



Management Plan 2020

Secretariat-General

Contents

INTRODUCTION 3

PART 1. Delivering on the Commission’s priorities: main outputs for the year..... 5

PART 2. Modernising the administration: main outputs for the year..... 20

 A. Human resource management 21

 B. Sound financial management 22

 C. Fraud risk management 22

 D. Digital transformation and information management..... 23

 E. Sound environmental management..... 27

 F. Examples of initiatives to improve economy and efficiency of financial and non-financial activities 28

ANNEX 1: Performance tables 31

ANNEX 2: European Fiscal Board..... 51

ANNEX 3: Regulatory Scrutiny Board..... 52

INTRODUCTION

Under the direct authority of the President, the Secretariat-General oversees the implementation of the Commission's political priorities and ensures the coherence, timeliness and quality of all aspects of the Commission's work. To this end, it performs a wide range of steering, facilitation and coordination functions, from the early stages of policy development, through the internal decision-making process, to interinstitutional negotiations and policy implementation.

The Secretariat-General is the guardian of good governance within the Commission, fostering a modern, transparent and sustainable administration. It also acts as the interface between the Commission and the other European institutions, bodies, national Parliaments, non-governmental organisations and international organisations. It coordinates the Commission's work on policies with an international dimension and the Union's external representation.

2020 is the first full year of the von der Leyen Commission. In her Political Guidelines, the President described her vision and political ambitions for the next five years. As a Presidential service, the Secretariat-General has a central role in ensuring the full alignment of the Commission's work with the Political Guidelines, and leading by example as both policy powerhouse and a driver of transformation in terms of digitalisation, gender equality, collaborative working and sustainability.

In this management plan for 2020, the Secretariat-General describes its most important yearly outputs stemming from the specific objectives set in its 2020-2024 strategic plan. The yearly outputs will contribute to the achievement of the Secretariat-General's specific objectives, which in turn contribute to the achievement of the overarching Commission general objectives - the six headline ambitions of the von der Leyen Commission together with an additional horizontal objective covering the management of the Commission administration.

In her Political Guidelines, President von der Leyen focused on the twin transitions to a green and digital economy. Many of the main deliverables for the first 100 days of the current Commission have derived from those two priorities. The Commission focused its resources on the work on adopting overarching strategies for the European Green Deal and on shaping Europe's digital future.

The first half of 2020 has also been marked by the COVID-19 crisis which has shifted the institution's focus to coordinating the Union's immediate response to the pandemic and to developing a comprehensive economic recovery plan. The Secretariat-General steered and coordinated this work which, given its complexity and spill-over effects, brought together many services of the Commission.

The response to the COVID-19 pandemic will therefore be the top priority for the Secretariat-General in 2020, from the development of the recovery plan to the coordination of its implementation by the Commission services. The Secretariat-General will coordinate

the analysis and monitoring of the new Recovery and Resilience Plans, ensuring full alignment with the country-specific recommendations. The Commission's political priorities will be at the heart of this crisis response, with the green and digital transitions an essential part of the Union's longer-term recovery strategy.

The COVID-19 Clearing House for medical equipment

In order to manage the COVID-19 crisis, President von der Leyen decided to establish the COVID-19 Clearing House for medical equipment, with a six-month mandate starting on 1 April 2020. The Clearing House works with national authorities, manufacturers and other stakeholders to provide support, tools and critical information to facilitate and accelerate the availability of medical supplies through the different stages of response to the crisis. The Clearing House brings together expertise from other Commission services in five product-related clusters: personal protection equipment, ventilators, other medical and hospital supplies, test materials, and therapeutics and vaccines. A steering Committee composed of the Directors-General for Health and Safety, for Internal Market, Industry, Entrepreneurship and SMEs, for Migration and Home Affairs, and for Communications Networks, Content and Technology, alongside the Director-General for Budget and chaired by the Secretary-General, was established to provide strategic guidance in the allocation of the funds. The Clearing House core team in the Secretariat-General provides the secretariat for this unique governance structure, steering the work of the task force and the decisions of the steering committee, and monitoring the overall performance of the instrument.

The work on COVID-19 will have immediate implications for many other 2020 deliverables. These include updated proposals for the 2021-2027 multiannual financial framework, together and Next Generation EU. The European Semester will provide the policy framework for essential investment and reforms in the Member States, bringing together the Commission's economic policy coordination with new financial tools under the EU budget. The Secretariat-General will also spearhead work to strengthen the Union's crisis management framework, and will lead work on managing the consequences of the crisis for the Commission's institutional policies and for the efficient functioning of the Commission administration.

The respective sections of this management plan detail the Secretariat-General's work and what its role will be for 2020. The main specific outputs planned for 2020 in each of these areas are listed in Annex 1.

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

General objective 1 'European Green Deal'

Coordinating the European Green Deal

In December 2019, the European Commission adopted the European Green Deal Communication - Europe's new growth strategy. 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. The Communication presents a roadmap with 47 initiatives to deliver the Green Deal that will be presented by the Commission during the mandate of President von der Leyen. The timing and content of these initiatives will reflect the COVID-19 pandemic and the Union's recovery from it.

In 2020, the Commission will publish its proposals on revising the ambition of the EU's greenhouse gas emissions reduction target for 2030. This complements the proposed climate law presented in February to put the EU on track to climate neutrality by 2050. The Commission also published an action plan to improve radically the circularity of the EU's economy and use of resources. The public were invited to express their views on how to build a new Climate Pact to frame the active participation of civil society. The Commission will also present important initiatives to protect biodiversity in the EU and globally as well as improving the sustainability of the EU's food systems.

General objective 2 'Europe fit for the digital age'

Shaping Europe's digital future

Together with 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 solutions in line with EU rules and values. In addition, it will be important to equip people with the necessary education and skills, including digital skills, so that they can take part in the digital transformation.

The first deliverables have already been adopted and others are in preparation. In January 2020, the Commission adopted a communication on secure 5G deployment in the EU. The subsequent digital package of 19 February included the digital strategy communication, the European data strategy and the white paper on artificial intelligence. Other initiatives planned for 2020 include the Digital Services Act, including ex ante rules to ensure that markets characterised by large platforms with significant network effects remain fair and

contestable for innovators, businesses, and new market entrants. The Secretariat-General coordinates the preparation of these and other initiatives contributing to the objective of a Europe fit for the digital age.

General objective 3 ‘An economy that works for people’

Steering the European Semester and integrating sustainability

The Secretariat-General is responsible for coordinating the work of the Commission services on the European Semester of economic policy coordination. The main milestones of the European Semester cycle include the Annual Sustainable Growth Strategy, which launches the cycle by setting out general economic priorities for the EU and provides Member States with policy guidance for the following year. After the European level guidance, the Commission services with the Secretariat-General in the lead, produce country-specific analysis in the country reports. These reports analyse Member States’ economic and social situations and, for the Member States concerned, the state of play and developments with regard to macroeconomic imbalances. This is the basis for the proposed country-specific recommendations. These recommendations are adopted by the Council. The Commission then monitors follow-up on the implementation of this guidance by the Member States.

In early 2020, following the COVID-19 outbreak, the Secretariat-General steered the internal processes necessary to refocus the country-specific recommendations to tackle the socio-economic consequences of the pandemic and better support the recovery, notably by focussing investment on ensuring fair green and digital transitions. The European Semester will provide the priorities for Member States regarding the use of various EU funds for the recovery, including the new Recovery and Resilience Facility.

Finally, the European Semester is also one of the tools through which the Commission monitors progress towards the Sustainable Development Goals (SDGs), for aspects that are of macro-economic relevance in line with its legal basis. The *chapeau* communication accompanying the 2020 European Semester Winter Package presented in detail the approach for integrating the SDGs into the European Semester.

Coordinating Commission work on the national Recovery and Resilience Plans

In the second half of 2020, the Secretariat-General will steer internal preparations allowing for the smooth integration of the Recovery and Resilience Facility in line with the legislative proposals adopted in May 2020.

A new Recovery and Resilience Task Force (RECOVER) will be created in the Secretariat-General to coordinate the analysis of the draft Recovery and Resilience Plans. Closely collaborating with the Directorate-General for Economic and Financial Affairs, the Task Force will in 2020 support Member States in the development of their draft 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 economic recovery, job creation, cohesion, resilience and the twin transition.

Implementing the Multiannual Financial Framework 2021-2027

In May 2018, the Commission tabled proposals for a modern, fair and balanced Multiannual Financial Framework for the future Union of 27 Member States. This was followed by the complete set of proposals for the future sectoral programmes and funds.

In view of the extraordinary challenges the Union is facing because of the COVID-19 crisis, the Commission tabled in May 2020 adapted proposals to put the EU budget at the heart of the Union's recovery plan. These proposals are designed to increase the financial firepower of the EU budget and to target investment where it is most needed to respond to the crisis and support economic recovery. These proposals are anchored in the Union's long-term priorities, in particular the twin transitions to a climate-neutral and digitally transformed economy.

The Secretariat-General, together with the Directorate-General for Budget, will lead the final phase of negotiations with the European Parliament and the Council on the future framework and coordinate work on the finalisation of the next generation of programmes. The objective is to have the entire framework ready and delivering results on the ground by the beginning of 2021.

Under the future framework, the Commission intends to make greater use of its executive agencies for programme implementation. Evaluation results have shown that this is an efficient and cost-effective implementation mode. The Secretariat-General will be closely involved, together with the other central services, in preparing College decisions on the future allocation of portfolios and the staffing and governance of the future agencies.

General objective 4 'A stronger Europe in the world'

Strengthening coordination on strategic external policy issues

President von der Leyen set out in the Political Guidelines her ambitions for a geopolitical Commission. The Secretariat-General helps to achieve this objective by coordinating strategic external policy matters including the initiatives listed in the Commission Work Programme 2020 in the fields of development, trade, humanitarian aid, neighbourhood and enlargement. It ensures that the EU's external action is coherent and in line with the objectives outlined by the President. It provides comprehensive support to the President, including the preparation of G7 and G20 meetings, briefings on external policy issues for all international Summits, contacts with international partners and participation in international fora.

The Secretariat General ensures the secretariat of the newly created External Coordination Group (EXCO), a weekly College preparatory body at Commissioners' Cabinet level prepared by a services' level meeting. It also provides the co-secretariat to the Commissioners' Group Stronger Europe in the World and supports the Secretary-General and the President's Cabinet in the negotiations with Switzerland.

