



Strategic Plan 2020-2024

SECRETARIAT-GENERAL

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INTRODUCTION

The Secretariat-General's strategic plan for 2020-2024 sets out the strategy which will guide the work of the Secretariat-General for the five-year term of the von der Leyen Commission. It describes the contribution that the Secretariat-General aims to bring to the headline ambitions that President von der Leyen committed to deliver in her Political Guidelines and mission letters sent to all Members of the Commission.

The strategy is expressed through general objectives (the headline ambitions) and specific objectives (detailing the specific contribution of the Secretariat-General to each general objective). Indicators accompany all these objectives to allow performance to be tracked against set targets. Annual management plans describe the key outputs planned for each year.

The strategic plan is structured around two pillars: the delivery of the political priorities of the Commission (part 1) and the modernisation of the Commission administration (part 2). As a presidential service, the Secretariat-General seeks to lead by example in both areas, coordinating all aspects of the policy-making process and driving the modernisation of the Commission in fields such as digitalisation, transparency, collaborative working and sustainability.

Acting under the direct authority of the President, the Secretariat-General is the guardian of the delivery of the overall political agenda of the Commission, ensuring the quality, collegiality, coherence and timeliness of the Commission's work. The Secretariat-General is responsible for the smooth functioning of the Commission's decision-making process, acts as the interface between the Commission and other institutions and bodies, and leads on a variety of corporate and institutional policies.

The COVID-19 crisis will have a significant impact on the Secretariat-General's activities in 2020-2024. Working together with all Commission services, the Secretariat-General was at the heart of the immediate response to the pandemic and of the work on the longer-term recovery plan. The main priority for the coming period will be overseeing the implementation of the recovery plan, continuing to coordinate measures to tackle the immediate crisis needs, and promoting a sustainable recovery based on the twin green and digital transitions.

PART 1. Delivering on the Commission's priorities

A. Mission statement

The Secretariat-General is at the heart of the European Commission as an institution and of its civil service. Under the authority of the President, it serves the College, oversees the implementation of the Commission's political priorities, and ensures the collegiality, consistency, efficiency and regularity of the Commission's action. To this end, the Secretariat-General is tasked with a range of policy development, steering and coordination functions, upstream and downstream of the decisions of the Commission, internally and externally.

The Secretariat-General is the service of the President and closely coordinates its work with the other presidential and central services, which together ensure the smooth functioning of the institution. In particular, the Secretariat-General:

- designs the Commission's strategic objectives and operational priorities and shapes crosscutting policies;
- coordinates, facilitates, advises and arbitrates, so as to ensure the coherence, quality and timely delivery of policy, legislation and operations across policy areas and departments, in line with the principles of better regulation and evidence-based policy making;
- coordinates the control of the application of EU law by Commission departments;
- facilitates the smooth running of the Commission's decision-making process through the operation of an efficient and modern registry;
- acts, together with the Cabinet of the President, as the guardian of fairness, objectivity, transparency and efficiency in the relationship between all members of the College;
- supports the Vice-Presidents in their coordination tasks, including the management of the Groups of Commissioners and Project Teams;
- acts as the interface between the Commission and the other European institutions, bodies, national Parliaments and non-governmental organisations and entities;
- supports the President of the Commission as member of the European Council and participant in Leaders' meetings and other informal summits;
- coordinates the Commission's work on policies with an external or international dimension, including the Union's external representation as provided for in the Treaties, and supports the President for all summits with third countries, contacts with international partners and participation in international organisations and fora, notably

the United Nations, the G7 and the G20; and acts as the Commission's interface with the European External Action Service;

☑ fosters the Commission's institutional competences, good governance and the development of a modern, service-oriented, transparent and responsible EU administration that works to the highest standards of ethics and integrity.

B. Operating context

The Secretariat-General is at the centre of the Commission's architecture. Internally, it has the key role of steering and coordinating work across the entire Commission, in continuous contact with the Directorates-General and Cabinets of the Commission. And externally, it coordinates the Commission's relations with the other institutions and external stakeholders.

The coordination function begins at the early policy development and planning stage in order to ensure that all initiatives are aligned with the political priorities of the President. Throughout the policy process, the Secretariat-General continues to work closely with the other services to ensure a coherent and collegial approach to policy development, and to bring together expertise and information from different policy areas in support of common objectives. The Secretariat-General also steers policy development on key cross-cutting files, such as the multiannual financial framework and the European Semester of economic policy coordination, and on a range of corporate policies, such as the Commission's better regulation agenda. Ultimately, the results of this work depend on strong coordination with all other services of the Commission.

The Recovery and Resilience Task Force (RECOVER) within the Secretariat General will coordinate the implementation of the recovery plans across the EU in the wake of the coronavirus crisis. Effective as of 16 August 2020, the Recovery and Resilience Task Force will support Member States with their recovery and resilience plans, ensure that plans comply with regulatory requirements and deliver on the green and digital transitions. It will monitor the implementation of financial support and coordinate the European Semester.

The Secretariat-General is responsible for managing relations with the other EU institutions and bodies. It steers the Commission's involvement in legislative and policy work in the European Parliament and the Council and oversees the Commission's relations with other institutions and bodies, national Parliaments and the European Ombudsman. It also promotes cooperation between Commission services and the European External Action Service and coordinates the services' contributions to the G7/G20 preparatory process.

In line with the President's commitment to transparency and democratic change, the Secretariat-General is also at the forefront of efforts to enhance the democratic legitimacy of the EU. The new Conference on the Future of Europe will be an open, inclusive and structured forum giving citizens a greater say on what the European Union does and how it works for them. The Secretariat-General also manages the European Citizens' Initiative, which allows citizens to engage directly in the policy-making process, and the Commission's policy on stakeholder consultation and the Transparency Register.

The Secretariat-General is also at the heart of the Commission's corporate governance structure, chairing and organising meetings of the Corporate Management Board as well as a number of other specialised boards and groups, including the Information Technology and Cybersecurity Board, the Information Management Steering Board and the Group of Resource Directors. Additionally, one of the three Deputy Secretaries-General, responsible for Strategy, Better Regulation, Decision-making, Operations and Resources, holds the role of the Commission's Chief Operating Officer.

The structure of the Secretariat-General reflects its unique role of supporting the collegial decision-making process and bringing services together in pursuit of common priorities. The Secretariat-General is structured around ten directorates and has two other independent services attached administratively to it, the Regulatory Scrutiny Board and the European Fiscal Board. It is based in Brussels and as of 16 August, following the inclusion of the Recovery and Resilience Task Force in the Secretariat-General's organisation chart, an increase in its staff numbers is foreseen, leading to an estimate of 752¹ members.

¹ July 2020. Officials, temporary agents, contract agents, seconded national experts, trainees, interim agents and external service providers; excluding the Task Force for Relations with the United Kingdom.



The UK Task Force, responsible for the finalisation of both the negotiations under Article 50 of the Treaty on European Union and the contingency preparations (preparedness), as well as the negotiations on the future relationship with the United Kingdom, is also part of the Secretariat-General's organisation chart, but the head of the task force serves as its Authorising Officer by Delegation.

C. Strategy

The Secretariat-General contributes to all six of the Commission's general objectives - **the von der Leyen headline ambitions as set out in her Political Guidelines**. The Secretariat-General's functions are to steer, facilitate and coordinate the services' work to ensure high quality and coherence of delivery across all six priorities. Under some of these general objectives, the Secretariat-General has a reinforced role that extends beyond policy coordination.

- ☑ The Secretariat-General will coordinate the Commission's contribution to the green and digital transitions that hold the key to the Union's future prosperity and resilience. Under the first two general objectives – **'European Green Deal'** and a **'Europe Fit for the Digital Age'** – the Secretariat-General will play an indispensable part in rolling out the comprehensive strategies presented at the beginning of the mandate, both of which are at the core of the European Recovery Plan.
- ☑ Under general objective **'An economy that works for people'**, the Secretariat-General will contribute to driving the European recovery and putting the Sustainable Development Goals at the forefront of economic policy-making. This will be done by steering the European Semester process and, through the new dedicated taskforce, coordinating the analysis and monitoring of the new Recovery and Resilience Plans. The Secretariat-General will also continue to lead work with the Directorate-General for Budget on the 2021-2027 multiannual financial framework and Next Generation EU.
- ☑ The Secretariat-General will invest significant work under general objective **'A stronger Europe in the world'** through its strong steer on all strategic external policy issues, as well coordination for the several workstrands of the Union's foreign, security and defence policy
- ☑ Under the general objective **'Promoting our European Way of Life'**, the Secretariat-General will work to strengthen European cooperation in key areas including security, migration and crisis management. The Secretariat-General will lead in particular on developing a more ambitious and wide-ranging crisis management system within the EU, designing an overarching strategy on a new Security Union and a New Pact on Asylum and Migration to establish a comprehensive, sustainable and crisis-proof framework for asylum and migration management.
- ☑ The Secretariat-General will also play a central role on **'A new push for European democracy'**, working to strengthen citizen engagement with the Union and promote adherence with the Union's fundamental values. The Conference on the Future of Europe will be an opportunity to listen to citizens and for the EU institutions to work together in a joint effort with civil society to achieve a more efficient and democratic European Union. The Secretariat-General will also lead work on establishing a new rule of law mechanism, on demographic change, equality, and strengthening the role of better regulation and strategic foresight in the Commission's policy-making.

☑ The Secretariat-General will also invest heavily in building a **'A modern, high-performing and sustainable European Commission'**. This will involve coordinating policy development in all areas of the political priorities and at all stages of policy development. This will only be possible with a strong, efficient and modern administration to rely on and solid governance arrangements. The Secretariat-General leads on key corporate policies and processes that underpin the smooth functioning of the administration: such as the Commission Work Programme, strategic planning and programming, relations with the other European institutions, political intelligence, the decision-making process, business continuity, data protection, and information and data management.

Priorities of the von der Leyen Commission



A modern, high-performing and sustainable European Commission

- | | | | | |
|---|------------------------------------|--|---|--------------------------------------|
| 1
Policy coordination | 2
Political intelligence | 3
Better Regulation and Transparency | 4
Strategic planning | 5
Ethics |
| 6
Inter-institutional Relations | 7
Data protection | 8
Business continuity | 9
Information and data management | 10
Decision-making process |

General objective 1 'European Green Deal'

The flagship initiative for the von der Leyen Commission, the European Green Deal, is the EU's new growth strategy. The Green Deal aims to boost the efficient use of resources by moving to a clean, circular economy, restoring biodiversity and cutting pollution. This ambitious package of measures ranges from cutting greenhouse gas emissions, to investing in cutting-edge research and innovation, to preserving Europe's natural environment. Progress towards the greenhouse gas emission reduction targets for 2030 and 2050 will be one of the key indicators of the success of the Green Deal.

