



Annual Activity Report 2020

Annexes

SECRETARIAT-GENERAL

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ANNEX 1: Statement of the Directors in charge of Risk Management and Internal Control

Director in charge of risk management and internal control:

“I declare that in accordance with the Commission’s communication on the internal control framework¹, I have reported my advice and recommendations on the overall state of internal control in the Secretariat-General to the Secretary-General.

I hereby certify that the information provided in Section 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.”

Brussels, 13 April 2021

[signed]

Tatjana Verrier

Director Transparency, Efficiency and Resources

Director taking responsibility for the completeness and reliability of management reporting on results and on the achievement of objectives:

“I hereby certify that the information provided in Section 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.”

Brussels, 13 April 2021

[signed]

Michael Wimmer

Director Strategy, Better Regulation and Corporate Governance

¹ C(2017)2373 of 19.04.2017.

ANNEX 2: Performance tables²

General objective 1 'European Green Deal'

General objective 1 : A European Green Deal			
Impact indicator: Greenhouse gas emissions			
Source of the data: European Environmental Agency (Eurostat online data code: sdg_13_10)			
Baseline (1990)	Interim Milestone (2020)	Target (2030)	Latest known results (2018)
-20.7%	-20%	-55%	-20%





²  Icon for the Commission Work Programme items

Coordinating the European Green Deal

Specific objective 1.1 : The initiatives presented in the roadmap annexed to the Communication on A European Green Deal (COM(2019) 640 final) are delivered during the mandate of President von der Leyen			Related to spending programme(s) NO
Result indicator: Annual implementation rate of Green Deal Commission Work Programme initiatives Source of data: Secretariat-General (VISTA/Decide)			
Baseline (2019)	Interim Milestone (2021)	Target (2024)	Latest known results (2020)
		The European Green Deal Communication sets out a comprehensive list of the key initiatives that will deliver the objectives of the Green Deal. These should be adopted by the College during the mandate of President von der Leyen.	
0%	100%	100%	47% (This percentage corresponds to the initiatives delivered in 2020, presented in the Green Deal Communication, out of all the initiatives presented for the whole period until

			2024.
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Main outputs in 2020:			
New policy initiatives			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
 Proposal establishing the framework for achieving climate neutrality (COM(2020) 80	Adoption by the Commission	4 March 2020	Adopted by the Commission on 2 March 2020
 Circular Economy Action Plan (COM(2020) 98)	Adoption by the Commission	11 March 2020	Adopted by the Commission on 11 March 2020
 EU 2030 Strategy for biodiversity	Adoption by the Commission	20 May 2020	Adopted by the Commission on 20 May 2020
 Strategy to improve the sustainability of the EU's food system 'Farm to Fork'	Adoption by the Commission	20 May 2020	Adopted by the Commission on 20 May 2020
 Communication on raising the ambition of the EU's climate target for 2030	Adoption by the Commission	Q3 2020	Adopted by the Commission on 17 September 2020
 Renovation Wave: Strategy to ramp up the renovation of public and private buildings in the EU.	Adoption by the Commission	End 2020	Adopted by the Commission on 14 October 2020

 Strategy for smart and sustainable mobility	Adoption by the Commission	End 2020	Adopted by the Commission on 9 December 2020
 Proposal for an 8 th Environmental Action programme	Adoption by the Commission	End 2020	Adopted by the Commission on 14 October 2020
 Strategy for sustainable chemicals	Adoption by the Commission	End 2020	Adopted by the Commission on 14 October 2020
 Strategy for smart sector integration and decarbonisation of energy	Adoption by the Commission	End 2020	Adopted by the Commission on 8 July 2020

General objective 2 'Europe fit for the digital age'

General objective 2 : A Europe fit for the digital age			
Impact indicator: Aggregate score in the Digital Economy and Society Index (DESI) ³			
Source of the data: DESI			
Baseline (2019) ⁴	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
49.4	Increase	Increase	52.6

Shaping Europe's digital future

Specific objective 2.1: The initiatives specified under the Europe fit for the digital age priority are delivered during the mandate of President von der Leyen	Related to spending programme(s) NO
Result indicator: Annual implementation rate of Commission Work Programme initiatives for a Europe fit for the digital age	

³ EU28 data. EU27 data not available.

⁴ Baseline recalculated, as the composition of the index changed in 2020

Source of data: Secretariat-General (VISTA/Decide)			
Baseline (2019)	Interim Milestone (2021)	Target (2024)	Latest known results (2020)
0%	100%	100%	16 out of 19

Main outputs in 2020:			
New policy initiatives			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
 Communication on shaping Europe's digital future, COM(2020) 67	Adoption by the Commission	19 February 2020	Adopted by the Commission on 19 February 2020
 European Data Strategy, COM/2020/66	Adoption by the Commission	19 February 2020	Adopted by the Commission on 19 February 2020
 White Paper on Artificial Intelligence	Adoption by the Commission	19 February 2020	Adopted by the Commission on 19 February 2020
 A new industrial strategy for Europe, COM/2020/102;	Adoption by the Commission	10 March 2020	Adopted by the Commission on 10 March 2020
 An SME Strategy for a sustainable and digital Europe, COM/2020/103	Adoption by the Commission	10 March 2020	Adopted by the Commission on 10 March 2020
 Long term action plan for better implementation and enforcement of single market rules, COM/2020/94	Adoption by the Commission	10 March 2020	Adopted by the Commission on 10 March 2020

 Identifying and addressing barriers to the Single Market	Adoption by the Commission	10 March 2020	Adopted by the Commission on 10 March 2020
 Digital Services Act	Adoption by the Commission	Q4 2020	Adopted by the Commission on 15 December 2020
 Proposal for a legislative framework for the governance of common European data spaces	Adoption by the Commission	Q4 2020	Adopted by the Commission on 25 November 2020
 White Paper on an instrument on foreign subsidies	Adoption by the Commission	17 June 2020	Adopted by the Commission on 17 June 2020
 Digital Education Action Plan	Adoption by the Commission	Q3 2020	Adopted by the Commission on 30 September 2020
 Review of the Directive on security of network and information systems	Adoption by the Commission	Q4 2020	Adopted by the Commission on 16 December 2020
 Communication on the Future of Research and Innovation and the European Research Area	Adoption by the Commission	15 May 2020	Adopted by the Commission on 30 September 2020
 Communication on Horizon Europe research and innovation missions	Adoption by the Commission	Q4 2020	Postponed for adoption by the Commission in 2021

General objective 3 ‘An economy that works for people’

General objective 3 : An economy that works for people
Impact indicator 1: Real GDP growth rate
Explanation: Gross domestic product (GDP) is a measure of the economic activity, defined as

the value of all goods and services produced less the value of any goods or services used in their creation

Source of the data: Eurostat (Eurostat online data code: [TEC00115](#))

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2019)
1.6%	Increase	Increase	1.6%

Impact indicator 2: Investment share of GDP

Explanation: The investment share of GDP measures the investment for the total economy, government and business, as well as household sectors. The indicator is calculated as the share of GDP used for gross fixed capital formation

Source of the data: Eurostat (Eurostat online data code: [sdg_08_11](#))

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2019)
21.54%	Increase	Increase	22.45%

Steering the European Semester and integrating sustainability

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

Related to spending programme(s) NO

Result indicator: Rate of progress towards the implementation of the country-specific recommendations (CSRs)

Source of data: CeSar database (Commission's services) and National Reform Programmes

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2019)
9% fully addressed, 17% substantial	Improved take up of CSRs	Improved take up of CSRs	6% fully addressed, 16% substantial progress, 46% some progress,

progress, 44% some progress, 25% limited progress, 5% no progress			27% limited progress, 5% no progress
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Main outputs in 2020:			
New policy initiatives			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
28 Country Reports (SWD)	Publication by the Commission	26 February 2020	28 Country reports published by the Commission on 26 February 2020 (SWD/2020/527)
Refocussed set of Country Specific Recommendations contributing to the COVID-19 recovery strategy	Adoption by the Commission	20 May 2020	Adopted by the Commission on 20 May 2020
Annual Sustainable Growth Strategy	Adoption by the Commission	November 2020	Adopted by the Commission on 17 September 2020

Specific objective 3.2: The Sustainable Development Goals (SDGs) are integrated into the European Semester			Related to spending programme(s) NO
Result indicator: EU progress towards the Sustainable Development Goals			
Source of data: Eurostat, SDG EU indicators set			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
Substantive progress on SDG 1,3 and 8	N/A	Positive trends on all SDGs	28 Country reports + accompanying chapeau

Negative trends for SDG 9 and 13 Moderate progress for all others SDGs			communication as published on 26 February 2020
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Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
<i>Chapeau</i> Communication accompanying the 2020 Country Reports	Adoption by the Commission	26 February 2020	28 Country reports published on 26 February 2020

Coordinating Commission work on the national Recovery and Resilience Plans

Specific objective 3.3 : National Recovery and Resilience Plans are fully aligned with the challenges faced by the Member States and the green and digital transitions			Related to spending programme(s) YES
Result indicator: Progress towards the agreed milestones and targets			
Source of data: Recovery and Resilience Task Force			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
Agreed milestones and targets in the Council Implementing Acts (Recovery and Resilience Plans)	Implementation of the milestones and targets for 70% of the overall amount of the Facility	Implementation of the milestones and targets for the entirety of the Facility	The Recovery and Resilience facility is a new instrument. Data will be available

			from 2021.
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Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Support Member States in preparing Recovery and Resilience plans	Degree of engagement and assistance to Member States	End 2020	15 Member States that shared either a draft plan or a large part of their draft plan with the Commission

Preparing the multiannual financial framework 2021-2027 and NextGenerationEU

Specific objective 3.4 : The multiannual financial framework for 2021-2027 is finalised and efficiently implemented			Related to spending programme(s) YES
<p>Result indicator: Rate of progress in the finalisation and implementation of the multiannual financial framework and accompanying sectoral legislation</p> <p>Source of data: European Commission</p>			
Baseline (2020)	Interim Milestone (2021)	Target (2024)	Latest known results (2020)
Adoption of multiannual financial framework	Sectoral legislation related to the multiannual financial framework is in place and programme implementation is starting	Mid-term evaluations; reflection process begins for future financial framework	MFF Regulation adopted on 17 December 2020; political agreements reached on

			many sectoral programmes.
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Main outputs in 2020:			
Evaluations and fitness checks			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Report on the triennial evaluations of the six executive agencies	Adoption by the Commission	29 April 2020	Adopted on 29 April 2020
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Complete the negotiations of the post-2020 Multiannual Financial Framework	Agreement on the future Multiannual Financial Framework by the European Parliament and Council	October 2020	MFF Regulation adopted on 17 December 2020
Communication on the delegation of the 2021-2027 EU programmes to executive agencies	Adoption by the Commission	Q3 2020	Adopted on 12 February 2021


General Objective 4 'A stronger Europe in the world'

General objective 4 : A stronger Europe in the world
<p>Impact indicator: The European Union's voice counts in the world according to its citizens</p> <p>Explanation: This indicator shows the percentage of EU citizens that tend to agree that the EU's voice counts in the world</p>







Source of the data: Standard Eurobarometer 93			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
71% (EU 27)	Increase	Increase	69% (EU 27)

Strengthening coordination on strategic external policy issues

Specific objective 4.1: Commission services are well coordinated to ensure a coherent EU position on strategic external policy issues and at G7/G20 summits			Related to spending programme(s) NO
Result indicator: Annual implementation rate of Commission Work Programme initiatives on strategic external policy issues			
Source of data: Secretariat-General			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
70%	100%	100%	60% ⁵

Main outputs in 2020:			
New policy initiatives			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
 International cooperation - Signature and conclusion of the Agreement between the EU and the countries of Africa, the Caribbean and the Pacific	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	Q3 2020	Political agreement reached on 3 December 2020

⁵ Out of the 7 initiatives in CWP 2020 for “A Stronger Europe in the world”, four were adopted as planned so far.

 Financial sovereignty - Strengthening Europe's Economic and Financial Sovereignty	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	Q3 2020	Expected for 2021 Q1
 Africa Strategy - Towards a comprehensive Strategy with Africa	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	9 March 2020	Adopted on 9 March 2020
 Enlargement - Enhancing the accession process – A credible EU perspective for the Western Balkans	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	5 February 2020	Adopted on 5 February 2020
 Stepping up our engagement with the Western Balkans – The Commission's contribution to the EU-Western Balkans Summit	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	5 February 2020	Adopted on 29 April 2020. COVID19 induced delay of the summit and paper.
 Eastern Partnership - Eastern Partnership post 2020	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	18 March 2020	Adopted on 18 March 2020
 Human Rights, Democracy and Gender Equality - Action Plan on Human Rights and Democracy (2020-2024)	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	25 March 2020	Adopted on 25 March 2020
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Communication: Support to the Western Balkans in tackling COVID-19 and the post-pandemic recovery - Commission	Adoption	29 April 2020	Adopted on 29 April 2020

contribution ahead of the EU-Western Balkans leaders meeting on 6 May 2020			
2020 Communication on EU enlargement	Adoption	6 October 2020	Adopted on 6 October 2020
Communication – An economic and investment pls for the Western Balkans	Adoption	6 October 2020	Adopted on 6 October 2020
Communication Gender Action Plan III	Adoption	25 November 2020	Adopted on 26 November 2020
EXCO secretariat	<ul style="list-style-type: none"> - Management of EXCO and prep meetings - Significantly improved coherence and efficiency of external actions across the COM <p>Lessons learned process after first nine months</p>	Ongoing	EXCO ensured coordination on external relations through 42 meetings and 209 fiches.

Boosting the Foreign, Security and Defence Policy

Specific objective 4.2: The policy-making and implementation process is efficiently steered and coordinated in order to ensure that the priorities of the President in the field of foreign, security and defence policy are delivered on time and in a collegial way			Related to spending programme(s) NO
Result indicator: Annual implementation rate of Commission Work Programme initiatives in the field of foreign, security and defence policy			
Source of data: Secretariat-General			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (year)

0%	100%	100%	100%
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Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Coordination of Commission participation and reporting from the Foreign Affairs Council, including in its Defence configuration: Same day flash reports	Accuracy and timeliness	Ongoing	Ongoing
Ensuring Commission representation in all meetings of the Political and Security Committee (as well as all meetings of the EU Military Committee, the Politico-Military Group and the Nicolaidis group)	Timely and accurate organisation of appropriate representation in meetings, provision of political intelligence to Commission representatives	Ongoing	Ongoing
Reporting from Political and Security Committee meetings (and also EU Military Committee, Politico-Military Group and Nicolaidis group meetings): Same day flash reports	Accuracy and timeliness of information	Ongoing	Ongoing
Political intelligence and early warning messages on sensitive issues for the other institutions and better	Accuracy and timeliness of information	Ongoing	Ongoing

anticipation of major issues in foreign, security and defence policy			
Co-chairing of the preparatory meetings for the Project Group on Defence Union and chairing of the Interservice group 'Defence and Security Technologies'	Timely preparation and follow up including logistics, agenda setting and reporting	Ongoing	Ongoing
Participation to the External Coordination (EXCO) meetings and input to EXCO fiches	Contribution to the quality of EXCO fiches, as well as to ensuring respect for EXCO rules	Ongoing	Ongoing

General objective 5 'Promoting our European way of life'

General objective 5: Promoting our European way of life			
Impact indicator: Return of migrants with no right to stay			
Explanation: This indicator shows the percentage of effected returns to third countries compared to return decisions issued by the Member States ⁶			
Source of the data: Eurostat (Eurostat online data code: migr_eirtn / migr_eiord)			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2019)
28.97%	Increase	Increase	28.97%




⁶ Eurostat collects both the numerator and the denominator annually from the Ministries of Interior / Border Guards / Police of the Member States. The data heavily depend on national circumstances and policies. In addition, the time lag between the return decision and its execution means that the reference population of the numerator and denominator are not the same.

Impact indicator: Victims of terrorist attacks			
Explanation: This indicator measures the number of victims of terrorist attacks in the EU. Citizens consider security as one of their top concerns and terrorism continues to be a major threat to the security of Europeans and to their way of life. Data becomes available at year N+0.5			
Source of the data: The Europol Te-Sat report			
Baseline (2017)	Interim Milestone (2022)	Target (2024)	Latest known results (2019)
32 people died as a result of terrorist attacks 157 people were injured	Decrease	Decrease	10 people died as a result of terrorist attacks in the EU 27 people were injured

Deepening the Security Union

Specific objective 5.1: The Security Union is consolidated with a view to ensuring a coordinated EU response to existing and emerging threats			Related to spending programme(s) NO
Result indicator: Implementation rate of CWP initiatives consolidating the Security Union			
Source of data: Secretariat-General			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
0	At least 4 as indicated in the 2020 Commission Work Programme	All proposals from the yearly Commission Work Programmes	6 out of 7

Main outputs in 2020:

New policy initiatives			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
 EU Security Union Strategy	Adoption	Q2 2020	Adopted on 24 July 2020
 EU Strategy for a more effective fight against child sexual abuse	Adoption	End 2020	Adopted on 24 July 2020
 Strengthening Europol's mandate	Adoption	End 2020	Adopted on 9 December 2020
 Digital operational and cyber resilience for the financial sector (DORA Regl & Dir)	Adoption	End 2020	Adopted on 23 September 2020
 EU Cybersecurity Strategy	Adoption	End 2020	Adopted on 15 December 2020
 Additional measures on Critical Infrastructure Protection	Adoption	End 2020	Adopted on 15 December 2020
 Review of the Directive on security of network and information systems (increasing cybersecurity).	Adoption	End 2020	Adopted on 15 December 2020
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Implementation Reports produced on the Security Union	Number of implementation reports produced on the Security Union	1 report in 2020	Report adopted on 9 December 2020

Stepping up European cooperation on crisis management

Specific objective 5.2: An effective and efficient crisis mechanism system is in place that allows the EU to respond effectively to major crises and emerging threats	Related to spending programme(s) NO
Result indicator: Compared with the 2006 Commission crisis management framework, the revised crisis management system is comprehensive and clearer in terms of responsibilities,	

procedures and tools in order to be more effective and coherent in case of crisis			
Source of data: Secretariat-General			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
Existing structure and process based on ARGUS Decision of 2006	Draft proposal for revised and improved system is prepared	Revised and improved system is validated and implemented	First year of implementation of the existing Decision

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Revised ARGUS Decision based on lessons learnt, notably in the context of COVID-19 crisis	Adoption	End 2020	Delayed due to the ongoing crisis (lessons learnt process not finalised)
Preparation of the Crisis Coordination Committee (CCC) or other high-level coordination meetings for COVID-19 and other crisis, all linked preparatory and follow-up measures	Timely preparation and follow up including logistics, agenda setting and reporting	Ongoing	Ongoing
Inventory of EU capabilities and functioning process to identify and fill the	Updated mapping/inventory	Ongoing	Ongoing

gaps			
New crisis management training framework	Pilot courses conducted and evaluated, proposal made	End 2020	New crisis management training framework in place
Ensuring the Commission representation, participation and reporting from the Integrated Political Crisis Response (IPCR) meetings in the Council, including same-day flash reports and coordination of weekly ISAA reports for migration and COVID-19 crisis	Timely and accurate organisation of appropriate representation in meetings, provision of political intelligence to Commission representatives	Ongoing (as long as IPCR activated)	Ongoing
Coordination of crisis management exercises and participation to selected exercises, including NATO PACE exercise	Updated calendar of crisis management exercises	Ongoing	Ongoing
Ensuring maintenance and development of Argus IT tool to allow timely information-sharing during crisis	Correct functioning of Argus IT tool; timely information-sharing with all the relevant DGs and services	Ongoing	Ongoing

General objective 6 'A new push for European democracy'

General objective 6 : A new push for European democracy
Impact indicator: Citizens agreeing that their voice counts in the European Union
Explanation: This indicator measures the percentage of Europeans who tend to agree with the statement 'their voice counts in the EU'

Source of the data: Standard Eurobarometer 93			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
48% (EU 27)	Increase	Increase	42% (EU 27)
<p>Impact indicator: Citizens satisfied with how democracy works in the European Union</p> <p>Explanation: This indicator measures the percentage of citizens satisfied with how democracy works in the European Union. It indicates the percentage of respondents that are very or fairly satisfied with the way democracy works in the European Union</p> <p>Source of the data: Standard Eurobarometer 93</p>			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
54% (EU 27)	Increase	Increase	53% (EU 27)
<p>Impact indicator: Transparency of interest representation</p> <p>Explanation: This indicator measures the robustness of lobbying transparency mechanisms in the European Commission according to four key parameters: access to information, registration by lobbyists, oversight of register and transparency rules, and proactive public sector transparency. The scale runs from 0 to 100</p> <p>Source of the data: Transparency International's Report 'Lobbying in Europe' (pg. 27)</p>			
Baseline (2015)	Interim Milestone (2022)	Target (2024)	Latest known results (2015)
48	>50	Increase	48
<p>Impact indicator: Valid European Citizens' initiatives⁷</p> <p>Explanation: This indicator counts all citizens' initiatives that have collected the required number of statements of support according to Regulation (EU) 2019/788, as validated by competent national authorities and submitted to the Commission</p>			

⁷ EU28 data. EU27 data not available.

