the CAP	Publication	End 2021
Study on the ENRD's and the National Rural Networks' (NRNs) contribution to implementation of RD policy	Start of contract	2021
CAP Networks - Evaluation Helpdesk	Start of contract	Q3-Q4/2021

General objective: A European Green Deal

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

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target
Prolong for an additional year the measures and flexibilities under the wine support programmes for reasons linked to the negative effects of the COVID-19 pandemic: Extend the application dates of legislation adopted to address the consequences of the COVID-19	Adoption of 2 Commission delegated regulations and of 1 Commission implementing regulation	Q1/2021

pandemic in the wine sector (PLAN/2020/9317, PLAN/2020/9320, PLAN/2020/9321)		
Develop a contingency plan for ensuring food supply and food security (Farm to Fork): a set of procedures to be followed in times of crisis, including the development of a common EU food crisis response mechanism (PLAN/2020/8994)	Adoption of the Communication	Q4/2021
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Clarify and amend conditions for payment of support under European support programmes in the wine sector: Amend legislation on conditions for payment of support under the wine support programmes	Adoption of Commission delegated regulation	1 st semester 2021
Evaluations and fitness checks		
Output	Indicator	Target
Evaluation of the impact of the CAP measures towards the general objective "viable food production" with a focus on income, competitiveness and price stability	Finalisation and publication of the evaluation (SWD)	Q1/2021
Contribution to policy analysis	Analytical notes and implementation reports Contributions to evaluations and studies	All year (ongoing)
Follow-up on the recommendation of the High Level Group on Sugar as regards the launch of a study on the resilience of the sector	Study completed and published	Q4/2021
Evaluation of mandatory country of origin labelling for certain meats	Finalisation and publication of the evaluation (SWD)	Q1/2021
Enforcement actions		
Output	Indicator	Target
Assessment of Member States notifications and support to other relevant units, and appropriate follow-up in case of failure	Completeness of the notifications Collaboration with budget, audit and infringements units	All year (ongoing)
Assessment of Member States POSEI/SAI programs and support to other relevant units	Completeness of the programs Collaboration with budget, audit and infringements units	All year (ongoing)

External communication actions		
Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		
Other important outputs		
Output	Indicator	Target
Provide support to Member States in implementation of current direct payments and preparation of future CAP Strategic Plans (“geo-hubs”)	Replies to letters from Member States / stakeholders Bilateral meetings Organisation of Expert groups and Committees Facilitate MS exchange of experience and of good practices	All year (ongoing)
Preparation of annual reports on direct payments	Annual implementation report claim year 2019 Fiche by Member State claim year 2019 Overview of Member States’ decisions claim year 2022	Mid 2021 September 2021 End 2021
Report from the Commission to the European Parliament and the Council on the evaluation of the mandatory indication of the country of origin or place of provenance for fresh and frozen meat of swine, sheep and goat and poultry (AGRI/2019/9450)	Submission of the report to the EP and the Council	Q1/2021 ²³
Synthesis report of Member States’ POSEI reports	Final deliverable	Q4/2021
Study on the EU sugar sector’s capacity to adapt to a post-quota market environment and strategies to strengthen its resilience sugar sector price volatility	Final deliverable	Q4/2021

²³ Rolled over from Q4/2020

General objective: A European Green Deal		
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
Main outputs in 2021:		
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Simplification of the legal framework to further incentivise the use of new technologies for CAP implementation (PLAN/2020/6356)	Timely adoption of the proposed legal act Timely preparation of guidance	Q1/2021
Evaluations and fitness checks		
Output	Indicator	Target
Evaluation of the Common Agricultural Policy's impact on knowledge exchange and advisory activities [covers multiple objectives, also linked to balanced territorial development]	Finalisation and publication of the evaluation (SWD)	Q3/2021
Synthesis of the evaluations of the national strategies for sustainable operational programmes of POs, APOs, PGs	Start of contract	Q4/2021
External communication actions		
Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		
Promoting the uptake of new technologies by raising awareness of the existing innovative solutions and explaining benefits in the CAP implementation context	Regular participation to conferences promoting the use of new technologies. Contributing to briefings for the participation to various events by other units or managers.	All year (ongoing)
Organisation of seminars/webinars to prepare Horizon Europe partnerships and/or Soil health mission with external stakeholders	Number of seminars/webinars	2 seminars/webinars in 2021
Organisation of EIP-AGRI seminars/webinars with the participation of up to 150 external stakeholders	Number of seminars/webinars	2 seminars/webinars in 2021
Organisation of EIP-AGRI workshops with the participation of up to 80 external stakeholders	Number of workshops	2 workshops in 2021