General objective: A European Green Deal

1. Impact indicator: Greenhouse gas emissions

Explanation: This indicator measures man-made emissions of the so-called 'Kyoto basket' of greenhouse gases, which are integrated into a single indicator expressed in units of CO₂ equivalents using each gas' global warming potential. It shows changes in percent of the emissions compared to 1990 levels

Source of the data: European Environmental Agency (Eurostat online data code: [sdg_13_10](#))

Baseline (2018)	Interim milestone (2020)	Target (2030)
-20.7%	-20%	-55%

Coordinating the European Green Deal

In December 2019, the European Commission adopted the European Green Deal Communication. It sets out how to make Europe the first climate-neutral continent by 2050, boosting the economy, improving people's health and quality of life, and protecting nature and the services it provides to society. The Green Deal represents a major transformation of the EU's economy. Every industry and country will be part of it. The involvement and commitment of the public and of all stakeholders is crucial if business and all citizens are to endorse and support the necessary policies and measures. The launch of a new Climate Pact will be particularly important to frame the participation of civil society.

The European Green Deal provides a comprehensive roadmap of actions. These aim to boost the efficient use of resources by moving to a clean and circular economy. The Green Deal also outlines the investments that will be needed and the financing tools available. It explains how to ensure a just and inclusive transition so that nobody is left behind.

The Secretariat-General will coordinate the work on the concrete follow-up initiatives announced in the European Green Deal as these span many Commission departments. The Green Deal will take centre stage also in the European Recovery Plan following the COVID-19 crisis. Together with the transition to a more digital Europe, it provides the compass for the Union's journey to a fairer, more sustainable and more resilient future.

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

Explanation: 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.

Source of data: Secretariat-General (VISTA/Decide)

Baseline (2019)	Interim milestone (2021)	Target (2024)
0%	100%	100%

General objective 2 ‘Europe fit for the digital age’

Europe’s digital transition is another defining priority of the von der Leyen Commission. It is vital to Europe’s long-term growth prospects. The opportunities it affords will help strengthen Europe’s economy and society, and investment in new digital technologies and infrastructure will contribute to the greening of Europe. The Secretariat-General will be responsible for the coordination of the Commission’s digital initiatives. The aggregate score in the Digital Economy and Society Index captures well the overall impact of this work.

General objective: A Europe fit for the digital age

1. Impact indicator: Aggregate score in the Digital Economy and Society Index (DESI) ²

Explanation: DESI is a composite index that summarises relevant indicators on Europe’s digital performance and tracks the evolution of EU Member States in digital competitiveness. Higher values indicate a better performance.

Source of the data: [DESI](#)

Methodology for calculating the indicator: The DESI index is calculated as the weighted average of the five main DESI dimensions: 1 Connectivity (25%), 2 Human Capital (25%), 3 Use of Internet (15%), 4 Integration of Digital Technology (20%) and 5 Digital Public Services (15%)

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

Shaping Europe’s digital future

Just like the transition to climate neutrality, digitalisation will require a profound transformation of Europe’s society and economy. For Europe to seize the opportunities of the digital transformation, it has to step up its efforts, including the necessary investments, in supporting the research, development and deployment of digital technologies as well as strategic digital infrastructure. These investments should be complemented by a regulatory framework that supports the development and uptake of digital technologies in line with EU

² EU28 data. EU27 data not available.

rules and values. It will also be important to equip people with the necessary education and skills, including digital skills, so that they can fully benefit from the transformation.

The Political Guidelines announce a number of initiatives in this area, including on artificial intelligence, data, digital services, cybersecurity and digital skills. The Secretariat-General coordinates the preparation of all these initiatives contributing to the objective of a Europe fit for the digital age. The digital strategy presented in February 2020 sets out the objectives for the mandate and launched work in key areas such as data, artificial intelligence, digital services and 5G deployment.

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		
Explanation: The Political Guidelines announces a number of initiatives for a Europe fit for the digital age, including on artificial intelligence, data, digital services, cybersecurity and others. These should be adopted by the College during the mandate of President von der Leyen		
Source of data: Secretariat-General (VISTA/Decide)		
Baseline (2019)	Interim milestone (2021)	Target (2024)
0%	100%	100%

General objective 3 ‘An economy that works for people’

In the wake of the economic and social damage caused by the COVID-19 pandemic, significant work and investment will go into reconstructing the economies of Member States and creating the conditions for long-term growth based on the green and digital transitions. Consequently, economic growth and the evolution of investment will show the extent to which the recovery plan is helping to put the European economy back on a sustainable track.

General objective: An economy that works for people		
1. Impact indicator: 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)
1.5%	Increase	Increase
2. Impact indicator: 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)
21.43%	Increase	Increase

Steering the European Semester and integrating sustainability

Over the past ten years, the European Semester process has firmly established itself as the Union’s main tool for the coordination of national economic and employment policies. In recent years, and as part of the new multiannual financial framework, steps were also taken to strengthen the links between the European Semester and EU funds, in particular under cohesion policy, reform support and the Just Transition Fund. Linking reform and investment priorities, in particular those linked to the green and digital transitions, with financial support from the EU budget will become all the more important in the recovery phase from the COVID-19 crisis.

In President von der Leyen’s Political Guidelines, it was announced that the European Semester would be refocused to integrate the Sustainable Development Goals (SDGs), with a specific focus on the economic and employment aspects. This provides a unique opportunity to put people, their health and the planet centre stage in economic policy-making. To achieve this, a stronger focus on the environmental sustainability aspects of macro-economic relevance is particularly needed to complement the focus on economic and social challenges. This will also contribute to the objectives of the European Green Deal and support Member States in the transition to carbon neutrality.

The Secretariat-General steers and coordinates the implementation of the European Semester in its various stages and dimensions. This includes:

- elaboration of the deliverables of the European Semester, namely the Annual Sustainable Growth Strategy in November, the country-specific analysis in the Country Reports – including the monitoring of progress towards the SDGs – in February and the country-specific recommendations in May;
- coordination of work across all Commission services through European Semester-related networks and in cooperation with the network of European Semester Officers in Commission representations in the Member States;
- contacts with the Member States, since the Secretariat-General provides guidance to them on the European Semester and the drafting of national reform programmes, organisation and chairing of bilateral meetings with the Member States and provision of support for the Executive Vice-President for an Economy that Works for People.

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

Related to spending programme(s): NO

Result indicator: Rate of progress towards the implementation of the country-specific

recommendations (CSRs)

Explanation: This measures the response of Member States to the guidance provided in country-specific recommendations. It is the Commission who assesses every year to what extent the recommendations were addressed by Member States, based on the terminology 'no progress/ limited progress/ some progress/ substantial progress/ fully addressed'.

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

Baseline (2018)	Interim milestone (2022)	Target (2024)
9% fully addressed, 17% substantial progress, 44% some progress, 25% limited progress, 5% no progress	Improved take up of CSRs	Improved take up of CSRs

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

Explanation: This measures EU's overall progress towards the achievement of the 17 SDGs

Source of data: Eurostat, SDG EU indicators set

Baseline (2019)	Interim milestone (2022)	Target (2024)
Substantive progress on SDG 1,3 and 8 Negative trends for SDG 9 and 13 Moderate progress for all others SDGs	N/A	Positive trends on all SDGs

Coordinating Commission work on the national Recovery and Resilience Plans

The Recovery and Resilience Facility will provide large-scale financial support to reforms and investments undertaken by Member States. This will help to drive the recovery process and the transition to a greener, digitalised and more resilient economy.

Member States will prepare Recovery and Resilience Plans setting out the investments and reforms they intend to carry out with the financial support provided. To ensure the full integration of the Facility with the European Semester, the Secretariat-General will play a leading role in the assessment and monitoring of national Recovery and Resilience Plans, working in close cooperation with all relevant Directorates-General.

Through a dedicated taskforce, the Secretariat-General will:

- support Member States in the elaboration of their Recovery and Resilience Plans;
- engage with the Member States to ensure that the notified plans comply with the regulatory requirements set by the legislation and in particular deliver on the objectives of the twin transition, of recovery and resilience;
- prepare the necessary implementing acts for the approval of the plans; and

- ☑ assess the progress made by the Member States in the implementation of the plans and analyse the periodic reports provided for by the legislation;

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		
Explanation: As part of their recovery and resilience plans, Member States will have to determine milestones and targets to follow the progress on their reforms and investments. The Commission will assess twice a year whether the agreed milestones and targets are satisfactorily implemented.		
Source of data: Recovery and Resilience Task Force		
Baseline (2020)	Interim milestone (2022)	Target (2024)
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

Implementing the Multiannual Financial Framework 2021-2027

Working in close cooperation with the Directorate-General for Budget, the Secretariat-General coordinates Commission-wide work on the Union’s multiannual financial framework. The next financial framework will run from 2021 to 2027. It will be at the heart of the EU’s recovery plan, following the COVID-19 crisis, ensuring that the Union emerges stronger and more resilient, It should be a modern and ambitious budget that reflects the Union’s strategic priorities. The new programmes, boosted by the European Recovery Instrument – Next Generation EU – will contribute strongly to the headline ambitions of the von der Leyen Commission including the green and digital transitions and to meeting the Union’s international commitments.

The immediate priority for the period will be to secure an agreement on the future framework by the Council with the consent of the European Parliament. The legal and technical work on the preparation for the new financial programmes will subsequently need to be completed. Once the programmes will have been formally adopted, the Secretariat-General will be closely involved in the overall coordination, monitoring, evaluation and follow-up of programme implementation with all relevant services, with a particular focus on programme performance and maximising support for economic recovery and the Union’s strategic priorities.

Specific objective 3.4: The multiannual financial framework for 2021-2027 is finalised and efficiently implemented		Related to spending programme(s): YES
Result indicator: Rate of progress in the finalisation and implementation of the multiannual financial framework and accompanying sectoral legislation		
Explanation: This indicator measures the progress in the implementation of the multiannual financial framework 2021-2027		
Source of data: European Commission		

Baseline (2020)	Interim milestone (2021)	Target (2024)
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

General Objective 4 ‘A stronger Europe in the world’

The Commission strives to ensure a highly coordinated approach in all its external policy actions, in line with President von der Leyen’s vision of a geopolitical Commission. The Secretariat-General devotes important resources to boosting this internal coordination which translates into a stronger and more united voice for Europe in the world, as the chosen impact indicator reflects.

General objective: A stronger Europe in the world		
1. Impact indicator: The European Union’s voice counts in the world according to its citizens		
Explanation: This indicator shows the percentage of EU citizens that tend to agree that the EU’s voice counts in the world		
Source of the data: Eurobarometer		
Baseline (2019)	Interim milestone (2022)	Target (2024)
71%	Increase	Increase

Strengthening coordination on strategic external policy issues

Following the Political Guidelines by President von der Leyen, the Commission needs to act as a geopolitical Commission, ensuring a stronger and more united EU voice in the world. Hence the need for the EU to pro-actively engage on the international scene in order to achieve positive outcomes in an increasingly turbulent international environment. The Secretariat-General role is pivotal in achieving these objectives.

