



European  
Commission

# Management Plan 2022

SECRETARIAT-GENERAL

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## INTRODUCTION

Under the **direct authority of the President**, the Secretariat-General serves the College, oversees the implementation of the Commission's political priorities,<sup>1</sup> and ensures the collegiality, consistency, efficiency and regularity of the Commission's action.

To this end, the Secretariat-General **steers and coordinates the work of Commission services across all policy areas** to ensure the coherence, quality and timely delivery of policy, legislation and operations, promoting a 'whole of government' approach to policymaking. It does this from the early stages of policy development, through the internal decision-making process, to interinstitutional negotiations and policy implementation.



The Secretariat-General oversees **good governance** within the Commission, fostering a **modern, transparent and sustainable administration**. It acts together with the Cabinet of the President to ensure fairness, objectivity, transparency and efficiency in the relationship between all members of the College. It supports the (Executive) Vice-Presidents in their coordination tasks, including through the management of the Groups of Commissioners and Project Teams. The Secretariat-General also acts as the interface between the Commission and the other European institutions, bodies, national Parliaments, non-governmental and international organisations.

<sup>1</sup> <https://ec.europa.eu/info/strategy/priorities-2019-2024>

This management plan describes how the Secretariat-General will lead and **coordinate** work related to the Commission's priorities for 2022, as set out in the 2022 Commission Work Programme<sup>2</sup>. It highlights the **most important outputs planned for 2022** and explains how they will contribute to the **specific objectives** set out in the Secretariat-General's strategic plan for 2020-2024<sup>3</sup>. This work will contribute to the Commission's six headline ambitions and to modernising the Commission administration. As 2022 constitutes the third year of the term of the von der Leyen Commission, there will be a strong focus on accelerating and ensuring the consistency of ongoing legislative negotiations on priority proposals, to ensure tangible results by the end of the term.

The main priorities for 2022 will be **continuing the implementation of President von der Leyen's political guidelines, combatting the COVID-19 pandemic, and addressing its economic and social impacts**. The Secretariat-General will be at the heart of work to ensure that the Union bounces forward from the pandemic stronger than before, by accelerating the green and digital transitions and building a fairer, more resilient and more cohesive society. Effective implementation of the national **recovery and resilience plans** will be key, as will legislative work at European level. The Secretariat-General will coordinate negotiations on the pioneering **Fit for 55** package and oversee the preparation of new proposals to deliver the **European Green Deal**. We will also be centrally involved in further proposals and ongoing negotiations to shape **Europe's digital future**, for example through key initiatives on artificial intelligence, cybersecurity and single market resilience.

On the external side, the Secretariat-General will strengthen the coordination of **strategic external policy issues** (e.g. Global Gateway), take further the Foreign, Security and Defence Policy (e.g. countering hybrid threats and EU-NATO cooperation) and coordinate the implementation of the agreements that govern the **EU's relations with the United Kingdom and relations with Western European partners**. The Secretariat-General will also continue to lead work on the **rule of law** (e.g. the follow-up to the 2020 European Democracy Action Plan) as well as allowing citizens to have their say via the **Conference on the Future of the Europe**.

The Secretariat-General leads on the **modernisation of the Commission's decision-making** and the **development and implementation of corporate policies**. In areas such as strategic planning and programming, corporate IT governance and security, ethics, equality, business continuity, data protection, and data, information and knowledge management, including document management, the Secretariat-General will continue working closely with other central services of the Commission to ensure that resources are used efficiently and effectively, in line with legal obligations and aiming at the highest standards of public administration.

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<sup>2</sup> [https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents\\_en](https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents_en)

<sup>3</sup> [https://ec.europa.eu/info/publications/strategic-plan-2020-2024-secretariat-general\\_en](https://ec.europa.eu/info/publications/strategic-plan-2020-2024-secretariat-general_en)

The Secretariat-General will continue to steer the Commission's relations with other Institutions and ensure that sound and consistent positions are being followed during the legislative process, in full respect of institutional prerogatives, the Treaties and interinstitutional agreements.

## **PART 1. Delivering on the Commission’s political priorities: main outputs for 2022**

### **General objective 1 – A European Green Deal**

#### **Coordinating the European Green Deal<sup>4</sup>**

Under the political leadership of Executive Vice-President Timmermans, the Secretariat-General **coordinates** and ensures the consistency of the preparation and downstream **negotiation** of all the initiatives contributing to the Commission’s headline goal of the European Green Deal<sup>5</sup>. The majority of the initiatives have been delivered by the Commission and the negotiations on these proposals are now entering a decisive phase. The timely adoption of the ‘Fit for 55’ package of proposals will enable Europe to become the **first climate neutral continent by 2050**.