Preparation of EIP-AGRI publications	Timely and effective provision of all products in 2021	1 magazine (Agrinnovation) 1 brochure 5 newsletters 5 press articles 3 videos/animations
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Other important outputs

Output	Indicator	Target
Ensuring the co-chairing and coordination of the programming of Cluster 6 research actions (Strategic plan and Work programme, including the preparation of HE partnerships and missions)	Publication of Strategic plan and Work programme	2021
Preparation and organisation of the Programme Committees relating to the programming and implementing of Horizon research actions	Timely and effective organisation	2021
Ensuring secretariat of the Mission Board for the Soil health mission, including the organisation of MB meetings, outreach actions and coordination with concerned DGs and stakeholders	Approval of the Mission Publication of the preparatory actions for the Soil health mission in the Work programme	2021
Selection of proposals for funding from 2021 calls (implementation by the executive agency REA)	Proposals selected for funding (both single and two stage)	Spring 2022
Evaluation of the offers and preparation of signature of the new contract for the EIP Service point under the CAP network	Signature of the contract for the EIP Service point	Mid 2021
Coordinating DG AGRI actions related to Digital Europe Programme	Coordination	Timely and coordinated inputs provided
Coordination in the area of digitalisation in agriculture and rural areas linked to the data strategy as concerns Agricultural Data Space as well as to White paper on AI, particularly Testing and Experimentation Facilities on AI	Number of main initiatives coordinated or contributed to	4 initiatives in 2021
Capacity building for national authorities for financial instruments	Number of events	3 new targeted coachings for EAFRD Managing Authorities
Events of the EAFRD stream of fi-compass	Number of events	7 awareness-raising events, including an EU annual conference (250 participants)

Market observatories:	Number of meetings of the Economic Board	Meetings and reports
- Market observatory for fruit and vegetables	Publication of reports	6 Meetings and reports (stone fruit, pip fruit, tomatoes, citrus)
- Market observatory for wine		2 Meetings and reports
- Market observatory for meat		3 Meetings and reports
- Market observatory for milk		4 Meetings and reports
- Market observatory for crops		3 Meetings and reports
- Market observatory for sugar		3 Meetings and reports
Study on agri-food imports and their role in the EU supply chains	Final deliverable	Q1/2021
Study on strategies to diversify the protein sources in feed used in different livestock production systems in the EU	Start of contract	2021

General objective: A European Green Deal

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

Related to spending programme(s): EAGF, EAFRD

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target
 Revision of the EU geographical indications (GI) systems in agricultural products and foodstuffs, wines and spirit drinks; Legislative initiative/ Regulation of the European Parliament and of the Council (PLAN/2020/8659)	Adoption of a legal proposal	Second half of 2021
Farm to Fork: Obtain data from Member States – outside fruit and vegetables and milk and milk products – on total annual numbers of recognised producer organisations and interbranch organisations	Proposal for secondary legislation	2021
Farm to Fork: Legislative initiatives to enhance cooperation of primary producers to support their position in the food supply chain	Proposal	2021-2022
Farm to Fork: Non-legislative initiatives to improve transparency in the food chain	Non-legislative proposal for market transparency measures	2021-2022

Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Delegated and Implementing Acts for Regulation on Spirit Drinks – Geographical indications (PLAN/2019/5478, PLAN/2019/5482)	Adoption	Q1/2021
Evaluations and fitness checks		
Output	Indicator	Target
Evaluation of Geographical Indications and Traditional Specialities Guaranteed protected in the EU	Finalisation and publication of the evaluation (SWD)	Q3/2021
Public consultations		
Output	Indicator	Target
Public consultation on strengthening the system of geographical indications	Completion of public consultation	Q1/2021
Enforcement actions		
Output	Indicator	Target
Management of the Union eAmbrosia registers PDO/PGI/TSG/GI and lists of GI protected under bilateral agreements within Giview	Legal registers kept updated	Legal registers updated regularly
	GI published and protected under agreements updated in Giview	Giview complete for protected GI under agreements in force
External communication actions		
Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		
Other important outputs		
Output	Indicator	Target
Interim report on the state of transposition and implementation of the UTP Directive to be presented to EP, Council, EESC and CoR	Draft report	1 November 2021
EP Pilot Project on establishing an operational programme for the agricultural sectors: structuring the agri-food sectors to safeguard the handing-on of family farms and the sustainability of local agriculture	Interim deliverable(s)	2021
Impact assessment for the GI review	Positive opinion Regulatory Scrutiny Board	Q3/2021