Source of the data: European citizens' initiative register			
Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
4	8	12	6
Impact indicator: Gender pay gap (unadjusted)			
Explanation: The gender pay gap in unadjusted form represents the difference between average gross hourly earnings of male paid employees and of female paid employees as a percentage of average gross hourly earnings of male paid employees. The indicator has been defined as unadjusted because it gives an overall picture of gender inequalities in terms of pay and measures, a concept which is broader than the concept of equal pay for equal work			
Source of the data: Eurostat (Eurostat online data code: sdg_05_20)			
Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2018)
14.1%	Decrease	Decrease	14.1%

Building a European Rule of Law Mechanism

Specific objective 6.1: A preventive approach on the rule of law is developed in the EU through a dedicated cycle.			Related to spending programme(s) NO
Result indicator: Degree of establishment of the mechanism in line with the Political Guidelines			
Source of data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
Decision to establish a rule of law cycle covering all	n/a	Solutions to national rule of law issues are found in the rule of law cycle and there is a decrease of values-	All Member States engaged in the first rule of law report which was welcomed by European Parliament and Council,

Member States		based infringements and procedures.	establishing a cycle for the years to come
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Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Yearly rule of law report with political <i>chapeau</i> communication	Adoption by the College	Q3 2020	Adopted by the College on 30 September 2020

Implementing the Cooperation and Verification Mechanism

Specific objective 6.2: The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms			Related to spending programme(s) NO
Result indicator: Degree of respect of the conditions set in the November 2019 CVM Report for Bulgaria			
Source of data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)			
Baseline (2019)	Interim Milestone	Target (2020)	Latest known results (2020)
6 benchmarks fulfilled so far in accordance with the original Decisions establishing 6 benchmarks for Bulgaria	N/A	There is a political objective that progress in the Bulgaria would be sufficient by 2020 to justify the conclusion of the mechanism	COVID-19 and slow progress on outstanding commitment stalled progress in 2020. To be reassessed in 2021
Result indicator: Progress towards the benchmarks set in 2007 in respect of judicial reform			

and anticorruption measures in Romania.

Source of data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)

Baseline (2019)	Interim Milestone (2020)	Target (2021)	Latest known results (2020)
2019 Commission Report 0 benchmarks fulfilled so far in accordance with the original Decisions establishing 4 benchmarks Romania	2020 Commission report	Progress has been hindered by the COVID-19 pandemic and the target to conclude the mechanism was moved to 2021	Slow return of progress in the second half of 2020. To be reassessed in 2021

Main outputs in 2020:

Other important outputs

Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
CVM report for Romania	Adoption by the Commission	2nd half of 2020 or early 2021 because of COVID-19 pandemic (delays in Romanian reforms)	Oral update to European Parliament and Council and general reporting under the rule of law report of September 2020. Dedicated CVM report postponed to 2021.
Formal Commission Decision ending the	Adoption by the Commission	End 2020	Oral update to European

CVM for Bulgaria			Parliament and Council and general reporting under the rule of law report of September 2020. Decision on formal ending of the CVM on hold.
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The Conference on the Future of Europe

Specific objective 6.3: The Conference on the Future of Europe is successfully launched and followed-up and a high level of citizen engagement is ensured⁸			Related to spending programme(s) NO
Result indicator: Percentage of events organised outside the capitals			
Source of data: Data by the Joint Secretariat of the Conference and the Digital Platform on the Conference			
Baseline (2020)	Interim milestone (2021)	Target (2022) ⁹	Latest known results (2020)
n/a	Increase in the number of events organised outside the capitals	Increase in the number of events organised outside the capitals	n/a - the Conference could not be launched in 2020 ¹⁰
Result indicator: European citizens' panels with a balanced and diverse representation of various socioeconomic backgrounds: age, (% of younger [between 16 and 25 years] vs older participants), gender [% male vs female], level of education and EU27 nationalities			
Source of data: Data by the Joint Secretariat of the Conference and the Digital Platform on the Conference			

⁸ The definition of concrete milestones and targets will depend on the ultimate shape and organisation of the Conference, notably whether other institutions, bodies and actors commit to the organisation of events and to concrete follow-up. The milestones and targets can therefore be defined further on an annual basis in the annual management plans.

⁹ Depends on when the Conference is launched.

¹⁰ The Conference will be launched following the signature of the Joint Declaration, outlining its scope and objectives, between the European Parliament, the Council and the Commission the 10th March 2021.

Baseline (2020)	Interim milestone (2021)	Target (2022)	Latest known results (2020)
n/a	Increase in diversity composition of European citizens' panels	Increase in diversity composition of European citizens' panels	n/a - the Conference could not be launched in 2020
<p>Result indicator: Percentage of attendees of Conference on the Future of Europe events declaring that their voice counts</p> <p>Source of data: Eurobarometer (COMM.C3) and data from the event organisers, possibly the Joint Secretariat of the Conference</p>			
Baseline (2020) ¹¹	Interim milestone (2021)	Target (2022) ¹²	Latest known results (year)
n/a	70%	80%	n/a - the Conference could not be launched in 2020

Main outputs in 2020:			
New policy initiatives			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Joint Declaration by the three institutions on the scope, objectives and	Successful negotiation and signature of the Joint Declaration	Q3/Q4 2020	The signature of the Joint Declaration took place the 10 th March 2021.

¹¹ Depends on when the Conference is launched.

¹² Depends on when the Conference is launched.

governance of the Conference on the Future of Europe			
External communication actions			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Outreach to citizens via Conference events, web streaming and media.	Number of Conference on the Future of Europe events organised on-site and online (Joint Secretariat of the Conference, DG COMM, SG);	100 depending on the launch date in Q3 or Q4.	n/a - the Conference could not be launched in 2020
	Number of citizens reached via web-streaming and the media (Joint Secretariat; digital platform management; DG COMM media monitoring)	10 million depending on the launch date in Q3 or Q4.	
	Number of participants in Conference events ¹³	2000 depending on the launch date in Q3 or Q4.	
Level of citizen engagement on the digital platform	Number of visits and contributions on the online platform (DG COMM, digital platform)	Visits: 10 million Contributions: 100,000	n/a - the Conference could not be launched in 2020


¹³ The mission letters of President von der Leyen call upon all Members of the Commission to visit the Member States and participate in Citizens' Dialogues, in particular under the umbrella of the Conference on the Future of Europe. Hence, a part of Citizens' Dialogues will be considered also as actions of the Conference, in particular when Commissioners are involved.

	management JRC)		
Social media engagement with citizens.	Number of social media replies published (DG COMM).	2400	n/a - the Conference could not be launched in 2020

Strengthening the Commission's Better Regulation policy

Specific objective 6.4: Regulatory tools are applied systematically throughout the legislative cycle to improve policy-making			Related to spending programme(s) NO
Result indicator: Proportion of Commission Work Programme legislative initiatives accompanied by impact assessments			
Source of data: Secretariat-General			
Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (2020)
N/A	Positive trend	100%	90% (34/38 legislative initiatives)
Result indicator: Proportion of impact assessments of legislative revisions preceded by evaluations			
Source of data: Secretariat-General, RSB			
Baseline (2018)	Interim milestone (2022)	Target (2024)	Latest known results (2020)
78%	Positive trend	100%	64% (14/22 legislative revisions)

Main outputs in 2020:	
New policy initiatives	

Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
 Communication on Better Regulation	Adoption by the Commission	Q4 2020	Delayed due to prioritisation of urgent initiatives linked to the pandemic. Re-scheduled for Q2 2021 (adoption date 27 April 2021).

Other important outputs

Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Better regulation guidelines and toolbox	Adoption by the Commission	Q4 2020	Delayed due to prioritisation of urgent initiatives linked to the pandemic. Re-scheduled for Q2 2021, following the Communication on better regulation.
Opinions on impact assessments and evaluations issued in 2020 – support to RSB	Timely delivery of opinions issued on all cases submitted by the Commission services	Ongoing	100%

Specific objective 6.5: The EU legislation is ‘fit for purpose’, delivering its benefits by least cost			Related to spending programme(s) NO
Result indicator: Proportion of Commission legal proposals (with impact assessment) analysing sufficiently simplification and burden reduction			
Source of data: Secretariat-General			
Baseline (2019)	Interim milestone	Target (2024)	Latest known results

	(2022)		(2020)
N/A	Positive trend	100%	22% (9 of 41 impact assessments)
<p>Result indicator: Proportion of legislative initiatives (with impact assessment) with quantification of costs and/or benefits</p> <p>Source of data: Secretariat-General</p>			
Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (2020)
N/A	Positive trend	100%	85% (35 of 41 impact assessments)

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Fit for Future Platform Decision	Adoption of the Decision	Q4 2020	Decision adopted on 11 May 2020
One In – One Out instrument	IT tool developed	Q4 2020	IT tool developed based on the better regulation standard cost model. Roll-out in 2021.
Annual burden survey	Publication of the survey	Q4 2020	Delayed due to prioritisation of urgent initiatives linked to the pandemic. Re-scheduled for Q1 2021.

Promoting transparency and stakeholder involvement

Specific objective 6.6: The public has easy access to high-quality information on contacts with stakeholders through the Transparency Register			Related to spending programme(s) NO
Result indicator: Number of quality checks performed on data reported in the Transparency Register			
Source of data: Transparency Register back-office application			
Baseline (2014)	Interim milestone (2022)	Target (2024)	Latest known results (2020)
900	More than 3 000	More than 4 000	4 959
Result indicator: Percentage of registrants whose data quality is deemed 'optimal'			
Source of data: Transparency Register back-office application			
Baseline (2020)	Interim milestone (2022)	Target (2024)	Latest known results (2020)
85%	90%	95%	92.1%

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Quality checks of the Register performed Secretariat to ensure the accuracy of data submitted by registrants.	Number of quality checks	More than 3 000	4 959

Good quality registrations	Percentage of entries in the Transparency Register whose data is deemed optimal	85%	92.1% of registrations deemed of good quality (optimal and acceptable data)
Complaints and own-initiative investigations ¹⁴	Percentages of cases closed within the year	70%	75%
Management of the network of 'Cabinets' ethics and transparency contact points'	Number of meetings	At least 3 per year	3 meetings held in 2020
Negotiations of Interinstitutional Agreement (IIA) on mandatory Transparency Register	Closure of negotiations and adoption of the IIA	End 2020	The negotiations were successfully concluded in December 2020. The IIA will enter into force in 2021.
Improved Better Regulation Portal	Developments to the Better Regulation Portal to increase responsiveness, linking, user-friendliness	Mid 2020	On 2 July 'Have Your Say' landing page was revamped with more tailored and clearer information, a better structure and layout, improved search mechanisms and a focus on public consultations with major impact (highlights). The new and more user-friendly landing page increased the number of visitors
	Number of unique visits	100 000 on average for 2020	More than 100 000 unique visits were counted on a monthly basis. The revamping of

¹⁴ 'Complaint' is a notification from a member of the public alleging a breach by a registrant of any of the obligations under the Transparency Register Code of Conduct. Investigations into alleged breaches can also occur at the initiative of the Register Secretariat.

			the 'Have Your Say' landing page led to a significant increase in unique visits in the second half of 2020.
Development of the Joint Legislative Portal	Progress achieved in the building of the Interinstitutional Legislative Portal.	End 2020	In 2020, the project owners (European Parliament, Council and Commission) made a decisive step towards the implementation of the Joint Legislative Portal by agreeing on the Publications Office as system provider and on a governance structure. The work will continue at operational level reporting regularly to Steering Committee at Director level and to High-level Steering Committee

Specific objective 6.7: The Commission's policy-making cycle is open to participation from public and stakeholders			Related to spending programme(s) NO
Result indicator: Better Regulation Portal (BRP) number of feedback/contributions submitted			
Source of data: SAS Web analytics for websites, BRP (https://ec.europa.eu/info/law/better-regulation/have-your-say_en)			
Baseline (2020)	Interim milestone (2022)	Target (2024)	Latest known results (2020)
946 600	1,5 million	3 million	946 600
Result indicator: Proportion of public consultations with a factual summary report published by the Commission on the Better Regulation Portal			
Source of data: Better Regulation Portal			

Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (2020)
N/A	70%	100%	41% (37/90 public consultations with summary report published) ¹⁵
<p>Result indicator: Proportion of public consultations with contributions from national Parliaments, regional and local authorities</p> <p>Source of data: Better Regulation Portal</p>			
Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (2020)
N/A	Positive trend	Positive trend	A new questionnaire for public consultations allowing the delimiting categories of respondents on national parliaments, regional and local authorities has been deployed end November 2020.

Main outputs in 2020:			
Public consultations			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Better regulation guidelines and toolbox	Adoption by the Commission	Q4 2020	Delayed due to prioritisation of urgent initiatives linked to the pandemic. Re-scheduled for Q2 2021, following the Communication on better regulation.

¹⁵ 16 of the 90 public consultations were concluded during the last weeks of 2020 and a summary report may still be published, until 8 weeks after their completion. Accordingly, the indicator will be updated in the final draft AAR.

Revamped 'Have your say!' home page and search functionality	Launch	End 2020	On 2 July 'Have Your Say' was successfully revamped with a new landing page and improved search options
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Promoting the highest ethical standards

Specific objective 6.8 : An independent ethics body common to all EU institutions is established to ensure the application of the highest ethical standards by all EU institutions			Related to spending programme(s): NO
Result indicator: Progress reached in the interinstitutional negotiations and creation of the ethics body			
Source of data: Meeting reports and officially adopted documents of the different institutions involved			
Baseline (2020)	Interim Milestone (2022)	Target (2024 at the latest)	Latest known results (2020)
N/A	Progress on reaching interinstitutional agreement	Establishment of an interinstitutional independent ethics body	The Secretariat-General participated in several meetings with the European Parliament in view of the European Parliament's Own-Initiative Report on the issue

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Outreach to the European Parliament and the Council (and possibly other EU institutions, bodies, offices)	Clarification of the positions of the different EU institutions on the	End 2020	Ongoing; the Secretariat-General participated in several meetings with the European Parliament in view

and agencies), at technical and political level, in view of the establishment of an independent ethics body common to all EU institutions	way forward		of the European Parliament's Own-Initiative Report on the issue. The Secretariat-General had preliminary contacts with some institutions at technical level
Implementation/application of the New Code of Conduct for Commissioners	Handling of post term of office professional activities of Former Commissioners	Ongoing	Ongoing
	Publication of mission costs and updates of declarations of interests	Ongoing	Ongoing
	Quality and timeliness of secretarial support to the Independent Ethical Committee	Ongoing	Ongoing
	Adoption of Annual Report on the application of the Code	Q3 2020	Adopted 12 October 2020 (SEC(2020)344)
Swift and adequate replies to consultations from the Cabinets on the application of the Code of Conduct for the Members of the Commission	Quality and timeliness of responses to consultations	Ongoing	Ongoing
Application and review of the 1979 Commission rules for Patronage and relevant procedures	Timely and accurate application	Ongoing	Ongoing
	Review and update of the rules and relevant procedures	End 2020	Preparation of the launch of an interservice consultation has been delayed due to the need of further internal reflections and coordination with other services.

Follow-up in the complaint procedure as foreseen by the Commission's Code of Good Administrative Behaviour	Quality and timeliness of replies	Ongoing	Ongoing
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Giving citizens a say in policy-making: the European Citizens' initiative

Specific objective 6.9 : The European Citizens' initiative is successfully implemented and a high level of citizen engagement in policy-making is ensured			Related to spending programme(s): YES
Result indicator: Number of registered initiatives			
Source of data: European citizens' initiative public register: https://europa.eu/citizens-initiative			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
70	Increase	Increase	5 (for the year 2020) 99 (cumulative since 2012)
Result indicator: Percentage of valid initiatives compared with the number of registered initiatives			
Source of data: European citizens' initiative public register: https://europa.eu/citizens-initiative			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
6%	Increase	Increase	16.5% (2 for the year 2020, 6 cumulative since 2012)

Main outputs in 2020:			
External communication actions			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Awareness raising through communication activities (social media campaigns, online promotion and events)	Number of average monthly visits to the ECI website	30% increase in number of average monthly visits compared to 2019, by end of 2020	ECI website: 37% increase in monthly visitors (60 938 vs. 44 400 per month in 2019).
	Number of registrations on the ECI forum	30% increase in number of registrations compared to 2019, by end of 2020	ECI Forum: 35% increase (277 new users in 2020 compared to status end 2019:798)
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
IT tools for efficient implementation of the new European citizens' initiative Regulation	New European citizens' initiative IT tools operational	January 2020	The IT tools were implemented successfully – 4 out of 5 initiatives registered in 2020 make use of the Commission IT tools for the collection of statements of support

Coordinating the equality Task Force

Specific objective 6.10 : The equality dimension is mainstreamed in all stages of policy design in all EU policy areas	Related to spending programme(s): NO
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Result indicator: Degree of implementation of gender equality strategy			
Source of data: Secretariat-General			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
0	40% of the measures listed are launched and/or implemented	90% of the measures listed are launched and/or implemented	<p>30% of the 189 measures listed/planned are launched and/or implemented.</p> <p>The monitoring of the first year of the Strategy's implementation (since March 2020) is ongoing, with the resulting Commission's annual report on equality between women and men on track to be launched on International Women's Day (8 March) 2021.</p> <p>A seminar for Member States to discuss the implementation of the Strategy was held on 10 December, as part of the EU Mutual Learning Programme in Gender Equality.</p>


Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Establish the Task Force on Equality and its secretariat and	Task Force operational – Secretariat	Q2 2020	The Task Force was established and became operational with the

ensure it is up and running	established and staff recruited		appointment of 47 equality coordinators in all DGs and the definition of a work programme, working arrangements and working methods. It held its first plenary meeting in June.
Commission internal equality mainstreaming toolbox	Toolbox finalised and made available via communication channels and Equality Coordinators	End 2020	The first edition of the toolbox will be published in January 2021. It consist of 43 tools divided in 6 chapters (general principles, mainstreaming equality into the policy cycle, equality data, equality in impact assessment and evaluation, training and sectoral policies)
Training on equality and equality mainstreaming available to all staff	Training is listed in the catalogue of training, available to all staff	End 2020	The Task Force adopted a training strategy in September. The Task Force Secretariat organised a training for equality coordinators on disability (7 October) and a training for SG policy desks on equality mainstreaming (10 December). An exhaustive training catalogue including publications, audiovisual material and training events is currently being finalised.