In 2022, and as announced in the **Zero Pollution Action Plan**, the Commission will table a legislative proposal for integrated water management and will propose the revision of EU ambient air quality legislation. The **circular economy objectives** will be further pursued through a legislative proposal on the right to repair. Proposals for harmonised measurement of transport and logistics **emissions** will contribute to the greening of the transport sector. The Commission will also adopt the legislative proposal for **sustainable use of pesticides** announced in the Farm to Fork Strategy. As part of the plastics strategy, the Commission will propose a policy framework for bio-based, biodegradable and compostable **plastics** as well as restrictions on micro-plastics.

### **General objective 2 – A Europe fit for the digital age**

#### **Shaping Europe’s digital future<sup>6</sup>**

The Secretariat-General coordinates the preparation and downstream **negotiation** of all the initiatives contributing to the Commission’s headline goal of the Europe fit for the digital age, under the political leadership of Executive Vice-President Vestager.<sup>7</sup> Several key proposals have already been tabled and the Secretariat-General will work to ensure an ambitious and coherent approach during the crucial negotiation phase.

The Commission will continue working on setting up interoperable data spaces to unleash the full potential of the **data economy**, as well as pursuing digital transformation

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<sup>4</sup> See in details Annex 1 – Specific objective 1.1, see page 32

<sup>5</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en)

<sup>6</sup> See in details Annex 1 – Specific objective 2.1, see page 32

<sup>7</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age_en)

objectives at international level (i.e. the transatlantic digital partnership 2022 dialogue). In 2022, the Commission will propose a **European Cyber Resilience Act** to address the cyber threat and become a leader in cyber security. Furthermore, the **European Chips Act** will jointly create a state-of-the-art European chip ecosystem that ensures our security of supply for the future. As regards **digital education and skills**, a structured dialogue with Member States has been launched and the Commission intends to propose recommendations in 2022. Finally, the COVID-19 pandemic has highlighted the essential need to strengthen resilience against disruptions. To this end, the Commission will propose a **Single Market Emergency Instrument** to ensure the free movement of persons, goods and services in case of future crises.

### General objective 3 – An economy that works for people

#### Steering the European Semester and integrating sustainability<sup>8</sup>

The Secretariat-General<sup>9</sup> is responsible for coordinating the work of the Commission services on the **European Semester** of economic policy coordination under the political leadership of Executive Vice-President Dombrovskis. The European Semester and broader monitoring that encompasses sustainable development goals, but also issues linked to demographic change and the pillar of social rights, will complement the recovery and resilience plans. The implementation of the recovery and resilience plans will continue to drive the Member States' reform agenda for the years to come. Following the adoption of most of the recovery and resilience plans, the focus will shift in 2022 to their implementation. The Recovery and Resilience Taskforce, together with the Directorate-General for Economic and Financial Affairs, will **coordinate the assessment of the milestones and targets for each payment request**, drawing on sectoral expertise from across the Commission. As a first step, operational arrangements are being agreed with each Member State.

During the 2022 cycle, the **European Semester** will resume its broad economic and employment policy coordination, while further adapting in line with the implementation of the Recovery and Resilience Facility. The focus will shift from dealing with the COVID-19 pandemic to laying the foundations for a transformational and inclusive recovery and stronger **resilience**, in line with the EU's strategy of competitive sustainability. At the same time, taking stock of how the crisis has affected our economy, the Commission will pursue the consultation on the **Economic Governance Review**. The territorial dimension of the recovery, as well as the implementation of structural funds in compliance with the horizontal enabling conditions will deserve careful attention.

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<sup>8</sup> See in details Annex 1 – Specific objectives 3.1 (one of the key performance indicators referred to [strategic plan for 2020-2024](#) and 3.2, see pages 33

<sup>9</sup> The Recovery and Resilience Task Force is responsible for steering the implementation of the Recovery and Resilience Facility and for coordinating the European Semester.

In order to sustain the ongoing recovery and strengthen resilience, the Secretariat-General will help coordinate other key initiatives, such as work on the **Capital Markets Union**, outstanding elements of the **Banking Union**, the implementation of the OECD agreement on **taxation**, as well as the further implementation of the **European Pillar of Social Rights**. Work on demography will continue with attention to brain drain.

### **Implementing the Multiannual Financial Framework 2021-2027**

In 2022, the Secretariat-General will continue to coordinate the implementation of the multiannual financial framework (MFF) 2021-2027 together with the Directorate-General for Budget. Implementation of programmes and funds should be fully rolled out following the adoption of all legal acts in the course of 2021. In parallel, the Secretariat-General will continue to oversee the implementation of other important work streams linked to the MFF 2021-2027 and the interinstitutional agreement of December 2020. This will include interinstitutional negotiations on a **package of new own resources**, to provide the EU with new own resources to contribute to the repayment of NextGenerationEU borrowing. Coordination will also remain important on the participation of third countries in certain programmes and on methodologies to report on spending for crosscutting themes such as climate change and gender equality. The Secretariat-General will also contribute to proposals and interinstitutional negotiations on the **targeted revision of the Financial Regulation** with the primary objective of aligning the EU financial rules with the MFF 2021-2027.