In line with its overall mandate, the Secretariat-General, through its External Relations Directorate, ensures 1) the very close coordination of all services involved in EU external action, including external aspects of key internal policies such as the Green Deal or the Digital Strategy and the external aspects of Sustainable Development Goals implementation; 2) consistent and rapid decision-making in a fast-moving foreign policy environment; and 3) the coherent and coordinated implementation of the various external action workstreams by the Commission Services and the European External Action Service (EEAS). This concerns in particular the external initiatives identified in the Commission Work Programme.

The Secretariat-General has also supported the President in setting up the new Group for External Coordination (EXCO). It brings together all Cabinets on a weekly basis to discuss strategic international issues and to prepare the external aspects of College meetings, thereby ensuring full political coordination and coherence on external action matters, aligning the internal and external aspects of the Commission’s work. The Secretariat-

General provides the secretariat of EXCO, provides practical and policy support to its co-chairs and ensures follow up of its conclusions. Throughout the period 2020-2024 EXCO will take the coordination of external action to the next level, and act as a central hub for all key external action work strands.

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		
Explanation: The Secretariat-General coordinates, facilitates and in exceptional cases steers directly preparatory work towards adoption of Commission external policy initiatives listed in the Commission Work Programme.		
Source of data: Secretariat-General		
Baseline (2020)	Interim milestone (2022)	Target (2024)
70%	100%	100%

Boosting the Foreign, Security and Defence Policy

In her Political Guidelines, the President called for further bold steps towards a genuine Defence Union. The Defence Union has several building blocks on which the Commission plays a leading or substantial role, notably the industrial dimension (the European Defence Fund and its two pilot programmes), military mobility, EU-NATO cooperation and countering hybrid threats.

The Secretariat-General ensures strong policy coordination for the various workstreams of Commission services. For example, as regards the EU-NATO cooperation, the Secretariat-General coordinates the implementation of the 74 jointly agreed proposals for cooperation - a process which currently involves more than 10 Commission services. On military mobility, in close cooperation with the Directorate-General for Defence Industry and Space and the European External Action Service, the Secretariat-General coordinates the implementation of the Action Plan on Military Mobility, adopted in March 2018. On countering hybrid threats, in close cooperation with the Directorate-General for Defence Industry and Space and the EEAS, the Secretariat-General ensures overall coordination and implementation within the Commission of the 2016 Joint Framework for Countering Hybrid Threats and the 2018 Joint Communication Increasing Resilience and Bolstering Capabilities to Address Hybrid Threats. The Secretariat-General supports the Directorate-General for Defence Industry and Space for the implementation of the European Defence Industrial Development Programme.

In the course of this work, the Secretariat-General provides early advice and support to the President and to the Executive Vice-President responsible, (co-)chairs internal working groups, provides for the secretariat for the Group for External Coordination and the co-secretariat of the Project Group on Defence Union, together with the European External Action Service, prepares political level meetings and leads or assists on the drafting of key

communications and reports. Member States will have a major impact on the delivery of the stated objectives, but also other external stakeholders.

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		
Explanation: The translation of the President’s priorities in the field of foreign, security and defence policy into concrete deliverables in the CWP (and their subsequent implementation) indicates the effectiveness of the link between objectives and the delivery of policy initiatives.		
Source of data: Secretariat-General		
Baseline (2020)	Interim milestone (2022)	Target (2024)
0%	100%	100%

General objective 5 ‘Promoting our European way of life’

The protection of European citizens and European values is central to President von der Leyen’s vision for Europe. The work the Secretariat-General performs in support of this general objective touches on all the major dimensions: migration policy, security and the respect for fundamental values. The return rate of illegal migrants and the decrease in the number of victims of terrorist attacks are relevant indicators for the effectiveness of migration policy and the improvement of the security situation in the European Union.

General objective: Promoting our European way of life		
1. 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 ³		
Source of the data: Eurostat (Eurostat online data code: migr_eirtn / migr_eiord)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
28.97%	Increase	Increase

³ 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.

2. 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)
32 people died as a result of terrorist attacks 157 people were injured	Decrease	Decrease

Deepening the Security Union

The Political Guidelines underline that every person in the Union has the right to feel safe in their own streets and their own home and no stone should be left unturned when it comes to protecting our citizens. The creation of a genuine European Security Union is one of the goals for the upcoming five years set out in the mission letter of the Vice-President for Promoting our European Way of Life.

A Security Union Strategy will set out the Union’s vision for 2020-2024, consolidating its strategic and legislative framework. It will identify legislative outputs that will advance the the Security Union: strengthening of Europol’s mandate, a proposal for additional measures on Critical Infrastructure Protection, the review of the Directive on security of network and information systems and the cross-sectoral financial services act on operational and cyber resilience.

In addition, the Secretariat-General will coordinate work across the Commission and prepare implementation reports as part of its task to coordinate the Security Union. This intensified coordination function is designed to ensure a high level of delivery across the Commission on all aspects of the Security Union agenda.

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		
Explanation: This indicator demonstrates the existence of an appropriate framework to help Member States and the EU to protect citizens.		
Source of data: Secretariat-General		
Baseline (2020)	Interim milestone (2022)	Target (2024)
0	At least 4 as indicated in the 2020 Commission Work Programme	All proposals from the yearly Commission Work Programmes

Stepping up European cooperation on crisis management

The European Union already possesses a rich toolbox related to managing crisis. The inventory of the EU’s crisis management capabilities covers more than 80 different mechanisms, tools and instruments, which were either specifically designed to manage crises or can be usefully employed in an emergency albeit created for a different purpose. Most of these capabilities are sector-specific, such as the Union Civil Protection Mechanism, the Hybrid Fusion Cell, the Early Warning and Response System etc.

However, recent major, multi-sectorial crises – most recently the global COVID-19 pandemic – have highlighted possible improvements across all stages and on all levels of the EU crisis management cycle, which require urgent and ambitious reform.

The Secretariat-General plays a central coordinating role to ensure that the Commission is able to respond, in an effective and coherent way, to crises that require action at EU level. It oversees the consistency of all Commission crisis response arrangements, manages its overall transboundary crisis management system (ARGUS), and coordinates crisis management exercises. It also handles the Commission’s role with other institutions, including in the Integrated Political Crisis Response (IPCR) arrangements in the Council.

A robust crisis management system must span the entire crisis cycle. The EU must have an effective and efficient crisis management system encompassing strong leadership, and a full and effective set of well-coordinated mechanisms, tools and instruments.

Crisis management in the Commission is facilitated by the ARGUS system (a network and a set of procedures) created in 2006⁴. The system needs to be aligned with the current and future needs. Following the entry into office of the new Commission on 1 December 2019 and the new responsibilities of the Commissioner for Crisis Management / European Emergency Response Coordinator, the arrangements will now need to be updated and strengthened.

Following the COVID-19 crisis, on 26 March 2020 the European Council tasked the Commission with making a proposal for a more ambitious and wide-ranging crisis management system within the EU.

<p>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</p>	<p>Related to spending programme(s): NO</p>
<p>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</p> <p>Explanation: The Secretariat-General, in its corporate role, provides framework, guidance, training and support to Directorates-General and services in order to develop/improve the EU crisis management mechanisms and tools and its resilience.</p>	

⁴ Commission Decision 2006/25/EC, Euratom.

Source of data: Secretariat-General

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

General objective 6 ‘A new push for European democracy’

Bringing the European Union closer to its citizens is paramount to the success of the European project. The Secretariat-General’s intensive work on rule of law, better regulation and transparency will contribute to increasing the engagement of the general public with the European policy process, which should in turn contribute to a positive evolution of the impact indicators identified below.

General objective: A new push for European democracy		
1. 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: Eurobarometer		
Baseline (2019)	Interim milestone (2022)	Target (2024)
48%	Increase	Increase
2. Impact indicator: Citizens satisfied with how democracy works in the European Union		
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		
Source of the data: Eurobarometer		
Baseline (2019)	Interim milestone (2022)	Target (2024)
54%	Increase	Increase
3. Impact indicator: Transparency of interest representation⁵		
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		
Source of the data: Transparency International’s Report ‘Lobbying in Europe’ (pg. 27)		
Baseline (2015)	Interim milestone (2022)	Target (2024)
48	>50	Increase
4. Impact indicator: Valid European Citizens’ initiatives⁶		
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		
Source of the data: European citizens’ initiative register		

⁵ EU28 data. EU27 data not available.

⁶ EU28 data. EU27 data not available.

Baseline (2018)	Interim milestone (2022)	Target (2024)
4	8	12
5. 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)
14.8%	Decrease	Decrease

Building a European Rule of Law Mechanism

The rule of law is central to the headline ambition ‘A new push for European democracy’ in President von der Leyen’s Political Guidelines. The Commission has committed to setting up a comprehensive European Rule of Law Mechanism, with an EU-wide scope and objective annual reporting by the European Commission. The monitoring approach will be the same in every Member State. The Commission’s work will be brought together in an annual report which will require close cooperation with national authorities and other key stakeholders. The Secretariat-General will play a key role the establishment of the new mechanism since it will coordinate this intensive work within the Commission. The cooperation of Member States will be crucial to the quality of the mechanism’s results.

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		
Explanation: The scope, coverage and interinstitutional dimension of the rule of law cycle are set out in the Political Guidelines (and in more detail in the July 2019 Communication).		
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)
Decision to establish a rule of law cycle covering all Member States	n/a	Solutions to national rule of law issues are found in the rule of law cycle and there is a decrease of values-based infringements and procedures.

Implementing the Cooperation and Verification Mechanism

The rule of law is central to the priority of the Political Guidelines concerning ‘A new push for European democracy’. The Cooperation and Verification Mechanisms set up on the accession of Bulgaria and Romania in 2007 allow for Commission support to the work in the two Member States to promote rule of law issues. The Commission’s work is brought

together by the Secretariat-General in an annual report and involves ongoing cooperation and analysis with the national authorities and other key stakeholders. There is a political objective that progress in the two Member States would be sufficient by 2020 to justify the conclusion of the mechanisms.

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 1: Degree of respect of the conditions set in the November 2019 CVM Report for Bulgaria

Explanation: The November 2019 report sets the baseline for Bulgaria to exit the CVM and transition to the new EU-wide rule of law mechanism

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)
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

Result indicator 2: Progress towards the benchmarks set in 2007 in respect of judicial reform and anticorruption measures in Romania.

Explanation: This indicator measures the extent of progress each year and the extent to which previous recommendations have been followed, notably those set in January 2017. The benchmark determines the objective for Romania to be attained in order to meet the commitments taken by the time of accession to the EU.

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)
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

The Conference on the Future of Europe

As underlined in the Political Guidelines of President von der Leyen, Europe needs to strive for more in nurturing, protecting and strengthening our democracy. The Conference on the Future of Europe will be a major pan-European exercise, running for two years, giving European citizens of diverse backgrounds and from all parts of Europe a greater say on the way policies are shaped.