Embedding strategic foresight in the policy process

Specific objective 6.11 : Foresight is embedded into the Commission's work	Related to spending programme(s): NO
Result indicator: Number of initiatives that include a foresight dimension in their impact assessment	
Source of data: Secretariat-General sources based on the work of the Strategic Foresight	

Network			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
0	Increase	Further increase	Delayed due to prioritisation of urgent initiatives linked to the pandemic. Re-scheduled depending on the adoption of the Communication on better regulation.

Main outputs in 2020:			
New policy initiatives			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
 Annual Strategic Foresight Report	Adoption by the Commission	Q3/Q4 2020	Adoption by the Commission on 9 September 2020
Public consultations			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Roadmap published for feedback on EU Have Your Say	Number of contributions received	At least 3	5 responses received
Enforcement actions			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Training in Anticipation and Foresight	Number of trainings organised	2	2 trainings on foresight organised in the context of the EU policymaking hub.
Strategic foresight	Number of meetings	4	Strategic Foresight

networks (Services and CAB level)	organised (Cabinets and JRC)		<p>Network: 4 meetings in 2020</p> <p>Cabinet Foresight Network meetings: 1 in 2020</p> <p>Commissioners Project Group: 2</p>
EU-wide Strategic Foresight Network	Established & launched	Q4 2020	The launch of the EU-wide Foresight Network was delayed given the organisation procedure of such a network. Its launch followed the announcement in the 2020 Strategic Foresight Report adopted on 9 September 2020 and reiterated during the ESPAS Annual Conference in November 2020. The invitation letter from the Vice-President Šefčovič was sent out in January 2021
External communication actions			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Strategic Foresight Report launch and other foresight events	Number of events organised	5 ¹⁶	The Strategic Foresight Report was adopted on 9 September 2020 accompanied by external communications (press release, Q&A, video by Vice-President Šefčovič, and launch of the strategic foresight website on Europa). It has been presented both at

¹⁶ If the COVID-19 situation allows.

			political and technical level at seminars and conferences, including the ESPAS Annual Conference in November 2020 organised by the European Parliament in cooperation with the Commission.
Presentation of the 2020 SFR to the European institutions and national administrations	Number of times the 2020 SFR was presented	15	<p>VP Šefčovič presented the 2020 SFR to COREPER and the General Affairs Council as well as the consultative committees; and the European Parliament (IMCO and ITRE Committees), in the Plenary of the EESC and CoR.</p> <p>The 2020 SFR has been presented as well on the technical level to the EP research services, to the EESC, and to MS National Parliaments.</p>
Organisation of foresight events to reach out to stakeholders and partner organisations	Number of participants	500	Over 500 participants potentially reached in various events: ESPAS conference, NATO TIDE Sprint Cyber Tracker, event from the European Parliament, the annual Foresight Europe Network conference, and a SG event on foresight with participants from all national parliaments
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)

Embedding foresight input into the impact assessment process	Number of initiatives that include a foresight dimension in their impact assessment	3	In progress – the process to embed foresight into the new better regulation toolbox is still ongoing and is foreseen for end-April 2021
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General objective 7 ‘A modern, high-performing and sustainable European Commission’

General objective: A modern, high-performing and sustainable European Commission			Related to spending programme(s): NO
Impact indicator: Image of the European Union			
Explanation: This indicator is based on the question ‘In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?’ The indicator gives the share of positive and fairly positive views on this question			
Source of the data: Standard Eurobarometer 93			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
43% (EU 27)	Increase	Increase	40% (EU 27)
Impact indicator: Staff engagement index in the Commission			
Explanation: Staff engagement measures staff’s emotional, cognitive and physical connection to the job, organisation and the people within it			
Source of the data: European Commission			
Baseline (2018)	Interim Milestone (2021)	Target (2024)	Latest known results (2018)
69%	Increase	Increase	69%
Impact indicator: Environmental performance in the Commission			

Explanation: This indicator looks at percentage reductions compared to 2014 levels. It gives the weighted average for eight Commission sites participating in the Eco-Management and Audit Scheme (EMAS) on specific core parameters. The sites are Commission buildings in Brussels and Luxembourg, as well as JRC sites Geel (Belgium), Petten (the Netherlands), Seville (Spain), Karlsruhe (Germany), and Ispra (Italy), along with DG SANTE at Grange (Ireland)


Source of the data: [Environmental Statement 2019 results](#) (pg. 22)

Baseline (2018)	Interim Milestone (2020)	Target (2024)	Latest known results (2019)
<i>Energy consumption of buildings (MWh / person):</i> -8.8%	-5.2%	Achieve greater reduction	-8.2% (2020 target met)
<i>Water use (m³ / person):</i> -9.5%	-5.4%	Achieve greater reduction	-25% (2020 target met)
<i>Office paper consumption (sheets / person / day):</i> -32%	-34%	Achieve greater reduction	-37% (2020 target met)
<i>CO2 emissions from buildings (tonnes / person):</i> -24%	-5.1%	Achieve greater reduction	-22% (2020 target met)


Waste generation (tonnes / person): -15%	-9.7%	Achieve greater reduction	-17% (2020 target met)
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Compiling the Commission Work Programme and coordinating the policy-making process

Specific objective 7.1 : The policy-making process is efficiently steered and coordinated in order to ensure that the six headline ambitions of the Commission are delivered on time in a collegial way			Related to spending programme(s): NO
Result indicator: Annual implementation rate of CWP annex 1 initiatives			
Source of data: Secretariat-General			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
100% of initiatives delivered	100% of initiatives delivered	100% of initiatives delivered	81% ¹⁷

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
 Adjusted Commission Work Programme for 2020	Adoption by the Commission	27 May 2020	Adopted by the Commission on 27 May 2020

¹⁷ The adjusted 2020 Commission work programme contained 97 initiatives of which 88 were delivered in 2020. Of these, 72 were finally adopted at the end of 2020.

 Commission Work Programme for 2021	Adoption by the Commission	October 2020	Adopted by the Commission on 19 October 2020
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Providing briefings and political intelligence

Specific objective 7.2 : High-quality and timely political intelligence is provided regularly to senior hierarchy and the political level			Related to spending programme(s): NO
Result indicator: Number of briefings which are considered by Cabinets to be incomplete and/or delivered late (where request was sent at least 10 working days ahead of deadline without topic updates and DGs' contributions were delivered on time)			
Source of data: Secretariat-General			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
0	0	0	0

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Briefing files for meeting with interlocutors from outside the institution; with other institutions and bodies	Quality and timeliness of briefings	Ongoing	2161 briefings were prepared for the President, the Vice-Presidents and the Secretary-General. 69 % of briefings were asked with shorter deadlines than the minimum 10 working days set by the Commission's working methods.
Coaching and training	Number of people	10 participants	<ul style="list-style-type: none"> Ariane training:

sessions as a means to improving effectiveness and quality of briefing contributions	trained	per training session	<p>2</p> <ul style="list-style-type: none"> • DG-specific training: 2 • Training of SG policy units: 11 • Campaign “Clear writing”: 1 <p>Several personal ad-hoc trainings/coaching to Cabinets and SG staff.</p> <p>Total of 380 people were trained.</p> <p>Jointly with SG.F3 2 training sessions were delivered on briefings on infringement cases to 64 registered attendees.</p>
Reports from meetings of the President, the Vice-Presidents and the Secretary-General with external interlocutors	Average time for delivery of draft report to Cabinet/SG team	3 working days	Ongoing
Interinstitutional calendar	Regularly updated / Quality of information	Ongoing	Ongoing
Structuring the network of EP coordinators in DGs and SG policy coordination units	Regular meetings. Animate a social media platform with over 110 participants	Ongoing	Ongoing
Presenting key Commission initiatives to national Parliaments representatives and collecting feedback.	Regular meetings with network of national Parliaments’ representatives in Brussels and – virtually- experts in the capitals	Ongoing	Ongoing
Coordination of and contribution to briefings for meetings	Quality and timeliness of	Ongoing	Ongoing

of the President, Vice-Presidents or Secretary-General with the European Parliament and the consultative committees	briefings		
Reporting from meetings with the European Parliament and the consultative committees	Quality and timeliness of briefings	Ongoing	Ongoing
Coordination of briefings for Coreper II and I and the relevant Council formations meetings and reporting	Quality and timeliness of briefings	Ongoing	Ongoing
Coordination of briefings for the President for the European Council meetings and reporting	Quality and timeliness of briefings	Ongoing	Ongoing
Early warning to hierarchy, Cabinets, DGs on sensitive issues and anticipation of key issues for Council and European Parliament meetings.	Quality and timeliness of briefings	Ongoing	Ongoing

Leading the Commission's strategic planning and programming

Specific objective 7.3 : A strong performance management framework is implemented in order to deliver efficiently on the Commission's political ambitions	Related to spending programme(s): NO
Result indicator: Percentage of Secretariat-General recommendations addressed to Commission services implemented by Commission services	
Source of data: Secretariat-General	

Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
80%	Increase	Increase	Statistics under preparation ¹⁸

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Instructions for the 2020-2024 Strategic Plans and 2020 Management Plans	Instructions signed and communicated to Commission services	Q1 2020	Instructions issued on 10 February 2020
Instructions for the preparation of the 2021 management plans and 2021 annual work programmes of executive agencies	Instructions signed and communicated to Commission services	Q4 2020	Instructions issued on 16 October 2020
Instructions for the 2020 Annual Activity Reports	Instructions signed and communicated to Commission services	Q4 2020	Instructions issued on 26 November 2020
Organisation of corporate oversight on the identification and management of critical risks	Peer reviews on critical risks organised as part of 2021 management plan process.	Q4 2020	Peer review meetings organised from 3 to 8 December 2020
2019 Annual Management and Performance Report for	Adoption by the Commission	24 June 2020	Adopted on 25 June 2020

¹⁸ The statistics will be available after the completion of the 2021 management plan review process which is currently ongoing. The main part of the management plan review process took place during the reporting year and therefore, it is important that the statistics used refer to 2021 plans and not 2020.

the EU budget			
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Overseeing the implementation of strengthened data protection rules

Specific objective 7.4 : Commission services respect the right to protection of personal data		Related to spending programme(s): NO	
Result indicator: Degree of implementation by Commission Services of the Data Protection Action Plan			
Source of data: DPO organised surveys via Data Protection Coordinators to monitor the degree of implementation of the Data Protection Action Plan . The results will form the basis for annual reporting to the Management Bodies together with the recommendations of the DPO.			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
Not applicable	>60% aggregated	>80% ¹⁹	Ongoing

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
1 to 2 surveys to monitor the implementation of the Commission's Data Protection Action Plan	Survey(s) conducted	End 2020	Surveys conducted: - Conversion rate of legacy notifications (1-12/2020) - Transfers of personal data outside EU/EEA (08-10/2020)
Report, including DPO recommendations, on	Delivery	End 2020	Report delivered to the ITCB in March, April and

¹⁹ The 80% target is ambitious taking into account that the calculation involve factors which may relate to latency in record publishing (parameter 1) as well as human resource allocation (parameter 4) which may depend on other factors (e.g. budget, political priorities etc.)

survey results to Management Bodies			September 2020 Review of the Action Plan (endorsed by the College in November 2020) Report to the GDR in December 2020
Introductory course to the new data protection Regulation (EU) 2018/1725 by external provider	10 courses organised	End 2020	Due to the Covid-19 restrictions, only 5 on-site courses were organised. A new online course was developed to be carried out in 2021.
Specialised data protection trainings	Number of trainings organised by DPO	3	1 training session for Cabinets 10 awareness-raising sessions for senior management 4 training sessions on Personal Data Breach Module
Support and advice to Commission services ensuring compliance with data protection rules	Production of 2-3 new guidelines	End 2020	“Guidance on records” in June 2020 and “Guidance for Personal data breach Module” in October 2020
Templates for exercise and handling of Data subject rights under Regulation (EU) 2018/1725	Delivery	End 2020	Template for Joint Controllorship Arrangement delivered in February 2020 Templates for data subject rights (together with guidance) are being developed with a DPC working group (delivery: 2021)
New Data Protection Record Management System (DPMS)	Successful integration of additional features and effective inclusion of new	End 2020	3 additional features were integrated (update of the public register to reflect the current EC

	users, including the data breach register		organisation, new DPMS homepage with shortcuts, terminology aligned with the new Implementing Rules) New Personal data breach Module in the DPMS
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Ensuring a high level of business continuity

Specific objective 7.5 : Digitally transformed and simplified business continuity procedures make the Commission resilient to business disruptions			Related to spending programme(s): NO
Result indicator: Number of exercises to simplify and improve business continuity arrangements and procedures and adapt them to the new digital solutions in the Commission			
Source of data: Secretariat-General			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (year)
1/year	2/year	3/year	No specific exercise was run in 2020 because the Commission has been in business continuity mode since March 2020.

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Work plan based on lessons learnt following the COVID-19 crisis to simplify and	Endorsement of the workplan by the Corporate Management Board	Three months after the end of business continuity mode due to COVID-19	In progress as the Commission is still in business continuity mode.

adapt existing business continuity arrangements			Lessons learnt are being prepared. Some elements have already been addressed.
Proposal for an improved IT solution for business continuity	Presentation of proposal for endorsement	By end 2020	In progress. Due to the Covid crisis, the assessment of the tools was delayed. The assessment of the first tool was finalised and the assessment of the second tool started in December.

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

Specific objective 7.6 : The Commission has strong governance arrangements and policies, ensuring its full digitalisation, allowing wide use of information while preserving high security			Related to spending programme(s): NO
Result indicator: Percentage of assessments of IT investments on which the Information Technology and Cybersecurity Board expresses a 'positive opinion' without conditions or remarks			
Source of data: Minutes of the Information Technology and Cybersecurity Board			
Baseline (2020)	Interim Milestone (2021)	Target (2024)	Latest known results (2020)
32%	40%	50%	30% - the lower figure is due to a reinforced assessment of security for the proposed IT investments, which is leading to additional conditions. If we neutralise this additional scrutiny, the result is 37%.
Result indicator: Percentage of active Commission information systems for which an IT			

security risk assessment has been performed and is maintained			
Source of data: Annual IT security risk report			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
10%	25%	60%	43%
Result indicator: Percentage of Commission key data assets for which corporate principles for data governance have been implemented			
Source of data: Reporting from Commission DGs / services on local level implementation of these principles (see related indicator in part 2 of the Strategic Plan)			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
35%	50%	80%	50%

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Reference data policy	Endorsement by the Information Management Steering Board	October 2020	Endorsed in July 2020
Data advisory service: launch of website and high-level announcement	Delivery	July 2020	Delivered in July 2020
Report on lessons learnt from Office 365 pilot phase 0	Delivery	December 2020	October 2020 – state of play presented to the Information Technology and Cybersecurity Board.

			Decision made to continue with the pilot pending the proper support of sensitive non-classified information
IT implementation plan 2021	Adoption by the Information Technology and Cybersecurity Board	May 2020	April 2020 – the Information Technology and Cybersecurity Board endorsed the IT implementation plan 2021
European Commission Digital Strategy Modernisation Plan	Adoption by the Information Technology and Cybersecurity Board	September 2020	December 2020 – the Information Technology and Cybersecurity Board endorsed the Digital Solution Modernisation Plan
Decision on Document Management and Archives C(2020)4482	Adoption	May 2020	Adopted on 6 July 2020
Digital Preservation Strategy SEC(2020)850	Adoption	June 2020	Adopted on 3 September 2020
Bridge between Ares and EU SIGN to allow the use of the qualified electronic signature	Implementation in Ares	June 2020	Implemented on 26 June 2020
New annual feedback exercise for Document Management Officers	Design and launch of the new exercise	End 2020	Launched on 13 November 2020
Automation of records capture process in Hermes-Ares-NomCom	First assessment of the progress achieved (in percentage)	End 2020	Manual: 10.8% Automated: 89,2% of which: -Integrations:82.1% -AresLook: 7.2%

Draft proposal for a competence framework (Secretariat-General in consultation with DG HR) in the document management domain	Preparation of draft proposal	End 2020	Prepared on 15 December 2020
Proposal for SG's role in internal recruitment and creation of a pool of experts for internal recruitment in the document management domain	Preparation of proposal	End 2020	As a result of other important Synergy and Efficiency measures launched or completed by the SG in 2020, this action was carried over to 2021.
Staff satisfaction survey in document management	Survey conducted	End 2020	The survey for document management is being prepared, and synchronised, with other domains as part of a larger survey in 2021
Study of possible efficiency gains in document management through the use of artificial intelligence techniques and proposal for follow-up measures to the study	Completion of study	End 2020	Study completed on 7 July 2020

Managing the decision-making procedures

Specific objective 7.7: The decision-making process is further streamlined, improved and digitalised	Related to spending programme(s): NO
Result indicator: Degree of digitalisation of the decision-making process	
Source of data: Decide, BRP, Decide annual workplan	

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
<p>+/- 70% of the main steps of the decision-making process are covered by Decide: planning, interservice consultation and adoption</p> <p>+/- 33% of replies to interinstitutional requests are handled in Decide (Parliamentary Questions and Ombudsman's inquiries)</p>	<p>+/- 90% of the main steps are covered by Decide, by the further digitalisation of the handling of procedures by the Registry including the use of e-signature and the extension to the interinstitutional step.</p> <p>+/- 66% of replies to interinstitutional requests are handled in Decide by the inclusion of Petitions and Opinions of National Parliaments</p>	<p>100% coverage of the decision-making process including efficient links between Decide and relevant IT systems.</p> <p>100% of replies to interinstitutional requests are handled in Decide with the inclusion of Opinions of Consultative committees and EP resolutions.</p>	<p>In 2020, the further rewriting of e-Greffe as well as the preparation for the inclusion of the e-signature and the extension to the interinstitutional step led to an increased coverage.</p> <p>'Developments for the inclusion of Petition in Decide Replies took place in 2020</p>
<p>Result indicator: Percentage of preparatory meetings leading to College meeting managed through the dedicated IT application 'e-College'</p> <p>Source of data: Secretariat-General</p>			
Baseline (2020)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
Introduction of new functionalities	100% of preparatory meetings should be supported by the	Subject to the development of RUE.X, the relevant	A revamped e-College application

to the application to improve user satisfaction and preparation of a complete revamp to introduce a modernised application.	dedicated IT application	IT tool is used also to handle 100 % of protected documents up to 'classified' 'RESTREINT UE/EU RESTRICTED'	with new functionalities will be deployed for College meetings beginning of 2021
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Result indicator: Reduction of paper consumption

Source of data: Secretariat-General

Baseline (2018)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
7.250.000 pages (as printed by the Registry's printshops)	>50% compared to baseline.	>70% compared to baseline.	In 2020, around 2,5 million pages were printed by the Registry's printshops