### **General objective 4 – A stronger Europe in the world**

#### **Strengthening coordination on strategic external policy issues<sup>10</sup>**

Through its political interventions and programming of EU instruments, the EU will project its priorities and defend its interests at multilateral, regional and bilateral level. The Secretariat-General will monitor and steer external work in all these contexts. Another key task will be to monitor the implementation of important cross-cutting policy initiatives such as the **Global Gateway**, the **Indo-Pacific Strategy** or the EU donations of COVID-19 vaccines to third country partners.

In 2022, the Secretariat-General will continue to **steer policy coordination** across the Commission in the area of external relations. The aim is to adopt the 2022 Commission Work Programme initiatives under a stronger Europe in the world<sup>11</sup> in a timely manner. One of these initiatives will be the Joint Communication on EU relations with the Gulf. It will ensure coherence of initiatives and actions related to external action and alignment with the commitments made in the political guidelines. Through its political interventions and programming of EU instruments, the EU will project its priorities and defend its interests at

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<sup>10</sup> See in details Annex 1 – Specific objective 4.1, see page 34

<sup>11</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world_en)

multilateral, regional and bilateral level. The Secretariat-General will monitor and steer external work in all these contexts.

At the same time, the Secretariat-General will continue to provide comprehensive support to the President of the Commission in all her external activities, including through the preparation of briefings for all summits, contacts with international partners (e.g. EU-African Union summit), participation in international fora, notably the **G7 and G20**, and her bilateral outreach. The Secretariat-General provides the secretariat for the **Group for External Coordination**, preparing the external aspects of College meetings and ensuring full political coordination and coherence on external action matters.

### **Boosting the Foreign, Security and Defence Policy**

The Secretariat-General plays a central coordination role for the implementation of 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 also 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

### **Coordinated implementation of the agreements that govern the EU's relations with the UK<sup>12</sup>**

2022 will be an important year for the Union's relations with the United Kingdom. The EU's objective is to establish a positive and stable relationship with the United Kingdom, based on the EU's interests. The EU and the UK remain **partners with shared values** and will have to tackle a number of global challenges side-by-side.

However, the strength of the EU in the world also depends on the international agreements that it has entered into being respected by the EU's partners. In this connection, the Service for the EU-UK Agreements (attached to the Secretariat-General) is responsible for all aspects related to governance provided for in the Withdrawal Agreement. This includes finding a mutually agreed approach to the **implementation of the Withdrawal Agreement** and in particular the **Protocol on Ireland / Northern Ireland**. Depending on the engagement of the UK, this may lead to a series of bespoke arrangements being adopted in early 2022.

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<sup>12</sup> See in details Annex 1 – Specific objective 4.3, see page 34

The implementation of the Withdrawal Agreement through the bodies that it has established will imply strong **cooperation** within the Commission at political level and between Commission services. The Service for the EU-UK Agreements will continue steering, coordinating and organising these meetings. A report on the implementation of the Withdrawal Agreement will be published in 2022.

Similarly, in 2022, there will be meetings of all the **joint committees** established by the Trade and Cooperation Agreement. As in the case of the Withdrawal Agreement, the Service for the EU-UK Agreements will play a key role within the Commission in coordinating these actions. A **report** on the implementation of the Trade and Cooperation Agreement will also be published.

In this connection, the Service for the EU-UK Agreements will also draft a legislative instrument to **govern the enforcement by the EU of the Trade and Cooperation Agreement**. The purpose of the instrument is to ensure that the EU is able to respond quickly and robustly to any violations of the Trade and Cooperation Agreement by the United Kingdom.

Important efforts will be deployed to reach an **EU-UK agreement on Gibraltar**. The aim is to ensure that relations between the EU and Gibraltar are built on a stable foundations after the UK's withdrawal from the EU.

The Secretariat-General will also be in charge of coordinating the implementation of the **Agreement on the European Economic Area** (EEA), as well as the negotiations related to framework agreements with Switzerland as well as with Andorra, Monaco and San Marino. It will help ensure that the Commission's policy towards each of these partners strikes the right balance between their rights and their obligations as regards the European Union.

## General objective 5 – Promoting our European way of life

### Deepening the Security Union<sup>13</sup>

The Secretariat-General coordinates work to deliver on the objectives of the Security Union. Implementation of the **EU Security Union Strategy for 2020-2025** has already led to important progress in 2021 on combating child sexual abuse, on organised crime, including the fight against drugs, firearms trafficking, and trafficking in human beings and cybersecurity. As part of its coordination role on the digital transformation, in 2022, the Secretariat-General will step up efforts to **strengthen cybersecurity and cyber resilience**, and to fight **cybercrime** and other forms of **organised crime**, while following action closely on terrorism, radicalisation and hybrid threats. In line with the 2021 Commission Work Programme the Secretariat-General will coordinate work on freezing and

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<sup>13</sup> See in details Annex 1 – Specific objective 5.1, see page 35

confiscation of illegal assets and improving the detection, removal, and reporting of child sexual abuse online. The Secretariat-General will continue helping to drive forward the Security Union Strategy both by supporting the development of new initiatives and by regular reporting on progress.