The success of the Conference will largely depend on two key imperatives: 1) how effectively and widely it reaches out to citizens via different channels, including via a joint digital platform, the media and other; and 2) the extent to which the European institutions will be able to jointly ensure and communicate the follow-up. The Secretariat-General will contribute to the attainment of these objectives by working in close partnership with the European Parliament and the Council to draft the Joint Declaration establishing the scope, structure and principles for the Conference. Once adopted, in close cooperation with the Directorate-General for Communication the Secretariat-General will follow up on its implementation which includes work on a feedback mechanism and organisational components of the Conference. In order to ensure a successful launch, roll-out and follow-up of the Conference, the Secretariat-General will steer the work of other services and coordinate with the other institutions.

The key outputs will be reflected in a final report summing up the outcome of the Conference (by end 2022), recommendations for follow-up action and, where appropriate, any new policy initiatives/activities adopted or carried out by the Commission during its mandate.

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 ensured⁷		Related to spending programme(s): NO
Result indicator 1: Percentage of events organised outside the capitals		
Explanation: The involvement of national, regional and local actors is key to the success of the Conference on the Future of Europe. As stated in the Commission’s Communication, a key objective is to ensure that ‘the Conference goes far beyond Europe’s capital cities and reaches every corner of the Union’.		
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) ⁸
n/a	Increase in the number of events organised outside the capitals	Increase in the number of events organised outside the capitals
Result indicator 2: 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		
Explanation: In line with the Commission’s Communication, ‘the Conference on the Future of Europe will be a bottom-up forum, accessible to all citizens, from all walks of life, and from all corners of the Union, and should reflect Europe’s diversity.’ In addition, European citizens’ panels – representative of geography, gender, age, socioeconomic background and/or level of education of citizens – are set to meet several times during the Conference and report to the Conference with a list of proposals for recommendations		
Source of data: Data by the Joint Secretariat of the Conference and the Digital Platform on the Conference		

⁷ 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.

⁸ Depends on when the Conference is launched.

Baseline (2020)	Interim milestone (2021)	Target (2022)
n/a	Increase in diversity composition of European citizens' panels	Increase in diversity composition of European citizens' panels
<p>Result indicator 3: Percentage of attendees of Conference on the Future of Europe events declaring that their voice counts</p> <p>Explanation: One of the main objectives of the Conference is to give Europeans a greater say on what the Union does and how it works for them. This indicator will measure what percentage of the total number of attendees of Conference events declared that their voice counts in the EU</p> <p>Source of data: Eurobarometer (COMM.C3) and data from the event organisers, possibly the Joint Secretariat of the Conference</p>		
Baseline (2020) ⁹	Interim milestone (2021)	Target (2022) ¹⁰
TBC	70%	80%

Strengthening the Commission's Better Regulation policy

The need for evidence-based policy-making supporting EU political priorities is growing even stronger and President von der Leyen confirmed in her Political Guidelines the Commission's firm commitment to better law-making principles.

Better regulation aims at open and participative evidence-based policy-making and seeks to ensure that EU rules achieve their objectives, go no further than required and bring benefits at minimum cost. It supports the strategic preparation and delivery of the work programme, covering the whole policy design, adoption, implementation, application and evaluation cycle. Better regulation means designing and evaluating EU policies and laws with evidence and consulting widely citizens and stakeholders.

All initiatives likely to have significant economic, social or environmental impacts should be accompanied by impact assessments and positive opinions from the Regulatory Scrutiny Board in order for the initiative to be presented to the Commission¹¹. The Commission respects the evaluate-first principle before revising laws and initiatives. Impact assessments and evaluations quantify to the extent possible the costs and benefits for businesses and citizens. Under its regulatory fitness and performance programme (REFIT), an integral part of better regulation, the Commission ensures that legislation is fit for purpose and looks at possible simplification and reduction of unnecessary costs, without undermining the policy objectives. President von der Leyen enhanced this burden reduction and simplification objective and announced that the Commission will apply the 'one in, one out' approach whereby each legislative proposal creating new burdens should relieve people and business of an equivalent existing burden at EU level in the same policy area.

⁹ Depends on when the Conference is launched.

¹⁰ Depends on when the Conference is launched.

¹¹ When the Board has twice given a negative opinion, it is only the Vice-President for Interinstitutional Relations and Foresight that may submit the initiative for the College to decide whether to go ahead.

The Commission confirmed in its 2019 Communication – *Better regulation: taking stock and sustaining our commitments* – that better regulation is at the heart of policy-making and has helped deliver better results, while it continues being a shared effort with the co-legislators and the Member States. The *Commission Communication on Better-Law making* presents further developments in better regulation to design laws that reply in the best way to our societal needs. The Secretariat-General will spearhead the coordination and implementation of the ‘one in, one out’ work across the Commission and will ensure that it is consistently applied within the Commission.

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 1: Proportion of Commission Work Programme legislative initiatives accompanied by impact assessments		
Explanation: The indicator shows the Commission commitment in ensuring that major Commission legislative initiatives in the work programme respect the better regulation principles, and in general, that they are designed based on evidence from impact assessments. Some urgent initiatives may continue to be presented without an impact assessment*.		
Source of data: Secretariat-General		
Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	Positive trend	100%
Result indicator 2: Proportion of impact assessments of legislative revisions preceded by evaluations		
Explanation: The indicator shows how the Commission respects the evaluate-first principle before revising existing laws and initiatives. As there is a long lead-in time for evaluation work preceding impact assessment and adoption of proposals, some impact assessments for priority or for urgent initiatives may continue to be presented on the basis of other analytical work, without a comprehensive evaluation.		
Source of data: Secretariat-General, RSB		
Baseline (2018)	Interim milestone (2022)	Target (2024)
78%	Positive trend	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 1: Proportion of Commission legal proposals (with impact assessment) analysing sufficiently simplification and burden reduction		
Explanation: The indicator shows how the Commission upholds its commitment to ensure that legal proposals (with an impact assessment) consider burden reduction and simplification, in the context of the application of the one-in, one-out approach. The indicator measures how many impact assessments accompanying Commission legal proposals include sufficient analysis of simplification and burden reduction. The Regulatory Scrutiny Board assesses in its opinions the quality of this analysis.		
Source of data: Secretariat-General		

Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	Positive trend	100%
Result indicator 2: Proportion of legislative initiatives (with impact assessment) with quantification of costs and/or benefits		
Explanation: The indicator measures how many impact assessments accompanying Commission legal initiatives include quantification of costs and benefits, based on the impact assessments.		
Source of data: Secretariat-General		
Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	Positive trend	100%

Promoting transparency and stakeholder involvement

Transparency in the European law-making and policy implementation process is essential to build understanding of and trust in the European institutions and the decision-making process. Since decisions taken by the European Union affect millions of citizens, they must be taken as openly as possible. The EU institutions interact with a wide range of entities representing specific interests. This is a legitimate and necessary part of the decision-making process to make sure that EU policies reflect citizens' and businesses' real needs. This dialogue must be transparent and open to allow for proper scrutiny and to ensure that the Union's institutions remain accountable. These principles are laid down in Article 11(1) and (2) of the Treaty on European Union.

Transparency is therefore a core element of delivering a more democratic EU that has legitimacy and support in the eyes of citizens. It is a priority in the Political Guidelines that seek to give 'A new push for European democracy'. When it comes to relations with interest representatives, the ambition is to seek to raise the bar of transparency and scrutiny even higher.

The Secretariat-General will steer and oversee the broader transparency policy in the Commission and the European Union and will continue to oversee the implementation of the policy of publishing information on meetings held by Commissioners with interest representatives.

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 1: Number of quality checks performed on data reported in the Transparency Register	
Explanation: A 'quality check' is a verification carried out by the Register Secretariat to ensure the accuracy of data submitted by registrants. These checks enhance the reliability of the Transparency Register as reference database of lobbyists.	
Source of data: Transparency Register back-office application	

Baseline (2014)	Interim milestone (2022)	Target (2024)
900	More than 3,000	More than 4,000
Result indicator 2: Percentage of registrants whose data quality is deemed 'optimal'		
Explanation: This indicator refers to the number of entries in the Transparency Register whose data is complete and meets all requirements.		
Source of data: Transparency Register back-office application		
Baseline (2020)	Interim milestone (2022)	Target (2024)
85%	90%	95%

The Better Regulation Portal is the Commission's single entry point for interacting with external stakeholders and citizens during the preparation of law and policy initiatives. The Commission involves the public in the policy-making process via public consultations and feedback mechanisms at relevant stages. All these possibilities are available in a centralised and streamlined webpage 'Have your say' on Europa website.

The portal strengthens the links between people and the institutions that serve them. It contributes to a better understanding of the decision-making process of the Commission in line with the objectives of openness and transparency. It helps citizens to have their say on proposals in line with the Commission's political priorities. The Secretariat-General will ensure the smooth functioning of the portal and contribute to the strengthening of the Union's transparency.

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 1: Better Regulation Portal (BRP) number of feedback/contributions submitted		
Explanation: At least a third of external stakeholders who visit the Better Regulation Portal submit a feedback/contribution.		
This indicator measures the attractiveness / effectiveness of the BRP feedback mechanism and assesses whether adequate targeting strategy and promotion campaign have a positive impact on the number of feedback/contributions submitted on the published initiatives.		
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)
1 042	33 000	75 000
Result indicator 2: Proportion of public consultations with a factual summary report published by the Commission on the Better Regulation Portal		
Explanation: The indicator shows the Commission efforts to improve transparency on the outcome of public consultations by publishing factual summary reports on the input received from citizens on the Commission Better Regulation Portal. Factual summary reports provide basic statistical information for the public, such as types of stakeholder groups, number of participants, geographical distribution.		

Source of data: Better Regulation Portal		
Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	70%	100%
Result indicator 3: Proportion of public consultations with contributions from national Parliaments, regional and local authorities		
Explanation: The indicator shows the Commission efforts under better regulation to ensure outside involvement in public consultations and to step up its outreach activities, in particular, by engaging more prominently with local, regional authorities and national Parliaments in policy-making.		
Source of data: Better Regulation Portal		
Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	Positive trend	Positive trend

Promoting the highest ethical standards

Building citizens' trust and confidence is an essential part of the Commission's new push for European democracy. As President von der Leyen underlined in her Political Guidelines, *'if Europeans are to have faith in our Union, its institutions should be open and beyond reproach on ethics, transparency and integrity.'*

In line with this objective, the Secretariat-General will on behalf of the Commission support the creation of an independent ethics body common to all EU institutions. It will engage and work closely with the other institutions to establish a common position between the institutions on the way forward, and, if there is an agreement on the establishment of the body, to define a legal framework for the future independent ethics body.