Main outputs in 2020:

Other important outputs

Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Digitalisation of College meetings: introduction of the e-College application	Percentage of College meetings handled in a paperless way (excluding sensitive dossiers to be protected).	100%	100%
Additional developments of the current e-College IT	Validation of the business case for the	End 2020	The business case for e-College was validated by the ITCB in

<p>tool to improve satisfaction of all users and preparation of a complete revamp of the application towards the digitalisation of the entire oral procedure.</p>	<p>next steps. Introduction of agreed new functionalities</p>		<p>November 2020 and a revamped e-College application will be deployed for College meetings beginning 2021</p>
<p>Adaptation of Decide to the working methods of the von der Leyen Commission</p>	<p>New functionalities reflect the main changes to the Commission working methods.</p>	<p>Q1 2021</p>	<p>In 2020, the validation of politically sensitive/important initiatives was adapted to the new working methods and the new “All-in” principle, which requires to register all acts in Decide Planning was implemented.</p>
<p>Integration of petitions in Decide Replies</p>	<p>Completion</p>	<p>Q1 2021</p>	<p>Analysis and developments have been taking place in 2020 so that the Q1 2021 target could be reached with the inclusion of Petitions to Decide Replies in 2021</p>
<p>Introduction of electronic signature for authentication of adopted acts</p>	<p>Completion</p>	<p>Q1 2021</p>	<p>Analysis and reflexion involving concerned services took place in 2020 as a prerequisite for the progressive implementation of e-signature in Decide as from 2021</p>
<p>Further development of Decide:</p> <ul style="list-style-type: none"> • Further rewriting of e-Greffe in Decide Decision • First steps in the rationalisation 	<p>Completion</p>	<p>End 2020</p>	<p>Completed</p>

<p>of Decide Replies</p> <ul style="list-style-type: none"> • Further links with other IT systems • Extension of the timeline to interinstitutional steps <p>Improvements on user friendliness, search and reporting facilities, security, etc.</p>			
<p>Further development of EdiT:</p> <ul style="list-style-type: none"> • Trainings delivered • A pilot case conducted for legislative proposals <p>EdiT is further integrated in Decide</p>	Completion	End 2020	Trainings were delivered to participants to the pilot. The pilot case on a legislative proposal was conducted with DG TAXUD. The integration of EdiT with Decide Consultation was improved and the analysis for its integration with Decide Decision has started
<p>Register of Delegated and Implementing Acts, new public pages for comitology committees and a new back-office application for comitology in the European Commission</p>	Launch of the new applications	Q3 2020	New Registers launched on 28 October 2020

<p>Specific objective 7.8: Procedures are well-designed, information and guidance are provided to Commission staff and collaboration is enhanced</p>	<p>Related to spending programme(s): NO</p>
<p>Result indicator: Number of hits to GoPro</p>	
<p>Source of data: GoPro statistics tool</p>	

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
160 000	Positive trend	Positive trend	214 000
Result indicator: Number of consultations via the procedural helpdesk			
Source of data: Secretariat-General Helpdesk procedures statistics			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2020)
3000 yearly requests	Positive trend	Positive trend	9 370 requests by phone or via e-mai

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Early warning reports	Accuracy and timeliness of information	Ongoing	Ongoing
Procedural arrangements introduced in the context of COVID-19	Adoption of decisions	June 2020	Procedural flexibilities were introduced in March 2020 for initiatives related to the COVID-19 outbreak. By December 2020, 1 372 decisions concerning COVID19 were adopted

Introduction of flexibilities/improvements in the Commission Rules of Procedure	Adoption of an amendment on College meetings via telecommunication	April 2020	Amendment adopted on 22 April 2020
Recast and revision of the 2000 Commission Rules of Procedure	Adoption by the Commission of new Rules of Procedure	End 2020	New updates were introduced in the preliminary draft revision of the Rules of Procedure. The new Rules of Procedure could be adopted in 2021
Update of conferred powers	Adoption of repeals or revision of existing empowerments and delegations Regular update of the Register of conferred powers (empowerments and delegations) in GoPro	Ongoing	Ongoing
Trainings to newcomers, Cabinets and staff	Delivery	Ongoing	Ongoing
Decide Quick guide for Cabinets	Dissemination	End 2020	The quick guide for Cabinets will be disseminated in 2021 as the COVID19 outbreak changed priorities and lead to adapted procedural arrangements
Quality advice to services by the procedural helpdesk	Delivery	Ongoing	Ongoing
Clear and updated information on procedures for services	Accuracy and clarity of information	Ongoing	Ongoing

and Cabinets			
Community of practice for Decide coordinators	Setting up and constant collaboration	Ongoing	Ongoing

ANNEX 3: Draft annual accounts and financial reports

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures

Table 12 : Summary of Procedures

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

Table 15 : FPA duration exceeds 4 years

TABLE 16 : Commitments co-delegation type 3 in 2020 for SG

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2020 (in EUR million) for SG

		Commitment appropriations authorised	Commitments made	%	
		1	2	3=2/1	
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0.79	0.64	81.15 %
Total Title 02		0.79	0.64	81.15 %	
Title 18 Migration and home affairs					
18	18 04	Fostering European citizenship	0.34	0.34	99.86 %
Total Title 18		0.34	0.34	99.86 %	
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.02	0.02	100.00 %
Total Title 24		0.02	0.02	100.00 %	
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	6.50	6.30	96.98 %
Total Title 25		6.50	6.30	96.98 %	
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0.85	0.85	100.00 %
	26 03	Services to public administrations, businesses and citizens	0.90	0.90	100.00 %
Total Title 26		1.75	1.75	100.00 %	
Title 33 Justice and consumers					
33	33 02	Rights, equality and citizenship	0.57	0.57	100.00 %
Total Title 33		0.57	0.57	100.00 %	
Total SG		9.97	9.62	96.53 %	

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

% Outturn on Commitment Appropriations in 2020 for DG SG

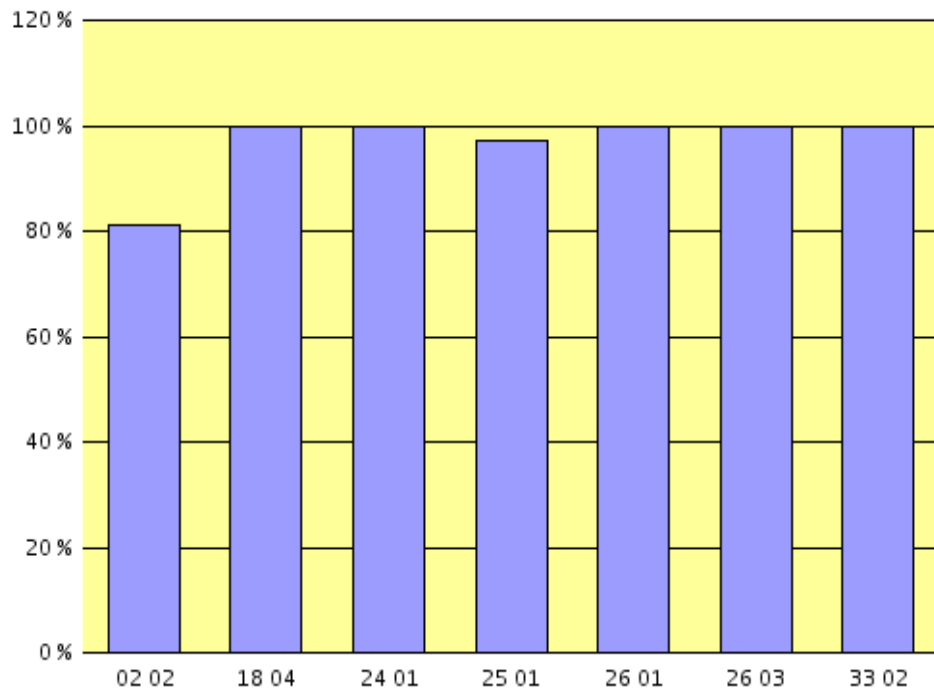


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2020 (in EUR million) for SG

Chapter		Payment appropriations authorised *	Payments made	%	
					1
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	1.40	0.51	36.63 %
Total Title 02			1.40	0.51	36.63 %
Title 18 Migration and home affairs					
18	18 04	Fostering European citizenship	0.38	0.37	99.25 %
Total Title 18			0.38	0.37	99.25 %
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.04	0.02	50.00 %
Total Title 24			0.04	0.02	50.00%
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	9.61	6.95	72.28 %
Total Title 25			9.61	6.95	72.28 %
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	1.49	0.86	57.77 %
	26 03	Services to public administrations, businesses and citizens	0	1.04	0 %
Total Title 26			1.49	1.90	127.94%
Title 33 Justice and consumers					
33	3302	Rights, equality and citizenship	0.43	0.43	100.00 %
Total Title 33			0.43	0.43	100.00%
Total SG			18.72	10.19	76.32 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

% Outturn on Payment Appropriations in 2020 for DG SG

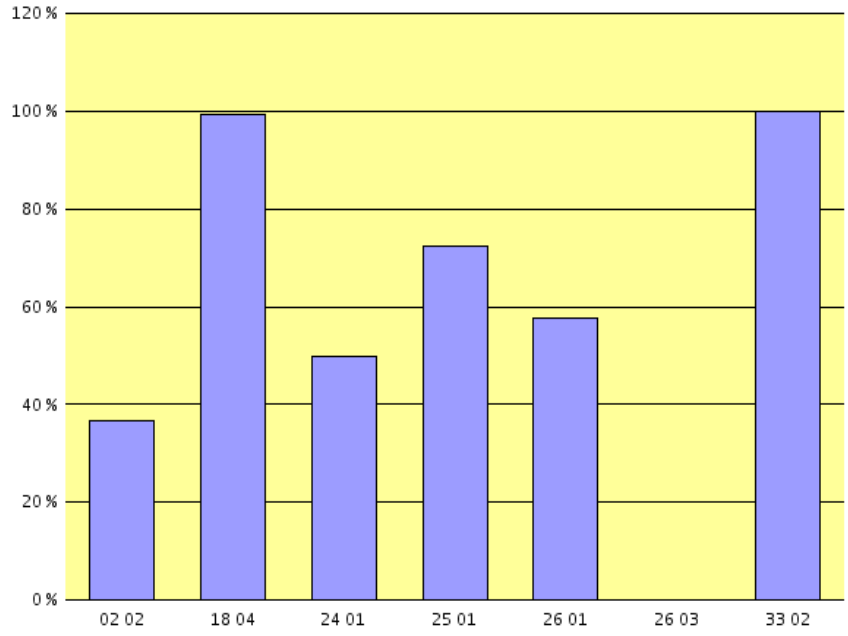


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in EUR Million) for SG

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 02 : Internal market, industry, entrepreneurship and SMEs									
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0.64	0.12	0.52	81.21%	0.22	0.74	0.61
Total Title 02			0.64	0.12	0.52	81.21%	0.22	0.74	0.61
Title 18 : Migration and home affairs									
18	18 04	Fostering European citizenship	0.34	0.15	0.19	55.80%	0.02	0.21	0.25
Total Title 18			0.34	0.15	0.19	55.80%	0.02	0.21	0.25
Title 24 : Fight against fraud									
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.02	0	0.02	100.00%	0	0.02	0.02
Total Title 24			0.02	0	0.02	100.00%	0	0.02	0.02
Title 25 : Commission's policy coordination and legal advice									
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	6.30	3.90	2.41	38.16%	0	2.41	3.12
Total Title 25			6.30	3.90	2.41	38.16%	0	2.41	3.12
Title 26 : Commission's administration									
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0.85	0.25	0.60	70.35%	0	0.60	0.64
	26 03	Services to public administrations, businesses	0.90	0.43	0.47	52.54%	0.05	0.52	0.67

		and citizens							
Total Title 26			1.75	0.68	1.07	61.19%	0.05	1.12	1.31
Title 33 : Justice and consumers									
33	33 02	Rights, equality and citizenship	0.57	0.17	0.40	69.94%	0	0.40	0.26
Total Title 33			0.57	0.17	0.40	69.94%	0	0.40	0.26
Total SG			9.62254094	5.02	4.60448595	47.85 %	0.28718367	4.89166962	5.5700065

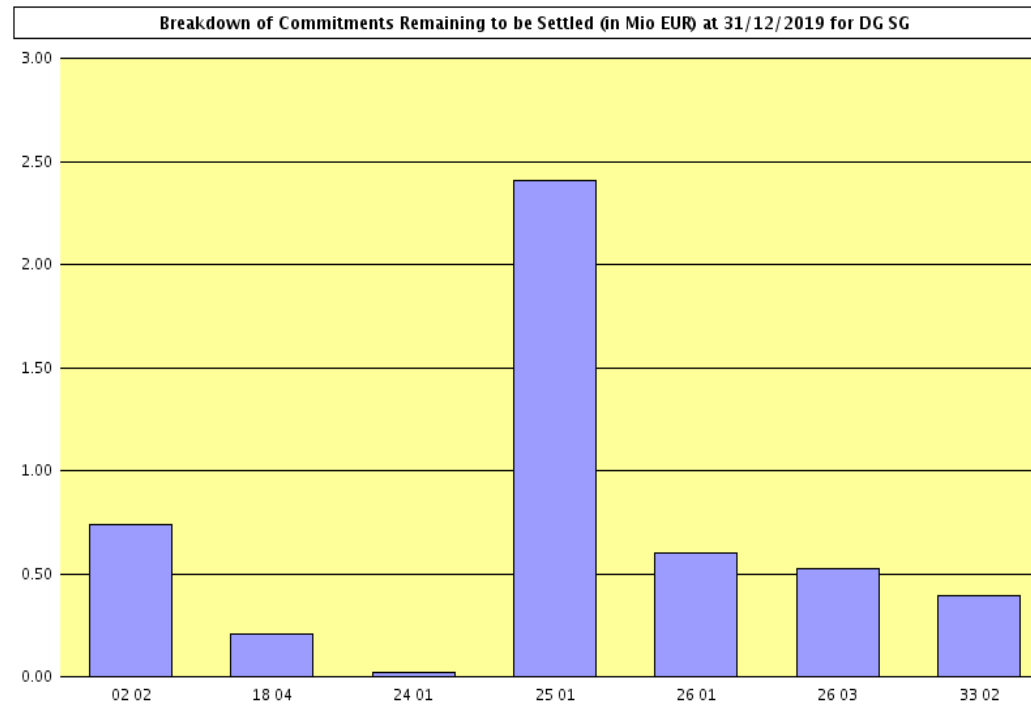


TABLE 4 : BALANCE SHEET SG

BALANCE SHEET	2020	2019
A.I. NON CURRENT ASSETS	3 563 957.56	3 856 505.56
A.I.1. Intangible Assets	3 563 957.56	3 856 505.56
A.II. CURRENT ASSETS	2 782 481.63	2 639 601.61
A.II.2. Current Pre-Financing	2 775 571.92	2 637 691.90
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	6 909.71	1 909.71
ASSETS	6 346 439.19	6 496 107.17
P.II. CURRENT LIABILITIES	-18 251.56	-99.49
P.II.4. Current Payables	18 251.56	-99.49
LIABILITIES	-18 251.56	--99.49
NET ASSETS (ASSETS less LIABILITIES)	6 328 187.63	6 496 007.68
P.III.2. Accumulated Surplus/Deficit	50 030 965.83	41 888 277.69
Non-allocated central (surplus)/deficit*	-56 359 153.46	-48 384 285.37
TOTAL	0	0

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by the Directorate-General for Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE SG

STATEMENT OF FINANCIAL PERFORMANCE	2020	2019
II.1 REVENUES	-2 332 424.23	-863 653.07
II.1.1. NON-EXCHANGE REVENUES	-120 922	-113 960
II.1.1.6. OTHER NON-EXCHANGE REVENUES	-120 922.00	-113 960.00
II.1.2. EXCHANGE REVENUES	-2 211 502.23	-749 693.07
II.1.2.2. OTHER EXCHANGE REVENUE	-2 211 502.23	-749 693.07
II.2. EXPENSES	10 126 855.84	9 006 341.21
II.2. EXPENSES	10 126 855.84	900 6341.21
II.2.10. OTHER EXPENSES	6 857 654.67	5 725 230.04
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	3 269 201.17	3 281 111.17
II.2.8. FINANCE COSTS	0	0
STATEMENT OF FINANCIAL PERFORMANCE	7 794 431.61	8 142 688.14

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by the Directorate-General for Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5bis : OFF BALANCE SHEET SG

OFF BALANCE	2020	2019
OB.4. Balancing Accounts	0	0
OB.4. Balancing Accounts	0	0
OFF BALANCE	0	0

TABLE 6: AVERAGE PAYMENT TIMES FOR 2020 - SG

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Number of Payments within Time Limit	Percentage	Average Payment Times (Days)	Number of Late Payments	Percentage	Average Payment Times (Days)
30	437	435	99.54 %	7.850574713	2	0.46 %	66.5
45	2	2	100.00 %	16.5			
60	38	38	100.00 %	9.815789474			
90	4	4	100.00 %	12.25			
120	4	4	100.00 %	7.25			

Total Number of Payments	485	483	99.59 %		2	0.41 %	
Average Net Payment Time	8.313402062			8.072463768			66.5
Average Gross Payment Time	8.934020619			8.695652174			66.5

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	23	13	2.68 %	485	184 079.05	1.81 %	10 190 489.47

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2020 FOR SG

	Chapter	Revenue and income recognised			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
66	OTHER CONTRIBUTIONS AND REFUNDS	2 548 432.00	0	2 548 432.00	2 543 432.00	0	2 543 432.00	5 000.00
Total SG		2 548 432	0	2 548 432	2 543 432	0	25 43 432	5 000

TABLE 8 : RECOVERY OF PAYMENTS IN 2020 FOR SG
(Number of Recovery Contexts and corresponding Transaction Amount)

Year of Origin (commitment)	Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Number	RO Amount	Number	RO Amount
No Link	41	2 535 598		
Sub-Total	41	2 535 598		

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount	Number	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES							12	390 602.40		
Sub-Total							12	390 602.4		
GRAND TOTAL							53	2 926 200.4		

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2020 FOR SG

	Number at 1/1/2020	Number at 31/12/2020	Evolution	Open Amount (Eur) at 1/1/2020	Open Amount (Eur) at 31/12/2020	Evolution
2020		1			5 000.00	
		1			5 000.00	

TABLE 10: WAIVERS OF RECOVERY ORDERS

No data to be reported

TABLE 11 : NEGOTIATED PROCEDURES FOR SG

No data to be reported

TABLE 12 : SUMMARY OF PROCEDURES FOR SG

No data to be reported

Table 13 : Building Contracts

No data to be reported

Table 14 : Contracts declared Secret

No data to be reported

TABLE 15 : FPA duration exceeds 4 years - SG

No data to be reported

TABLE 16 : Commitments co-delegation type 3 in 2020 for DG SG

No data to be reported

ANNEX 4 : Financial Scorecard

Annex 4 summarises the annual result of the standard financial indicators measurement. Annexed to the annual activity report 2020, six standard financial indicators are presented below, each with its objective, category, definition, and result for the Secretariat-General and for the Commission as a whole (for benchmarking purposes)²⁰:

- Commitment Appropriations (CA) Implementation
- CA Forecast Implementation
- Payment Appropriations (PA) Implementation
- PA Forecast Implementation
- Global Commitment Absorption
- Timely Payments

For each indicator, its value (in %) for the Secretariat-General is compared to the common target (in %). The difference between the indicator's value and the target is colour coded as follows:

- 100 – >95% of the target: dark green
- 95 – >90% of the target: light green
- 90 – >85% of the target: yellow
- 85 – >80% of the target: light red
- 80 – 0% of the target: dark red

Indicator	<u>CA Implementation</u>
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Category Efficiency Controls / Budget

Objective Ensure efficient use of commitment appropriations

²⁰ If the Secretariat-General did not perform any transaction in the area measured by the indicator or the information is not available in the central financial system, the indicator is not calculated (i.e. displayed as “-”) in this Annex.