Boosting the Foreign, Security and Defence Policy

The Secretariat-General plays a strong coordination role for the implementation of the foreign policy instruments, sanctions and all aspects of space and defence policy, including notably defence industrial aspects. It represents the Commission in the Political and Security Committee, the EU Military Committee, the Politico-Military Group and the Nicolaidis Group. It coordinates and prepares the Commission's input to the Foreign Affairs Council, also in its Defence configuration. The Secretariat-General co-chairs, together with the European External Action Service, the preparatory meetings for the Project Group on Defence Union which covers all aspects of the EU defence policy (e.g. the European Defence Fund, the Permanent Structured Cooperation, the EU-North Atlantic Treaty Organisation cooperation, military mobility, cyber defence). It chairs the Interservice group 'Defence and Security Technologies' whose goal is to maintain an overview, ensure consistency and facilitate cross-fertilisation among all related Commission industrial and technological initiatives, programmes, instruments and activities

On defence, for example, in 2020 the focus will be on the continued implementation of the Preparatory Action for Defence Research and the European Defence Industrial Development Programme, as well as the Military Mobility Action Plan. The Secretariat-General will be actively involved in the preparations for the future implementation, as of 2021, of the European Defence Fund. The Secretariat-General will also continue to play a central coordination role in the context of EU-North Atlantic Treaty Organisation cooperation to ensure proper involvement of relevant Commission services.

General objective 5 'Promoting our European way of life'

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 homes and that every effort must be made to protect 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 responsible for Promoting our European way of life. The Secretariat-General supports the work of the Vice-President and, as part of this work, took over and mainstreamed into the Commission's working methods the work of the former Security Union Task Force.

To achieve this objective, the EU will need a common vision to consolidate its strategic and legislative framework. The Commission Work Programme 2020 announces a Security Union Strategy setting out the security agenda for 2020-2024. It also identifies legislative outputs to take the Security Union forward: a) the strengthening of Europol's mandate; b) additional measures on Critical Infrastructure Protection; and c) an EU Strategy for a more effective fight against child sexual abuse. Also relevant are the cross-sectoral financial act on operational and cyber resilience, in the area of digital finance, and - in the area of increasing cybersecurity - the review of the Directive on security of network and information systems. The Secretariat-General coordinates the delivery of the initiatives included in the Commission Work Programme.

In addition, the Secretariat-General will drive intensified coordination and produce implementation reports as part of its task to coordinate the Security Union. This intensified coordination function is designed to ensure maximum delivery across the Commission on all aspects of the Security Union Agenda.

Stepping up European cooperation on crisis management

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. In its corporate role, the Secretariat-General provides the framework, guidance, training and support to Directorates-General in order to develop and improve the EU crisis management system and its resilience. 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.

The ARGUS system needs to be aligned with the current and future needs. The lessons-learned from the ongoing COVID-19 crisis and significant changes that happened in the past years require updating and strengthening the arrangements. This includes the Crisis Coordination Committee (CCC) that is convened when the President activates ARGUS Phase II.

The Inventory of EU crisis management capabilities, last updated in 2019, provides an overview of the EU's crisis management mechanisms, tools and instruments. There is a need to step up the effort to consolidate this work and take a holistic view on managing major transboundary crises affecting the Union as a whole (pandemics, major volcanic eruptions, complex terrorist or hybrid threats, etc.). The Inventory can support the process of identifying gaps in the EU's crisis management toolbox, including through the Emergency Response Coordination Group provided for in the new Working Methods of the Commission. Furthermore, it is necessary to enhance expertise on crisis management across the Commission in general and in the Secretariat-General in particular. A plan to create a permanent training programme to address this gap and reinforce the Union's capacity to react effectively and speedily to a major crisis is underway.

General objective 6 'A new push for European democracy'

Building a European Rule of Law Mechanism

The rule of law is central to the Commission's priority 'A new push for European democracy'. The Commission will set up an additional comprehensive European Rule of Law Mechanism, with an EU-wide scope and objective annual reporting by the European Commission. The monitoring approach will be applied in the same way in every Member State.

The Commission's work is brought together in an annual report and involves ongoing cooperation and analysis with the national authorities and other key stakeholders. This will

be done in close cooperation with the Directorate-General for Justice and Consumers and other Commission services, under the overall coordination of the Secretariat-General. The first edition of this report will be produced in 2020.

Implementing the Cooperation and Verification Mechanism

Since 2007, the Commission has produced regular reports under the Cooperation and Verification Mechanism (CVM), with particular regard to judicial reform and the fight against corruption in Romania, and also against organised crime with respect to Bulgaria. Through the reports, the Secretariat-General will bring together the Commission's work on its ongoing cooperation and analysis with national authorities and other key stakeholders. These reports are a specific contribution of the Secretariat-General to progressing towards the achievement of the Commission's broader general objective of creating an area of Justice and Fundamental Rights based on mutual trust. It is also part of a broader political priority of ensuring respect for the rule of law in the EU. In its report on Bulgaria of October 2019 the Commission concluded that Bulgaria had fulfilled its commitments under the CVM as established in 2006. The Commission is therefore expected to take a formal decision ending the CVM for Bulgaria in 2020.

The Conference on the Future of Europe

Should the epidemiological conditions allow, 2020 will see the launch of the Conference on the Future of Europe¹, intended to reinforce representative democracy in Europe by giving citizens a greater role in shaping future EU policies. The Secretariat-General together with the Directorate-General for Communication (both in EU Headquarters and Representations) will build on the extensive experience of organising citizens' dialogues. It will also develop other methods of engagement, such as European citizens' panels, while working on a digital platform that will ensure the transparency of all the events and outcomes of the Conference. The COVID-19 crisis will *de facto* strengthen the digital dimension, enhancing even more the need to develop innovative instruments for digital participation. For this reason and in order to ensure the successful launch of the Conference, the Directorate-General for Communication, in close coordination with the Secretariat-General, the Directorate-General for Informatics, the Joint Research Centre and the Directorate-General for Translation, is developing a multilingual platform using a state of the art and widely used 'civic tech' open source technology. This will represent an important qualitative leap in the way the EU engages with citizens online. Boosting our capacity to engage with citizens online is a crucial investment that the current pandemic has made all the more relevant.

The success of the Conference will largely depend on two key imperatives: 1) how effectively and widely citizens are reached via different channels, including a joint digital platform, the media and other means; and 2) the extent to which the European institutions will be able to jointly ensure and communicate the follow-up. The key outputs should be

¹ See Commission Communication of 22.1.2020 (COM(2020) 27 final).

reflected in a final report summing up the outcome of the Conference (by end 2022²), recommendations for follow-up action and – where appropriate – any new policy initiatives and activities adopted or carried out by the Commission during its mandate.

Supporting the Commission’s work on demography

President von der Leyen’s political guidelines underline that changes in climate, technology and demography are transforming our societies and way of life. She entrusted Vice-President Suica to lead the Commission’s work on responding to challenges and making the most of the opportunities brought by demographic change. The Secretariat-General supports the Vice-President in this work. The key output for 2020 is the report on the impact of demographic change. It will set out key demographic trends, drawing on the work of Eurostat. These include life expectancy, birth rates, movement of people as well as ageing population and changes in the size and composition of households. In 2021 the report will be followed by a series of actions concerning demography, such as a green paper on ageing which will launch a debate on a broad range of questions related to demographic change.

Strengthening the Commission’s Better Regulation policy

Better regulation is an integral part of the Commission’s policy making and President von der Leyen confirmed its important role in the Political Guidelines. The Secretariat-General steers the development and coherent implementation of better regulation policy across the Commission. It ensures that all aspects of better regulation, such as impact assessments, evaluations and the *evaluate first* principle, and stakeholders’ consultations provide relevant input for policy-making. The Regulatory Scrutiny Board provides a central independent quality control for Commission’s work on impact assessment and major evaluations. The Secretariat-General provides a support function to the Board.

Building on last year’s better regulation stock-taking exercise and our renewed commitment to better regulation, the Commission will in 2020 present a communication on better regulation. Together with this communication, the Commission will update its better regulation guidelines and its toolkit, to engage stakeholders more effectively, increase transparency and reduce potential burden from EU legislation, in particular on small and medium-sized enterprises (SMEs).

The Commission will also develop a tool to implement the ‘one in – one out’ approach, which will help applying the principle that any new burden resulting from new legislative proposals should be offset by removing an equivalent existing burden in the same policy area. Finally, the Commission will set up a new ‘Fit for Future’ platform. The platform will identify opportunities for simplification and burden reduction in EU legislation. Its work will also support the Commission to ensure that existing legislation is efficiently coping with

² Date depending on the Conference’s launch date.

emerging worldwide trends and challenges. It will also explore how digitalisation can reduce burdens for citizens and business.

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'. With regard to relations with interest representatives, the ambition is to raise the bar of transparency and scrutiny even higher. The resumption and conclusion of negotiations on an interinstitutional Agreement on a mandatory Transparency Register in 2020 should be instrumental to achieve this objective.

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 the Political Guidelines for 2019-2024, *'if Europeans are to have faith in our Union, its institutions should be open and beyond reproach on ethics, transparency and integrity.'* As part of this objective, the President entrusted Vice-President Jourova with the task to 'work together with the European Parliament and the Council on an independent ethics body common to all EU institutions.'

In 2020, the Commission will start engaging with the European Parliament and the Council in this respect. The aim is to work towards a common position between the institutions on the way forward towards the establishment of a common independent ethics body. The Secretariat-General will play a major role in the coordination of this work for 2020.

The Secretariat-General contributes at corporate level to the promotion and application of the highest ethical standards in the EU civil service. This includes ethical conduct, accountability and an anti-fraud environment at all levels of the organisation, including prevention, guidance and sanctioning. With regard to Members of the Commission, 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. Through the recently set up network of 'Cabinets' ethics and transparency contact points', the Secretariat-General will contribute to keeping the level of awareness of Cabinets for the ethical rules applicable to Members of the Commission high and to ensuring a regular flow of information.

The Secretariat-General provides also advice on the acceptance of requests for ‘patronage’ by Members of the Commission. A consolidation and simplification of the criteria and workflow for granting ‘patronage’ will facilitate the day-to-day application of the rules by individual Commissioners.

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

On 1 January 2020, new rules entered into application for the European citizens’ initiative (Regulation (EU) 2019/788 of the European Parliament and of the Council of 17 April 2019 on the European citizens’ initiative). Work will now focus on the smooth introduction of the new IT tools supporting the implementation of these new rules. These tools include in particular the new central system for online collection of statements of support (for organisers to collect signatures from citizens in a secured way), the revamped public register (to manage the entire lifecycle of the specific initiatives) and the online collaborative platform (to provide a discussion forum, guidance and independent advice to organisers and potential organisers). In addition, communication activities (now part of the Commission’s regulatory obligations) will be organised to raise awareness of the European citizens’ initiative as an instrument for citizens’ participation in the EU and its more user-friendly new rules, as well as to further extend the network of multipliers in the Member States; these include: social media campaigns, online promotion and events (online and offline), including a high level conference in Brussels as allowed, given the COVID-19 conditions.