This is part of a long-standing commitment of the Commission to apply internally the highest levels of ethical standards. The Commission's Code of Conduct for the Members of the European Commission provides details on how the general Treaty obligations of independence, integrity and discretion should be applied in practice, notably as regards:

- the avoidance and handling of conflicts of interests;
- meetings of Commissioners and their Cabinets with interest representatives (meet only registered interest representatives; publication of meetings);
- the acceptance of gifts, honours and prizes;
- the publication of mission costs;
- the notification of post-mandate activities and ban on lobbying the Commission in relation to the previous portfolio for two years after the end of the mandate (three years for former Presidents).

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

Explanation: The success of this file depends on the active engagement of different institutions and ultimately on an agreement between them. The Secretariat-General will support the President and Vice-President Jourova as lead service in their work with other institutions to achieve this objective, will facilitate the process to clarify positions with the aim to reach an agreement and prepare the relevant analysis and texts.

Source of data: Meeting reports and officially adopted documents of the different institutions involved

Baseline (2020)	Interim milestone (2022)	Target (2024 at the latest)
N/A	Progress on reaching interinstitutional agreement	Establishment of an interinstitutional independent ethics body

Giving citizens a say in policy-making: the European Citizens' initiative

The European Citizens' Initiative complements European representative democracy. It gives European citizens the right to submit directly to the Commission a request inviting it to submit a proposal for a legal act of the Union for implementing the Treaties. For such an initiative to be successful, it needs to receive the support of one million citizens across the EU. The European citizens' initiative thus contributes to enhancing the democratic functioning of the Union through the participation of citizens in its democratic and political life.

A citizens' initiative is considered by the Commission at two different stages of the procedure: the registration of the proposed initiative and the examination in case it has collected the required level of support. Challenges in the implementation of the European citizens' initiative led to a revision of the rules, which started to apply on 1 January 2020. The objective was to make the European citizens' initiative more accessible, less burdensome and easier to use for organisers and supporters, and ultimately increase the number of citizens' initiatives. Examples of improvements include: an online collaborative platform offering advice to prepare initiatives; and a more citizen-friendly procedure giving organisers a chance to revise their proposed initiative before the Commission takes a final decision on registration; a central system for online collection of signatures provided by the Commission to organisers free of charge.

Communication activities (now part of the Commission's regulatory obligations) are organised with the aim of raising awareness on the European citizens' initiative. e.g. organisation of campaigns using online tools and social media; participation in, and organisation of events; creation and coordination of a network of multipliers across the Union; cooperation with Member States through the dedicated national contact points. For the period 2020-2024, the Secretariat-General will steer the Commission work on the implementation of the recently revised European Citizens' Initiative regulation.

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 1: Number of registered initiatives

Explanation: Before organisers can start collecting statements of support from citizens across the EU, they need to ask the Commission to register their proposed citizens' initiative. The Commission registers the initiative provided it meets with the conditions of Regulation (EU) 2019/788 on the European citizens' initiative, in particular that it does not manifestly fall outside the Commission's competences to submit a proposal for a legal act for the purpose of implementing the Treaties.

Source of data: European citizens' initiative public register: <https://europa.eu/citizens-initiative>

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

Result indicator 2: Percentage of valid initiatives compared with the number of registered initiatives

Explanation: Initiatives having gathered the required one-million statements of support, as certified by competent authorities in Member States, can be submitted to the Commission. This triggers an examination phase of up to six months at the end of which the Commission adopts a communication setting out its legal and political conclusions on the initiative, the action it intends to take, if any, and its reasons for taking or not taking action.

Source of data: European citizens' initiative public register: <https://europa.eu/citizens-initiative>

Baseline (2019)	Interim milestone (2022)	Target (2024)
6%	Increase	Increase

Coordinating the equality Task Force

The Commission's Political Guidelines make a priority of achieving a 'Union of Equality'. For this purpose a dedicated equality portfolio has been created, supported by a taskforce composed of representatives of all Directorates-General. The Secretariat-General has been entrusted with the secretariat of this task force, whose main objective will be to ensure that equality matters are systematically addressed in all EU policies.

For 2020-2024, the central role of the Secretariat-General will be to facilitate the coordination among Commission services and the better use of existing corporate tools (notably in the planning and better regulation areas). The Secretariat-General will also ensure a more coherent approach towards reporting on equality by mainstreaming the equality dimension into all policy areas.

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

Result indicator: Degree of implementation of gender equality strategy

Explanation: The gender equality strategy (COM(2020) 152, adopted in March 2020) sets the roadmap for the actions and initiatives in favour of gender equality. Such actions will be adopted throughout the duration

of President von der Leyen’s mandate. The degree of implementation of this strategy will be measured by the number of initiatives listed in it that are launched and/or implemented.

Source of data: Secretariat-General

Baseline (2020)	Interim milestone (2022)	Target (2024)
0	40% of the measures listed are launched and/or implemented	90% of the measures listed are launched and/or implemented

Embedding strategic foresight in the policy process

For the European Union to deliver on its ambitious agenda, it will need to draw on the indispensable and increasingly prominent use of strategic foresight.

This reflects the need for sharper insights on the long-term trends and major shifts that are shaping the European lives, work, economies, environment and societies, affecting global power structures and the European strategic autonomy. By better understanding and anticipating what is on the horizon, foresight can provide the Union with options on where and how fast it wants to go in the twin ecological and digital transitions. It will help the Union design and implement policies to achieve our strategic goals and take a pragmatic, long-term approach to securing our global leadership for the years to come.

The key output coordinated by the Secretariat-General will be an annual Strategic Foresight Report, aimed to improve the Commission’s priority-setting capacity, future-proof Commission initiatives and steer them towards the achievement of the Commission’s objectives. The final goal will be to embed foresight into the Commission policy-making.

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		
Explanation: One of the main aims of the foresight portfolio is to embed foresight into all major policy initiatives of the Commission. Foresight will therefore support Commission services in identifying future major challenges and opportunities at the design stage of policy initiatives.		
Source of data: Secretariat-General sources based on the work of the Strategic Foresight Network		
Baseline (2019)	Interim milestone (2022)	Target (2024)
0	Increase	Further increase

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

Policy objectives could not be achieved at the expected standards if the Commission were not equipped with a highly professional administration and dynamic, cooperative and efficient working methods. Cooperating closely with the other central services, the Secretariat-General plays a key role in overseeing the optimal design and functioning of

essential corporate support policies such as strategic planning, information and data management, decision-making process and political intelligence gathering. Through the policies detailed in the section below, the Secretariat-General helps the Commission to function as a coordinated, joined-up institution, which manages its assets and resources efficiently so as to deliver on the political priorities. This could be expected to contribute positively to the image in the European Commission and in the level of staff engagement. Moreover, sustainability is a long-standing ambition of the Commission, emphasised more than ever by the von der Leyen Commission, and the environmental performance of the institution mirrors this commitment.

General objective: A modern, high-performing and sustainable European Commission		
<p>1. Impact indicator: Image of the European Union</p> <p>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</p> <p>Source of the data: Eurobarometer</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
43%	Increase	Increase
<p>2. Impact indicator: Staff engagement index in the Commission</p> <p>Explanation: Staff engagement measures staff’s emotional, cognitive and physical connection to the job, organisation and the people within it</p> <p>Source of the data: European Commission</p>		
Baseline (2018)	Interim milestone (2021)	Target (2024)
69%	Increase	Increase
<p>3. Impact indicator: Environmental performance in the Commission</p> <p>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)</p> <p>Source of the data: Environmental Statement 2018 results (pg. 23)</p>		
Baseline (2018)	Interim milestone (2020)	Target (2024)

<i>Energy consumption of buildings (MWh / person):</i> -8.8%	-5.2%	Achieve greater reduction
<i>Water use (m3 / person):</i> -9.5%	-5.4%	Achieve greater reduction
<i>Office paper consumption (sheets / person / day):</i> -32%	-34%	Achieve greater reduction
<i>CO₂ emissions from buildings (tonnes / person):</i> -24%	-5.1%	Achieve greater reduction
<i>Waste generation (tonnes / person):</i> -15%	-9.7%	Achieve greater reduction

Compiling the Commission Work Programme and coordinating the policy-making process

The Secretariat-General coordinates policy development in all areas of the political priorities, from the early stages of policy development and planning, through to the final adoption by the College, and then as the proposals pass through the legislative process until their final adoption. In addition, it keeps an informed view of the legislative acquis, policy debates and impact of existing policies on the ground. To this end, the Secretariat-General chairs interservice groups that elaborate impact assessments and policy proposals for all key items of the Commission Work Programme and convenes and prepares meetings of services and Cabinets to ensure a high level of coordination throughout the policy process.

The Secretariat-General is involved in all policy areas either as lead service or in close cooperation with the lead Commission service(s). Specific examples of the policy coordination role the Secretariat-General will play in the 2020-2024 period can be found in this strategic plan under different general objectives. However, this provides only a snapshot of the Secretariat-General's work and the policies mentioned here are by no means exhaustive.

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

Explanation: The translation of the President's political priorities into concrete deliverables in the Commission Work Programme (and the subsequent realisation of the CWP) indicates the effectiveness of the link between the objectives and the delivery of policy initiatives.

Source of data: SG

Baseline (2020)	Interim milestone (2022)	Target (2024)
100% of initiatives delivered	100% of initiatives delivered	100% of initiatives delivered

Providing briefings and political intelligence

The Secretariat-General directly supports the President and the College in the delivery of its political priorities. Reliable, focused and timely political and policy information is therefore crucial for promoting the Commission’s institutional role and prerogatives. This is done, inter alia, through concise, coherent, focused and result-oriented briefings for meetings and events as well as through political analysis based on full use of internal and external contacts, databases and networks.

The Secretariat-General helps to establish smooth working relations between the President’s and Vice-Presidents’ Cabinets and the Commission services, to better connect technical information with political needs, while ensuring an efficient use of resources throughout the process. Drawing on inputs from services and other sources of information, the Secretariat-General provides briefing material to support the political actions carried out in decision-making, in influencing and engaging in our policies. The Secretariat-General also provides training and ongoing guidance to ensure that colleagues in services contribute to briefings in the most effective way.

The Secretariat-General ensures that the President, Vice-Presidents, Commissioners, Cabinets and its own senior management are adequately informed in good time on developments in other institutions. Drawing on the services’ knowledge, the Secretariat-General can provide an overview of the available intelligence to feed the briefing material provided to the Commission’s political hierarchy. This means reporting in a timely manner on the formal meetings and events of the other institutions but also gathering political intelligence on the other institutions’ positions on the various initiatives and policies. Its pivotal position in the Interinstitutional Relations Group (GRI) and the continuous work on the preparation of weekly meetings of the Heads of Cabinet and the College as well as on the Commission’s participation and follow-up of the COREPER meetings ensure the highest quality of political intelligence for the institution.