Result SG achieved **100%** compared to the EC result of **99%**



Comment N/A

Definition *Formula: Value A / Value B*

- Value A: Committed L1 Accepted Amount + Direct Committed L2 Accepted Amount (Eur)
- Value B: Credit Accepted Com Amount (Eur)

Scope:

Commitments on all relevant Fund Sources, except for:

- Internal assigned revenue in first year (C4)
- Internal assigned revenue from lettings and sale of buildings and lands (CL)
- Repaid advances (structural funds) (C6)
- External assigned revenue except for EFTA (FCA, FRT, PO, RO, TCA, TFS, TFC)

Indicator **PA Implementation**

Category Efficiency Controls / Budget

Objective Ensure efficient use of payment appropriations

Result SG achieved **121%** compared to the EC result of **99%**



PA Implementation higher than 100% is a result of DG SG consuming commitment appropriations of a different DG under a co-delegation, which were not transferred to DG SG.

Comment N/A

Definition *Formula: Value A / Value B*

- Value A: Payment Accepted Amount (Eur)
- Value B: Credit Accepted Pay Amount (Eur)

Scope:

Payments on all relevant Fund Sources, except for:

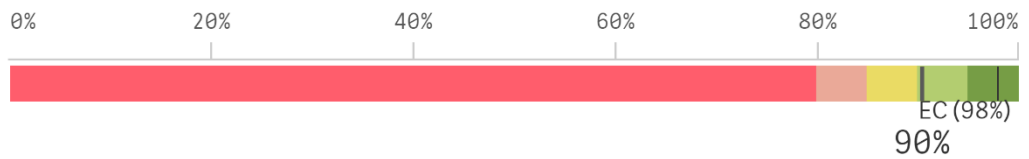
- Internal assigned revenue in first year (C4)
- Internal assigned revenue from lettings and sale of buildings and lands (CL)
- Repaid advances (structural funds) (C6)
- External assigned revenue except for EFTA (FCA, FRT, PO, RO, TCA, TFS, TFC)
- Payments stemming from C1, C5, E0 outstanding commitments on the non-staff budget positions that will be carried-forward as C8 to the next financial year

Indicator **CA Forecast Implementation**

Category Efficiency Controls / Budget

Objective Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year

Result SG achieved **90%** compared to the EC result of **98%**



Comment N/A

Definition *Formula: Value A / Value B*,***

- Value A: Committed L1 Accepted Amount + Direct Committed L2 Accepted Amount (Eur)
- Value B: Commitment Forecast Amount (Eur)
 - *if Value A / Value B between 100 and 200% then the result indicator will be equal to $1 - (ABS(Value B - Value A) / Value B)$
 - **if Value A / Value B > 200 % then the result indicator will be equal to 0%

Scope:

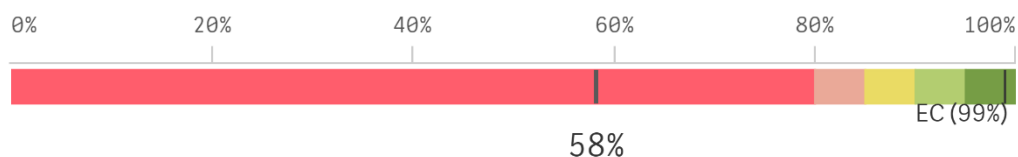
- Commitments on all relevant Fund Sources
- Commitment Forecast Amount (Eur) from the most up to date forecast version (Initial Mar-Aug, Revised Sep-Dec)

Indicator **PA Forecast Implementation**

Category Efficiency Controls / Budget

Objective Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year

Result SG achieved **58%** compared to the EC result of **99%**



Comment The forecast application includes as carry-over for administrative expenses, all expenses that will actually have to be paid by PMO, DIGIT and other DGs because these funds are co-delegated to them. As a result, the forecast also shows these payments whereas they will not be booked against SG's budget line or Annual Activity Report. This explains the large gap between forecasts and actuals (the carry-over amounted to 7.8M€ the largest share of which was paid by other DGs).

Definition *Formula: Value A / Value B*,***

- Value A: Payment Accepted Amount (Eur)
- Value B: Payment Forecast Amount (Eur)
- *if Value A / Value B between 100 and 200% then the result indicator will be equal to $1 - (ABS(Value B - Value A) / Value B)$*
- **if Value A / Value B > 200 % then the result indicator will be equal to 0%*

Scope:

- Payments on all relevant Fund Sources
- Payment Forecast Amount (Eur) from the most up to date forecast version (Initial Mar-Aug, Revised Sep-Dec)

Indicator Global Commitment Absorption

Category Efficiency Controls / Absorption

Objective Ensure efficient use of already earmarked commitment appropriations (at L1 level)

Result SG achieved **100%** compared to the EC result of **98%**



Comment N/A

Definition **Formula:**

- Value A: Com L1 Consumption amount (Eur)
- Value B: Com L1 Initial amount (Eur) + Com L1 Complementary Amount (Eur) + (Com L1 Decommitment Amount (Eur) on all Fund Sources except for C8 and C9)

Scope:

- Com L1 with FDC ILC date from 01/01 to 31/12 of the current year
- No movements to the Com L1 Consumption amount (Eur) after the FDC ILC date is taken into account (Generally decommitments of L2 which decrease the Com L1 consumption)

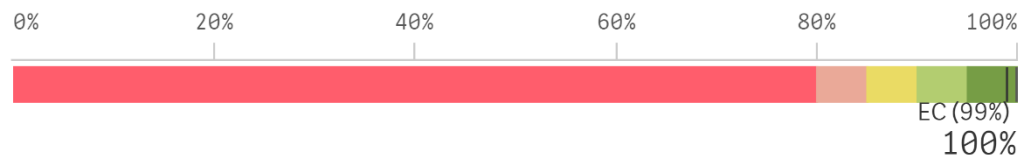
Remark: Due to technical limitation, the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.

Indicator **Timely Payments**

Category Efficiency Controls / Timeliness

Objective Ensure efficient processing of payments within the legal deadlines

Result SG achieved **100%** compared to the EC result of **99%**



Comment This excellent score demonstrates the high level of professionalism of Secretariat- General' staff and their close monitoring of payment deadlines

Definition **Formula:** Value A / Value B

- Value A: Payment Accepted Amount (Eur) in time
 - o In Time: Payment Bank Value Date < = Payment legal deadline
- Value B: Payment Accepted Amount (Eur)

Scope:

- Payments made in the current year
- Payments valid for payment statistics (DWH Flag "Payment Time Status OK?" = "Y")

ANNEX 5: Materiality criteria

The Secretariat-General uses the corporate guidelines for determining materiality as regards legality and regularity. According to these guidelines, only material reservations can be used to qualify the annual declaration. In the analysis leading to the decision to issue a reservation or not, the following steps are followed:

a) Identifying a deficiency (e.g.: a significant weakness of the control systems, insufficient audit coverage, a critical issue outlined by the European Court of Auditors, the Internal Audit Service and European Anti-Fraud Office;

b) Determining if the deficiency falls within the scope of the Authorising Officer by Delegation's declaration (it relates to the reasonable assurance concerning the use of resources, sound financial management or legality and regularity of underlying transactions);

c) **Qualitative assessment:** assessing if the deficiency is significant in qualitative terms. In order to accomplish the deficiency's qualitative assessment, the following four pillars need to be analysed:

- the nature and scope of the deficiency,
- the duration of the deficiency,
- the existence of compensatory measures (mitigating controls which reduce the impact of the deficiency),
- the existence of effective remedial actions to correct the deficiencies (action plans and financial corrections) which have had a measurable impact;

d) **Quantitative assessment:** a deficiency, which is significant from a qualitative perspective, must be quantified in terms of "monetary value of the identified problem"/ "amount considered at risk". In line with the guidelines agreed centrally in the Commission, the Secretariat-General applies the recommended threshold of 2 % i.e. when the value of the transactions affected by the deficiency represents more than 2 % of the budget of one Activity Based Budgeting (ABB) activity of the Directorate-General. It should be noted however, that the target percentage is 0 % for procurement and administrative expenses and 2 % for grants.

Since 2019²¹, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a Directorate's-General total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

e) For deficiencies which are considered significant from a qualitative point of view, but their financial impact is lower than the 2 % threshold, the Secretariat-General takes into account the potential reputational consequences they may entail. A reservation would be

²¹ Agreement of the Corporate Management Board of 30/4/2019.

made if such a reputational event were to occur and negatively impact on the image of the Commission. Such a reservation would be based on the nature of the impact on reputation, the breadth of awareness of the event, and the duration of impact of the reservation. Sustained or medium-term negative perception from stakeholders with an impact on the ability of the Secretariat-General to meet its key objectives would be considered for a reservation.

Additionally, the Secretariat-General continues to apply another materiality criterion: its systemic responsibilities. Beyond its own operational responsibilities, the Secretariat-General is a horizontal service operating as a service provider and thus bears responsibility for the development and quality of a certain number of corporate processes. In particular, the Secretariat-General has the responsibility at Commission level for the decision-making process of the College, document management and crisis management.

ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)

PROCUREMENT (with GRANT and ADMINISTRATIVE EXPENSES) DIRECT MANAGEMENT

The Secretariat-General mainly concludes contracts for IT service providers based on framework contracts made available by the Directorate-General for Informatics; that way the tender procedure (framework contract) is not managed by the Secretariat-General itself. For occasional needs, the Secretariat-General uses negotiated procedures for low-value contracts (not exceeding EUR 60 000). The Secretariat-General itself manages maximum 1 to 2 open or restricted procedures per year for contracts exceeding EUR 60 000. Given that the Secretariat-General only has a single grant and no calls for proposals, the control system is identical. The same logic applies to administrative expenditures.

Stage 1 –Procurement

A - Planning

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
The needs are not well defined (operationally and economically) and that the decision to	Validation by AO(S)D of justification (economic operation) for launching a procurement process	100 % of the forecast procurements	Effectiveness: Number of projected tenders cancelled, Number of contracts discontinued due to lack of use (poor planning).

<p>procure was inappropriate to meet the operational objectives.</p> <p>Discontinuation of the services provided due to a late contracting (poor planning and organisation of the procurement process).</p>	<p>Decisions discussed/taken at management meeting</p>	<p>All key procurement procedures (> amounts and/or having significant impact on the objectives of the SG) are discussed at management meeting</p>	<p>Efficiency: time-to for the definition of needs within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
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B - Needs assessment & definition of needs

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
The best offer/s are not submitted due to the poor definition of the tender specifications	Authorising Officer by sub-Delegation supervision and approval of specifications	100 % of the specifications are scrutinised. Depth may be determined by the amount and/or the impact on the objectives of the SG if it goes wrong	<p>Effectiveness: N° of open procedures where only one or no offers were received.</p> <p>Efficiency: time-to for receiving an adequate number of offers within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>

C – Selection of the offer & evaluation

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity). Fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
<p>The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process</p>	<p>Formal evaluation process:</p>	<p>100 % of the offers analysed.</p>	<p>Effectiveness: Numbers of 'valid' complaints or litigation cases filed.</p> <p>Efficiency: time-to for the selection of the offer within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
	<p>Opening committee and Evaluation committee, presence of SG.C.3</p>	<p>Depth: all documents transmitted</p>	
	<p>Opening and Evaluation Committees' declaration of absence of conflict of interests</p>	<p>100 % of the members of the opening committee and the evaluation committee</p>	
	<p>Exclusion criteria documented</p>	<p>100 % checked. Depth: required documents provided are consistent</p>	

	Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision.	100 % when conditions are fulfilled	
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Stage 2 – Financial transactions

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
The services foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory	Operational and financial checks in accordance with the financial circuits (100 % ex ante verification). Operation authorisation by the Authorising Officer by sub-Delegation (AOSD)	100 % of the contracts are controlled, including only value adding checks.	<p>Effectiveness: Number of 'refusal for correction/cancellation' sent to the contractors</p> <p>Efficiency: time-to-pay within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>

<p>provisions.</p> <p>Business discontinues because contractor fails to deliver.</p>	<p>Management of sensitive functions</p>	<p>High risk operations identified by risk criteria. Amount and potential impact on the SG operations of late or no delivery</p>	
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Stage 3 – Supervisory measures

Main control objectives: Ensuring that any weakness in the procedures (tender and financial transactions) is detected and corrected

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
<p>An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex ante control, prior to payment</p>	<p>Ex post publication (possible reaction from tenderer / potential tenderer such as whistle blowing)</p> <p>Review of exceptions reported and Authorising Officer by sub-Delegation reporting</p>	<p>Potentially 100%</p> <p>100% twice a year. Depth: look for any weakness in the procedures (procurement and financial transactions)</p>	<p>Effectiveness: Amounts associated with errors detected after payment (related to fraud, irregularities and error).</p> <p>Efficiency: time-to-pay within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>

Review of the process after each procedure	100%. Depth: review any significant problem that occurred
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ANNEX 7: Specific annexes related to "Financial Management"

Table: Overview of the estimated cost of controls at Commission (EC) level²²:

Public Procurement with Grant and Administrative Expenses							
Ex ante controls			Ex post controls			Total	
EC total costs (in million EUR)	funds managed (in million EUR)*	Ratio (%): Total ex ante control cost in EUR ÷ funds managed	EC total costs (in million EUR)	total value verified and/or audited (in million EUR)	Ratio (%): Total ex post control cost in EUR ÷ total value verified and/or audited ²³	EC total estimated cost of controls (in million EUR)	Ratio (%): Total cost of controls ÷ funds managed
1.3	10.1	13%	N/A	N/A	N/A	1.3	13%

* related funds managed/concerned = payments made, revenues and/or other significant non-spending items such as e.g. assets, liabilities, etc.

²² The total costs are based on the ATLAS values for the staff involved in the ex ante controls. The ATLAS activities include financial management; programme management; budget and accounting; management; general coordination; and ICT.

²³ No ex-post controls were conducted

ANNEX 8: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

Not applicable for the Secretariat-General

ANNEX 9: Reporting – Human resources, digital transformation and information management and sound environmental management

Human Resource Management

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

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

Source of data: DG HR

Baseline (female representation in middle management) (12/2019)	Target (2022) ²⁴	Latest known results (2020)
11 (30%)	+1	12 (39%)

Indicator 2: Secretariat-General's staff engagement index

Source of data: Commission staff survey

Baseline (2018)	Target (2024)	Latest known results (2020)
69%	≥ 69%	69%

Indicator 3: Staff satisfaction with EU Policymaking HUB learning offer

Source of data: EU Learn

²⁴ The target will be revised and extended for the period 2023-2024 by January 2023.

Baseline (2020)	Target (2024)	Latest known results (2020)	
N/A	Course attendants give ≥ 80% of positive evaluations on average	82.6%	
Main outputs in 2020:			
Description	Indicator	Target	Latest known results
Continuation and further development of staff engagement activities	Staff engagement index in staff survey	≥ 69%	2018 Commission staff survey 69%
SG local HR strategy	Delivery alongside publication of the corporate HR strategy	Early 2021	Ongoing
SG HR Report 2020	Delivery once a year, reporting on activities of the previous year	February 2021	Ongoing

Digital transformation and information management (including data protection)

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

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

Source of data: Decide system for decision making

Hermes/Ares/NomCom system for document management – E-signatory statistics

THEMIS system for EU Law monitoring

Baseline (2018)	Target (2024)	Latest known results (2020)
Decide system for decision making		
52%	86%	63%
Hermes/Ares/NomCom system for document management		
45%	86%	55%
Themis system for EU Law monitoring		
40%	86%	60%

Indicator 2: Percentage of the Secretariat-General's key data assets for which corporate principles for data governance have been implemented

Source of data: Key data assets of Secretariat-General

Baseline (2019)	Target (2024)	Latest known results (2020)
35%	80%	50%

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

Source of data: Secretariat-General

Baseline (2018)	Target	Latest known results

	(2024)		(2020)
5%	100%		25%
Main outputs in 2020:			
Description	Indicator	Target	Latest known results
Optimisation and digitisation of corporate processes in the domains of decision making, document management and EU Law monitoring	Degree of implementation of the digital strategy principles by the most important IT solutions of the Secretariat-General: Decide, Hermes/Ares/NomCom and Themis	<u>Decide</u> 63% Hermes/Ares/NomCom 62% <u>Themis</u> 60%	<u>Decide</u> 63% Hermes/Ares/NomCom 55% The milestone has not yet been completely achieved by the end of 2020 but further improvements are expected soon, notably related to privacy, transparency, interoperability and user centricity. <u>Themis</u> 60%
IT security risk assessment of Secretariat-General's active information systems	Percentage of active SG information systems for which an IT security risk assessment has been performed and maintained	50%	50%
Bridge between Ares and EU Sign to allow the use of the qualified electronic signature	Implementation of the bridge in Ares	June 2020	June 2020
Paperless e-signatory	Percentage of SG registered and signed documents with a fully approved e-	51%	96%

	signatory (no paper circulation in parallel)		
Promotion of collaborative working, knowledge and information sharing	Number of new MyIntraComm, Wiki, Connected, CIRCABC and Microsoft 365 Teams collaborative sites created	More than 10 new collaborative sites or solutions	23 new collaborative sites and solutions and 80 new Microsoft 365 Teams
Implementation of corporate principles for data governance for SG key data assets	Percentage of SG key data assets implementing corporate principles	80% (2024)	50%
Awareness raising activities on data protection compliance	Percentage of Secretariat-General staff attending	20% of Secretariat-General staff	25% of Secretariat-General staff
Major compliance findings following targeted inspections and audits	Continuous assessment between (a) the number of personal data breaches occurred and (b) the number of personal data breaches notified to the EDPS in time (if necessary) and whose risk assessments have been accepted by the DPO or the EDPS ²⁵	In-time notification to European Data Protection Supervisor: 100% No objection by EDPS and DPO: 100%	In-time notification to European Data Protection Supervisor: 100% No objection by EDPS and DPO: 100%

²⁵ In practice this is equivalent to the absence of an objection by the DPO or EDPS to the risk assessment provided to them.