The evolving situation at the Union's Eastern borders as well as in Afghanistan has brought to the fore the urgent need to agree on a comprehensive and sustainable solution for the challenges of migration in line with the **New Pact on Migration and Asylum**. In 2022, the Secretariat-General will continue to co-ordinate on all aspects of the Pact, supporting progress on legislative proposals and also practical steps forward on the external dimension of the Pact. The Secretariat-General plays a particular role in responding to the European Council's request for Action Plans for engagement with key third country partners on migration. A **second Report on Migration**, highlighting progress and identifying remaining key challenges will be produced in 2022.

### **Stepping up European cooperation on crisis management<sup>14</sup>**

The Secretariat-General plays a central coordinating role, encompassing resilience, prevention, preparedness and response, to ensure that the Commission is able to respond to crises that require action at EU level. The Secretariat-General provides the framework, guidance, training and support to Directorates-General with regard to **managing crises affecting the EU**. The Secretariat-General also manages the Commission's transboundary crisis management system (**ARGUS**). Together with all relevant departments of the Commission and agencies<sup>15</sup>, it is designing a **new ARGUS Crisis Dashboard** that will support foresight, risk assessment, monitoring and early detection ('connect-the-dots'), prevention and preparedness, building resilience and the capacity of response. It also represents the Commission vis-à-vis other EU institutions and their crisis management mechanisms, including the Integrated Political Crisis Response (IPCR) arrangements of the Council.

The Secretariat-General will continue working, together with the other Commission services, on managing the response to the **COVID-19 pandemic**. This work will include helping Member States to save lives and **coordinate national responses**, covering different aspects, such as the internal market, internal and external borders, civil protection and health, including vaccines sharing, free movement of citizens and goods, as well as communication and the fight against disinformation. The Secretariat-General will ensure that the work of the various Directorates-General involved in the response to COVID-19 pandemic, whether within the EU or globally, is well coordinated and effective.

Work will continue on the EU's resilience, namely its ability to withstand and recover from crises, including through the development of **resilience baselines**. The Secretariat-General

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<sup>14</sup> See in details Annex 1 – Specific objective 5.2, see page 35

<sup>15</sup> See also Specific objective 7.5 – Ensuring a high level of business continuity (page 22).

will also keep an up-to-date overview of the EU's capabilities by maintaining and updating the **Inventory** of the EU's crisis management mechanisms, tools and instruments. This inventory can help identifying gaps in the EU's crisis management toolbox, also in view of the latest crisis. Work will also continue on the development of an EU Exercise Policy and respective **guidelines**, in order to structure and synergise the numerous exercises organised yearly by the Commission and its Agencies.

## General objective 6 – A new push for European democracy

### The Conference on the Future of Europe<sup>16</sup>

The Conference's goal is to allow citizens to have their say on the future of EU policies. After having set up all the Conference structures and launching the work in all three pillars of the Conference (the multilingual digital platform, the European and national Citizens' Panels and the Conference Plenary including its working groups), the focus in 2022 will be on supporting the discussions, the **drawing up of the Conference's conclusions** by its Executive Board in full transparency with the Plenary, and the effective follow-up of these conclusions by the European Institutions.

In the **Joint Declaration of the Conference** signed by the European Parliament, the Council of the EU and the Commission on 10 March 2021 the leading institutions have committed to follow up on the recommendations made by Conference, in full respect of their competences and the subsidiarity and proportionality principles enshrined in the European Treaties. The President reiterated this commitment in her State of the Union 2021 speech.

In close cooperation with the Commission component of the Conference's Common Secretariat, the Secretariat-General and DG Communication will ensure information flow and coordination within the Commission. Once the conclusions of the Conference are available, the Secretariat-General will support the effective follow-up of these in full respect of the Commission's competences. This will include inviting the lead services to propose relevant follow up to the Conference recommendations, facilitating agreement on the Commission response, and then monitoring of the effective follow-up of the Conference's outcome. The Secretariat-General will also support the Directorate-General for Communication in communication to the citizens and stakeholders on the follow up given by the Commission to the Conference recommendations.

### Building a European Rule of Law Mechanism<sup>17</sup>

The rule of law is central to the Commission's priority 'A new push for European democracy'<sup>18</sup>. The Commission has set up an additional comprehensive **European Rule of**

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<sup>16</sup> See in details Annex 1 – Specific objective 6.3, see pages 37

<sup>17</sup> See in details Annex 1 – Specific objective 6.1, see page 36

**Law Mechanism**, with an EU-wide scope and objective annual reporting by the European Commission. The monitoring approach is 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 is being 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 was produced in 2020. As announced by the President, the **yearly rule of law report** will start including country-specific recommendations as of 2022. The Secretariat-General also plays a major role in helping to promote consistency and coherence between different strands of Commission work on the rule of law.