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)	
Explanation: As a source of political intelligence, the Secretariat-General produces many briefings and flash reports. Critical remarks from the users detailing the issues that triggered them is a very relevant indicator to assess (1) if the issue lies within the management control of the producer and if so (2) to measure the quality of briefings and (3) to improve the briefing itself or the production process depending on the issue.	
Source of data: Secretariat-General	

Baseline (2019)	Interim milestone (2022)	Target (2024)
0	0	0

Leading the Commission’s strategic planning and programming

The strategic planning and programming cycle is the cornerstone of the Commission’s performance management system. The von der Leyen Commission is committed to delivering efficiently and effectively in all of the priority areas. The Secretariat-General will support this by coordinating the strategic planning process across the Commission. This process was reformed and streamlined in 2016 and the new cycle for 2020-2024 builds on this to strengthen the performance culture still further.

The Secretariat-General coordinates the preparation of multiannual strategic plans and annual management plans for all services. In these plans, Commission services set out how their activities will contribute to delivering on the Commission’s political priorities and to modernising the Commission’s administration. All services set clear and operational objectives and accompany them with high-quality indicators to allow performance to be tracked over time. This contributes to the effective management of the Commission services and strengthens accountability.

The Secretariat-General also coordinates the preparation of the annual activity reports in which services report on progress towards their objectives, and produces, together with the Directorate-General for Budget, the Annual Management and Performance Report for the EU budget through which the Commission takes political responsibility for the management of the EU budget. The Secretariat-General will lead the Commission’s continuing efforts to produce performance reporting of the highest quality.

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		
Explanation: The indicator measures recommendations made by the Secretariat-General, and addressed to all Commission services, on draft versions of strategic plans, managements plans and annual activity reports		
Source of data: Secretariat-General		
Baseline (2020)	Interim milestone (2022)	Target (2024)
80%	Increase	Increase

Overseeing the implementation of strengthened data protection rules

President von der Leyen has made clear that for the Commission, the protection of a person’s personal data, in particular the digital identity, is of utmost importance. The Data Protection Officer (DPO) ensures, in an independent manner, that the European Commission

applies correctly the law protecting individuals’ personal data as set out in Regulation (EU) 2018/1725).

To do so, the Data Protection Officer monitors the implementation of the Commission’s Data Protection Action Plan¹² by the services. Furthermore, the Data Protection Officer assists the services in their efforts to raise awareness of the obligations among the Commission staff. The DPO cooperates with the network of Data Protection Coordinators (DPCs) who are appointed in the services and who, in practice, serve as the first point of contact for staff in their respective services as well as for the DPO office, including when the DPO office exercises its monitoring function under his or her responsibility.

The DPO will identify specific cross-service data processing activities and carry out inspections and issue recommendations on the basis of the results.

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		
<p>Explanation: The Commission has set out a number of specific actions to be completed by the Directorates-General / Services in view of attaining and demonstrating compliance with Regulation (EU) 2018/1725 in the Commission’s Data Protection Action Plan (C(2018) 7432 final). The monitoring of the implementation of the specific targets of the Data Protection Action Plan allows the managing bodies to assess the degree of implementation and to identify possible weaknesses.</p> <p>Source of data: DPO organised surveys via Data Protection Coordinators to monitor the degree of implementation of the Data Protection Action Plan¹³. The results will form the basis for annual reporting to the Management Bodies together with the recommendations of the DPO.</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
not applicable	>60% aggregated	>80% ¹⁴

Ensuring a high level of business continuity

Business continuity is a process that helps the Commission to build resilience in order to respond effectively to operational disruptions. The objective is to ensure the continuity of core business and to safeguard the Commission’s reputation and interests towards external stakeholders. The arrangements cover all Commission services, Cabinets and Executive Agencies.

¹² C(2018) 7432 final.

¹³ The parameters for monitoring relate to aspects of record keeping, agreements with external processors, the existence of procedures for data subjects to exercise their rights and the existence of resources in the departments to fulfil the Data Protection Coordination role

¹⁴ 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.)

The framework and its procedures are in the process of being adapted to the new digital working environment, drawing on the lessons learned from the COVID-19 pandemic. Exercising is the most efficient way to revise existing procedures and validate new ones, and it allows to efficiently raise awareness of all colleagues involved. Feedback from recent incidents and exercises allows us to revise and enhance most corporate and local arrangements. One of the main priorities is to further strengthen the cooperation between the Secretariat-General and the Directorate-General for Human Resources and Security to streamline security incident and business continuity management, leading to joint and timely decision taking and improved crisis communication.

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		
Explanation: SG provides framework, guidance and support to services to organise local exercises and involves them in corporate exercises. Having more corporate exercises will contribute to the necessary streamlining with security incident management and improve crisis communication between all Commission services and staff. The unit of measurement is the number of exercises organised per year.		
Source of data: Secretariat-General		
Baseline (2020) 1/year	Interim milestone (2022) 2/year	Target (2024) 3/year

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

The Secretariat-General is responsible for steering the Commission’s digital strategy and overseeing the streamlining and harmonisation of underlying business processes. This concerns all types of IT investments, in all Directorates-General, offices and executive agencies, on all budget lines. It is an important contributory factor to operational effectiveness, security and the more efficient use of resources in the Commission. It is based on strong collaborative efforts and agreements undertaken by the Directorates-General and offices, resulting in the increased sharing of common processes and core IT services as well as the co-financing and joint development of new reusable solutions and services. The Secretariat-General ensures overall coherence as it chairs the corporate Information Technology and Cybersecurity Board.

The Information Management Steering Board, chaired by the Secretariat-General, drives the implementation of the Commission’s strategy on data, information and knowledge management. The stepping up of management and use of data, based on effective data governance and data policies, endorsed in December 2019, and the use of analytics in policy-making enabled by a data platform are at the heart of this transformation. Corporate actions will also push the availability of the right skills, collaborative ways of working and enhanced use of country knowledge. The Board coordinates corporate and local activities to implement the vision of a Commission that is fully digital, agile, flexible

and transparent, promoting working methods based on a more inclusive leadership and work culture, a flatter hierarchy, more cooperation and the ‘need to share’ data, information and knowledge.

As domain leader for synergies and efficiencies in the document management domain, the Secretariat-General will adopt measures to contribute to full digitalisation, increase the automation of its processes and systems, during the whole lifecycle of records, and further professionalise the document management community. The Secretariat-General will furthermore adopt a roadmap for the future development of records management tools at the Commission, including both changes to improve the current system and a longer-term strategy to modernise the tools in the next 5 to 10 years.

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 1: Percentage of assessments of IT investments on which the Information Technology and Cybersecurity Board expresses a ‘positive opinion’ without conditions or remarks

Explanation: This indicator measures the maturity of the IT governance processes in the Commission. If more IT investments get an immediate positive opinion of the Information Technology and Cybersecurity Board, it means that they have taken into account upfront all the principles of the European Commission Digital Strategy, Commission Decision C(2018)7118

Source of data: Minutes of the Information Technology and Cybersecurity Board

Baseline (2020)	Interim milestone (2021)	Target (2024)
32%	40%	50%

Result indicator 2: Percentage of active Commission information systems for which an IT security risk assessment has been performed and is maintained

Explanation: This indicator measures the compliance of information system with the Commission Decision (EU, Euratom) 2017/46 on the security of communication and information systems in the European Commission, which specifies that the Information Technology and Cybersecurity Board, chaired by the Secretariat-General, shall monitor, evaluate and control the corporate information risk treatment landscape

Source of data: Annual IT security risk report

Baseline (2020)	Interim milestone (2022)	Target (2024)
10%	25%	60%

Result indicator 3: Percentage of Commission key data assets for which corporate principles for data governance have been implemented

Explanation: This indicator measures the progress of the Commission’s implementation of corporate data governance and data policies for its key data assets, expressed in percent. See [Ares\(2019\)4441343](#)

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)
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Managing the decision-making procedures

All actors in the decision-making chain (Commissioners' Cabinets, Commission services and the Secretariat-General) work as teams across organisational boundaries and guarantee the fluidity of the process. The Secretariat-General performs quality control of the files submitted for decision, ensures that procedures and deadlines are respected, and identifies and promotes best practices. Furthermore, it provides steering and advice to Commission services so that their files are prepared upstream according to the political, legal and procedural requirements. In other words, the level of performance of the Commission's decision-making process is the result of the Secretariat-General's actions, individual services' preparation and handling of files and events such as the evolving policy agenda. Political planning and validation of initiatives are also essential to ensure that the Commission's decision-making process is steered politically.

In line with the commitment to fully digitalising the Commission, the decision-making process is also undergoing significant transformation. A digital application named e-College was introduced at the beginning of the mandate, allowing for a fully digitalised management of the College weekly meetings. Since then, all types of supporting documents are available to Commissioners in electronic format only, while fully respecting the current security rules. The next objective is to fully digitalise also the preparatory meetings leading to the Commission meeting. In this context, the IT application will be revamped and modernised in order to replace the current one, with a view to adding new functionalities. The final objective of the development of the e-College application is to strengthen the system's protection component to authorise the processing of protected documents, including the first level of classified documents.

The developments of Decide, the corporate decision-making system, will further improve the efficiency and quality of the decision-making process in the Commission. Over the period 2020-2024, Decide will continue to evolve toward its ultimate goal of full coverage of all steps and documents linked to the decision-making process. This will be achieved either by full absorption of relevant processes and IT tools, or by links with other systems. Thanks to these evolutions, Decide will progressively evolve into a knowledge management system, gathering all relevant information linked to the decision-making process.

Decide already provides information to key IT tools such as the Better Regulation Portal ('Have your Say') or the Register for delegated acts. Links with other IT systems will be improved over 2020-2024 to further improve synergies. Decide will develop new webservices for an efficient dialogue with new Registers, COMPASS Corporate and other local tools.

The introduction by 2022 of the e-Signature/e-Seal for the e-authentication of acts adopted by the Commission and for the e-notification to the Member States will contribute to the full digitalisation of the decision-making process.

In the coming years, the current drafting tool, LegisWrite, will be replaced by Edit, which will improve the quality of the drafting of acts inside the Commission and the interoperability of exchanges with the other institutions. EdiT will progressively be integrated with Decide to allow for a smooth decision-making process.

Last but not least, Decide will constantly evolve to reflect political evolutions, to allow for procedural rationalisations and to improve the users' experience.

The Commission Rules of Procedure adopted in 2000, its rules of application and their subsequent amendments will be integrated in one single consolidated document. The result will be an easier text to read, including a number of new features, some based on well-established practices. An information campaign will be launched after the adoption of the new Rules to inform staff, accompanied by trainings on the decision-making process.

The wiki guide to procedures, GoPro, is an essential tool to provide information on procedures and to help colleagues in Commission services understand and correctly implement Commission procedures and working methods. A Procedural helpdesk is also available in the Registry to answer specific questions and further guide colleagues in the Commission services and Cabinets.

The Decide coordinators' network will gradually evolve towards a community of practice. Through knowledge exchanges and interactions between its members, the community will contribute to information sharing and will enhance collaboration.