Coordinating the equality Task Force

Equality for all and equality in all respects, irrespective of sex, racial or ethnic origin, age, disability, sexual orientation and religion or belief, is a major priority of this Commission. This is reflected in the designation of a portfolio dedicated specifically to equality, supported by a newly created Equality Task Force, composed of experts from all Commission services and the European External Action Service, as well as a secretariat situated in the Secretariat-General.

The Task Force on Equality will begin work in 2020 to ensure that equality is mainstreamed in all EU policies, as set out in Articles 8 and 10 of the Treaty on the Functioning of the European Union. It also has a key role to play to ensure smooth and high quality delivery of key initiatives of the Commission in the field of equality and non-discrimination included in the Commission Work Programme.

Embedding strategic foresight in the policy process

Strategic foresight identifies areas where actionable initiatives, research, and technological developments are most likely to drive societal, economic, and environmental transformations. This has become even more important after the COVID-19 crisis, emphasising the need for a transition-led agenda. Embedding foresight into the Commission’s policy-making will enable us to better design laws and initiatives, increase the Union’s resilience and preparedness, as well as develop future-oriented policies. The key output of the foresight portfolio is the production of the annual Strategic Foresight Report.

Its purpose is to improve the Commission's priority-setting capacity, future-proof Commission initiatives and steer them towards the achievement of the Commission's objectives. The first edition of this report will be produced in autumn 2020, under the coordination of the Secretariat-General.

Training in anticipation and foresight will raise awareness amongst senior and middle management staff on the need to develop a better understanding on the challenges ahead and on how to shape and adapt our policy tools to tackle the vulnerabilities and to grasp the opportunities of the future. To embed foresight into the Commission's policy-making, every new procedure would have to take into consideration the normal annual legislative process and Commission Work Programme, and work to strengthen the implementation of the Framework Agreement and better regulation agenda as implemented under the better regulation toolbox.

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

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

The Secretariat-General's role is to ensure coherent and effective policy coordination for the delivery of all items in the Commission Work Programme. Work starts at the very early stages of policy development and planning, continues through the adoption of decisions and initiatives by the College, and culminates with the negotiation with the co-legislators, adoption and implementation of Commission initiatives. The Secretariat-General coordinates in a variety of ways: by organising and chairing interservice groups; preparing meetings of the Commissioners' Groups led by (Executive) Vice-Presidents; assisting Directorates-General during trilogues; and drafting and 'co'-drafting documents and preparing detailed replies to interservice consultations. The Secretariat-General also coordinates the preparation of the President's State of the Union speech. The State of the Union speech is the vehicle through which the Commission announces its new priorities and initiatives for the future, ahead of the publication of the Commission Work Programme, which is prepared in close consultation with the other institutions. In 2020, for the first time, it is expected that the Commission, the European Parliament and Council will exchange views on the principal policy objectives and priorities of this term with the aim to agree on joint policy objectives and priorities for the new term of the Commission.

The Secretariat-General also maintains an informed view of the EU acquis, policy debates and impact of existing policies on the ground. Furthermore, it coordinates relations with other institutions and bodies to help ensure the successful adoption of the President's priority initiatives.

Since the adoption of the 2020 Commission Work Programme on 29 January 2020, the unprecedented spread of the COVID-19 virus in the EU and across the globe provided a new challenge of unparalleled proportions requiring the Commission to take resolute action. While the Commission remains strongly committed to delivering on its priorities set at the

start of the mandate, the Commission's coordinated response to the COVID-19 crisis will have an impact on the implementation of the work programme for 2020. As part of its proposal for a recovery strategy, the Commission reassessed the work programme for 2020 with the aim to focus in the first instance on those initiatives that will directly and concretely contribute to overcoming the crisis. The outcome resulted in an adjusted Commission Work Programme for 2020³ adopted on 27 May 2020. It concentrates all efforts on fighting the COVID-19 pandemic and its immediate consequences and on measures to help Europe's societies and economies recover and return as soon as possible to normal functioning and sustainable growth. The initiatives responding to these needs will be accelerated or delivered according to the initial planning. Other initiatives will follow later in 2020, while certain proposals will be postponed to 2021 notably where the current circumstances require additional analysis to integrate the lessons learned from the crisis.

In its preparation for the Commission Work Programme for 2021, the Commission will continue to focus on recovery action related to the COVID-19 crisis and how work on the headline ambitions can contribute to this.

Providing briefings and political intelligence

Briefings prepared for the President, the (Executive) Vice-Presidents, the Commissioners and the Secretariat-General's senior management, support their discussion and negotiations with interlocutors from outside the institution and enable them to deliver on the President's headline ambitions.

In this context, the Secretariat-General continuously produces a great number of briefings and flash reports and ensures that the institution's political leadership is adequately informed in good time on meetings and political and institutional developments. The Secretariat-General reports from meetings in the European Parliament and the Council through concise flash reports available as soon as possible after the meeting and within 24 hours. It also ensures that timely information is available on political and policy developments in the Member States.

The preparation of briefings is based on digital collaboration that facilitates an agile approach to varied types of requests, deadlines and reuse.

Leading the Commission's strategic planning and programming

In 2020, the Secretariat-General will coordinate the preparation of the new multiannual strategic plans for all Commission services, as well as the first annual management plans to be produced under the new framework. This framework will help to ensure that the activities of the Commission services are fully aligned with the headline ambitions of the von der Leyen Commission and with the implementation of the Union's recovery plan. The

³ COM(2020) 440 final.

performance framework for the executive agencies as of 2021 will also need to be defined in line with the new framework for the Commission services.

The plans will strengthen the performance culture in the Commission by requiring services to set clear objectives and subsequently to monitor and report on performance. At the end of the year, the preparations for the 2020 Annual Activity Reports will be launched, with a strong focus on balanced reporting on performance issues.

The Secretariat-General will also prepare, together with the Directorate-General for Budget, the Annual Management and Performance Report for the EU Budget for 2019, combining information on the performance of the EU budget and on budgetary management. The report is the Commission's main contribution to the annual budgetary discharge process.

Finally, the Secretariat-General will launch the preparation of the 2021 management plans and will continue to support the corporate oversight of critical risks by providing guidance to the services, organising peer reviews, preparing discussions at the Corporate Management Board, and ensuring that the College is fully informed. A particular focus of the risk assessment in 2020 will be the impact of the COVID-19 crisis on the Commission's objectives and efficient functioning, including as regards the sound management of the EU budget.

Overseeing the implementation of strengthened data protection rules

The Data Protection Officer of the Commission⁴ ensures that the European Commission applies correctly the Regulation (EU) 2018/1725) on the protection of personal data.

To this end, the the Commission's Data Protection Action Plan⁵ sets out a number of specific actions to be completed by the Directorates-General and services in view of attaining compliance with the regulation. The progress in meeting the targets in the plan will be monitored by the DPO to allow managing bodies to assess the degree of implementation and to identify possible weaknesses. The source of data will be surveys organised via the Data Protection Coordinators (DPCs). The DPO will use the results to prepare an annual report, including recommendations, to the Management Bodies.

Awareness of rules and obligations is essential in the area of data protection. To support the task of raising awareness of staff across the Commission in 2020, the DPO office will:

- coordinate work among Data Protection Coordinators (DPCs) to ensure the availability of harmonised material for easy use by DPCs in their DGs
- provide general introduction courses on data protection conducted by external trainers

⁴ The Data Protection Officer of the Commission is independent in his functions and is attached for administrative purpose to the Secretariat-General.

⁵ (C(2018) 7432 final).

- ☑ organise targeted workshops on specialised topics
- ☑ provide relevant e-learning material with the help of an external provider
- ☑ production of guidelines, communication material and communication events

Additionally, the DPO will continue to support management through the Commission with their complex responsibilities related to data protection. In 2020 this work will include coordination of templates for the exercise of data subject rights and improvements of the Data Protection Record Management System (DPMS) register.

Ensuring a high level of business continuity

The COVID-19 crisis confirms the need to continuously adapt the Commission's business continuity arrangements to new developments, such as the opportunities of the fully digital workplace. The lessons learnt from the crisis will allow the institution to streamline procedures and enhance joint and timely decision-making and improved crisis communication across the Commission. The Secretariat-General will be at the heart of the institution's business continuity work in 2020, coordinating its work plan based on lessons learnt from the crisis and proposing an improved IT solution.

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

Digitalisation and digital fluency of staff have proven fundamental in the Commission's response to the COVID-19 crisis. In 2020, the Secretariat-General will continue to assist the Information Management Board and the Information Technology and Cybersecurity Board which provide a steer, coordinate, develop and endorse policies for a fully digital, agile and flexible Commission. The Information Technology and Cybersecurity Board is expected to adopt the IT implementation plan for the year 2021, an important milestone for IT governance in the Commission, streamlining investments from a corporate perspective.

As demonstrated by the COVID-19 crisis, the Commission needs modern, user-friendly, reliable and secure collaborative solutions for working together across services and institutions, and with external stakeholders. The Secretariat-General, together with the Directorate-General for Informatics and the Directorate-General for Human Resources and Security, have planned to pilot in 2020 the rollout of such a collaborative toolset based on Microsoft Office 365.

All services will work in 2020 on the implementation of data governance and data policies. To support the implementation, the Secretariat-General will provide ongoing support to the network of local data correspondents, in collaboration with other services launch a data advisory service and deliver a corporate policy for reference data management. In the framework of 'synergies and efficiencies' in the document management domain, the Secretariat-General will study the efficiency gains from applying artificial intelligence techniques in document management. The Secretariat-General will adopt and implement a Digital Preservation Strategy and will also continue guiding the integration of information systems with Hermes. It will work with the Directorate-General for Informatics to develop a modular architecture to offer flexible document management functionalities for other IT

systems extended to capturing, classification and preservation of data. In cooperation with Directorate-General for Informatics it will work on implementing a qualified electronic signature of documents by means of bridge between the records management system Ares and EU SIGN.