Deepening work on the rule of law is part of the Commission's emphasis on building a more democratic EU. The Secretariat-General will continue to play a central role in following up on the 2020 **European Democracy Action Plan**.

The Commission will continue to implement the general regime of **conditionality** for the protection of the Union budget, with the Secretariat-General ensuring close coordination with other instruments having a **Rule of Law dimension**.

### **Implementing the Cooperation and Verification Mechanism<sup>19</sup>**

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 brings 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 a broader political priority of ensuring respect for the rule of law in the EU.

### **Strengthening the Commission's Better Regulation policy<sup>20</sup>**

The Commission continues to improve its better regulation system, already one of the most advanced regulatory policies in the world. The Secretariat-General is at the forefront of this effort, steering the development and implementation of an **improved better regulation agenda**. The Secretariat-General supports the operation of the independent Regulatory Scrutiny Board<sup>21</sup>, which oversees the quality of the Commission's better regulation work.

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<sup>18</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024/new-push-european-democracy\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/new-push-european-democracy_en)

<sup>19</sup> See in details Annex 1 – Specific objective 6.2, see page 36

<sup>20</sup> See in details Annex 1 – Specific objectives 6.4 and 6.5 (the latter one of the key performance indicators referred to [strategic plan for 2020-2024](#)), see pages 37-38

<sup>21</sup> See also Annex 3 – Regulatory Scrutiny Board (pages 48-49)

Following the adoption of the **Better Regulation communication**<sup>22</sup>, the Commission will implement the key changes, with guidance provided in the Guidelines and toolbox. One of the key changes will be the **full deployment of the ‘one-in, one-out’ approach** with the 2022 Commission Work Programme. The approach complements the long-standing efforts for burden reduction and simplification, carried out by the Commission under its regulatory fitness and performance programme (REFIT). In 2021, the Commission initiated a pilot project to test the ‘one-in, one-out’ approach methodology<sup>23</sup>.

The **Fit for Future Platform**<sup>24</sup> supports the REFIT programme. The Platform is a high-level expert group, chaired by Vice-President Šefčovič, set up to help the Commission in its efforts to simplify EU laws and to reduce unnecessary costs, while achieving benefits for the final users of EU legislation. The Platform work is based on an annual work programme, which includes topics selected by the members of the Platform to identify opportunities for burden reduction and simplification. The Platform adopts opinions for the Commission on simplification and burden reduction for the topics included in its annual work programme. These opinions are taken into account by the Commission, in policy preparation.

The lessons learnt from the pilot phase of ‘one-in, one-out’, as well as the Commission’s most important simplification work under REFIT and the opinions of the Fit for Future Platform<sup>25</sup>, will be reported in the **annual burden survey**. The annual burden survey provides an overview of the Commission’s burden reduction efforts.

The Secretariat-General and the OECD<sup>26</sup> will jointly organise a **conference on measuring regulatory performance**. The conference will provide the opportunity for the European Commission to engage in a high-level dialogue on regulatory practices, showcase its top ranking in the OECD regulatory outlook and thus promote its own regulatory practices and to exchange best regulatory practices with OECD countries, including EU Member States.

### **Promoting transparency and stakeholder involvement**<sup>27</sup>

Transparency and accountability are essential for maintaining the trust of European citizens in the legitimacy of the political, legislative and administrative processes of the Union. The

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<sup>22</sup>[https://ec.europa.eu/info/sites/default/files/better\\_regulation\\_joining\\_forces\\_to\\_make\\_better\\_laws\\_en\\_0.pdf](https://ec.europa.eu/info/sites/default/files/better_regulation_joining_forces_to_make_better_laws_en_0.pdf)

<sup>23</sup> [Better regulation: guidelines and toolbox | European Commission \(europa.eu\)](#)

<sup>24</sup> [https://ec.europa.eu/info/law/law-making-process/evaluating-and-improving-existing-laws/refit-making-eu-law-simpler-less-costly-and-future-proof/fit-future-platform-f4f\\_en](https://ec.europa.eu/info/law/law-making-process/evaluating-and-improving-existing-laws/refit-making-eu-law-simpler-less-costly-and-future-proof/fit-future-platform-f4f_en)

<sup>25</sup> [https://ec.europa.eu/info/law/law-making-process/evaluating-and-improving-existing-laws/refit-making-eu-law-simpler-less-costly-and-future-proof/fit-future-platform-f4f\\_en](https://ec.europa.eu/info/law/law-making-process/evaluating-and-improving-existing-laws/refit-making-eu-law-simpler-less-costly-and-future-proof/fit-future-platform-f4f_en)

<sup>26</sup> OECD (Organisation for Economic Cooperation and Development)

<sup>27</sup> See in details Annex 1 – Specific objectives 6.6 and 6.7, see pages 38-39

EU institutions interact on a regular basis with civil society and a wide range of associations representing specific interests.