Specific objective 7.7: The decision-making process is further streamlined, improved and digitalised		Related to spending programme(s): NO
Result indicator 1: Degree of digitalisation of the decision-making process		
Explanation: The digitalisation of the decision-making process will be achieved by the further integration in Decide of relevant steps and processes.		
Source of data: Decide, BRP, Decide annual workplan		
Baseline (2019)	Interim milestone (2022)	Target (2024)
+/- 70% of the main steps of the decision-making process are covered by Decide: planning, interservice consultation and adoption	+/- 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.	100% coverage of the decision-making process including efficient links between Decide and relevant IT systems.
+/- 33% of replies to interinstitutional requests are handled in Decide (Parliamentary Questions and Ombudsman's inquiries)	+/- 66% of replies to interinstitutional requests are handled in Decide by the inclusion of Petitions and Opinions of National Parliaments	100% of replies to interinstitutional requests are handled in Decide with the inclusion of Opinions of Consultative committees and EP resolutions.
Result indicator 2 : Percentage of preparatory meetings leading to College meeting managed		

through the dedicated IT application 'e-College'

Explanation: The final target is to reach 100% of meetings managed through the IT application and strengthen security to allow the digital handling of protected documents up to 'classified' ('RESTREINT UE/EU RESTRICTED').

Source of data: Secretariat General

Baseline (2020)	Interim milestone (2022)	Target (2024)
Introduction of new functionalities to the application to improve user satisfaction and preparation of a complete revamp to introduce a modernised application.	100% of preparatory meetings should be supported by the dedicated IT application	Subject to the development of RUE.X, the relevant IT tool is used also to handle 100 % of protected documents up to 'classified' 'RESTREINT UE/EU RESTRICTED'

Result indicator 3: Reduction of paper consumption

Explanation: This indicator measures the reduction of paper consumption in percentage and number of pages printed as result of the digitalisation of the College and preparatory meetings.

Source of data: Secretariat General

Baseline (2018)	Interim milestone (2022)	Target (2024)
7.250.000 pages (as printed by the Registry's printshops)	>50% compared to baseline.	>70% compared to baseline.

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

Related to spending programme(s): NO

Result indicator 1: Number of hits to GoPro

Explanation: Number of hits of the Wiki website.

Source of data: GoPro statistics tool

Baseline (2019)	Interim milestone (2022)	Target (2024)
160 000	Positive trend	Positive trend

Result indicator 2: Number of consultations via the procedural helpdesk

Explanation: SG answers questions from services through email and telephone

Source of data: SG Helpdesk procedures statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
3000 yearly requests	Positive trend	Positive trend

Managing the Commission's relations with the other institutions

The Commission is constantly in interaction with the other European institutions and bodies. This is possible thanks to the role of the Secretariat-General, which provides coherent and coordinated leadership within the Commission. It facilitates working relations with other EU institutions, advisory bodies (European Economic and Social Committee, Committee of the Regions, the European Ombudsman), specialised bodies and national Parliaments. Its position in interinstitutional contacts is pivotal, as seen through its role in preparing and coordinating the work of the Interinstitutional Relations Group (GRI) and the External Coordination Group (EXCO), which prepare the weekly meetings of the Heads of Cabinet and of the College.

The Secretariat-General prepares the Commission's participation in the meetings of the European Council, the Council of Ministers, COREPER and the European Parliament, and ensures proper follow-up. The Secretariat-General also takes a leading role in the preparation of the rotating Presidencies of the Council of the EU, ensuring that the Commission's priorities are duly taken into account. Finally, the Secretariat-General is a key player in the external policy work of the Commission, notably in its relations with the European External Action Service, and in particular the Corporate Board Secretariat, to ensure mutual understanding and respect for Commission procedures in its action abroad.

In the course of the legislative process, the Secretariat-General closely follows every pending proposal until adopted by the European Parliament and the Council, to make sure it remains in line with the President's headline ambitions and brings the expected benefits to EU citizens. It identifies areas where additional input at political level is needed for the co-legislators to resolve problems or avoid delays. This early action is critical for the Commission's role as facilitator during the trilogue negotiations. The good cooperation between the Commission and other institutions is possible thanks to the existing interinstitutional agreements: the Interinstitutional Agreement on Better Lawmaking, the 2010 Framework Agreement, and the protocols with the consultative committees. These agreements set out a solid common understanding on sometimes sensitive issues on which the institutions may have different views regarding their operational cooperation.

D. Key performance indicators

- Rate of progress towards the implementation of the country-specific recommendations (CSRs)
- Annual implementation rate of Commission Work Programme annex 1 initiatives
- Proportion of legislative initiatives (with impact assessment) with quantification of costs and/or benefits
- Percentage of Commission key data assets for which corporate principles for data governance have been implemented

PART 2. Modernising the administration

This section of the strategic plan describes the efforts of the Secretariat-General to modernise its way of working and to make the most efficient and effective use of its resources. In the framework of the Commission's corporate strategies, the Secretariat-General will develop its local strategies and take measures and actions in order to contribute to the achievement of the institution's objectives.

Any effort towards modernisation starts from competent, motivated and engaged staff. To this end, the Secretariat-General will continue building on its strong staff engagement. Some of the priorities for 2020-2024 period will be to achieve a greater gender balance in its management team while at the same time developing its long-term local human resource strategy and keeping its vacancy rate low. As regards financial and anti-fraud management, the priority actions envisaged for the next five years will be a risk analysis on a regular basis to better align the financial workflows and actors with the associated risks for the Secretariat-General, and an update of its local Anti-Fraud Strategy designed in 2019 at a minimum every three years. In parallel, the Secretariat-General will maximise the use of corporate financial and procurement IT tools.

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

Finally, being part of the Commission's efforts to lead by example as a fully digital, agile, flexible and transparent institution, the Secretariat-General will maximise its efforts for the next five years to improve the way data, information and knowledge are managed, deploying numerous digital solutions, always in full compliance with its data protection obligations. The Secretariat-General will also focus on a number of actions for the next years to assist the institution in its collective efforts to reduce its environmental impact. The sections below provide more detail on the 2020-2024 measures.

A. Human resource management

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

In the management of human resources, the Secretariat-General will focus on maintaining its strong staff engagement (69%)¹⁵ and efficient use of resources to deliver on the political priorities of the Commission. The Secretariat-General will make constant improvements to best serve the President and the Commission.

For strong staff engagement, the Secretariat-General will prioritise strong internal communication and recognition of teamwork across the whole organisation. For efficient use of resources, the Secretariat-General will continue efforts to keep its vacancy rate low and promote staff mobility. The Secretariat-General will strive towards a greater gender balance in the management team and it is well placed to achieve that, as among the deputy Heads of Unit the female representation is already 54%.

Learning activities will support staff development and modernisation of the Secretariat-General as an organisation and workplace. The Secretariat-General will continue its best practices of welcoming and integrating newcomers, including through job-shadowing.

The EU Policymaking HUB programme, which the Secretariat-General launched in early 2020 in collaboration with other key services (JRC, HR, COMM, I.D.E.A, REFORM) is a professional development programme for policy-making in the European Commission. It offers a platform for collaboration, learning and knowledge in policy-making as well as a framework and a guide for skills and knowledge in modern EU policy-making.

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, the Secretariat-General will develop a local HR strategy with a medium to long-term perspective (3–5 years) consistent with the overall corporate HR strategy and main goals. Among other things, this strategy will pay attention to professional development, learning and development as well as wellbeing.

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) ¹⁶
11 (30%)	+1
Indicator 2: Secretariat-General’s staff engagement index	

¹⁵ Staff engagement index staff survey 2018.

¹⁶ The target will be revised and extended for the period 2023-2024 by January 2023.

Source of data: Commission staff survey	
Baseline (2018)	Target (2024)
69%	≥ 69%
Indicator 3: Staff satisfaction with EU Policymaking HUB learning offer	
Source of data: EU Learn	
Baseline (2020)	Target (2024)
N/A	Course attendants give ≥ 80% of positive evaluations on average

B. Sound financial management

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

The Secretariat-General has set up in 2018 an internal control strategy for financial management. This strategy provides detailed means to achieve each year the control objectives laid down in the financial regulation. Where necessary and based on the yearly control results, the strategy is subject to an update.

As priority actions over the next five years, the Secretariat-General will conduct a risk analysis on a regular basis to better align the financial workflows and actors with the associated risks. In parallel, the Secretariat-General will maximise the use of corporate financial and procurement IT tools.

The Secretariat-General will also implement a corporate initiative, where the Directorate-General for Budget will replace the current ABAC IT system with the SUMMA system based on ABAC Accounting (SAP) that will be used by all Directorates-General.

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions	
Indicator: Estimated risk at closure	
Source of data: Secretariat-General	
Baseline (2019)	Target (2024)
0.7%	< 2% of relevant expenditure

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) aimed at the prevention, detection and correction of fraud

The Secretariat-General has developed and implemented a multi-annual action plan aligned with the anti-fraud corporate objectives. In the next five years, dedicated anti-fraud sessions for financial officers and project managers will feature prominently in the Secretariat-General's anti-fraud actions.

The 2019 Commission Anti-Fraud Strategy (CAFS) provides objectives, guidelines and actions to be implemented by the Directorates-General to achieve a consistent approach towards fraud. In line with CAFS, the Secretariat-General designed in 2019 its Local Anti-Fraud Strategy (LAFS). In the coming years, the Secretariat-General will be implementing this local strategy, which hinges on three strategic objectives that have shown their usefulness with the previous LAFS:

- Clearly assign roles and responsibilities for anti-fraud issues within the Secretariat-General, taking the corporate and local levels into account
- Enhance detective controls to mitigate fraud risks with financial implications
- Develop an anti-fraud culture in the Secretariat-General

The LAFS will be updated at a minimum every three years; and whenever this is required because of new external or internal events.

The Secretariat-General will conduct anti-fraud awareness raising sessions each year for newcomers. Dedicated sessions will also be organised for staff implementing the budget, financial officers, project managers, etc. The Secretariat-General will closely monitor the roles and duties of staff to ensure that everyone that should be trained will be trained on anti-fraud matters.

The 2019 Commission Anti-Fraud Strategy (CAFS) and the accompanying action plan also foresee that the Secretariat-General will contribute to enhanced governance Commission-wide in anti-fraud matters. Concretely, this implies monitoring the follow-up given by Directorates-General to the financial and other recommendations included in OLAF's reports to the institution, and bringing this work to the attention of the Corporate Management Board.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy¹⁷ aimed at the prevention, detection and correction¹⁸ of fraud

¹⁷ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

¹⁸ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

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

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

Baseline (2019)	Target (2024)
2019 action plan implemented	100% of action points implemented in time

D. Digital transformation and information management

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

In the Political Guidelines, President von der Leyen sets out a vision of a Commission that leads by example and is fully digital, agile, flexible and transparent. The mission letters call for the Commission to adopt an 'open, inclusive and cooperative way of working'. To foster this change, the Secretariat-General will implement decisive actions at local level to improve the way data, information and knowledge are managed, harnessing the opportunities brought by digital solutions and achieving full compliance with data protection obligations.