Managing the decision-making procedures

All actors in the decision-making chain – Commissioners’ Cabinets, Commission departments and the Secretariat-General – work as a team across organisational boundaries and guarantee the efficiency of the process. The Secretariat-General performs quality control of the files submitted for decision. It ensures that procedures and deadlines are respected and provides for flexibility in crisis situations, in order to ensure that decision-making is smooth, efficient and fit for purpose even when urgency prevails (e.g. in the context of the COVID-19 outbreak). In this sense, an amendment was introduced in the Commission Rules of Procedure on the possibility to hold Commission meetings via telecommunication means in exceptional circumstances. The rationalisation of decision-making procedures will continue in 2020 with the ongoing revision and consolidation of the Commission Rules of Procedure and the rules giving effect to them.

To ensure the effectiveness of the decision-making process, it is essential that Commission services are well informed, fully trained and assisted by the Secretariat-General whenever needed. This objective will be achieved via the assistance provided by the procedural helpdesk, the GoPro site, the Guide to procedures, as well as through internal communication and trainings. In 2020, trainings will be further developed according to the working methods of the President von der Leyen Commission.

Collaboration and information sharing will be enhanced with *Decide* coordinators in Commission services. Thanks to the new collaborative platform and the new ways of working co-developed with coordinators, the network will progressively evolve into a community of practice. Existing empowerments and delegations will continue to be scrutinised to ensure that they are adapted to current needs and rules. The repeal or revision of obsolete decisions will be prepared with the concerned services.

In line with the digital transformation objective of the von der Leyen Commission, the streamlining of procedures together with the digitalisation of tasks currently performed manually or in separate tools will further modernise the decision-making process. The application *e-College* was introduced at the beginning of the mandate, allowing for a fully digitalised management of weekly College meetings. Since then, all types of supporting documents are available to Commissioners in electronic format only, while fully respecting the current security rules. In 2020, the **e-College** application will be further developed and its extension to the preparatory stages of College meetings will be analysed.

The decision-making IT system **Decide** will also be further developed, improved and connected.

- ☑ **Developed:** In order to rationalise Commission processes, the handling of petitions will be done in a streamlined way in *Decide*, using the functionalities already

developed for the handling of replies to parliamentary questions and Ombudsman's inquiries. An interinstitutional module will also be developed to provide an overview of the legislative lifecycle of proposals after Commission adoption.

- ☑ **Improved:** Decide will be adapted to facilitate the implementation of the working methods of the von der Leyen Commission and to offer flexibilities during the COVID-19 outbreak. It will also be improved on the basis of users' feedback and will provide cross-cutting elements such as the search tool or security.
- ☑ **Connected:** As a knowledge management system, Decide is an information source for several IT systems. Interconnections with these systems are crucial for data efficiency. In 2020, works will cover the adaptation of links between Decide and other IT systems.

EdiT is the new legislation drafting tool developed jointly with the Council. In 2020, a pilot case will be conducted, training will be delivered to involved staff and the integration with Decide will continue, with a focus on the decision stage.

Managing the Commission's relations with the other institutions

The Secretariat-General is responsible for the overall coordination of interinstitutional relations. Its position is pivotal, as it coordinates preparations of the Commission's participation in the meetings of the European Council, the European Parliament, the Council, and Coreper, and ensures proper follow-up. The Secretariat-General prepares the President's participation in the European Council and in European Parliament plenaries. It is also directly responsible for the preparation of Coreper meetings and ensures in particular that the Commission's position is solid in legal, institutional and procedural terms and has been coordinated with the Commission departments concerned. The Secretariat-General also takes a leading role in the preparation of the rotating Presidencies of the Council of the EU ensuring that Commission's priorities are duly taken into account.

Developments in the legislative process for all Commission pending legislative proposals are monitored by the Secretariat-General on behalf of the President of the Commission. It provides a basis for a weekly discussion between the Cabinets of Commissioners in the Interinstitutional Relations Group (GRI), ensuring collegiality for new positions and political attention to the processes in the European Parliament and the Council. The Secretariat-General also liaises with the services of the European Parliament and the Council to facilitate an agreement on interinstitutional legislative priorities set out in an annual Joint Declaration and for the monitoring of progress of those priority files.

Finally, the Secretariat-General coordinates the Commission's relations with the European Ombudsman, as well as with the consultative committees (European Economic and Social Committee and the Committee of the Regions), ensuring the application of the Protocols of Cooperation with each of them. It will focus in particular on further improving the cooperation in 2020 with all the other institutions, but also on promoting best administrative practices across Commission services, always in line with the 2016 interinstitutional agreement and the 2010 framework agreement.

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

This section of the management 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. The Commission has developed corporate strategies in the main areas of good administration. Based on these corporate strategies, the Secretariat-General will develop its own local strategies and take decisive measures to contribute to the achievement of the institution's objectives. The corresponding section in the Secretariat-General's strategic plan 2020-2024 describes the long-term vision of the Secretariat-General for those objectives while the management plan focuses mainly on the measures to be taken in 2020.

The Secretariat-General will focus in 2020 on managing the impact of the COVID-19 crisis on the functioning of the Secretariat-General and learning the lessons so as to make the working methods of the Secretariat-General even more efficient and resilient for the future. There will be a particular focus on internal communication and on promoting teamwork with a goal to improving even further its strong staff engagement. Highly motivated and engaged staff will be the key to achieving the Commission's objectives. As regards financial and anti-fraud management, the Secretariat-General will draw up a risk analysis to better align the financial workflows and actors with the associated risks while at the same time maximising its use of corporate financial and procurement IT tools. An update of its local anti-fraud strategy and dedicated anti-fraud training sessions will be the priorities for the year.

The internal control framework⁶ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls. The Secretariat-General has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the Secretariat-General's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

Being part of the Commission's efforts to lead by example as a fully digital, agile, flexible and transparent institution, the Secretariat-General will step up its efforts in 2020 to improve the way data, information and knowledge are managed, deploying numerous digital solutions, always in full compliance with its data protection obligations. With 45 personal data processing operations, the Secretariat-General is one of the most important data controllers of the Commission. It is the Secretariat-General's commitment to lead by example on the protection of personal data and the respect of this fundamental right of individuals.

⁶ [Communication C\(2017\)2373 - Revision of the Internal Control Framework.](#)

Finally, the Secretariat-General will also focus on a number of actions in 2020 regarding the institution’s collective efforts to reduce its environmental impact. The respective sections below provide more details on the Secretariat-General’s actions for 2020.

A. Human resource management

In the delivery of the Commission’s political priorities, the Secretariat-General relies on the strong dedication of its staff members and effective teamwork. To maintain its strong staff engagement (69%⁷), the Secretariat-General will take steps to enhance internal communication and recognition of teamwork. This has even more importance in 2020, when the Secretariat-General is coordinating the Commission’s response to the COVID-19 crisis and its aftermath.

As regards the efficient use of resources, the Secretariat-General will continue its efforts to keep its vacancy rate low and use the budget for external personnel to support teams, where reinforcement is needed due to peaks in workload. Integrating newcomers will be essential in 2020 as, on top of regular staff mobility, the Secretariat-General is welcoming additional colleagues to deliver on the political priorities of the von der Leyen Commission and is hosting the Clearing House for Medical Equipment (COVID-19).

Learning activities will support staff development and the modernisation of the Secretariat-General as an organisation and workplace. With the launch of the EU Policymaking Hub in 2020, new learning opportunities will be available also for the policymakers of the Secretariat-General. Building on the good results of the clear writing campaign in 2019, the Secretariat-General will continue to champion clear drafting.

To help staff and managers to better cope with the demands of our fast-paced working environment, awareness raising activities on prevention of psychosocial risks and wellbeing matters will be organised. In support, coaching opportunities will also be available. The Secretariat-General will strive towards a greater gender balance in its management team. The Secretariat-General is well placed to achieve that as among the deputy Heads of Unit, female representation is already 54%. For the period 2020-2022, the Commission’s target for the Secretariat-General is to appoint one new first time female middle manager. In line with the overall corporate HR strategy, the Secretariat-General will also develop a local human resources strategy with a medium to long-term perspective. This strategy will take into account lessons learned from ways of working during confinement during the COVID-19 crisis.

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

Main outputs in 2020:

⁷ Staff engagement index staff survey 2018.

Output	Indicator	Target
Continuation and further development of staff engagement activities	Staff engagement index in staff survey	≥ 69%
SG local HR strategy	Delivery alongside publication of the corporate HR strategy	Early 2021
SG HR Report 2020	Delivery once a year, reporting on activities of the previous year	February 2021

B. Sound financial management

The Secretariat-General has set up an internal control strategy for financial management. This strategy provides detailed means to achieve the control objectives laid down in the financial regulation and in the strategic and management plans.

The Secretariat-General will conduct as each year a risk analysis 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.

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

Main outputs in 2020:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	< 2 % of relevant expenditure
	Estimated risk at closure	< 2 % of relevant expenditure
Efficient controls	Time-to-pay	97.5% of payments (in value) on time
Economical controls	Overall estimated cost of controls	13% of funds managed

C. Fraud risk management

The Secretariat-General has developed and implemented a multiannual action plan aligned with the anti-fraud corporate objectives. In 2020, there will be dedicated anti-fraud sessions for financial officers and project managers, as well as anti-fraud awareness raising sessions for newcomers. The Secretariat-General will closely monitor the roles and duties of staff to ensure that everyone that should be trained will effectively be trained on anti-fraud matters.

The Secretariat-General's Local Anti-Fraud Strategy, which was last updated in 2019, is aligned with the Commission Anti-Fraud Strategy and hinges on three strategic objectives:

- 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

It will be updated in 2020 to include the corporate actions the Secretariat-General has to take further to the Commission strategy.

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)⁸ aimed at the prevention, detection and correction⁹ of fraud

Main outputs in 2020:

Output	Indicator	Target
Ex post control at the European University Institute (grant for the historical archives)	Completion	End 2020
Updated local anti-fraud strategy with corporate actions	Completion	End 2020/Q1 2021
Awareness raising sessions	Number of sessions	Between one and three sessions for financial officers and project managers organised by OLAF and one to three sessions for newcomers organised by the Secretariat-General

D. Digital transformation and information management

To foster the transformation to a digital, agile, flexible and transparent institution, the Secretariat-General will improve the way data, information and knowledge are managed, harnessing the opportunities brought by digital solutions and achieving progressively compliance with data protection obligations.

Digital transformation

Building on the principles identified by the [European Commission Digital Strategy](#), in 2020 the Secretariat-General will continue **optimising and digitising corporate processes** in the domains of:

⁸ 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'.