Sound environmental management

Objective: [same definition as in the SP]			
Main outputs in 2020:			
Description	Indicator	Target	Latest known results
Promotion of paperless working methods	% of all documents - internal and external - with a 100% electronic signatory	+6% yearly 2020: 51%	96%
Monitoring the Secretariat-General's waste generation in collaboration with OIB/OIL; and communicating observed trends to staff, based on verified data from Commission's Environmental Statement. (2019 data – per building).	Waste generation Waste sorting	Negative trend Positive trend	Negative trend Due to Covid-19, data may not be reflecting reality.
Awareness-raising actions about environmental responsibility and training offered by the European Commission	Number of actions/trainings communicated to staff	>5	Six awareness-raising actions' online promotion and events ²⁶
Gradual increase of meeting rooms with videoconferencing equipment in SG	Number of new meeting rooms	>2	All SG meeting rooms are offering videoconferencing possibilities with the latest equipment upgrades in October 2020

²⁶ Digital Promotion of safe sustainable commuting options, Digital mindfulness and clean-up, Green Public Procurement: Public Buildings' Design, Construction and Maintenance, Sharing sorting stations experience with other Commission services, Promoting Plastic free initiatives, Celebrating World Environment Day 2020

ANNEX 10: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

Not applicable

ANNEX 11: EAMR of the Union Delegations

Not applicable

ANNEX 12: Decentralised agencies and/or EU Trust Funds

Not applicable

ANNEX 13: Regulatory Scrutiny Board

2020 was the fifth full year of operation of the Regulatory Scrutiny Board. Given the point in the policy-making cycle, with the Commission taking office in December 2019, there was a sharp increase in the number of files scrutinised in 2020. The Board scrutinised 41 impact assessments (compared to just one in 2019) and 13 major evaluations, including two fitness checks. The rate of negative opinions for impact assessments was 46%. The initial negative opinion rate for evaluations was 31%, an improvement on the 47% rate in 2019, and below the average between 2017 and 2019 of 40%²⁷.

Of the 19 impact assessments that received an initial negative opinion in 2020, 15 were resubmitted during the year. Fourteen of these received a positive opinion (2) or positive opinion with reservations (12). A concern in some cases was the speed with which Commission services resubmitted files, rather than taking more time to do further analysis. This was generally due to the political pressure to deliver initiatives in the first year of the new Commission. The Board issued one double negative but it agreed, exceptionally, to re-examine a resubmitted file. The file was resubmitted at the very end of 2020.

When the services receive a negative opinion on an evaluation, there is no obligation for them to resubmit the file to the Board. One of the four evaluations, which received an initial negative opinion, did resubmit and the report had improved sufficiently for the Board to give a positive opinion. One evaluation will be resubmitted in 2021 and the other two will not resubmit, with one of these transformed into an “implementation report”.

Board members are appointed for three years. 2018 and 2019 saw the beginning of the transition of the Board from its first to second incarnation. This continued in 2020, with the appointment of two new Board members, one external and one internal. This process should be completed in 2021. Due to the Covid-19 pandemic, the Board worked virtually from mid March. Since then, all Board meetings, upstream meetings and outreach events took place on line. For Board meetings, Commission services were invited – if they wished – to submit written responses to the quality checklists issued by the Board. This facilitated virtual discussions and Board deliberations.

The Board published its 2019 Annual Report in May, but had to cancel its Annual Conference due to the Covid-19 pandemic. In September, it organised a virtual event with national scrutinisers. With 50 participants from 17 EU Member States, the UK and Norway, the event confirmed the appetite for exchanges and mutual learning on scrutiny issues. Overall, the Board engaged in fewer outreach events than planned due to the transition to virtual working. However, from September, it made greater efforts to organise such meetings, in view of the realisation that this form of working would last longer than originally foreseen. The Board participated in 32 outreach events over the year with

²⁷ The Board started distinguishing between positive and negative opinions for evaluations and fitness checks in 2017.

external bodies. The well-established practice of the Board holding ‘upstream meetings’ with the services to provide targeted advice at early stages of elaboration of the impact assessments and evaluations resulted in 59 meetings with operational services, up from 20 in 2019, reflecting the acceleration in policy preparation.

Specific objective 6.4: Regulatory tools are applied systematically throughout the legislative cycle to improve policy-making			Related to spending programme(s): NO	
Result indicator: Percentage of impact assessments improved at least to a substantial extent between the last opinion of the Regulatory Scrutiny Board and the launch of the interservice consultation				
Source of data: Secretariat-General, Regulatory Scrutiny Board				
Baseline (2018)	Interim (2022)	Milestone	Target (2024)	Latest known results (2020)
39%	Maintain/exceed 2018 level		Maintain/exceed 2022 level	50%

Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Opinions on impact assessments, fitness checks and major evaluations issued in 2020	Number of impact assessments, fitness checks and evaluations reviewed in 2020 On time delivery of opinions on impact assessments, fitness checks and evaluations	35 Ongoing (In accordance with Article 9.1 of RSB Rules of Procedure)	54 Opinions on 2 files were delivered in 3 days instead of 2 due to technical issues

	Improvement of the quality of impact assessments, fitness checks and evaluations prepared by Commission services after interaction with the Regulatory Scrutiny Board, based on a set of 10 standard quality criteria established by the Board	Ongoing	some improvement – 53% substantial and major improvement – 47% ²⁸
Advice to Commission's Directorates-General	Number of upstream contacts with Directorates-General	20	59

ANNEX 14: European Fiscal Board

Specific objective: Sound public finances are supported by independent assessments and advice on the implementation and future evolution of the EU fiscal framework		Related to spending programme(s): NO		
Result indicator: Number of assessment reports prepared by the European Fiscal Board				
Source of data: Secretariat-General, European Fiscal Board				
Baseline (2019)	Interim (2022)	Milestone	Target (2024)	Latest known results (2020)
2 assessment reports	Maintain the number of regular assessment reports		Maintain the number of regular assessment reports	2 full assessment reports 1 ad hoc

²⁸ Based on 24 impact assessments, 6 evaluations and 2 fitness checks submitted for interservice consultation in 2020.

			advice
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Main outputs in 2020:			
Other important outputs			
Output description	Indicator	Target	Latest known results (situation on 31/12/2020)
Advice to the Commission on the Covid-19 crisis	Statement release	March 2020	Published on 24 March 2020
Advice to the Commission on the prospective fiscal stance appropriate for the euro area	Report to the Commission	June 2020	Presented to the College and published on 1 July 2020
Assessment of the implementation of the EU fiscal Framework	Report to the Commission	October 2020	Presented to the College and published on 20 October 2020
Cooperation with national independent fiscal councils	Conference organised	February 2020	Conference organised on 2 March 2020
Cooperation with national independent fiscal councils	Questionnaires as input to the reports of the European Fiscal Board	January and April 2020	Results included in the reports published in June and October 2020. Representatives of the independent fiscal councils participated in the EFB conference in March 2020.

ANNEX 15: The Task Force for relations with the United Kingdom (UKTF)

THE TASK FORCE IN BRIEF

The Task Force for Relations with the United Kingdom (UKTF) was set up on 16 November 2019 in order to coordinate the Commission's work on all strategic, operational, legal and financial issues related to relations with the United Kingdom in close cooperation with the Secretariat-General and all Commission services concerned.

The UKTF has been in charge of:

- Implementation of the Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community (hereafter the EU-UK Withdrawal Agreement),
- Preparedness work related to the withdrawal of the United Kingdom from the European Union without a ratified agreement at the end of the transition period,
- Preparation and conduct of the negotiations on the future relationship with the United Kingdom.

The UKTF has performed its duties under the direct authority of the President, of Vice-President Šefčovič and in close cooperation with the Secretariat-General and all the relevant services.

Administratively, the UKTF has been attached to the Secretariat-General of the Commission, which has supported the UKTF for all administrative and budgetary matters. The UKTF has drawn on the policy support and expertise from all Commission services to fulfil its tasks.

Following the successful conclusion of negotiations and finalisation on 24 December 2020 of the EU-UK Trade and Cooperation Agreement as well as the EU-UK Nuclear Cooperation Agreement and the EU-UK Security of Information Agreement, the mandate of the UKTF is ending. The UKTF ceased to exist as of 1 March 2021.

To support the smooth implementation of the agreements with the United Kingdom, the Commission decided to establish a new 'Service for the EU-UK Agreements' (SG.UKS) within the Secretariat-General. It started its functions on 1 March 2021.

EXECUTIVE SUMMARY

A. Key results and progress towards the achievement of the Commission's general objectives and DG's specific objectives (executive summary of section 1)

In 2020, the UKTF successfully delivered on its three main objectives, namely:

- the implementation of the EU-UK Withdrawal Agreement,
- the preparedness work related to the withdrawal of the United Kingdom from the European Union at the end of the transition period,
- the negotiations on the future relationship and the conclusion of the EU-UK Trade and Cooperation Agreement as well as the EU-UK Nuclear Cooperation Agreement and the EU-UK Security of Information Agreement

B. Key Performance Indicators (KPIs)

The EU-UK Trade and Cooperation Agreement, as well as the EU-UK Nuclear Cooperation Agreement and the EU-UK Security of Information Agreement were delivered in record time, and under extremely challenging circumstances due to the COVID-19 pandemic.

The EU-UK Trade and Cooperation Agreement is unprecedented in scope, containing a free trade agreement; an ambitious cooperation on economic, social, environmental and fisheries issues as an integral part of the new economic partnership; a close partnership for citizens' security; and an overarching governance framework. The Agreement is also unprecedented in terms of the agreed commitments for open and fair competition.

C. Key conclusions on Financial management and Internal control (executive summary of section 2.1)

The UKTF has delegated the administration of its budget lines to the Secretariat-General. The Secretariat-General establishes in close cooperation with the UKTF the needs and acts as central contact point towards DG BUDG. All transactions are validated within the existing workflows. The Secretariat-General is reporting to the UKTF on the implementation of the received appropriations on a monthly basis.

In 2020, the UKTF received EUR 362.432 in administrative commitment appropriations, in addition to the EUR 519.000 that the UKTF co-delegated to PMO for missions..

Even though the UKTF does not process and authorise commitments and payments, it has systematically examined the control results, including those for supervising entities to which it has entrusted budget implementation tasks.

The UKTF has assessed its internal control system during the reporting year and has

concluded that it is effective and the components and principles are present and functioning as intended.

In addition, the UKTF has systematically examined the available control results and indicators, as well as the observations and recommendations issued by the internal auditor and the European Court of Auditors. These elements have been assessed to determine their impact on management's assurance about the achievement of the control objectives.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated.

The deputy Director-General, in his capacity as Authorising Officer by delegation has signed the Declaration of Assurance.

D. Provision of information to the President

The UKTF has performed its duties under the direct authority of the Commission President and of Vice-President Šefčovič .

In the context of the regular meetings during the year, the Head of the Task Force regularly reported to the President and to the College of Commissioners on the state of play of negotiations. The UKTF also worked and reported regularly to Vice-President Šefčovič on the implementation of the Withdrawal Agreement.

E. Specific actions on COVID-19

In 2020, Europe was strongly impacted by the Covid-19 pandemic. The Commission has proposed a strong and coordinated response to the health crisis as well as to the impact on Europe's economy and society. Covid-19 has also posed challenges as regards performance, control, audit and assurance in relation to the 2020 EU budget. In an exercise coordinated at corporate level, all Commission services have promoted the consistent and rigorous protection of the EU budget ensuring that appropriate mitigating measures were put in place.

The UKTF has ensured business continuity and sound financial management despite the challenging context and sanitary restrictions related to the Covid-19 pandemic. Due to the sanitary restrictions, the UKTF held several rounds of negotiations by videoconference and ensured continuous talks with the UK negotiators, which was very important in order to meet the deadline at the end of the transition period (31.12.2020).

1. Key results and progress towards the achievement of the Commission's general objectives and the UKTF specific objectives

1) Implementation of the EU-UK Withdrawal Agreement

Following the ratification of the EU-UK Withdrawal Agreement, the United Kingdom left the European Union on 31 January 2020.

The Agreement²⁹, which sets out the terms of the UK's orderly departure from the EU in accordance with Article 50 of the Treaty on European Union, entered into force on 1 February 2020. It marked the start of a transition period until 31 December 2020, during which the UK remained a member of the Single Market and Customs Union.

The implementation of the EU-UK Withdrawal Agreement has entailed the adoption of legal acts by the European Union, its Member States and the United Kingdom, as well as other measures related to the withdrawal of the United Kingdom.

The implementation of the EU-UK Withdrawal Agreement has required strong cooperation within the Commission at political level and between various Commission services. In particular, the Protocol on Ireland/Northern Ireland³⁰ requires unprecedented arrangements in a number of areas (customs and veterinary and phytosanitary measures).

Vice-President Maroš Šefčovič co-chairs the Joint Committee, established by the Withdrawal Agreement.

In 2020, five meetings of the EU-UK Joint Committee³¹ took place, for which the UKTF has ensured the secretariat thus supporting Vice-President Šefčovič in his role of EU co-chair.

For the purpose of the implementations of the Withdrawal Agreement in specific areas, the Specialised Committees³² were set up, for which the UKTF has provided the secretariat and performed the function of EU co-chair.

In this context, the UKTF has also coordinated and participated in the regular contacts at technical / expert level between the Parties and prepared the necessary documents as well

²⁹ https://ec.europa.eu/info/relations-united-kingdom/eu-uk-withdrawal-agreement_en

³⁰ https://ec.europa.eu/info/relations-united-kingdom/eu-uk-withdrawal-agreement/protocol-ireland-and-northern-ireland_en

³¹ https://ec.europa.eu/info/relations-united-kingdom/eu-uk-withdrawal-agreement/meetings-eu-uk-joint-and-specialised-committees-under-withdrawal-agreement_en

³² https://ec.europa.eu/info/relations-united-kingdom/eu-uk-withdrawal-agreement/meetings-eu-uk-joint-and-specialised-committees-under-withdrawal-agreement_en#meetingsofthespecialisedcommittees

as the minutes of all meetings.³³

2) Preparedness work related to the withdrawal of the United Kingdom from the European Union at the end of the transition period

In parallel to the negotiations on the future EU-UK partnership, the Commission continued its work to help businesses, citizens and public administrations prepare for the unavoidable disruptions as of 1 January 2021 resulting from the UK's decision to leave the EU Single Market and Customs Union. This work included the adoption of a Commission Communication³⁴, more than 90 sectorial readiness notices as well as virtual, bilateral seminars with all 27 Member States on the state of preparedness in the Union.

To ensure readiness also for the situation where there would have been no EU-UK agreement by 31 December 2020, the UKTF coordinated the preparation and adoption of four contingency measures to mitigate some of the most significant disruptions of such an outcome:

Basic air connectivity: A proposal for a Regulation to ensure the provision of certain air services between the UK and the EU for 6 months, provided that the UK were to ensure the same treatment.

Aviation safety: A proposal for a Regulation ensuring that various safety certificates for products could continue to be used in EU aircraft without disruption, thereby avoiding the grounding of EU aircraft.

Basic road connectivity: A proposal for a Regulation covering basic connectivity with regard to both road freight, and road passenger transport for 6 months, provided that the UK assures the same to EU hauliers.

Fisheries: A proposal for a Regulation to create the necessary legal framework to allow for possible continued reciprocal access by EU and UK vessels to each other's waters after 31 December 2020.

- Even with the EU-UK Trade and Cooperation Agreement in place, considerable consequences for public administrations, businesses and citizens of the UK withdrawing from the EU are unavoidable and far-reaching. The Commission provided training and guidance to Member State administrations as well as stakeholders, and will continue to organise sectoral seminars with all Member States at technical level, to help fine-tune the implementation of readiness

³³ https://ec.europa.eu/info/relations-united-kingdom/eu-uk-withdrawal-agreement/meetings-eu-uk-joint-and-specialised-committees-under-withdrawal-agreement_en

³⁴ Getting Ready for Changes – Communication on readiness at the end of the transition period between the European Union and the United Kingdom; COM/2020/324 final
https://ec.europa.eu/info/sites/info/files/brexit_files/info_site/com_2020_324_2_communication_from_commission_to_inst_en_0.pdf

measures, in particular in the areas of border checks for persons and goods.³⁵

3) Preparation and conduct of the negotiations on the future relationship with the United Kingdom

The UKTF prepared the Commission's proposal for a Council recommendation on directives for the negotiations of a new partnership with the UK, and on 3 February 2020 the Commission issued a recommendation to the Council to open negotiations on a new partnership with the United Kingdom.³⁶

On 25 February 2020, the Council gave the go-ahead for negotiations with the UK to start³⁷, formally nominating the Commission as EU negotiator and adopting the negotiating directives which set the scope of the future partnership, covering areas such as trade, fisheries, security and defence, law enforcement and judicial cooperation in criminal matters. Michel Barnier, Head of the UKTF continued his role as the Commission's Chief Negotiator and the Head of the Task Force.

Negotiations between the EU and the UK started on 2 March 2020 in Brussels, for most of the topics covered under the Political Declaration, except on foreign and security policy, on which the UK refused to enter into discussions. Negotiations continued despite difficulties caused by the outbreak of the Covid-19 pandemic and in full respect of sanitary restrictions (the negotiating rounds in April, May and in June took place by video conference and from July on, the negotiations took place in Brussels and London).

On 18 March 2020, the Commission published a draft legal agreement³⁸ for an ambitious, modern and comprehensive future EU-UK partnership, which translated the Council's mandate of 25 February into a legal text.

Following intensive negotiations, on 24 December 2020, EU and UK negotiators reached an agreement on the text of a new Trade and Cooperation Agreement³⁹ as well as the EU-UK Civil Nuclear Agreement⁴⁰ and the EU-UK Security of Information Agreement⁴¹.

On 29 December 2020, the Council adopted the decision on the signing of the EU-UK

³⁵https://ec.europa.eu/info/relations-united-kingdom/overview/consequences-public-administrations-businesses-and-citizens-eu_en

³⁶ https://ec.europa.eu/commission/presscorner/detail/en/ip_20_176

³⁷<https://www.consilium.europa.eu/en/press/press-releases/2020/02/25/eu-uk-relations-council-gives-go-ahead-for-talks-to-start-and-adopts-negotiating-directives/>

³⁸ <https://ec.europa.eu/info/publications/draft-text-agreement-new-partnership-united-kingdom>

³⁹ https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.L_.2020.444.01.0014.01.ENG

⁴⁰ https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.L_.2020.445.01.0005.01.ENG

⁴¹ https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.L_.2020.444.01.1463.01.ENG

Trade and Cooperation Agreement and its provisional application from 1 January 2021, pending the consent of the European Parliament and conclusion by the Council decision.

On 30 December 2020, the agreement was signed by the two parties: European Commission President Ursula von der Leyen and European Council President Charles Michel signed in Brussels on behalf of the European Union ahead of full EU ratification in 2021, while Prime Minister Boris Johnson signed in London on behalf of the United Kingdom.

While the new EU-UK Trade and Cooperation Agreement by no means matches the level of cooperation that existed while the UK was an EU member, it goes well beyond traditional free trade agreements and provides a solid basis for preserving longstanding friendship and cooperation between the EU and the UK.

- The Agreement consists of:
 1. An unprecedented free trade agreement,
 2. An ambitious cooperation on economic, social, environmental and fisheries issues as an integral part of the new economic partnership,
 3. A close partnership for citizens' security, and
 4. An overarching governance framework.
- The Agreement reflects the fact that the UK is leaving the EU's ecosystem of common rules, supervision and enforcement mechanisms, and can thus no longer enjoy the benefits of membership or the Single Market.
- It confers rights and obligations on each party, while fully respecting their regulatory and decision-making autonomy.
- At the UK's request, the Agreement does not cover cooperation on foreign policy, external security and defence, even though this was initially foreseen in the Political Declaration.

2. Modern and efficient administration and internal control

2.1. Financial management and internal control

Given that all financial transactions of the UKTF are processed and authorised by staff and authorising officers of the Secretariat-General, analysis of all reports and evidence available was performed on the basis of existing information provided by the Secretariat-General.

In addition, input and feedback from the UKTF were also used. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a complete coverage of the budget delegated to the Director-General of the UKTF

The UKTF put the risk management, control and governance processes at the core of its functioning, given the sensitivity and challenges related to extraordinary and unprecedented situation, characterised by the need to act under significant time pressure and of very high

political importance.