Digital transformation

In the 'European Commission Digital Strategy'¹⁹, the College has set out the overall path and concrete milestones toward the digital transformation of our institution. The Political Guidelines confirm and enhance the importance of this objective: '*I will drive the full digitalisation of the Commission, putting in place new digital methods and digital diplomacy tools*'. Building on the principles identified by the strategy, the Secretariat-General will continue optimising and digitising corporate processes, and fostering citizens' engagement and transparency through its information systems. We will benefit from innovative solutions such as electronic signature and artificial intelligence to improve the overall efficiency of the processes. We will place the data security, interoperability, sharing and re-use of solutions at the center of our development process, and give particular attention to user interfaces, accessibility and data visualisation.

In this context, the **Decide system** will further improve the efficiency and quality of the decision-making process and progressively evolve into a knowledge management system, allowing to gather all relevant information for decision making. It will enlarge its coverage to the full lifecycle of legislative initiatives, and introduce the electronic signature for authentication of adopted acts. The new legislative drafting tool (EdiT) will be integrated into the system, allowing collaboration and quality control all along the drafting and editing

¹⁹ C(2018) 7118 of 21/11/2018, available at https://ec.europa.eu/info/sites/info/files/strategy/decision-making_process/documents/ec_digitalstrategy_en.pdf

process. It will also contribute substantially to increasing interoperability with external partners enabling further synergy gains in these institutions and the Publications' Office.

The Secretariat-General will develop the new **Archives Management System** to provide a single integrated solution to manage the paper and digital archives of the Commission. The system will allow the Commission to manage, process and preserve its digital born, digitised and paper based archives and to subsequently open its historical archives to the public. It will make it much easier to find and retrieve archived information, both for internal and external users. It will allow for data exchange with other Commission systems and will ensure the required interoperability with the system operated at the Historical Archives of the European Union at the European University Institute in Florence, Italy, as well as those of other EU institutions and the Open Data Portal.

The Secretariat-General will finalise the **THEMIS system** to provide complete coverage and integrated view of the lifecycle of (potential) infringement cases, from their creation to their final closure. The new THEMIS solution will enhance and streamline the complex process of monitoring of the implementation and application of EU Law. It will avoid data duplication and multiple encoding, and provide faster access to information and better reporting.

The Secretariat-General will continue the implementation of the strategy for the consolidation and/or renewal of its **Registers** that publish seamlessly information on the Europa website. In this context, we will revamp the Register of Commission Documents as the main publication tool for documents drawn up by the Commission. We will put in place a modern, fully integrated solution covering the submission and handling of requests for access to public documents, fully in line with the protection of personal data principles. Furthermore, we will offer in the Register of Delegated and Implementing Acts comprehensive information on all acts adopted on the basis of mandates given by the European Parliament and the Council to the Commission in legislative acts. Overall, the renewal of the Registers' user interfaces on Europa will result in a coherent and high-quality user experience, a stronger and more coherent digital presence of the Commission.

According with the principles of the 'European Commission Digital Strategy', the Secretariat-General will work at a local level to improve the 'digital by default', modernising internal procedures and promoting the use of the e-signatory, for the internal documents as for external when they do not require a handwritten signature.

Data, information and knowledge management

The 2016 communication on data, information and knowledge management²⁰, recognises that data, information and knowledge are key corporate assets and sets out a strategy to improve their management in the Commission. In addition, the 'Commission's 2020-2021 work programme on data, information and knowledge management'²¹ defines the framework for the implementation of this strategy. In that context, the Secretariat-General

²⁰ C(2016) 6626 final.

²¹ Ares(2019)6848885.

will conduct actions at local level to improve information retrieval and delivery, working together and sharing information and knowledge, maximising use of data for better policy-making and creating a culture of knowledge sharing and learning.

In implementing the corporate data governance and data policies, the Secretariat-General's local data management team will identify and designate the data owner and the data steward(s), and instruct them to share and keep up to date the metadata of their data assets in the Commission's data catalogue (once operational). Where needed, data owners will design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. The information systems providers will make any necessary changes to the information systems used for storing, managing and disseminating these data assets to implement the aforementioned requirements and processes. The Secretariat-General will also put in place an informal data governance board which will provide a space where staff with data related roles²² can coordinate related activities, and share knowledge and experience, hence helping the Secretariat-General advance with the implementation of the data policies.

Data protection

In implementing the corporate data governance policies and developing digital solutions, the Secretariat-General will place data protection at the centre of the development process. The data owners, when acting as controllers of personal data, will implement appropriate technical and organisational measures to ensure that the data protection principles, such as data minimisation, storage limitation and data accuracy, are respected over the entire lifecycle of their data processing operations.

In particular, data protection by design and by default will need to be fully implemented in the management and development of the Secretariat-General's digital solutions and infrastructure. In that context, the taking of concrete steps to integrate the necessary safeguards already at the design phase of the new systems would help the Secretariat-General controller units to manage personal data in compliance with data protection rules and protect the rights of data subjects in a systematic and effective manner.

All personal data processing operations for which the Secretariat-General is responsible shall have detailed records of processing so that the Secretariat-General can demonstrate compliance with its data protection obligations and ensure accountability towards those persons whose personal data are processed. Data subjects are at the centre of the Commission's data protection efforts. Therefore, all personal data processing by the Secretariat-General shall provide for transparent and easily understandable information to data subjects in accordance with data protection law. Completing a detailed record of processing has also an important awareness raising effect on the controller units, together with regular coordination meetings with Secretariat-General's Data Protection Coordinator. Beyond awareness raising of staff in charge of specific processing operations, it is indispensable that there is accountability and ownership by management for the

²² Such as the local data correspondent, the data protection coordinator, the document management officer, the local security officer, the information resource manager and the intellectual property rights correspondent.

Secretariat-General’s processing operations. This will be promoted by further awareness raising among senior and middle management. Since every staff member of the Secretariat-General processes personal data in conducting his/her professional duties, all staff should be subject to basic data protection awareness-raising activities. Therefore, the Secretariat-General systematically includes data protection in the induction course for staff joining the service.

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

Baseline (2018)	Interim milestone (2022)	Target (2024)
52%	69%	86%

Source of data: Hermes/Ares/NomCom system for document management – E signatory statistics

Baseline (2020)	Interim milestone (2022)	Target (2024)
62%	71%	81%

Source of data: THEMIS system for EU Law monitoring

Baseline (2018)	Interim milestone (2022)	Target (2024)
40%	68%	86%

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)	Interim milestone (2022)	Target (2024)
35%	50%	80%

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

Source of data: Secretariat-General

Baseline (2018)	Interim milestone (2022)	Target (2024)
5%	40%	100%

E. Sound environmental management

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

In line with the European Green Deal, the Secretariat-General will play a key role in the efforts of the Commission to reduce its environmental impact as an institution and as an employer.

- Improved waste management, starting with waste sorting stations installed in 2019 and to be further developed in 2020-2024;
- Promotion of paperless working methods, such as e-signatories and electronic financial circuits (see above point D) to contribute to reducing office paper consumption in 2020-2024;
- Green public procurement and incorporation of environmental criteria in all contracts greater than EUR 60 000 through consultation with the Interinstitutional Green Public Procurement Helpdesk;
- Raising awareness of staff to promote pro-environmental behaviour. Action will be taken in line with the main corporate campaigns and based on key themes of importance identified for the Secretariat-General.

Annex 1: European Fiscal Board

Sound public finances are a precondition for stable, sustainable and inclusive economic growth (see specific objective 3.1) which, in turn, and combined with effective governance underpin Europe’s geopolitical weight. In the EU, fiscal policy remains a prerogative of national governments. However, due to the high level of economic and financial integration of EU Member States, economic policies, including fiscal policy, are to be considered as a matter of common concern. As a result, Member States have agreed to and established an EU fiscal framework that is meant to guide and, if necessary, constrain national fiscal policy making.

The European Fiscal Board is mandated to carry out an independent and regular assessment of the EU fiscal framework. Its findings inform the European Commission and other relevant stakeholders on whether the framework contributes to the overarching goal of sound public finances. The Board was established at the end of 2015 as a follow-up to the Five Presidents report on completing Europe’s Economic and Monetary Union. The Commission followed the report’s conclusion that an independent body would help enhance the debate on fiscal policy and ultimately fiscal policy outcomes in the EU. During the current mandate, the Board will continue the independent work and assist the EU in achieving its fiscal policy objectives.

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		
Explanation: A timely delivery and presentation of high quality, independent assessments of the implementation and future evolution of the European Fiscal Board, as per its mandate, contributes to the decision making of the Commission in the area of fiscal policy coordination. The ultimate goal of fiscal policy coordination at the EU level is, in turn, to safeguard public finances and a stable economic development.		
Source of data: Secretariat General, European Fiscal Board		
Baseline (2019)	Interim milestone (2022)	Target (2024)
2 assessment reports	Maintain the number of regular assessment reports	Maintain the number of regular assessment reports

Annex 2: Regulatory Scrutiny Board

The Commission’s Better Regulation Agenda aims to ensure that its proposals are evidence-based, well designed and deliver tangible and sustainable benefits for citizens, business and society as a whole. This is part of the Secretariat-General’s contribution to the Commission’s general objective ‘A New Push for European democracy’.

As part of this Agenda, the Regulatory Scrutiny Board (RSB) provides a central quality control and support function for Commission impact assessment and evaluation work. It was set up on 1 July 2015 and replaced the former Impact Assessment Board.

The Board examines and issues opinions on all the Commission’s draft impact assessments and of major evaluations and ‘fitness checks’ of existing legislation. In principle, a positive opinion is needed from the Board for an initiative accompanied by an impact assessment to be tabled for adoption by the Commission. The opinion accompanies the draft initiative together with the impact assessment throughout the Commission’s political decision-making. All impact assessments and all related RSB opinions are published once the Commission has adopted the relevant proposal. Evaluation/‘fitness check’ reports and the related opinions are also published.

The Board is independent of the policy making departments. It is chaired at Director-General level. In addition to the Chair, the Board consists of three high-level Commission officials and three members who are recruited from outside the Commission, selected on the basis of their expertise. All members work for the Board full time, with no other policy responsibilities.

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 1: 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		
Explanation: The Regulatory Scrutiny Board and its secretariat gather statistics on the quality of various aspects of the reports first when they are scrutinised and secondly when they issue on interservice consultation. This allows statistics to be gathered on the extent of impact assessments’ improvement.		
Source of data: Secretariat-General, Regulatory Scrutiny Board		
Baseline (2018)	Interim milestone (2022)	Target (2024)
39%	Maintain/exceed 2018 level	Maintain/exceed 2022 level