⁹ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

- ☑ **decision making** (streamline the handling of petitions and integrate it in Decide Replies, improve eCollege, further integrate EdiT, the new legislative drafting tool, in Decide);
- ☑ **document management** (start the development of the new Archives Management System to provide a single integrated solution to manage the paper and digital archives of the Commission);
- ☑ **EU Law monitoring** (start operating the Themis/Infringements module and launch the implementation of the last module Themis/Complaints, to streamline the complaints management process, provide citizens faster access to information, and manage the full life cycle of monitoring the implementation and application of Union Law).

The Secretariat-General will implement in 2020 innovative solutions such as electronic signature in decision making (the implementation in Decide of e-Signature/e-Seal for the e-authentication of acts adopted by the Commission and for the e-notification to the Member States) and in document management processes (the implementation of qualified signature in Hermes/Ares/NomCom). At the same time, we will foster the ‘digital by default’ principle within the Secretariat-General, by modernising internal procedures and promoting the use of the e-signatory for internal and external documents when they do not require a handwritten signature.

Building on the experience with artificial intelligence techniques in 2019, the Secretariat-General will continue in 2020 to raise awareness, exploring and piloting the use of these techniques and also robotic process automation to improve the overall efficiency of processes in the domains of document management and public access to the Commission’s documents.

Data, information and knowledge management

The Secretariat-General will implement a set of actions in 2020 aiming to improve the governance and use of data for better policy-making and enhanced internal operations. These actions will help the Secretariat-General succeed in its coordination role by ensuring timely access to quality data and embedding user-centric and adaptive reporting tools and dashboards in its core business processes.

The Secretariat-General will implement the [European Commission data governance and data policies](#) for its own information systems, with a focus on:

- ☑ identifying and designating **data owners and data stewards** for the key data assets, and bringing them up to speed concerning their responsibilities;
- ☑ assessing the degree of implementation of **data policies** in the key information systems and identifying gaps to be addressed;
- ☑ establishing an (informal) **local data governance board** at working level.

The Secretariat-General aspires to increase data awareness of its management and staff, along with their data and digital skills, focusing on policy staff. To this end, in 2020 it will:

- ☑ organise **participatory workshops and innovation sessions** with management and staff explaining the potential of these technologies and identifying possible use cases;
- ☑ promote **training and peer-learning**;
- ☑ invest in the development of **hybrid policy/data profiles** who can bridge between policy needs and technology capabilities hence accelerating adoption and enabling change.

Data protection

The Secretariat-General ensures that data, information and knowledge management is compliant with data protection rules and principles. The digital transformation of the Commission should not come at a cost to the privacy of natural persons and the protection of their personal data. To that end, the Secretariat-General will maintain in 2020 its effort to lead by example and steer the implementation of Regulation (EU) 2018/1725 in an ever changing digital landscape with a focus on:

- ☑ enhancing **data protection by design and by default** in the development of new digital solutions such as the Archives Management System, Electronic Access to Commission Documents and Themis/Complaints to further foster data minimisation and storage limitation;
- ☑ keeping updated **records of processing activities** and **notices of transparent information** given to data subjects on processing carried out by the use of new digital tools in our various corporate processes;
- ☑ further improving the efficiency of internal procedures to facilitate the **exercise of data subject rights** and manage **personal data breaches**.

Compliance promotion and compliance assessment actions are crucial to ensure respect of the right to data protection. Data protection is not a one-off exercise, but continuous work. All personal data processing operations must have detailed records so that the Secretariat-General can demonstrate compliance with its data protection obligations. In 2020 training the staff involved in processing operations will therefore be very important.

Additionally, ownership and accountability of management is crucial for a good record in data protection. This will be promoted by new awareness-raising campaigns among senior and middle management in 2020. Finally, since every staff member of the Secretariat-General processes personal data in one way or the other while conducting his/her professional duties, all staff need a basic, practice-oriented data protection training. Therefore, the Secretariat-General will apply in 2020 a policy of training all new staff.

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

Main outputs in 2020:

Output	Indicator	Target
Optimisation and digitisation of corporate processes in the domains of decision making, document management and EU Law monitoring	Degree of implementation of the digital strategy principles by the most important IT solutions of the Secretariat-General: Decide, Hermes/Ares/NomCom and Themis	<u>Decide</u> 63% <u>Hermes/Ares/NomCom</u> 62% <u>Themis</u> 60%
IT security risk assessment of Secretariat-General's active information systems	Percentage of active SG information systems for which an IT security risk assessment has been performed and maintained	50%
Bridge between Ares and EU Sign to allow the use of the qualified electronic signature	Implementation of the bridge in Ares	June 2020
Paperless e-signatory	Percentage of registered documents with a fully approved e-signatory (no paper circulation in parallel)	51%
Promotion of collaborative working, knowledge and information sharing	Number of new MyIntraComm, Wiki, Connected and CIRCABC collaborative sites created	More than 10 new collaborative sites or solutions
Implementation of corporate principles for data governance for SG key data assets	Percentage of SG key data assets implementing corporate principles	42%
Awareness raising activities on data protection compliance	Percentage of Secretariat-General staff attending	20% of Secretariat-General staff
Major compliance findings following targeted inspections and audits	Continuous assessment between (a) the number of personal data breaches occurred and (b) the number of personal data breaches notified to the EDPS in time (if necessary) and whose risk assessments have been accepted by the DPO or the EDPS ¹⁰	In-time notification to European Data Protection Supervisor: 100% No objection by EDPS and DPO: 100%

¹⁰ In practice this is equivalent to the absence of an objection by the DPO or EDPS to the risk assessment provided to them.

	Number of major compliance findings in audits or inspections of specific processing operations, if applicable ¹¹	Up to 5 major compliance findings
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E. Sound environmental management

The Secretariat-General will promote the Eco-Management and Audit Scheme (EMAS) corporate campaigns at local level and identify local environmental actions in order to support the Commission's commitment to implement the objectives of the Green Deal for its own administration, including becoming climate neutral by 2030.

In 2020, the Secretariat-General will make efforts to reduce its use of paper. In the field of waste management and reduction, the Secretariat-General will continue efforts to improve waste sorting. In collaboration with the Office for Infrastructure and Logistics in Brussels, it will monitor waste generation in the Berlaymont building and communicate the findings to staff. Awareness raising activities will seek to engage staff in pro-environmental behaviour. To limit travel and commuting whenever possible, the Secretariat-General will be making better use of teleworking and videoconferencing. In collaboration with the Directorate-General for Interpretation, new meeting rooms will be equipped with videoconferencing facilities. Moreover, we expect staff members to use other digital tools for online meetings, learning from the experience of confinement during the COVID-19 crisis.

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

Main results and outputs in 2020:

Output	Indicator	Target
Promotion of paperless working methods	% of all documents - internal and external - with a 100% electronic signatory	+6% yearly 2020: 51%
Monitoring the Secretariat-General's waste generation in collaboration with OIB/OIL; and communicating observed trends to staff, based on verified data from Commission's Environmental Statement. (2019 data – per building).	Waste generation	Negative trend
	Waste sorting	Positive trend

¹¹ For example by the European Court of Auditors, the European Data Protection Supervisor (including following data subject complaints) or the Internal Audit Service.

Awareness-raising actions about environmental responsibility and training offered by the European Commission	Number of actions/trainings communicated to staff	>5
Gradual increase of meeting rooms with videoconferencing equipment in SG	Number of new meeting rooms	>2

F. Examples of initiatives to improve economy and efficiency of financial and non-financial activities

Collaborative Solutions for Commissioners' Groups

On 1 December 2019, President von der Leyen took the decision to create six Commissioners' Groups to help deliver on the political priorities of the Commission on crosscutting issues. Following the working arrangement annexed to this decision, the Secretariat-General will develop a **calendar of meetings for Commissioners' Groups** to facilitate the collaborative management of these meetings, from the scheduling of meetings to the management of up-to-date agendas and related documents.

Alongside a shared calendar, the Commissioners' Groups should be able to use **digital collaborative spaces** for their project-related work. These spaces should enable efficient collaboration on documents, avoiding the exchange of data via e-mail, the risk of losing information and the overhead linked to the management of such information. To this end, a pilot solution will be set up for the 'Green Deal' Project Group that can serve as a blueprint for other groups. The pilot solution will support the management of all important aspects of the project (e.g. members, governance, planning, related documents, meetings and minutes).

Enhance digital collaboration, communication and mobile working methods

Staff will progressively adopt modern **collaborative working methods** and acquire new sets of digital skills deemed essential today. The Secretariat-General will lead by example by shifting existing working practices more towards paperless solutions. The teleworking measures imposed during the COVID-19 pandemic prompted us to rethink the way we conduct meetings. Holding online meetings has proven to be, on the one hand a solution for avoiding unnecessary travel and on the other, an essential way of ensuring business continuity during (generalised) teleworking. Therefore exploring what the 'Unified Communication and Collaboration' tools have to offer will remain high on the Secretariat-General's agenda. **Information sessions and coaching** on these new technologies are a great medium to reach staff and will continue to be planned regularly.

The **roll-out of Microsoft 365** which is a part of the change management initiative, is a combination of integrated tools offering a complete and seamless collaboration experience

to users. It will enable conversations and co-creation of documents across the organisation and beyond, simultaneous access and editing of documents by multiple users across all devices, and collaboration with internal and external stakeholders.

☑ **Improve the outreach of the ‘[Have your say](#)’ portal on Europa**

The Commission involves the public throughout the decision-making process via public consultations and feedback mechanisms at relevant stages of the process. All these opportunities are available in a centralised and streamlined way on the ‘[Have your say](#)’ portal on Europa. New needs have emerged in the context of the von der Leyen Commission. The Vice-President for Interinstitutional Relations and Foresight Maroš Šefčovič has requested to improve the outreach of the portal for increased efficiency and legitimacy of EU decision-making. For this purpose, we will **revamp the landing page** of Have your say. The better regulation agenda should be presented in a simpler and more attractive way. The launch of the new landing page will also kickstart wide communication activities to reach out to widest possible key stakeholders groups. Moreover, the Secretariat-General will develop a simple administration interface allowing handpicking the top initiatives, complementing the information already available with a photo and planning the period during which they should be featured in this list.

☑ **Implement the strategy for the Secretariat-General’s Registers**

The Secretariat-General owns several information systems that can broadly be categorised as Registers (e.g. Register of Expert Groups, Transparency Register, Register of Delegated Acts etc). The **Register of Delegated and Implementing Acts** will provide users with integrated access to the lifecycle of both delegated and implementing acts, from their planning by the Commission to their publication in the Official Journal. Moreover, the existence and activities of comitology committees will be documented on new pages, seamlessly integrated with the Register and fed by a new back-office for the management of the comitology process.