General objective: A European Green Deal

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

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target
 Organic Action plan (2021-2026) (PLAN/2020/8508)	Communication on an action plan for the development of the organic sector	Q1/2021
EU marketing standards and "Breakfast Directives" – Modernisation of outdated standards, legislative simplification, alignment with the Lisbon treaty, sustainability dimension under Farm to Fork (PLAN/2020/8824)	Preparatory work and proposal for legislative act(s)	2021 – 2022
Reduce sugar content in fruit juices and added sugar jams by amending Breakfast Directives (in the context of the Farm to Fork Strategy) (PLAN/2020/8824)	Preparatory work and adoption of COM proposal of a Parliament and Council Directive amending Council Directive (EU) 2001/112/EC	2021-2022
Adapt marketing standards for fruit and vegetables to achieve sustainability goals as currently set up in Implementing Regulation (EU) No 543/2011 (PLAN/2020/8824)	Preparatory work and adoption of Commission Delegated Regulation amending or replacing Implementing Regulation (EU) No 543/2011	2021-2022
Follow up on Evaluation of marketing standards within the CMO Regulation in view of adoption of a new EU marketing standard for cider (tentative) (in the context of the Farm to Fork Strategy) (PLAN/2020/8824)	Preparatory work and adoption of Commission Delegated Regulation amending or replacing Implementing Regulation (EU) No 543/2011 or self-standing Commission Delegated Regulation	2021-2022
Technical revision of the EU legislation related to the olive oil marketing standards (PLAN/2019/5495)	Adoption of the revised Regulation (DA and IA)	Q2/2021
A comprehensive review of the Promotion Policy objectives and its regulatory framework (Reg. 1144/2014) will be carried out in 2021 with a view to enhancing its contribution to sustainable production and consumption, and in line with the evolving diets (PLAN/2020/8705)	Adoption of a legal proposal	End 2021/early 2022

Evaluations and fitness checks		
Output	Indicator	Target
Evaluation of the EU school fruit, vegetables and milk scheme	Start of contract	2021
Public consultations		
Output	Indicator	Target
Inception impact assessment of the EU school fruit, vegetables and milk scheme	Publication in Europa (have your say) for stakeholders' consultation	2021
Public consultation on organic farming	Synopsis report	Q2/2021
Open Public Consultation on Policy Options for the review of the Promotion Policy	Completion of public consultation	Q4/2021
External communication actions		
Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		
Other important outputs		
Output	Indicator	Target
Develop the organic secondary legislation	10 delegated and 8 implementing acts	Q1/2021
Liaise with DG SANTE and follow-up on their policy initiatives to ensure DG AGRI needs appropriately reflected and policies remain coherent	Response to DG SANTE inter-Service consultations by CIS-NET Response to EP written questions (SANTE chef de file) with DG AGRI relevance Follow-up of meetings of (a) steering and inter-Service groups, (b) Standing Committee, and (c) Parliament or Council Follow-up of DG SANTE and Food and Veterinary Office reports Coordination on policy development and implementation with in AGRI on DG SANTE initiatives	On time
Follow-up to the Commission Report on the developments of plant proteins in Europe	Improved market information about protein crops, support provided to CAP Strategic Plans, input for roadmaps of Horizon Europe programmes for plant proteins	Q4/2021

Study of the CAP measures and instruments promoting animal welfare and reduction of antimicrobials use	Final deliverable	Q4/2021
Study on zero or low alcohol EU spirit drinks	Start of contract	2021
EP Pilot Project on developing a tool-box for farmers of Integrated Pest Management practices from across the EU (IPM I)	Interim deliverable(s)	2021
EP Pilot Project on developing a tool-box for farmers of Integrated Pest Management practices from across the EU (IPM II)	Start of contract	2021
Impact Assessment on Policy Options for the review of the Promotion Policy	Positive opinion Regulatory Scrutiny Board	Q3/2021

General objective: A European Green Deal

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

Related to spending programme(s): EAGF, EAFRD

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target
Completion of the step-wise process leading to effective sharing the IACS data for policy implementation purposes.	Adoption of guidance clarifying to Member States their obligations.	Q2/2021
Farm Sustainability Data Network	Preparatory works for a Commission proposal: Organise Working Group meetings, workshops, communication with Members States, initiate Decide entry, analyse IT needs and infrastructure, prepare draft of IT project	End 2021