2.1.1. Control results

This section reports and assesses the elements identified by management which support the assurance on the achievement of the internal control objectives⁴². The UKTF assurance building and materiality criteria are outlined in AAR (UKTF) Annex 5. (UKTF) Annex 6 outlines the main risks together with the control processes to mitigate them and the indicators used to measure the performance of the relevant control systems.

Financial transactions as shown under (UKTF) Annex 3 to this report are of two types: representation costs and conferences/internal meetings in a total committed amount of EUR 0.36 million. While these transactions do not entail large procurement procedures, it has to be pointed out that 2020 was a challenging year, due to the unpredictable changes in the negotiations rounds. As a result, the emphasis was put on securing reliable contractors for catering, transport and hotel services.

The UKTF uses a residual error rate below 2%, a late payments amount below 2%, the absence of confidential information leaks, and the absence of material errors or reservations for a positive conclusion on the internal control objectives.

In addition, there were

- no cases of 'confirmation of instructions' (new FR art 92.3);
- no cases of financing not linked to costs (new FR art 125.3); i.e. when contributions are based on the fulfilment of conditions or the achievement of results
- no Financial Framework Partnerships >4 years (new FR art 130.4) *
- no cases of flat rates >7% for indirect costs (new FR art 181.6); as decided by reasoned Commission Decisions
- no cases of "Derogations from the principle of non-retroactivity [of grants] pursuant to Art 193 FR" (new FR art 193.2); the acceptance of costs incurred before the project grant application was submitted.

-

All control objectives were met:

- a residual error rate below 2%: no error was identified by the staff at the UKTF and at the SG
- a late payments amount below 2%: the resulting percentage was 1%
- the absence of confidential information leaks: none was identified and/or reported
- the absence of material errors or reservations: no material error or reservation were identified and/or reported.

⁴² 1) Effectiveness, efficiency and economy of operations; 2) reliability of reporting; 3) safeguarding of assets and information; 4) prevention, detection, correction and follow-up of fraud and irregularities; and 5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (FR Art 36.2). The 2nd and/or 3rd Internal Control Objective(s) (ICO) only when applicable, given the DG's activities.

1. **Effectiveness = the control results and benefits**

In order to be considered effective, controls are expected to meet the internal control objectives (to be detailed hereafter) and for each of those control objectives result in benefits. These benefits should be explained and quantified wherever possible.

- **Legality and regularity of the transactions**

The UKTF is using internal control processes to ensure the adequate management of the risks relating to the legality and regularity of the underlying transactions it is responsible for, taking into account the multiannual character of programmes and the nature of the payments concerned.

The UKTF portfolio consists of segments with a very low error rate, ie a maximum of 0,5%. This is thanks to the inherent risk profile of the transactions that are of small amounts and very similar (representation expenses, internal meetings and conferences).

The UKTF relevant expenditure, estimated overall risk at payment, estimated future corrections and risk at closure are disclosed in Table X.

The estimated overall risk at payment for 2020 expenditure amounts to EUR 0.001 million, representing 0.5 % of the DG's total relevant expenditure for 2020. This is the AOD's best, conservative estimation of the amount of relevant expenditure during the year not in conformity with the contractual and regulatory provisions applicable at the time the payment was made.

This expenditure will not subsequently be subject to ex-post controls and therefore a proportion of the underlying errors, if any, will not be detected and corrected in subsequent years. The conservatively estimated future corrections for 2020 expenditure amount for this reason to 0M€. This is the amount of errors that the UKTF conservatively estimates will be identified and corrected by controls planned to be carried out in subsequent years.

The difference between those two amounts results in the estimated overall risk at closure of EUR 0.001 million, representing 0.5 % of the DG's total relevant expenditure for 2020.

2. **Efficiency = the Time-to-... indicators and other efficiency indicators**

Indicator	<u>Timely Payments</u>
Category	Efficiency of Controls / Timeliness
Objective	Ensure efficient processing of payments within the legal deadlines
Result	

Indicator	<u>Timely Payments</u>
	<p>UKTF achieved 99% compared to the EC result of 99 %</p>
Comment	Routine administrative expenses help explain these excellent results
Definition	<p><i>Indicator = Value A / Value B</i> <i>Value A : Payment Accepted Amount in time (EUR)</i> <i>Value B : Payment Accepted Amount (EUR)</i></p>

It is also worth mentioning that the average time to pay was 7 days.

3. Economy = the estimated cost of controls

The financial transactions from the UKTF are limited in number and magnitude compared to those of the Secretariat-General. It is therefore impossible to identify specifically the costs of these controls for the Task Force. They are reported under the SG's AAR, with the exceptions of the control time spent by the UKTF staff. Between 10% and 15% is a fairly reliable estimate of the cost of controls by analogy with the SG.

4. Conclusion on the cost-effectiveness of controls

Based on the most relevant key indicators and control results, the UKTF has assessed the effectiveness, efficiency and economy of its control system and reached a positive conclusion on the cost-effectiveness of the controls for which it is responsible.

Table X - Estimated risk at closure

UKTF	"payments made" (FY; m€)	<i>minus</i> new prefinancing [<i>plus</i> retentions made*] (in FY; m€)	<i>plus</i> cleared prefinancing [<i>minus</i> retentions released* and deductions of expenditure made by MS] (in FY; m€)	= "relevant expenditure" (for the FY; m€)	Average Error Rate (<i>weighted</i> AER; %)	estimated risk at payment (FY; m€)	Average Recoveries and Corrections (<i>adjusted</i> ARC; %)	estimated future corrections [and deductions] (for FY; m€)	estimated risk at closure (FY; m€)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Programme, Budget Line(s), or other relevant level	as per AAR annex 3, table 2	as per ABAC DWH BO report on prefinancing	as per ABAC DWH BO report on prefinancing	= (2) -/+ (3) +/- (4)	Detected error rates, or equivalent estimates	= (5) x (6)	H-ARC (as per ABAC DWH BO report on corrective capacity), <u>but adjusted</u>	= (5) x (8)	= (7) - (9)
<i>Administrative Expenses</i>	0.2	0.0	0.0	0.2	0.5%	0.0	0.0%	0.0	0.0
UKTF DG total	0.2 mEUR	0.0 mEUR	0.0 mEUR	0.2 mEUR	0.5%	= 0.0 mEUR; and 0.0% of (5)	Y0.0%	= 0.0 mEUR; and b% of (5)	= 0.0 mEUR; and 0.5% of (5)

(1) differentiated for the relevant portfolio segments at a level which is lower than the DG total

(2) Payments made or equivalent, e.g. expenditure registered in the Commission's accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle. In all cases of Co-Delegations (Internal Rules Article 3), "payments made" are covered by the Delegated DGs. For Cross-SubDelegations (Internal Rules Article 12), they remain with the Delegating DGs.

(3) New pre-financing actually paid by out the department itself during the financial year (i.e. excluding any pre-financing received as a transfer from another department). "Pre-financing" is covered as in the context of note 2.5.1 to the Commission annual accounts (i.e. excluding "Other advances to Member States" (note 2.5.2) which is covered on a purely payment-made basis). "Pre-financing paid/cleared" are always covered by the Delegated DGs, even for Cross-SubDelegations.

(4) Pre-financing actually cleared during the financial year (i.e. their 'delta' in the Financial Year 'actuals', not their 'cut-off' based estimated 'consumption').

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & regularity errors (*see the ECA's Annual Report methodological Annex 1.1*), our concept of "relevant expenditure" includes the payments made, subtracts the new pre-financing paid out [*& adds the retentions made*], and adds the previous pre-financing actually cleared [*& subtracts the retentions released; and any deductions of expenditure made by MS*] during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In order to calculate the weighted Average Error Rate (AER) for the total relevant expenditure in the reporting year, the detected error rates have been used – or an equivalent. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (*e.g. administrative expenditure, operating subsidies to agencies*), it is nevertheless recommended that 0.5% be used as a conservative estimate.

(8) The 7 years historic Average of Recoveries and financial Corrections (ARC) is the best available indication of the corrective capacity of the ex-post control systems implemented by the DG over the past years. The UKTF only deals with very limited, routine administrative expenses such as representation costs and meetings. There is no evidence or reason to believe that these straightforward, low value expenses would be illegal or irregular, partly or in full. No further actions such as ex post controls will be applied to these expenses and the 0% corrective capacity need not be adjusted.

- **Fraud prevention, detection and correction**

The UKTF developed and implemented its own security of information strategy, elaborated based on the advice and recommendation of DG HR (Security Directorate).

In particular, in order to minimise the risk of inappropriate access to information and leaks, in addition to the standard Commission measures, the physical space of the UKTF was secured with closed doors accessible only with badge and finger print.

From an IT perspective, a secured dedicated platform for exchange of briefings and related documents with the other DGs and services was set up (a tailor-made BASIS system). The UKTF made extensive use of SECEM mail for exchange of information. In addition, the secured application for the management of the EU restricted documents (RUE) was made available to staff as well as personal printers isolated from the network. Files are stored in an encrypted disk. Staff was also asked to pass security clearance and to follow security training courses.

The Task Force Security Monitoring Project has been implemented. DIGIT-S2 SOC (Security Operations Center), which is a Special IT team, monitored the use of all Task Force NET1 accounts to check that credentials have not been stolen.

Financial fraud risks appeared to be limited and mitigated as the budget of the UKTF was closely monitored by the SG and DG BUDG.

Selected list of security measures for the Task Force

Mandatory for all staff

- ✓ **Security clearance**
- ✓ **EUCI authorisation briefing delivered by DG HR/DS**
- ✓ **Specific security briefing delivered by DG HR/DS.3**

Infrastructure

- ✓ **Restricted zone: security doors with badge and finger print**

Informatics

- ✓ **Encrypted disk (LanEncrypt)**
- ✓ **Account RUE and SECEM, personal printer not connected to the network**
- ✓ **BASIS: specifically modified for the Task Force (deployed after DG HR/DS agreement Ares(2017)2973768)**

Minimising risks related to external visitors

- ✓ **Registration of external participants (stakeholders) via e-pass**

Additional security measures in view of negotiations on future negotiations:

- ✓ **Threat assessment related to negotiation rounds in London**
- ✓ **A renewed security awareness-raising briefing for UKTF staff**
- ✓ **Security of negotiation premises**

2.1.2. Audit observations and recommendations

Given that the UKTF has been part of the Secretariat-General, the conclusions of the Secretariat-General apply in this area.

2.1.3. Assessment of the effectiveness of internal control systems

The Commission has adopted an Internal Control Framework based on international good practice, to ensure the achievement of its policy and management objectives. Compliance with the internal control framework is a compulsory requirement.

The UKTF uses the organisational structure and the internal control systems of the Secretariat General suited to achieving its policy and internal control objectives in accordance with the internal control principles and has due regard to the risks associated with the environment in which it operates.

The UKTF has assessed its internal control system during the reporting year and has concluded that it is effective and the components and principles are present and functioning as intended

2.1.4. Conclusions on the assurance

On conclusions, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director-General, in his capacity as Authorising Officer by Delegation has signed the Declaration of Assurance.

2.1.5. Declaration of Assurance

.Declaration of Assurance

I, the undersigned,

Acting Head of the Task Force for Relations of the United Kingdom (UKTF)

In my capacity as authorising officer by delegation

Declare that the information contained in this report gives a true and fair view⁴³.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Brussels, 26.02.2021

(signed)

Clara MARTINEZ ALBEROLA

Acting Head of the UKTF

⁴³True and fair in this context means a reliable, complete and correct view on the state of affairs in the DG.

2.2. Modern and efficient administration – other aspects

Given that the UKTF has been part of the Secretariat-General, the conclusions of the Secretariat-General apply in this area.

2.2.1. Human resource management

Given that the UKTF has been part of the Secretariat-General, the conclusions of the Secretariat-General apply in this area.

2.2.2. Digital transformation and information management

Given that the UKTF has been part of the Secretariat-General, the conclusions of the Secretariat-General apply in this area.

2.2.3. Sound environmental management

Given that the UKTF has been part of the Secretariat-General, the conclusions of the Secretariat-General apply in this area.

ANNEX 1: Statement of the Head of Unit in charge of Risk Management and Internal Control

I declare that in accordance with the Commission's communication on the internal control framework⁴⁴, I have reported my advice and recommendations on the overall state of internal control in the UKTF to the Director-General.

I hereby certify that the information provided in the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Date 26.02.2021

signed

Stefaan De Rynck

⁴⁴ C(2017)2373 of 19.04.2017.

ANNEX 2: Performance table

General objective: A stronger Europe in world			
Impact indicator: European Union trade agreements			
Baseline 2017	Interim Milestone 2019	Target End of 2020	Latest results 2021
The start of EU-UK Negotiations	The Agreement on the UK's withdrawal from the EU	The EU-UK Trade and Cooperation Agreement The EU-UK Nuclear Cooperation Agreement The EU-UK Security of Information Agreement	Implementation of the EU-UK Agreements

ANNEX 3: Draft annual accounts and financial reports

AAR 2020 Version 1

Annex 3 Financial Reports - DG UKTF - Financial Year 2020

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures

Table 12 : Summary of Procedures

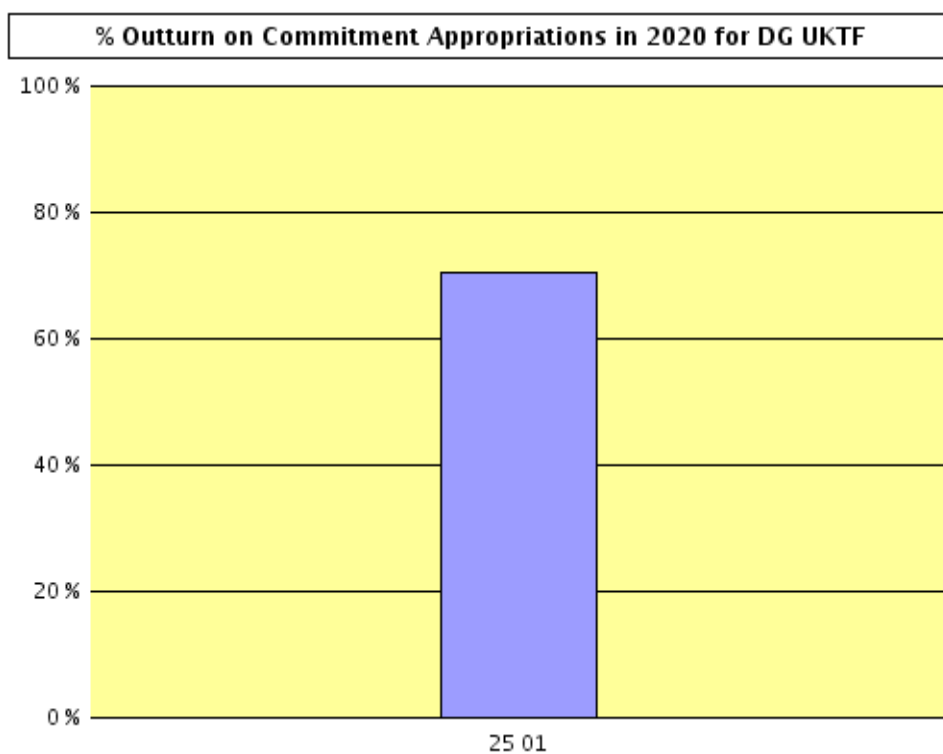
Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2020 (in Mio €) for DG UKTF					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,36	0,25	70,36 %
Total Title 25			0,36	0,25	70,36 %
Total DG UKTF			0,36	0,25	70,36 %

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the



			Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,37	0,22	60,67 %
Total Title 25			0,37	0,22	60,67%
Total DG UKTF			0,37	0,22	60,67 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

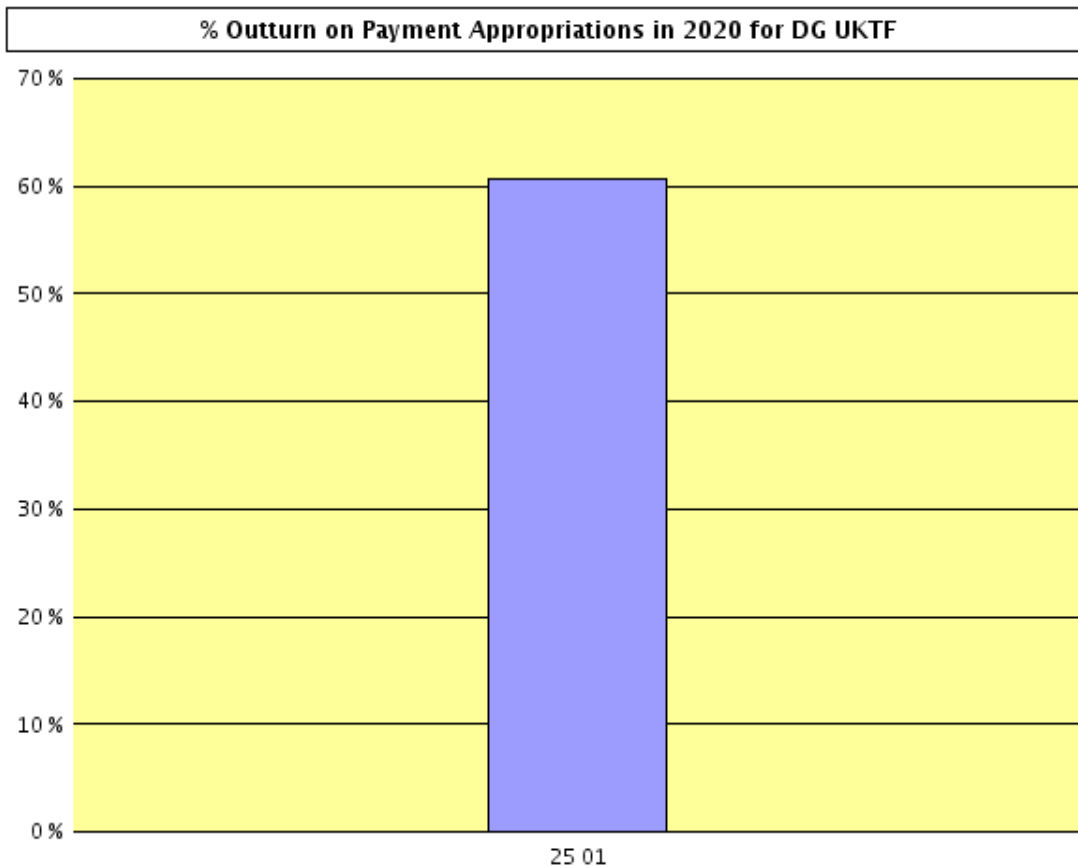


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2020 (in Mio €) for DG UKTF									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2020	Total of commitments to be settled at end of financial year 2019
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,25	0,22	0,04	13,73%	0,00	0,04	0,00
Total Title 25			0,25	0,22	0,04	13,73%	0,00	0,04	0,00
Total for DG UKTF			0,25499907	0,22	0,03501454	13,73 %	0	0,03501454	0,00305949