Furthermore, the Secretariat-General will revamp the **Register of Commission Documents** as the main publication tool for documents drawn up by the Commission and the citizens will be able to search for the documents published on other registers managed by the Secretariat-General through one, centralised register. This will increase transparency and reduce the number of requests for access to documents. The synergies between the registers should lead to a further rationalisation of the Secretariat-General’s system portfolio and help reduce its maintenance costs. The renewal of the registers’ user interfaces on Europa will result in a high-quality user experience and a stronger and more coherent digital presence of the Commission.

☑ **New digital solution for handling request for access to documents**

The current set of tools used for submitting and handling requests for access to Commission documents under Regulation 1049/2001 (GestDem and related tools) is fragmented and outdated. Based on the results of the study on electronic access to

Commission documents conducted in 2018, the project team started the development of a **new IT system for the electronic treatment of access-to-documents requests ('EASE')** in 2019. The system will be ready to use by the beginning of 2021, and will consist of two parts:

- ☑ a **new online portal** through which citizens will be able to submit access-to-documents requests, have an overview of their previous requests, communicate electronically with the Commission, search for the previously disclosed documents etc.;
- ☑ a **case-management back-end system** to be used by the Commission staff. Among other things, this back-end system will automatise and improve the handling of requests, offer improved search, statistics and reporting functionalities, allow better deadline management, all while complying with the necessary personal data protection requirements.

The ultimate goal of this project is to improve the transparency of the Commission, by pro-actively publishing previously disclosed documents on the future portal and by allowing the citizens to submit and track access-to-document requests in an electronic and user-friendly way. This will not only reinforce the image of the Commission as a modern and digital public administration but also bring the EU decision-making process closer to its citizens.

☑ **New digital solution to deliver on the 'One In, One Out' principle**

Manual collection and aggregation of data on costs resulting from the implementation of the Commission's policies and proposals would be inefficient and prone to errors, which could undermine the Commission's credibility towards the other EU institutions and the general public.

The **'One In, One Out' IT system** will facilitate the work of the Commission's departments in reporting in a systematic and comparable way administrative costs resulting from the implementation of the legislation and on costs reduced thanks to the legislation's simplification. The system will also allow the Secretariat-General to track more efficiently the progress in meeting the President's promise not to increase burden on businesses and citizens as a result of adopting new EU legislation.

ANNEX 1: Performance tables

General objective 1 'European Green Deal'

Coordinating the European Green Deal

General objective: European Green Deal

Specific objective 1.1: *The initiatives presented in the roadmap annexed to the Communication on A European Green Deal (COM(2019) 640 final) are delivered during the mandate of President von der Leyen*

Related to spending programme(s)
NO

Main outputs in 2020:

New policy initiatives

Output	Indicator	Target
 Proposal establishing the framework for achieving climate neutrality (COM(2020) 80)	Adoption by the Commission	4 March 2020
 Circular Economy Action Plan (COM(2020) 98)	Adoption by the Commission	11 March 2020
 EU 2030 Strategy for biodiversity	Adoption by the Commission	20 May 2020
 Strategy to improve the sustainability of the EU's food system 'Farm to Fork'	Adoption by the Commission	20 May 2020
 Communication on raising the ambition of the EU's climate target for 2030	Adoption by the Commission	Q3 2020
 Renovation Wave: Strategy to ramp up the renovation of public and private buildings in the EU.	Adoption by the Commission	End 2020
 Strategy for smart and sustainable mobility	Adoption by the Commission	End 2020
 Proposal for an 8 th Environmental Action programme	Adoption by the Commission	End 2020
 Strategy for sustainable chemicals	Adoption by the Commission	End 2020
 Strategy for smart sector integration and decarbonisation of energy	Adoption by the Commission	End 2020

General objective 2 'Europe fit for the digital age'

Shaping Europe's digital future

General objective: Europe fit for the digital age


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

Main outputs in 2020:

New policy initiatives

Output	Indicator	Target
 Communication on shaping Europe's digital future, COM(2020) 67	Adoption by the Commission	19 February 2020
 European Data Strategy, COM/2020/66	Adoption by the Commission	19 February 2020
 White Paper on Artificial Intelligence	Adoption by the Commission	19 February 2020
 A new industrial strategy for Europe, COM/2020/102;	Adoption by the Commission	10 March 2020
 An SME Strategy for a sustainable and digital Europe, COM/2020/103	Adoption by the Commission	10 March 2020
 Long term action plan for better implementation and enforcement of single market rules, COM/2020/94	Adoption by the Commission	10 March 2020
 Identifying and addressing barriers to the Single Market	Adoption by the Commission	10 March 2020
 Digital Services Act	Adoption by the Commission	Q4 2020
 Proposal for a legislative framework for the governance of common European data spaces	Adoption by the Commission	Q4 2020
 White Paper on an instrument on foreign subsidies	Adoption by the Commission	17 June 2020
 Digital Education Action Plan	Adoption by the Commission	Q3 2020
 Review of the Directive on security of network and information systems	Adoption by the Commission	Q4 2020
 Communication on the Future of Research and Innovation and the	Adoption by the Commission	15 May 2020

European Research Area		
 Communication on Horizon Europe research and innovation missions	Adoption by the Commission	Q4 2020

General objective 3 ‘An economy that works for people’

Steering the European Semester and integrating sustainability

General objective: 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

Main outputs in 2020:

New policy initiatives

Output	Indicator	Target
28 Country Reports (SWD)	Publication by the Commission	26 February 2020
Refocussed set of Country Specific Contribution to the COVID-19 recovery strategy	Adoption by the Commission	20 May 2020
Annual Sustainable Growth Strategy	Adoption by the Commission	November 2020

General objective: An economy that works for people

Specific objective 3.2: *The Sustainable Development Goals (SDGs) are integrated into the European Semester*

Related to spending programme(s)
NO

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
<i>Chapeau</i> accompanying the 2020 Country Reports	Adoption by the Commission	26 February 2020

Coordinating Commission work on the national Recovery and Resilience Plans








General objective: An economy that works for people		
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
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Support Member States in preparing Recovery and Resilience plans	Degree of engagement and assistance to Member States	End 2020

Implementing the Multiannual Financial Framework 2021-2027

General objective: An economy that works for people		
Specific objective 3.4: The multiannual financial framework for 2021-2027 is finalised and efficiently implemented		Related to spending programme(s) YES
Main outputs in 2020:		
Evaluations and fitness checks		
Output	Indicator	Target
Report on the triennial evaluations of the six executive agencies	Adoption by the Commission	29 April 2020
Other important outputs		
Output	Indicator	Target
Complete the negotiations of the post-2020 Multiannual Financial Framework	Agreement on the future Multiannual Financial Framework by the European Parliament and Council	October 2020
Communication on the delegation of the 2021-2027 EU programmes to executive agencies	Adoption by the Commission	Q3 2020

General objective 4 'A stronger Europe in the world'

Strengthening coordination on strategic external policy issues






General objective: A stronger Europe in the world		
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
Main outputs in 2020:		
New policy initiatives		
Output	Indicator	Target
 International cooperation - Signature and conclusion of the Agreement between the EU and the countries of Africa, the Caribbean and the Pacific	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	Q3 2020
 Financial sovereignty - Strengthening Europe's Economic and Financial Sovereignty	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	Q3 2020
 Africa Strategy - Towards a comprehensive Strategy with Africa	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	9 March 2020
 Enlargement - Enhancing the accession process – A credible EU perspective for the Western Balkans	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	5 February 2020
 Stepping up our engagement with the Western Balkans – The Commission's contribution to the EU-Western Balkans Summit	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	5 February 2020
 Eastern Partnership - Eastern Partnership post 2020	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	18 March 2020
 Human Rights, Democracy and Gender Equality - Action Plan on Human Rights and Democracy (2020-2024)	Appropriate steering of up-stream process incl. interservice consultation and timely adoption	25 March 2020
Other important outputs		
Communication: Support to the Western Balkans in tackling COVID-19 and the post-pandemic recovery - Commission contribution ahead of the EU-Western Balkans leaders meeting on 6 May 2020	Adoption	29 April 2020

Boosting the Foreign, Security and Defence Policy

General objective: A stronger Europe in the world		
Specific objective 4.2: <i>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</i>		<i>Related to spending programme(s)</i> NO
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Coordination of Commission participation and reporting from the Foreign Affairs Council, including in its Defence configuration: Same day flash reports	Accuracy and timeliness	Ongoing
Ensuring Commission representation in all meetings of the Political and Security Committee (as well as all meetings of the EU Military Committee, the Politico-Military Group and the Nicolaidis group)	Timely and accurate organisation of appropriate representation in meetings, provision of political intelligence to Commission representatives	Ongoing
Reporting from Political and Security Committee meetings (and also EU Military Committee, Politico-Military Group and Nicolaidis group meetings): Same day flash reports	Accuracy and timeliness of information	Ongoing
Political intelligence and early warning messages on sensitive issues for the other institutions and better anticipation of major issues in foreign, security and defence policy	Accuracy and timeliness of information	Ongoing
Co-chairing of the preparatory meetings for the Project Group on Defence Union and chairing of the Interservice group 'Defence and Security Technologies'	Timely preparation and follow up including logistics, agenda setting and reporting	Ongoing
Participation to the External Coordination (EXCO) meetings and input to EXCO fiches	Contribution to the quality of EXCO fiches, as well as to ensuring respect for EXCO rules	Ongoing

General objective 5 ‘Promoting our European way of life’

Deepening the Security Union

General objective: Promoting our European way of life		
Specific objective 5.1: <i>The Security Union is consolidated with a view to ensuring a coordinated EU response to existing and emerging threats</i>		<i>Related to spending programme(s)</i> NO
Main outputs in 2020:		
New policy initiatives		
Output	Indicator	Target
 Strengthening Europol's mandate	Adoption	End 2020
 Additional measures on Critical Infrastructure Protection	Adoption	End 2020
 EU Strategy for a more effective fight against child sexual abuse	Adoption	End 2020
 Cross-sectoral financial act on operational and cyber resilience, in the area of digital finance	Adoption	End 2020
 Review of the Directive on security of network and information systems (increasing cybersecurity).	Adoption	End 2020
Other important outputs		
Output	Indicator	Target
Implementation Reports produced on the Security Union	Number of implementation reports produced on the Security Union	1 report in 2020

Stepping up European cooperation on crisis management

General objective: Promoting our European way of life		
Specific objective 5.2: <i>An effective and efficient crisis mechanism system is in place that allows the EU to respond effectively to major crises and emerging threats</i>		<i>Related to spending programme(s)</i> NO
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Revised ARGUS Decision based on lessons learnt, notably in the context of COVID-19 crisis	Adoption	End 2020