Evaluations and fitness checks

Output	Indicator	Target
Evaluation of the impact of the CAP on climate change and greenhouse gas emissions	Finalisation and publication of the evaluation (SWD)	Q1/2021
Evaluation staff working document on the impact of the CAP on biodiversity, soil and water [also relevant for specific objective 8]	Finalisation and publication of the evaluation (SWD)	Q1/2021

Enforcement actions		
Output	Indicator	Target
Assessment of Member States notifications and support to other relevant units on greening and cross-compliance, and appropriate follow-up in case of failure	Completeness of the notifications Collaboration with budget, audit and infringements units	All year (ongoing)
External communication actions		
Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		
Other important outputs		
Output	Indicator	Target
Provide support to Member States in implementation of current cross-compliance and greening and preparation of future CAP Strategic Plans (“geo-hubs”)	Replies to letters from Member States / stakeholders Bilateral meetings Organisation of Expert groups and Committees Facilitate MS exchange of experience and of good practices	All year (ongoing)
Continuous support to Member States in ensuring their Land Parcel Identification Systems are updated and contain reliable and adequate information, mapping all features relevant for policy implementation.	Analysis of Member States’ Quality Assessment Reports received. Providing explanation and guidance in the Management Committee or bilaterally.	All year (ongoing)
COP-26 UNFCCC: further progress on adopting mitigation and adaptation measures in agriculture at global level	Participation in COP 26	2021
Green Deal: Liaise with DG CLIMA, DG ENV and DG FISMA and follow-up on their policy initiatives to ensure DG AGRI needs appropriately reflected and policies remain coherent	Participation in inter-service steering groups and timely replies to inter-service consultations	All year
Timely assessment of Annual Implementation Reports (AIR) in close cooperation with ESIF and other relevant DGs	Number of Reports	120
Timely assessment of proposals for programme amendments	Number of proposals	300

Organisation of European Network for Rural Development/EU CAP network events	Number of events in 2021	1 Assembly meeting 2 Steering Group meetings 25 events (workshops, webinars, seminars)
Preparation of publications and communications of the European Network for Rural Development/EU CAP Network	Number of publications in 2021	1 EU Rural Review 1 Rural Connections magazine 1 Project Brochures 12 newsletters website (unique page views per year) 600.000 Twitter followers: 6000 LinkedIn Group members: 1000
Organisation of events of the BCO support facility	Number of events in 2021	5 (1 conference and 4 training sessions)
Preparation of publications of the BCO support facility	Number of publications in 2021	8 publications Monthly Electronic newsletters 44 videos RDP and OP Factsheets RDP and OP dashboards Good practices database and publication
2021 Communication Plan of the BCO Support Facility as chef de file with the contributions of DGs CNECT and REGIO	A yearly communication strategy in place and implemented	1
Deliverables under "Action Plan for Rural Broadband"	Number of actions/activities carried out	1 updated dashboard of all MS where broadband investments are supported by ESIF 1 updated report with quantitative and qualitative analysis of BCOs Use of the rural proofing checklist whenever applicable (requests by MS for programme modifications impacting broadband) Update of the "EU Funding for Broadband" brochure.
Study for the development of a common framework for the quantitative advice of crop nutrient requirements and greenhouse emissions assessment at farm level	Final deliverable	Q4/2021
EP Pilot Project on the restructuration of the Honey Bee chain and Varroa Resistance Breeding & Selection Program	Final deliverable	Q2/2021

General objective: A European Green Deal

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

Related to spending programme(s): EAGF, EAFRD

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target
EU Forest Strategy	Adoption	Q1/2021

External communication actions

Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		

Other important outputs

Output	Indicator	Target
Signature of Declaration and Resolutions of the 8 th Ministerial Conference on the Protection of Forests in Europe	Participation in the 8 th Ministerial Conference	Q2/2021
Study on EU forestry strategy	Start of contract	2021

General objective: A stronger Europe in the world

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

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target
Progress on FTA negotiations with third countries.	Number of trade agreements negotiated, concluded or implemented.	Progress on all new and ongoing bilateral and FTA negotiations.
Represent EU interests at key meetings of International Organisations in the policy area of agriculture.	Number of meetings attended.	Participate in all key meetings of WTO, FAO, OECD, G20, GFFA, etc., in line with the EU's negotiating mandate (if applicable).
Represent EU agri-food interests in the implementation of the Withdrawal Agreement and the negotiations of a future partnership with the UK.	Participation in meetings with the UK on the implementation of the Withdrawal Agreement and in all negotiation rounds on the future partnership.	Participation in all relevant meetings in line with EU negotiating mandate and objectives.