The Transparency Register, coordinated by the Secretariat-General, has been strongly reinforced by the **new Interinstitutional Agreement** that the Commission concluded with the European Parliament and the Council of the EU in 2021<sup>28</sup>. It governs the interactions with interest representatives, making it de facto mandatory for interest representatives to register.

Engaging with stakeholders is a legitimate and essential part of the decision-making process to ensure that EU policies reflect citizens' and businesses' real needs. The **Have your say**<sup>29</sup> platform offers stakeholders and the general public an easy to use, one-stop access to public consultations and to Commission initiatives opened for feedback. That dialogue must be open and transparent to allow for proper scrutiny and to ensure that the Union institutions remain accountable.

Technical work at services level in the European Parliament, the Council and the Commission is ongoing on a **Joint Legislative Portal**. This tool will be a key step towards more transparency and traceability of the legislative process. It will enable the EU citizens to have an overview of the state of play of the legislative files and to access related documents online. The Publications Office is in charge of delivering the portal, in close collaboration with all three institutions.

### **Promoting the highest ethical standards<sup>30</sup>**

The Commission is committed to the highest levels of ethics for the Commission as a whole. 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. It liaises with the Directorate-General for Human Resources and the European Anti-Fraud Office in this regard. With regard to Members of the Commission, the Commission's **Code of Conduct for the Members of the European Commission** details how the general Treaty obligations of independence, integrity and discretion should be applied in practice. Through the network of Cabinets' ethics and transparency contact points, the Secretariat-General contributes to maintaining the **high level of awareness of Cabinets of the ethical rules** applicable to Members of the Commission and to ensuring a regular flow of information.

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<sup>28</sup> The Interinstitutional Agreement between the European Parliament, the Council of the European Union and the European Commission on a mandatory Transparency Register, OJ L 207, 11.6.2021, p. 1 -17

<sup>29</sup> [https://ec.europa.eu/info/law/better-regulation/have-your-say-simplify\\_en](https://ec.europa.eu/info/law/better-regulation/have-your-say-simplify_en)

<sup>30</sup> See in details Annex 1 – Specific objective 6.8, see page 39

The Commission will discuss in 2022 with the European Parliament, the Council and the other EU institutions the objective to establish an **independent ethics body** common to all institutions.

### **Giving citizens a say in policy-making: the European Citizens' initiative<sup>31</sup>**

The Secretariat-General coordinates the Commission's work on the **European Citizens' Initiative**, which offers the opportunity to all citizens to shape the European policy-making process. The new rules introduced in 2020 allow organisers to review their initiative when it initially does not meet all requirements for registration, with the result that in 2021 the Commission registered 11 new initiatives. The Commission also provided this year responses to two successful initiatives. Moreover, another two have gathered more than one million statements of support. If the verification by the Member States confirms that the required thresholds have been met, the organisers can invite the Commission to prepare a response in 2022.

In 2022, the goal remains to maintain a structural increase in both the number of registered initiatives as well as upcoming successful initiatives. To that end, the dedicated communication and guidance activities will continue to increase awareness of the European citizens' initiative as an instrument for **participatory democracy** in the EU, including a further extension of the network of multipliers in the Member States. Furthermore, regular stakeholder consultations will continue to further improve the features to the benefit of potential signatories and organisers.

### **Coordinating the equality Task Force<sup>32</sup>**

**Equality** for all and equality in **all respects**, in relation to gender, racial or ethnic origin, age, disability, sexual orientation and religion or belief, remains a major priority of this Commission.

The Task Force on Equality<sup>33</sup> ensures smooth and high-quality delivery of key initiatives of the Commission in the field of **equality and non-discrimination**, and on the follow-up of key equality strategies adopted by the Commission since the beginning of its mandate. Among these are the **gender equality strategy 2020-2025**, the **EU anti-racism action plan 2020-2025**, the strategic **framework for Roma equality, inclusion and**

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<sup>31</sup> See in details Annex 1 – Specific objective 6.9, see page 40

<sup>32</sup> See in details Annex 1 – Specific objective 6.10, see page 40

<sup>33</sup> The Task Force was established end of 2019 to promote an ambitious equality agenda in support of the first ever Commissioner dedicated to equality.

**participation** 2020-2030, the **LGBTIQ equality strategy** 2020-2025<sup>34</sup> and the **Strategy for the rights of persons with disabilities** 2021-2030<sup>35</sup>.