Preparation of the Crisis Coordination Committee (CCC) or other high-level coordination meetings for COVID-19 and other crisis, all linked preparatory and follow-up measures	Timely preparation and follow up including logistics, agenda setting and reporting	End 2020
Inventory of EU capabilities and functioning process to identify and fill the gaps	Updated mapping/inventory	End 2020
New crisis management training framework	Pilot courses conducted and evaluated, proposal made	End 2020
Ensuring the Commission representation, participation and reporting from the Integrated Political Crisis Response (IPCR) meetings in the Council, including same-day flash reports and coordination of weekly ISAA reports for migration and COVID-19 crisis	Timely and accurate organisation of appropriate representation in meetings, provision of political intelligence to Commission representatives	Ongoing (as long as IPCR activated)
Coordination of crisis management exercises and participation to selected exercises, including NATO PACE exercise	Updated calendar of crisis management exercises	End 2020
Ensuring maintenance and development of Argus IT tool to allow timely information-sharing during crisis	Correct functioning of Argus IT tool; timely information-sharing with all the relevant DGs and services	End 2020

General objective 6 ‘A new push for European democracy’

Building a European Rule of Law Mechanism

General objective: A new push for European democracy

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

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
Yearly rule of law report with political <i>chapeau</i> communication	Adoption by the College	Q3 2020

Implementing the Cooperation and Verification Mechanism

General objective: A new push for European democracy		
Specific objective 6.2: <i>The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms</i>		Related to spending programme(s) NO
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
CVM report for Romania	Adoption by the Commission	2nd half of 2020 or early 2021 because of COVID-19 pandemic (delays in Romanian reforms)
Formal Commission Decision ending the CVM for Bulgaria	Adoption by the Commission	End 2020


The Conference on the Future of Europe

General objective: A new push for European democracy		
Specific objective 6.3: <i>The Conference on the Future of Europe is successfully launched and followed-up and a high level of citizen engagement is ensured¹²</i>		Related to spending programme(s) NO
Main outputs in 2020:		
New policy initiatives		
Output	Indicator	Target
Joint Declaration by the three institutions on the scope, objectives and governance of the Conference on the Future of Europe	Successful negotiation and signature of the Joint Declaration	Q3/Q4 2020
External communication actions		
Output/ Result	Indicator	Target
Outreach to citizens via Conference events, web streaming and media.	Number of Conference on the Future of Europe events organised on-site and online (Joint Secretariat of the Conference, DG COMM, SG);	100 depending on the launch date in Q3 or Q4.
	Number of citizens reached via web-streaming and the media (Joint Secretariat; digital	10 million depending on the launch date in Q3 or Q4.

¹² To be jointly agreed by the European Parliament, the Council and the Commission.

	platform management; DG COMM media monitoring)	
	Number of participants in Conference events ¹³	2000 depending on the launch date in Q3 or Q4.
Level of citizen engagement on the digital platform	Number of visits and contributions on the online platform (DG COMM, digital platform management JRC)	Visits: 10 million Contributions: 100,000
Social media engagement with citizens.	Number of social media replies published (DG COMM).	2400

Strengthening the Commission's Better Regulation policy

General objective: A new push for European democracy		
<i>Specific objective 6.4: Regulatory tools are applied systematically throughout the legislative cycle to improve policy-making</i>		<i>Related to spending programme(s)</i> NO
Main outputs in 2020:		
New policy initiatives		
Output	Indicator	Target
 Communication on Better Regulation	Adoption by the Commission	Q4 2020
Other important outputs		
Output	Indicator	Target
Better regulation guidelines and toolbox	Adoption by the Commission	Q4 2020
Opinions on impact assessments and evaluations issued in 2020 – support to RSB	Timely delivery of opinions issued on all cases submitted by the Commission services	Ongoing

General objective: A new push for European democracy		
<i>Specific objective 6.5: The EU legislation is 'fit for purpose', delivering its benefits by least cost</i>		<i>Related to spending programme(s)</i> NO
Main outputs in 2020:		
Other important outputs		

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

Output	Indicator	Target
Fit for Future Platform Decision	Adoption of the Decision	Q4 2020
One In – One Out instrument	IT tool developed	Q4 2020
Annual burden survey	Publication of the survey	Q4 2020

Promoting transparency and stakeholder involvement

General objective: A new push for European democracy		
<i>Specific objective 6.6: The public has easy access to high-quality information on contacts with stakeholders through the Transparency Register</i>		<i>Related to spending programme(s)</i> NO
Main outputs in 2020:		
Output	Indicator	Target
Quality checks of the Register performed Secretariat to ensure the accuracy of data submitted by registrants.	Number of quality checks	More than 3 000
Good quality registrations	Percentage of entries in the Transparency Register whose data is deemed optimal	85%
Complaints and own-initiative investigations ¹⁴	Percentages of cases closed within the year	70%
Management of the network of 'Cabinets' ethics and transparency contact points'	Number of meetings	At least 3 per year
Negotiations of Interinstitutional Agreement (IIA) on mandatory Transparency Register	Closure of negotiations and adoption of the IIA	End 2020
Improved Better Regulation Portal	Developments to the Better Regulation Portal to increase responsiveness, linking, user-friendliness	Mid 2020
	Number of unique visits	100 000 on average for 2020
Development of the Joint Legislative Portal	Progress achieved in the building of the Interinstitutional Legislative Portal.	End 2020

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

General objective: A new push for European democracy

Specific objective 6.7: *The Commission's policy-making cycle is open to participation from public and stakeholders*

Related to spending programme(s)
NO

Main outputs in 2020:

Public consultations

Output	Indicator	Target
Better regulation guidelines and toolbox	Adoption by the Commission	Q4 2020
Revamped 'Have your say!' home page and search functionality	Launch	End 2020

Promoting the highest ethical standards

General objective: A new push for European democracy

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

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
Outreach to the European Parliament and the Council (and possibly other EU institutions, bodies, offices and agencies), at technical and political level, in view of the establishment of an independent ethics body common to all EU institutions	Clarification of the positions of the different EU institutions on the way forward	End 2020
Implementation/application of the New Code of Conduct for Commissioners	Handling of post term of office professional activities of Former Commissioners	Ongoing
	Publication of mission costs and updates of declarations of interests	Ongoing
	Quality and timeliness of secretarial support to the Independent Ethical Committee	Ongoing
	Adoption of Annual Report on the application of the Code	Q3 2020
Swift and adequate replies to consultations from the Cabinets on the application of the Code of Conduct for Commissioners	Quality and timeliness of responses to consultations	Ongoing
Application and review of the 1979 Commission rules for Patronage and	Timely and accurate application	Ongoing
	Review and update of the rules	End 2020

relevant procedures	and relevant procedures	
Follow-up in the complaint procedure as foreseen by the Commission's Code of Good Administrative Behaviour	Quality and timeliness of replies	Ongoing

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


General objective: A new push for European democracy		
Specific objective 6.9: <i>The European Citizens' initiative is successfully implemented and a high level of citizen engagement in policy-making is ensured</i>		<i>Related to spending programme(s)</i> YES
Main outputs in 2020:		
External communication actions		
Output/ Result	Indicator	Target
Awareness raising through communication activities (social media campaigns, online promotion and events)	Number of average monthly visits to the ECI website	30% increase in number of average monthly visits compared to 2019, by end of 2020
	Number of registrations on the ECI forum	30% increase in number of registrations compared to 2019, by end of 2020
Other important outputs		
Output	Indicator	Target
IT tools for efficient implementation of the new European citizens' initiative Regulation	New European citizens' initiative IT tools operational	January 2020

Coordinating the Equality Task Force

General objective: A new push for European democracy		
Specific objective 6.10: <i>The equality dimension is mainstreamed in all stages of policy design in all EU policy areas</i>		<i>Related to spending programme(s)</i> NO
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Establish the Task Force on Equality and its secretariat and ensure it is up and running	Task Force operational – Secretariat established and staff recruited	Q2 2020
Commission internal equality mainstreaming toolbox	Toolbox finalised and made available via communication channels and Equality Coordinators	End 2020

Training on equality and equality mainstreaming available to all staff	Training is listed in the catalogue of training, available to all staff	End 2020
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Embedding strategic foresight in the policy process

General objective: A new push for European democracy		
Specific objective 6.11: Foresight is embedded into the Commission's work		Related to spending programme(s) NO
Main outputs in 2020:		
New policy initiatives		
Output	Indicator	Target
 Annual Strategic Foresight Report	Adoption by the Commission	Q3/Q4 2020
Evaluations and fitness checks		
Output	Indicator	Target
Embedding foresight input into the impact assessment process	Number of initiatives that include a foresight dimension in their impact assessment	3
Public consultations		
Output	Indicator	Target
Roadmap published for feedback on EU Have Your Say	Number of contributions received	At least 3
Enforcement actions		
Output	Indicator	Target
Training in Anticipation and Foresight	Number of trainings organised	2
Strategic foresight networks (Services and CAB level)	Number of meetings organised (Cabinets and JRC)	4
EU-wide Strategic Foresight Network	Established & launched	Q4 2020
External communication actions		
Output/ Result	Indicator	Target
Strategic Foresight Report launch and other foresight events	Number of events organised	5 ¹⁵
Organisation of foresight events to reach out to stakeholders and partner organisations	Number of participants	500

¹⁵ If the COVID-19 situation allows.