Finalise negotiations on WTO TRQ apportionment and adjust quantities of TRQs with licences to post-Brexit figures integrating the outcome of EU agreements with third countries	Organise and represent the Commission in all outstanding negotiation sessions on TRQ apportionment in line with EU negotiating mandate and objectives	Participation in all TRQ negotiation sessions
Contribute to the work of the AU-FAO Task Force on COVID-19 Impact on Food Security and Nutrition in Africa	Co-lead with the African Union the 1st workflow on dissemination of political declaration and sensibilisation	Task Force established in 2020, participate in all meetings to be organised in 2021 and in possible follow up activities
Progress on implementation of the AU-EU Action Agenda for Rural Transformation	Number of actions accomplished under the AU-EU Action Agenda for Rural Transformation	5 out of 9 action areas
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Alignment of remaining trade mechanism provisions spread currently in different Commission Regulations	Adoption of delegated and implementing regulations	2021
Evaluations and fitness checks		
Output	Indicator	Target
Evaluation with regard to the integration of the management of licences and certificates of agricultural tariff rate quotas in the "Single Window for Customs" initiative (in cooperation with DG TAXUD)	Report analysing the different IT options available and drafting a memorandum of understanding with the relevant counterparts (DG TAXUD, maybe DG SANTE)	Q4/2021
External communication actions		
Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		
Other important outputs		
Output	Indicator	Target
Negotiation of international organic equivalency agreements	Council decision on a negotiation mandate	End 2021
Amendment of Commission Implementing Regulation (EU) 2016/1239 and Commission Delegated Regulation (EU) 2016/1237 in order to abolish import / export licence obligation for rice	Adoption	2021

As a consequence of Brexit and following WTO negotiations, amendment of the Commission Implementing Regulation (EU) 2019/386 laying down rules with regard to the apportionment of tariff rate quotas	Adoption	2021
Amendment of Commission Implementing Regulation (EU) 2020/761 in order to take account of the developments and make necessary modifications	Adoption	2021
Follow-up of the work performed in the ISO, IGC and IOC. Preparation of the formal EU positions. Participation to the relevant meetings of the ISO, IGC and IOC ²⁴ .	Conclusion of negotiations of IOC trade standards and partial reform of the International Sugar Agreement.	Q4/2021
Study on EU agri-food exports via e-commerce to China	Final deliverable	Q4/2021

General objective: A stronger Europe in the world

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

Main outputs in 2021:

New policy initiatives

Output	Indicator	Target
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External communication actions

Output/ Result	Indicator	Target
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Information and communication actions such as those indicated under objective 1 may also cover this specific objective

Other important outputs

Output	Indicator	Target
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Commission "own initiatives" (promotion campaigns, participation at fairs, seminars in third countries) as foreseen in the 2021 Annual Work Programme under the promotion policy (Regulation 1144/2014)	Commission "own initiative" activities implemented in the following categories: - Promotion campaigns - EU pavilions at international fairs - Seminars/Webinars in third countries	100% implementation of all "own initiatives" planned in the annual work programme
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²⁴ International Sugar Organisation, International Grain Council and International Olive Council

	- Development or updating of market entry handbooks - High level missions	
Annual work programme ²⁵ (AWP) and call for proposals under promotion policy	1 AWP and 2 calls	Coverage of the topic of this specific objective
Negotiations on olive oil marketing standards in CODEX ALIMENTARIUS	Successful conclusions / substantial progress at the next CODEX meeting (2021)	October 2021

General objective: A stronger Europe in the world

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

Main outputs in 2021:

External communication actions

Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		

Other important outputs

Output	Indicator	Target
Roll-over of entrustment of budget implementation tasks from IPARD II to IPARD III	Number of IPARD (IPA rural development programmes) measures entrusted and implemented in pre-accession countries	32 by the end of the IPARD III programming period – 22 will be "rolled-over" from IPARD II and 10 new measures will be entrusted
Continuing implementation of IPARD II	Number of farms and agri-food processing enterprises supported by IPARD in modernisation	6559* by the end of the IPARD II programming period

*Target established for the entire programming period (with N+3 rule, implementation will continue until 2023).