### **Embedding strategic foresight in the policy process<sup>36</sup>**

The Secretariat-General will continue efforts to embed strategic foresight in EU policymaking. In particular, this will be done through the **Strategic Foresight Report**, prepared in a close partnership with the Joint Research Centre, through a participative foresight process involving policy Directorates-General, Member States, the European Strategy and Policy Analysis System and external stakeholders. The 2022 report will focus on a better understanding of the twinning between the green and digital transitions, i.e. how they can mutually reinforce each other, including through the use of emerging technologies. With Member States, the cooperation will continue through the **Strategic Foresight Network** launched in 2021<sup>37</sup>. Its objective is to develop synergies that draw on public administration foresight capabilities.

### **General objective 7 – A modern, high-performing and sustainable European Commission**

The Secretariat-General plays a vital role in steering and coordinating all aspects of the Commission's work, from policy planning to corporate management. The Secretariat-General will in 2022 continue to **coordinate policy work across all of the President's political priorities** and to ensure a **unified and collegial approach to the Commission's engagement with the other institutions**. The Secretariat-General is also at the apex of the Commission's system of corporate governance, chairing the **Corporate Management Board** and driving the Commission's corporate policies in close cooperation with other central services.

### **Preparing the Commission Work Programme and coordinating the policy-making process<sup>38</sup>**

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,

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<sup>34</sup> [https://ec.europa.eu/info/sites/default/files/lgbtiq\\_strategy\\_2020-2025\\_en.pdf](https://ec.europa.eu/info/sites/default/files/lgbtiq_strategy_2020-2025_en.pdf)

<sup>35</sup> <https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8376&furtherPubs=yes>

<sup>36</sup> See in details Annex 1 – Specific objective 6.11, see page 41

<sup>37</sup> The Network has two levels: "Ministers for the Future" and senior officials from national administrations.

<sup>38</sup> See in details Annex 1 – Specific objective 7.1 (one of the key performance indicators referred to the Secretariat-General's [strategic plan for 2020-2024](#)), see page 41

adoption and implementation of Commission initiatives. Achieving an agreement on priority pending proposals will be a particular priority for 2022 and the remainder of the mandate.

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 trilogies, co/drafting documents and preparing detailed replies to interservice consultations. The Secretariat-General also coordinates and contributes to the preparation of the **President's State of the Union speech**.

In the preparation for the 2023 Commission Work Programme, the focus will further shift towards **intensive cooperation** with the Parliament and Council to ensure timely adoption of the proposals the Commission has made during this mandate.

### **Managing the Commission's relations with the other institutions**

The Secretariat-General is responsible for the **overall coordination** of interinstitutional relations and institutional matters in addition to coordinating the relations of the European Commission with the European Ombudsman<sup>39</sup>.

The Secretariat-General oversees the Commission's institutional relations with the European Council and the Council and coordinates the participation of the College members in **plenary meetings of the European Parliament**. The Secretariat-General reports from meetings in the European Parliament, the European Council and the Council through concise flash reports available as soon as possible after the meeting. It also ensures that timely information is available on political and policy developments in the European Parliament, the Council and the Member States. Also, the Secretariat-General actively engages in the preparation of the meetings of the European Council and EU Leaders, to ensure the correct rollout of the European Council conclusions.

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 to provide a basis for a weekly discussion between the Cabinets of Commissioners in the **Interinstitutional Relations Group** (GRI). A modern and efficient framework for Commission interinstitutional position-taking (GRI procedures) ensures collegiality for new positions and political attention to the processes in the European Parliament and the Council, ultimately with the view to facilitating the legislative process and securing adoption of pending proposals. Since the beginning of the mandate of this Commission, more than 240 legislative proposals have been agreed and adopted by the co-legislator.

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

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<sup>39</sup> The Commission's relations with the European Ombudsman is based on on the new Statute of the European Ombudsman adopted on 24 June 2021 (Regulation (EU, Euratom) 2021/1163).

**annual Joint Declaration** and for the monitoring of progress of those priority files, notably via the monthly meeting of the Interinstitutional Coordination Group and in preparing the meetings of the three Presidents provided for in the **Interinstitutional Agreement on Better Law-making**.

The Secretariat-General coordinates the Commission's active engagement and relations with **national Parliaments**. This includes facilitating the Commission's participation in interparliamentary meetings, informing the political level and senior management about the political positions communicated through their (reasoned) opinions, and coordinating the Commission's replies. Furthermore, the Secretariat-General coordinates the Commission's relations with the **European Economic and Social Committee and the European Committee of the Regions**. In 2022, it will review and update the **protocols** governing the relations with the consultative committees.

### **Managing the decision-making procedures<sup>40</sup>**

Efficient decision-making is key for delivering on the President's headline ambitions. The Secretariat-General ensures that collegiality and quality prevails for the adoption of Commission acts, also in crisis situations such as COVID-19 pandemic. It **coordinates** the Commission's **collegial position** on pending proposals in the negotiations with the co-legislators.