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

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

General objective: A modern, high-performing and sustainable European Commission		
<i>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</i>		<i>Related to spending programme(s) NO</i>
Main outputs in 2020:		
New policy initiatives		
Output	Indicator	Target
 Adjusted Commission Work Programme for 2020	Adoption by the Commission	27 May 2020
 Commission Work Programme for 2021	Adoption by the Commission	October 2020

Providing briefings and political intelligence

General objective: A modern, high-performing and sustainable European Commission		
<i>Specific objective 7.2: High-quality and timely political intelligence is provided regularly to senior hierarchy and the political level</i>		<i>Related to spending programme(s) NO</i>
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Briefing files for meeting with interlocutors from outside the institution; with other institutions and bodies	Quality and timeliness of briefings	Ongoing
Coaching and training sessions as a means to improving effectiveness and quality of briefing contributions	Number of people trained	10 participants per training session
Reports from meetings of the President, the Vice-Presidents and the Secretary-General with external interlocutors	Average time for delivery of draft report to Cabinet/SG team	3 working days
Interinstitutional calendar	Regularly updated / Quality of information	Ongoing
Structuring the network of EP coordinators in DGs and SG policy coordination units	Regular meetings. Animate a social media platform with over 110 participants	End-2020
Coordination of briefings for Coreper	Quality and timeliness of	Ongoing

II and I and the relevant Council formations meetings and reporting	briefings	
Coordination of briefings for the President for the European Council meetings and reporting	Quality and timeliness of briefings	Ongoing
Early warning to hierarchy, Cabinets, DGs on sensitive issues and anticipation of key issues for Council and European Parliament meetings.	Quality and timeliness of briefings	Ongoing

Leading the Commission's strategic planning and programming

General objective: A modern, high-performing and sustainable European Commission

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

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
Instructions for the 2020-2024 Strategic Plans and 2020 Management Plans	Instructions signed and communicated to Commission services	Q1 2020
Instructions for the preparation of the 2021 management plans and 2021 annual work programmes of executive agencies	Instructions signed and communicated to Commission services	Q4 2020
Instructions for the 2020 Annual Activity Reports	Instructions signed and communicated to Commission services	Q4 2020
Organisation of corporate oversight on the identification and management of critical risks	Peer reviews on critical risks organised as part of 2021 management plan process.	Q4 2020
2019 Annual Management and Performance Report for the EU budget	Adoption by the Commission	24 June 2020

Overseeing the implementation of strengthened data protection rules

General objective: A modern, high-performing and sustainable European Commission

Specific objective 7.4: Commission services respect the right to protection of personal data

Related to spending programme(s)
NO

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
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1 to 2 surveys to monitor the implementation of the Commission's Data Protection Action Plan	Survey(s) conducted	End 2020
Report, including DPO recommendations, on survey results to Management Bodies	Delivery	End 2020
Introductory course to the new data protection Regulation (EU) 2018/1725 by external provider	10 courses organised	End 2020
Specialised data protection trainings	Number of trainings organised by DPO	3
Support and advice to Commission services ensuring compliance with data protection rules	Production of 2-3 new guidelines	End 2020
Templates for exercise and handling of Data subject rights under Regulation (EU) 2018/1725	Delivery	End 2020
New Data Protection Record Management System (DPMS)	Successful integration of additional features and effective inclusion of new users, including the data breach register	End 2020

Ensuring a high level of business continuity

General objective: A modern, high-performing and sustainable European Commission

Specific objective 7.5: Digitally transformed and simplified business continuity procedures make the Commission resilient to business disruptions

Related to spending programme(s)
NO

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
Work plan based on lessons learnt following the COVID-19 crisis to simplify and adapt existing business continuity arrangements	Endorsement of the workplan by the Corporate Management Board	Three months after the end of business continuity mode due to COVID-19
Proposal for an improved IT solution for business continuity	Presentation of proposal for endorsement	By end 2020

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

General objective: A modern, high-performing and sustainable European Commission

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

Main outputs in 2020:

Other important outputs		
Output	Indicator	Target
Reference data policy	Endorsement by the Information Management Steering Board	October 2020
Data advisory service: launch of website and high-level announcement	Delivery	July 2020
Report on lessons learnt from Office 365 pilot phase 0	Delivery	December 2020
IT implementation plan 2021	Adoption by the Information Technology and Cybersecurity Board	May 2020
European Commission Digital Strategy Modernisation Plan	Adoption by the Information Technology and Cybersecurity Board	September 2020
Decision on Document Management and Archives	Adoption	May 2020
Digital Preservation Strategy	Adoption	June 2020
Bridge between Ares and EU SIGN to allow the use of the qualified electronic signature	Implementation in Ares	June 2020
Competence framework for recruitment and professional development of document management community	Launch of the competence framework	End 2020
New annual feedback exercise for Document Management Officers	Design and launch of the new exercise	End 2020
Automation of records capture process in Hermes-Ares-NomCom	First assessment of the progress achieved (in percentage)	End 2020
Study on shared services in the Commission and review of the pilot in the Executive Agencies	Completion of study	End 2020
Draft proposal for a competence framework (Secretariat-General in consultation with DG HR)	Preparation of draft proposal	End 2020
Proposal for SG's role in internal recruitment and creation of a pool of experts for internal recruitment	Preparation of proposal	End 2020
Staff satisfaction survey	Survey conducted	End 2020
Study of possible efficiency gains in document management through the use of artificial intelligence techniques and proposal for follow-up measures to the study	Completion of study	End 2020

Managing the decision-making procedures

General objective: A modern, high-performing and sustainable European Commission		
Specific objective 7.7: <i>The decision-making process is further streamlined, improved and digitalised</i>		Related to spending programme(s) NO
Main outputs in 2020:		
Other important outputs		
Output	Indicator	Target
Digitalisation of College meetings: introduction of the e-College application	Percentage of College meetings handled in a paperless way (excluding sensitive dossiers to be protected).	100%
Additional developments of the current e-College IT tool to improve satisfaction of all users and preparation of a complete revamp of the application towards the digitalisation of the entire oral procedure.	Validation of the business case for the next steps. Introduction of agreed new functionalities	End 2020
Adaptation of Decide to the working methods of the von der Leyen Commission	New functionalities reflect the main changes to the Commission working methods.	Q1 2021
Integration of petitions in Decide Replies	Completion	Q1 2021
Introduction of electronic signature for authentication of adopted acts	Completion	Q1 2021
Further development of Decide: <ul style="list-style-type: none"> • Further rewriting of e-Greffe in Decide Decision • First steps in the rationalisation of Decide Replies • Further links with other IT systems • Extension of the timeline to interinstitutional steps • Improvements on user friendliness, search and reporting facilities, security, etc. 	Completion	End 2020
Further development of EdiT: <ul style="list-style-type: none"> • Trainings delivered • A pilot case conducted for legislative proposals • EdiT is further integrated in Decide 	Completion	End 2020
Register of Delegated and Implementing Acts, new public pages	Launch of the new applications	Q3 2020

for comitology committees and a new back-office application for comitology in the European Commission

General objective: A modern, high-performing and sustainable European Commission

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

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
Early warning reports	Accuracy and timeliness of information	Ongoing
Procedural arrangements introduced in the context of COVID-19	Adoption of decisions	June 2020
Introduction of flexibilities/improvements in the Commission Rules of Procedure	Adoption of an amendment on College meetings via telecommunication	April 2020
Recast and revision of the 2000 Commission Rules of Procedure	Adoption by the Commission of new Rules of Procedure	End 2020
Update of conferred powers	Adoption of repeals or revision of existing empowerments and delegations Regular update of the Register of conferred powers (empowerments and delegations) in GoPro	Ongoing
Trainings to newcomers, Cabinets and staff	Delivery	Ongoing
Decide Quick guide for Cabinets	Dissemination	End 2020
Quality advice to services by the procedural helpdesk	Delivery	Ongoing
Clear and updated information on procedures for services and Cabinets	Accuracy and clarity of information	Ongoing
Community of practice for Decide coordinators	Setting up and constant collaboration	Ongoing

ANNEX 2: European Fiscal Board

The European Fiscal Board is mandated to carry out an independent assessment of fiscal policy-making in the EU and of the implementation of the Stability and Growth Pact. Since its inception at the end of 2016, the Board has become an integral part of the EU fiscal surveillance framework. The findings and conclusions of its assessments are regularly presented to the College of Commissioners, the Economic and Financial Affairs Council (ECOFIN) committees, the European Parliament and the network of independent fiscal institutions. The quality of its reports has been acknowledged by all stakeholders.

Sound public finances are a precondition for stable, sustainable and inclusive economic growth. 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 national fiscal policy-making. There is ample evidence showing that an impartial assessment of fiscal frameworks is linked to better fiscal outcomes. Against this background, the work of the European Fiscal Board contributes to a better understanding of where the strengths and weaknesses of the current framework are. As part of its mandate it has also put forward ideas on how to reform the current system of commonly agreed fiscal rules. Those ideas have strongly influenced the relevant policy debate among EU institutions and Member States.

General objective: An economy that works for people		
<i>Specific objective: Sound public finances are supported by independent assessments and advice on the implementation and future evolution of the EU fiscal framework</i>		<i>Related to spending programme(s)</i> NO
Main outputs in 2020:		
Output	Indicator	Target
Advice to the Commission on the Covid-19 crisis	Statement release	March 2020
Advice to the Commission on the prospective fiscal stance appropriate for the euro area	Report to the Commission	June 2020
Assessment of the implementation of the EU fiscal Framework	Report to the Commission	October 2020
Cooperation with national independent fiscal councils	Conference organised	February 2020
Cooperation with national independent fiscal councils	Questionnaires as input to the reports of the European Fiscal Board	January and April 2020

ANNEX 3: Regulatory Scrutiny Board

As in the first four years since its creation, in 2020 the Regulatory Scrutiny Board will continue to provide quality control on impact assessments and evaluations and support the implementation of Better Regulation.

In 2020, as the new Commission is in office since December 2019, the Board will have a significantly larger number of impact assessments to review, compared to 2019. In 2020, the Board will continue to provide its upstream work and guidance at early stages of the elaboration of evaluations and impact assessments.

The Regulatory Scrutiny Board will continue to support the Better Regulation Agenda and its application. In 2020, the Board will pursue and strengthen its collaboration with the Commission services, the European Parliament and the Council, as well as with external stakeholders engaged in regulatory impact analysis and evaluation, especially concerning its role in the wider EU regulatory process. In view of the COVID-19 pandemic, it is unlikely that the Board will be able to organise its fourth annual conference. It will organise a virtual exchange of information event with scrutiniser bodies in the Member States.

General objective: A new push for European democracy		
Specific objective 6.4: Regulatory tools are applied systematically throughout the legislative cycle to improve policy-making		Related to spending programme(s) NO
Main outputs in 2020:		
Output	Indicator	Target
Opinions on impact assessments, fitness checks and major evaluations issued in 2020	Number of impact assessments, fitness checks and evaluations reviewed in 2020	35
	On time delivery of opinions on impact assessments, fitness checks and evaluations	Ongoing (In accordance with Article 9.1 of RSB Rules of Procedure)
	Improvement of the quality of impact assessments, fitness checks and evaluations prepared by Commission services after interaction with the Regulatory Scrutiny Board, based on a set of 10 standard quality criteria established by the Board	Ongoing
Advice to Commission's Directorates-General	Number of upstream contacts with Directorates-General	20
Business Plan 2020	Publication of the Regulatory Scrutiny Board Business Plan 2020	10 March 2020
Annual report on the activities of the RSB in 2019	Publication of the Regulatory Scrutiny Board 2019 annual report	4 May 2020
Expert workshop at technical level on regulatory scrutiny	Workshop organised	Q3 2020