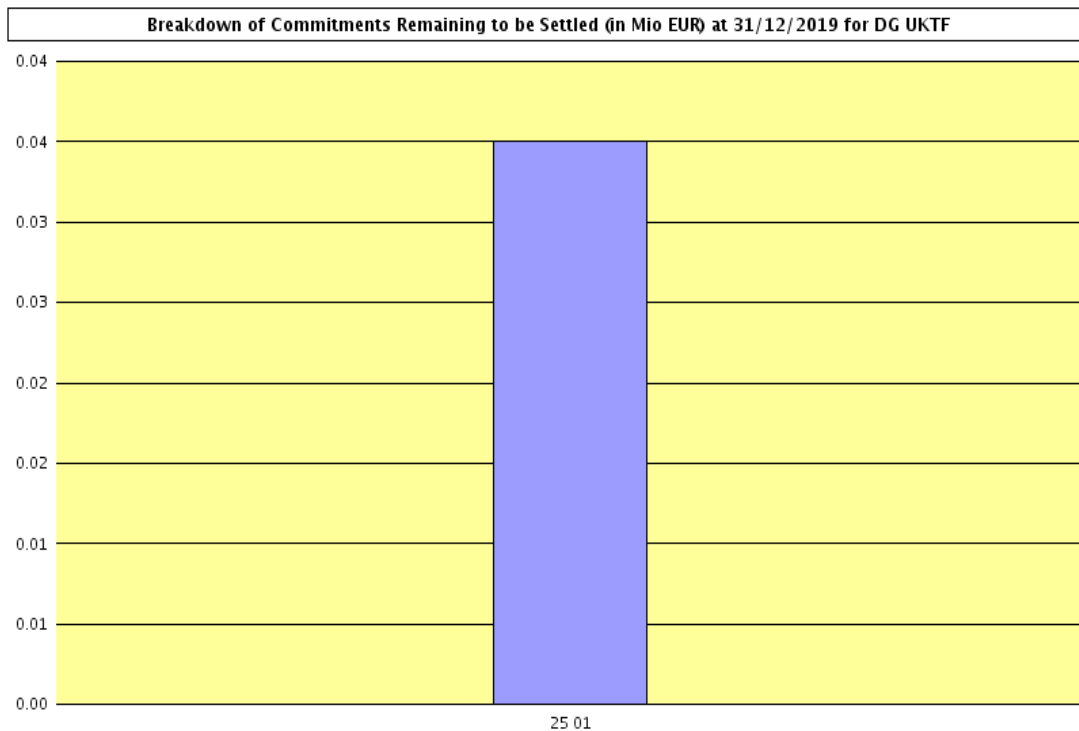


TABLE 4 : BALANCE SHEET for DG UKTF

BALANCE SHEET	2020	
P.II. CURRENT LIABILITIES	0	
P.II.4. Current Payables	0,00	
LIABILITIES	0	
NET ASSETS (ASSETS less LIABILITIES)	0	

P.III.2. Accumulated Surplus/Deficit		
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Non-allocated central (surplus)/deficit*	0,00	
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TOTAL DG UKTF		
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TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG UKTF

STATEMENT OF FINANCIAL PERFORMANCE	2020	
II.1 REVENUES	2632,14	
II.1.2. EXCHANGE REVENUES	2632,14	
II.1.2.2. OTHER EXCHANGE REVENUE	2.632,14	
II.2. EXPENSES	219093,92	
II.2. EXPENSES	219093,92	
II.2.10.OTHER EXPENSES	219.093,92	
STATEMENT OF FINANCIAL PERFORMANCE	221.726,06	

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It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5bis : OFF BALANCE SHEET for DG UKTF

	2020	

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TABLE 6: AVERAGE PAYMENT TIMES in 2020 for UKTF

Legal Times									
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	73	70	95,89 %	7,17142857	3	4,11 %	40,33333333	1916,33	1, %
60	1	1	100,00 %	8				0	0, %
120	76	76	100,00 %	5,52631579				0	0, %

Total Number of Payments	150	147	98,00 %		3	2,00 %		1916,33	1, %
Average Net Payment Time	7,006666667			6,32653061			40,33333333		
Average Gross Payment Time	7,106666667			6,42857143			40,33333333		

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	15	1	0,67 %	150	1.150,00	0,52 %	222.624,20

DG	GL Account	Description	Amount (Eur)

[NB: Table 6 only contains payments relevant for the time statistics. Please consult its exact scope in the AAR Annex3 BO User Guide \(https://myintracomm.ec.europa.eu/budgweb/EN/abac/dwh/Pages/its-030-10-20_documentation.aspx \).](https://myintracomm.ec.europa.eu/budgweb/EN/abac/dwh/Pages/its-030-10-20_documentation.aspx)

TABLE 7 : SITUATION ON REVENUE AND INCOME in for DG							
Chapter	Revenue and income recognized			Revenue and income cashed from			Outstanding balance
	Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
	1	2	3=1+2	4	5	6=4+5	
Total DG							

**TABLE 8 : RECOVERY OF PAYMENTS in for DG UKTF
(Number of Recovery Contexts and corresponding Transaction Amount)**

Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
Sub-Total						

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES							2	508,00		
Sub-Total							2	508		
GRAND TOTAL							2	508		

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 12/31/2020 for DG UKTF

	Number at 1/1/2020 1	Number at 12/31/2020	Evolution	Open Amount (Eur) at 1/1/2020 1	Open Amount (Eur) at 12/31/2020	Evolution

Total DG UKTF	
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Number of RO waivers	
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TABLE 11 : Negotiated Procedures in 2020 for DG UKTF

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Total		

TABLE 12 : Summary of Procedures in 2020 for DG UKTF

Procedure Legal base	Number of Procedures	Amount (€)
Total		

Additional Comments:

TABLE 13 : BUILDING CONTRACTS in 2020 for DG UKTF

Legal Base	Procedure subject	Contract Number	Contractor Name	Contract Subject	Contracted Amount (€)

TABLE 14 : CONTRACTS DECLARED SECRET in 2020 for DG UKTF

Legal Base	LC Date	Contract Number	Contract Subject	Contracted Amount (€)

TABLE 15 : FPA duration exceeds 4 years - DG

None of your FPA (if any) exceeds 4 years

TABLE 16 : Commitments co-delegation type 3 in 2020 for DG UKTF

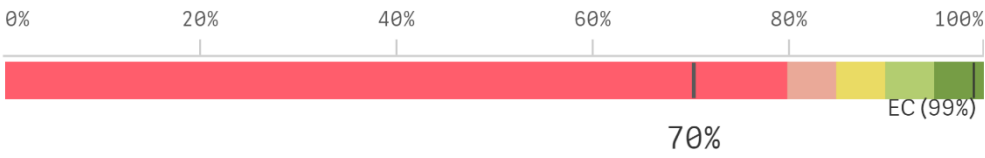
ANNEX 4 : Financial Scorecard


The Annex 4 Financial Scorecard of the UKTF summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2020, 6 standard financial indicators are presented below, each with its objective, category, definition, and result for the Commission service and for the EC as a whole (for benchmarking purposes):


- Commitment Appropriations (CA) Implementation
- CA Forecast Implementation
- Payment Appropriations (PA) Implementation
- PA Forecast Implementation
- Global Commitment Absorption
- Timely Payments


For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator's value and the target is colour coded as follows:


- 100 – >95% of the target: dark green
- 95 – >90% of the target: light green
- 90 – >85% of the target: yellow
- 85 – >80% of the target: light red
- 80 – 0% of the target: dark red


Indicator	CA Implementation						
Category	Efficiency Controls / Budget						
Objective	Ensure efficient use of commitment appropriations						
Result	<p>DG UKTF achieved 70% compared to the EC result of 99%</p>  <table border="1"> <caption>Performance Comparison Data</caption> <thead> <tr> <th>Entity</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>DG UKTF</td> <td>70%</td> </tr> <tr> <td>EC</td> <td>99%</td> </tr> </tbody> </table>	Entity	Performance (%)	DG UKTF	70%	EC	99%
Entity	Performance (%)						
DG UKTF	70%						
EC	99%						
Comment	<p>The 70% ratio is correct. It measures what UKTF committed against 2020 commitment appropriations on budget lines for which UKTF will process and authorize the <u>payments</u>.</p> <p>These budget lines are representation expenses and conferences/internal meetings. Missions are excluded (paid by PMO) and external training are excluded (paid by HR). Because of the uncertainties up to the very last moments on the numbers and magnitudes of the negotiations with the UK and the corresponding costs, an amount of slightly more than 100K€ was kept in reserve and ultimately not committed. This explain the ratio of 70%.</p>						

Indicator	<u>PA Implementation</u>
Category	Efficiency Controls / Budget
Objective	Ensure efficient use of payment appropriations
Result	<p>DG UKTF achieved 2% compared to the EC result of 99%</p>  <p>0% 20% 40% 60% 80% 100%</p> <p>2% EC (99%)</p>
Comment	<p>The 2% ratio is completely misleading. The must use payment appropriations are those payment appropriations that will lapse at the end of the year if not used. In practice this means open commitments from 2019 for representation expenses and conferences/internal meetings. This is actually negligible. UKTF had 3.059€ open and paid 1.742€ i.e. 57%. With such small amounts it is self-evident that it is impossible to only commit down to the very last cent what will paid and that there is a small leftover.</p> <p>However, in addition, DG BUDG considers that administrative appropriations of the current year that are not committed also form part of that ratio. This makes very little sense. Appropriations that are not committed do not generate corresponding payment apporpriations, nor any payment obligations. These uncommitted apporpriations already show – correctly – under CA implementation.</p>

Indicator	<u>CA Forecast Implementation</u>						
Category	Efficiency Controls / Budget						
Objective	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year						
Result	<p>DG UKTF achieved 36% compared to the EC result of 98%</p>  <table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Entity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>UKTF</td> <td>36%</td> </tr> <tr> <td>EC</td> <td>98%</td> </tr> </tbody> </table>	Entity	Percentage	UKTF	36%	EC	98%
Entity	Percentage						
UKTF	36%						
EC	98%						
Comment	<p>The forecast is a snapshot at a given point in time captured in a dedicated IT application. It does not reflect the situation at the end of the year. More importantly, the forecast application includes appropriations that will not be included in UKTF AAR because they are committed and/or paid by another DG. This is typically the case for UKTF's largest budget line i.e. missions. Estimates of commitments and payments have to be entered in the application for these budget lines, but no implemented amounts will show in the AAR.</p> <p>Therefore, it is obvious that because of these diverging methods, there will be a very large gap between the actuals and the forecasts. This is not the sign of inaccurate forecasts, but rather of a mismatched approach to the ratio.</p>						

Indicator	<u>PA Forecast Implementation</u>						
Category	Efficiency Controls / Budget						
Objective	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year						
Result	<p>DG UKTF achieved 29% compared to the EC result of 99%</p>  <table border="1"> <caption>Performance Comparison Data</caption> <thead> <tr> <th>Entity</th> <th>Implementation Percentage</th> </tr> </thead> <tbody> <tr> <td>DG UKTF</td> <td>29%</td> </tr> <tr> <td>EC</td> <td>99%</td> </tr> </tbody> </table>	Entity	Implementation Percentage	DG UKTF	29%	EC	99%
Entity	Implementation Percentage						
DG UKTF	29%						
EC	99%						
Comment	<p>The forecast is a snapshot at a given point in time captured in a dedicated IT application. It does not reflect the situation at the end of the year. More importantly, the forecast application includes appropriations that will not be included in UKTF AAR because they are committed and/or paid by another DG. This is typically the case for UKTF's largest budget line i.e. missions. Estimates of commitments and payments have to be entered in the application for these budget lines, but no implemented amounts will show in the AAR.</p> <p>Therefore, it is obvious that because of these diverging methods, there will be a very large gap between the actuals and the forecasts. This is not the sign of inaccurate forecasts, but rather of a mismatched approach to the ratio.</p>						

Indicator	Global Commitment Absorption
Category	Efficiency Controls / Absorption
Objective	Ensure efficient use of already earmarked commitment appropriations (at L1 level)
Result	<p>DG UKTF achieved - compared to the EC result of 98%</p>  <p>0% 20% 40% 60% 80% 100%</p> <p>EC (98%)</p>
Comment	The indicator is not applicable for the UKTF in 2020 due to the lack of underlying transactions recorded by UKTF in 2020.

Indicator	<u>Timely Payments</u>
Category	Efficiency Controls / Timeliness
Objective	Ensure efficient processing of payments within the legal deadlines
Result	<p>DG UKTF achieved 99% compared to the EC result of 99%</p>  <p>0% 20% 40% 60% 80% 100%</p> <p>EC (99%) 99%</p>
Comment	Routine administrative expenses help explain these excellent results.

ANNEX 5: Materiality criteria

The UKTF uses the corporate guidelines for determining materiality as regards legality and regularity. According to these guidelines, only material reservations can be used to qualify the annual declaration. In the analysis leading to the decision to issue a reservation or not, the following steps are followed:

a) Identifying a deficiency (e.g.: a significant weakness of the control systems, insufficient audit coverage, a critical issue outlined by the European Court of Auditors, the Internal Audit Service and European Anti-Fraud Office;

b) Determining if the deficiency falls within the scope of the Authorising Officer by Delegation's declaration (it relates to the reasonable assurance concerning the use of resources, sound financial management or legality and regularity of underlying transactions);

c) **Qualitative assessment:** assessing if the deficiency is significant in qualitative terms. In order to accomplish the deficiency's qualitative assessment, the following four pillars need to be analysed:

- the nature and scope of the deficiency,
- the duration of the deficiency,
- the existence of compensatory measures (mitigating controls which reduce the impact of the deficiency),
- the existence of effective remedial actions to correct the deficiencies (action plans and financial corrections) which have had a measurable impact;

d) **Quantitative assessment:** a deficiency, which is significant from a qualitative perspective, must be quantified in terms of "monetary value of the identified problem"/ "amount considered at risk". In line with the guidelines agreed centrally in the Commission, the Task Force applies the recommended threshold of 2 % i.e. when the value of the transactions affected by the deficiency represents more than 2 % of the budget of one Activity Based Budgeting (ABB) activity or control system of the Directorate-General.

Since 2019⁴⁵, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

e) For deficiencies which are considered significant from a qualitative point of view, but their financial impact is lower than the 2 % threshold, the Task Force takes into account the potential reputational consequences they may entail. A reservation would be made if such a reputational event were to occur and negatively impact on the image of the Commission. A

⁴⁵ Agreement of the Corporate Management Board of 30/4/2019.

reservation would be made if such a reputational event were to occur and negatively impact on the image of the Commission. Such a reservation would be based on the nature of the impact on reputation, the breadth of awareness of the event, and the duration of impact of the reservation. Sustained or medium-term negative perception from stakeholders with an impact on the ability of the UKTF to meet its key objectives would be considered for a reservation.

ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)

PROCUREMENT and ADMINISTRATIVE EXPENSES - DIRECT MANAGEMENT

The UKTF has an extremely limited budget with routine administrative expenses. For occasional needs, the UKTF uses negotiated procedures for low-value contracts (not exceeding EUR 60 000). Such were the cases in 2020 for transportation and hotel services.

Stage 1 –Procurement

A – Planning

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
<p>The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate to meet the operational objectives</p> <p>Discontinuation of the services provided due to a late contracting (poor planning and organisation of the procurement</p>	<p>Validation by AO(S)D of justification (economic , operation) for launching a procurement process</p> <p>Decisions discussed/taken at management meeting</p>	<p>100 % of the forecast procurements</p> <p>All key procurement procedures (> amounts and/or having significant impact on the objectives of the DG) are discussed at management meeting</p>	<p>Effectiveness: Number of projected tenders cancelled, Number of contracts discontinued due to lack of use (poor planning).</p> <p>Efficiency: time-to for the definition of needs within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>

process)			
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B – Needs assessment & definitions of needs

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
The best offer/s are not submitted due to the poor definition of the tender specifications	Authorising Officer by sub-Delegation supervision and approval of specifications	100 % of the specifications are scrutinised. Depth may be determined by the amount and/or the impact on the objectives of the DG if it goes wrong	<p>Effectiveness: N° of open procedures where only one or no offers were received.</p> <p>Efficiency: time-to for receiving an adequate number of offers within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>

C – Selection of the offer & evaluation

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity). Fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	Formal evaluation process: Opening committee and Evaluation committee, presence of SG.C.3	100 % of the offers analysed. Depth: all documents transmitted	<p>Effectiveness: Numbers of 'valid' complaints or litigation cases filed.</p> <p>Efficiency: time-to for the selection of the offer within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
	Opening and Evaluation Committees' declaration of absence of conflict of interests	100 % of the members of the opening committee and the evaluation committee	
	Exclusion criteria documented	100 % checked. Depth: required documents provided are consistent	
	Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision.	100 % when conditions are fulfilled	

Stage 2 – Financial transactions

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
<p>The services foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions. Business discontinues because contractor fails to deliver</p>	<p>Operational and financial checks in accordance with the financial circuits (100 % ex ante verification). Operation authorisation by the Authorising Officer by sub-Delegation (AOSD)</p>	<p>100 % of the contracts are controlled, including only value adding checks.</p>	<p>Effectiveness: Number of 'refusal for correction/cancellation' sent to the contractors</p> <p>Efficiency: time-to-pay within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
	<p>Management of sensitive functions</p>	<p>High risk operations identified by risk criteria. Amount and potential impact on the DG operations of late or no delivery</p>	

Stage 3 – Supervisory measures

Main control objectives: Ensuring that any weakness in the procedures (tender and financial transactions) is detected and corrected

Main risks It may happen (again) that...	Mitigating controls	Coverage frequency and depth	Cost-Effectiveness indicators (three E's)
An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex ante control, prior to payment	Ex post publication (possible reaction from tenderer / potential tenderer such as whistle blowing)	Potentially 100%	<p>Effectiveness: Amounts associated with errors detected after payment (related to fraud, irregularities and error).</p> <p>Efficiency: time-to-pay within the planning adopted by the operational unit</p> <p>Economy: single Full Time Equivalent's indicator for all stages</p>
	Review of exceptions reported and Authorising Officer by sub-Delegation reporting	100% twice a year. Depth: look for any weakness in the procedures (procurement and financial transactions)	
	Review of the process after each procedure	100%. Depth: review any significant problem that occurred	

ANNEX 7: Specific annexes related to "Financial Management"

Table: Overview of the estimated cost of controls at Commission (EC) level⁴⁶:

Public Procurement with Grant and Administrative Expenses							
Ex ante controls			Ex post controls			Total	
EC total costs (in million EUR)	funds managed (in million EUR)*	Ratio (%): Total ex ante control cost ÷ funds managed	EC total costs (in million EUR)	total value verified and/or audited (in million EUR)	Ratio (%): Total ex post control cost ÷ total value verified and/or audited ⁴⁷	EC total estimated cost of controls (in million EUR)	Ratio (%): Total cost of controls ÷ funds managed
0,03	0, 2	15	N/A	N/A	N/A	0,03	15

* related funds managed/concerned = payments made, revenues and/or other significant non-spending items such as e.g. assets, liabilities, etc.

ANNEX 8: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

Not applicable

ANNEX 9: Reporting – Human resources, digital transformation and information management and sound environmental management

Given that the UKTF has been part of the Secretariat General, the report of the Secretariat General apply in this area.

⁴⁶ The total costs are based on the ATLAS values for the staff involved in the ex ante controls. The ATLAS activities include financial management; programme management; budget and accounting; management; general coordination; and ICT depending on the persons involved.

⁴⁷ No ex-post controls were conducted

ANNEX 10: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

Not applicable

ANNEX 11: EAMR of the Union Delegations

Not applicable

ANNEX 12: Decentralised agencies and/or EU Trust Funds

Not applicable