²⁵ <https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/market-measures/promotion-eu-farm-products>

General objective: A new push for European democracy		
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): EAGF, EAFRD
Main outputs in 2021:		
New policy initiatives		
Output	Indicator	Target
 Communication on the long-term vision for rural areas (PLAN/2020/7609)	Communication adopted	Q2/2021
Public consultations		
Output	Indicator	Target
Public consultation on Long-term Vision for Rural Areas	Synopsis report	Q2/2021
Evaluations and fitness checks		
Output	Indicator	Target
Evaluation of the Common Agricultural Policy's impact on territorial development of rural areas: socioeconomic aspects	Finalisation and publication of the evaluation (SWD)	Q3/2021
External communication actions		
Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		
Other important outputs		
Output	Indicator	Target
Foresight exercise related to the rural vision	Foresight Rural 2040 finalised	Main results of the Foresight included in the Long Term Vision for Rural Areas and associated Staff WD
Green Paper on Ageing	Contribution to the preparatory work both at the ISG and for the Commissioners Project Group on "Demography"	Inputs on rural areas provided on time. Green Paper on Ageing to be adopted in 2021
Conference on the Future of Europe	Contribution to the preparatory work when rural areas are explicitly addressed. Inputs from rural citizens included in the debate.	Consultation activities under the conference on the future of Europe launched, including consultation of rural stakeholders

Conference on Long term Vision for Rural areas	Conference organised	March 2021
	Presentation of the results of the online public consultation	

General objective: A new push for European democracy

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

Main outputs in 2021:

Evaluations and fitness checks

Output	Indicator	Target
Evaluation of the impact of the CAP on generational renewal, local development and jobs in rural areas	Finalisation and publication of the evaluation (SWD)	Q1/2021
Synthesis of RDP ex-post evaluations 2007-2013	Finalisation and publication of the evaluation (SWD)	Q2/2021
Evaluation of the impact of the CAP towards the general objective "balanced territorial development", focus on LEADER	Final deliverable	Q4/2021
Contribution to policy analysis related to young farmers	Contributions to evaluations and studies	All year (ongoing)

Enforcement actions

Output	Indicator	Target
Assessment of Member States notifications regarding the payment for young farmers and support to other relevant units, and appropriate follow-up in case of failure	Completeness of the notifications Collaboration with budget, audit and infringements units	All year (ongoing)

External communication actions

Output/ Result	Indicator	Target
<i>Information and communication actions such as those indicated under objective 1 may also cover this specific objective</i>		

Other important outputs

Output	Indicator	Target
Support to Member States in implementation of current payment for young farmers and preparation of future CAP Strategic Plans regarding generational renewal ("geo-hubs")	Replies to letters from Member States Bilateral meetings	All year (ongoing)

Contribution to the annual reports on direct payments regarding the payment for young farmers	Contributions to: -Annual implementation report -Fiche by Member State -Overview of Member States' decisions	Mid 2021 September 2021 End 2021
EP Preparatory Action I on Smart rural areas in the 21st century	Interim deliverable(s)	2021
EP Preparatory Action II on Smart rural areas in the 21st century	Interim deliverable(s)	2021

PART 2. Modernising the administration: main outputs for the year

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

Main outputs in 2021:

Output	Indicator	Target
AGRI competition	Implementation of EPSO planning according to timetable	In line with or ahead of timetable at the end of 2021
Local HR Strategy	HR Strategy reflects the needs identified through participatory process	Adoption of the AGRI HR Strategy in the first quarter of 2021
Reorganisation	Proposal for reorganisation	Proposal ready for submission to DG HR in the last quarter of 2021
Women in management positions in close cooperation with DG HR	First female appointments at middle management level	5 first female appointments by end 2022
Staff engagement	Staff engagement index in Commission staff survey	= or > Commission average results in next staff survey
Staff allocation according to interest and competences	Overall job satisfaction	= or > Commission average results in next staff survey
Staff well-being in cooperation with DG HR/Medical Service	Well-being indicator in Commission staff survey	= or > Commission average results in next staff survey
Internal communication	Staff has appropriate and timely information to perform well at work	= or > Commission average results in next staff survey

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

Main outputs in 2021:

Output	Indicator	Target
Effective controls: Legal and regular transactions The " risk at payment " is calculated taking as a basis the Paying Agencies' "reported error rate" (results of the controls they carried out) and adjusting it. The adjustments are estimated by DG AGRI auditors on the basis of all available information (Certification Bodies work on legality and regularity, DG AGRI own audits and other sources) and professional judgement. ²⁶	Risk at payment total CAP. 2019: 1.89% 2018: 2.15%	No target
The corrective capacity represents expected future net financial corrections by the Commission and recoveries from beneficiaries by Member States to the expenditure of the reporting financial year.	Estimated final amount at risk Corrective capacity 2019: 1 026 million EUR = 1.77% of CAP expenditure. 2018 1 082 million EUR =1.90 % of CAP expenditure	Corrective capacity - no target
When these two elements (risk at payment and corrective capacity) are taken together, the Director-General can give the complete picture of the estimated final amount at risk to the EU budget after all corrections have been carried out ²⁷ .	The estimated final amount at risk remaining to the EU budget for 2019 after all corrections have been carried out: 0.12% 2018 :0.25 %	Risk remaining to the EU budget after all corrections have been carried out: <2%
Efficient controls	Budget execution % of budget execution (payments) with respect to budget appropriations	99% ²⁸

²⁶ This enables the Director-General to inform whether he has reasonable assurance that the Member States' management and control systems ensure the legality and regularity of the expenditure for which he is responsible, and where it is not the case, to accompany his declaration of assurance with specific reservations.

²⁷ The Estimated Final Amount at Risk corresponds to the "risk at closure" used by other DGs.

²⁸ Whereas ideally the result would be 100% of the size of the agricultural budget and taking into account that Member States are responsible for paying out the largest part of the budget and the number of budget lines involved, it is realistic to foresee some under execution. However, based on previous experience and in view of procedures in place, a very high degree of execution has been obtained, so a target only allowing for 1% deviation has been foreseen (no over execution is possible) which is sound budgetary management.

To ensure sound and efficient financial management of the European Agricultural Guarantee Fund (EAGF) and the European Agricultural Fund for Rural Development (EAFRD)	Correct and timely treat monthly EAGF payments (12 payments and 1 complementary)	100% of the monthly payments executed at the latest on the 3rd working day of every month (and 31 December for the complementary payment)
	Correct and timely treat EAFRD quarterly payments	100% of quarterly payments executed within the deadline of 45 days after reception of the declaration of expenditure
Efficient controls in Direct Management	Contribute to the respect of regulatory payment deadlines set by the Commission (30/60/90 calendar days)	At least 98%
	Respect of deadline for the launching, coordination and adoption of financing decisions	2 months maximum Target fixed for the preparation of the consolidated documents and the launching of the procedure for the adoption of the financing decisions
	Number of trainings provided to the Operational Initiators	At least 2 trainings a year
The accounts of DG AGRI, including execution during 2020 and adjustment of accounts for the closure 2020	Timely delivery of the accounts	By 31 March 2021
For the CAP, there is a system in place for an annual financial clearance of accounts. The multi-annual conformity clearance procedure allows DG AGRI to get assurance on the legality and regularity of EU expenditure in cases where deficiencies have been identified in the management and control systems of the Member States and following the audits carried out. The Commission imposes net financial corrections (recovered to the EU budget) to protect the EU's financial interests.	Annual financial clearance decisions. 3 ad hoc conformity clearance decisions each year.	Target is to adopt annual financial clearance decisions for both funds on time No target for level of financial corrections. The main aim of the audits is to get assurance that management and control systems function correctly and that EU funds are thus spent in conformity with EU and national rules. Only where this is not the case, net financial corrections are applied to protect the EU financial interests.
In the implementation of the single audit approach, the work of the Certification Bodies on the legality and regularity of expenditure form the key element of DG AGRI assurance process.	Number of CBs for which the opinion on legality and regularity can be relied upon.	Long-term target: 100%
DG AGRI regularly organises and provides financial assistance to	Number of conferences	Normal target would be 3 paying agency conferences/year. In view

conferences with the national management and control authorities and informs them of most common audit findings.		of COVID-19 outbreak, the target for the conferences with PAs for 2021 could be reduced to 2.
Guidelines are drawn up and/or revised in the context of financial clearance to assist Member States with the practical implementation of their responsibilities.	As necessary. Guidelines for annual accounts must be issued every year in due time and for the work of the Certification Bodies.	100%
To ensure liaison between DG AGRI and DG BUDG in the framework of the discharge procedure, with a view to obtaining the annual discharge under the best possible conditions	Well-functioning process for discharge and relevant hearings in the EP	As many times as necessary during the year
Cooperation activities in the field of audit with the other shared management DGs (DG REGIO, DG MARE, DG EMPL, DG HOME)	Regular contact, including in the form of AuditNet meetings	Normal target would be minimum three AuditNet meetings per year, but possibly intensified contacts due to the audit procedures for the transitional period in view of COVID-19 restrictions
DG AGRI is able, through its audits, to detect when Member States (and applicant Countries') management and control systems are deficient. Aside from protecting the EU budget via net financial correction, DG AGRI makes recommendation for improvement and/or, where necessary, requires Member States to implement remedial action plans.	Number of remedial action plans requiring Member States/Paying Agencies to remedy shortcomings.	Actions as relevant in order to remedy deficiencies that had been detected in the Member States' management and control systems.
DG AGRI monitors the implementation of the action plans and, when found not to be sufficient, preventive actions including interruption, suspension or reduction of payments are applied.	As necessary	100%
The Suspension Board advises the DG on interruption, suspension or reduction of payments. Some of these actions are implemented in coordination with other DGs also managing ESI Funds and DG BUDG.	As necessary	100%

Continuous improvements of the Commission Internal Control Framework	The IAS limited conclusions on the state of Internal Control in AGRI (February each year)	IAS conclusions to the AAR process confirm that the state of Internal Control in DG AGRI is effective or partially effective
Economical controls	Overall estimated cost of controls	remains below 0.5% of funds managed

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 Strategy (CASF)²⁹ aimed at the prevention, detection and correction³⁰ of fraud

Main outputs in 2021:

Output	Indicator	Target
Referral of allegations of fraud and other serious irregularities to the European Anti-fraud Office (OLAF)	Referrals of allegations	100% of the financial recommendations
Ongoing assessment of the risk of fraud based on OLAF investigation reports and audits by DG AGRI	Fraud risk assessment as at 12/01/2016	Update of fraud risk assessment if needed by 31/12/2021
Follow-up of OLAF financial recommendations	Financial corrections/recoveries following OLAF financial recommendations	100% by the deadlines set for Member States

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

Main outputs in 2021:

Output	Indicator	Target
IT infrastructure, tools and services	Implementation of the relevant parts of the IT Master Plan, in co-operation with DG DIGIT and the other DGs where relevant (Common building blocks, support to ESIF policy, ...)	95 %

²⁹ 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'.

³⁰ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

	Servers' availability (averaged over one year)	≥ 99 %
	Information Systems User Satisfaction (positive assessment)	> 80 %
	Number of security breaches (new indicator)	No major security breaches
Information Management	Share (%) of AGRI data assets made openly and transparently available	> 30%
	Establishment of data governance structure, Data Policies and Data Management Work Programme	Data governance structures in place, Data Policies established and Data Management Work Programme approved
Document management	% of filing of documents in DG AGRI	100 % of documents ARES filed
	Percentage of HAN files readable / accessible by all units in the DG	>75 %
	Percentage of HAN files shared with other DGs	5%*
	Percentage of security markings applied on documents after 30/09/2019**	10%**
Personal data protection	Data protection inventory	Yearly update
	Training and awareness raising on data protection	50% of management trained 100% of staff aware of data protection rules through publication on MyAGRI.net

* In line with the principle of sharing information within the Commission, DG AGRI set a long-term target of 40% to be achieved in the period 2020-2024 with a view to improve transparency and avoid duplications in filing at Commission level. However, progress is rather slow. This explains the proposed 5% for 2021 (lower compared to the strategic goal, but realistic given that only at the end of September 2019 the new security markings, as an important prerequisite for opening the visibility of files, were implemented in Ares. It is expected that such objective once achieved will facilitate faster progress in successive years.

** 30/09/2019: the new security markings were implemented in HAN.

E. Sound environmental management

Objective: DG AGRI takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021:

Output	Indicator	Target
AGRI EMAS Network	Identify one representative per directorate	2 network meetings by the end of the year
Increase visibility of EMAS issues	Involve managers	EMAS video featuring managers
Green and healthy initiatives	One initiative promoted per month via the intranet and/or other	At least 8 green and healthy initiatives

	channels	
Increased awareness about e-waste	Explore the possibility of tracking system of digital use/waste	Organise at least one workshop on digital waste
Waste sorting and recycling	Waste sorting stations in L130, in cooperation with OIB	Campaign around sorting stations in 1 st semester 2021
Single-use items	Eliminate single-use items (vending machines, stationary,...)	Less single-use items by end 2021