**Rationalisation and digitalisation of procedures** remain key priorities to ensure that the decision-making process<sup>41</sup> is smooth, efficient and fit for purpose:

- The simplification of the interservice consultation process for replies to interinstitutional requests (e.g. Parliamentary Questions) will shorten the response time and increase process efficiency.
- The introduction of the e-Signature/e-Seal for the adoption and post-adoption steps of acts will further contribute to a paperless Commission.
- The extension of the Decide timeline to the interinstitutional steps and the integration of other replies to interinstitutional requests will increase the overview on the decision-making process and lead to efficiency gains in Commission services.
- The continued development of the web-based legislative editor EdiT will allow for efficient online collaboration and smooth interinstitutional exchange. The machine-readable format opens opportunities for information management and use of novel technologies like artificial intelligence.

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<sup>40</sup> See in details Annex 1 – Specific objectives 7.7 and 7.8, see pages 44-45

<sup>41</sup> See also Part 2.F – Initiatives to improve economy and efficiency of financial and non-financial activities (pages 30-31)

- The integration of e-College with RUE-X will allow for the fully digitalised management of the College meetings, also when restricted documents are involved.

### **Leading the Commission’s strategic planning and programming<sup>42</sup>**

Also in 2022, the Secretariat-General will coordinate the preparation of the **annual management plans** of directorates-generals and the **annual work programmes for executive agencies**. Drafted in line with the multiannual strategic plans<sup>43</sup>, the 2022 Commission Work Programme and the President’s State of the Union speech<sup>44</sup> and the letter of Intent<sup>45</sup> the management plans are to demonstrate the Commission’s commitment towards good governance and management by objectives. At the end of 2022, the preparations for the 2022 **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 2021, 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 support the **corporate oversight of critical risks** by providing guidance to the services, organising peer reviews, preparing discussions at the Corporate Management Board, and informing the College.

### **Providing briefings and political intelligence<sup>46</sup>**

**Briefings** and flash reports prepared for the President, the Executive Vice-Presidents, and the Vice-Presidents and the Commission’s senior management, supporting their discussions and negotiations with interlocutors from outside the institution. This enables them to deliver on the Commission’s political priorities including those defined in the President’s State of the Union address.

In this context, the Secretariat-General ensures that the institution’s **political leadership** is adequately and constantly informed, in good time, on meetings and political and institutional developments. In particular, the Secretariat-General prepares the participation of the President in the European Parliament meetings and the European Council and supports the Vice-President for Interinstitutional Relations and Foresight in his coordination role by preparing his participation in the General Affairs Council.

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<sup>42</sup> See in details Annex 1 – Specific objective 7.3, see page 42

<sup>43</sup> [https://ec.europa.eu/info/publications/strategic-plans-2020-2024\\_en](https://ec.europa.eu/info/publications/strategic-plans-2020-2024_en)

<sup>44</sup> [https://ec.europa.eu/info/sites/default/files/soteu\\_2021\\_address\\_en\\_0.pdf](https://ec.europa.eu/info/sites/default/files/soteu_2021_address_en_0.pdf)

<sup>45</sup> [https://ec.europa.eu/info/sites/default/files/state\\_of\\_the\\_union\\_2021\\_letter\\_of\\_intent\\_en.pdf](https://ec.europa.eu/info/sites/default/files/state_of_the_union_2021_letter_of_intent_en.pdf)

<sup>46</sup> See in details Annex 1 – Specific objective 7.2, see page 41

The Secretariat-General hosts the Commission Central EU Classified Information Registry (CENTER), which is responsible for **handling EU classified information**<sup>47</sup>, in particular CONFIDENTIEL UE/EU CONFIDENTIAL and SECRET UE/EU SECRET files. It serves as: (1) EUCI registry for the President, the Vice-Presidents and other Members of the Commission, as well as their Cabinets; (2) Local EUCI registry for the SG and (3) EUCI registry for DGs/services that do not have a local EUCI Registry. It serves as the main point of entry/exit for classified exchanges with other EU Institutions, agencies, bodies and offices, Member States as well as non-EU countries and international organisations.

### **Overseeing the implementation of strengthened data protection rules**<sup>48</sup>

The Data Protection Officer<sup>49</sup> (DPO) of the Commission ensures that the European Commission correctly applies Regulation (EU) 2018/1725 on the protection of personal data.

To this end, the Commission's **Data Protection Action Plan**<sup>50</sup> sets out a number of specific actions to be completed by the Directorates-General and services in view of attaining compliance with the regulation. 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 in each Directorate-General. 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 2022, the DPO will coordinate work among Data Protection Coordinators (DPC) to ensure the availability of harmonised material for easy use by DPCs in their Directorates-Generals/Services; provide general introduction courses on data protection conducted by external trainers; organise targeted workshops on specialised topics and communication events; provide relevant e-learning material with the help of internal and external providers; and produce guidelines and communication material.

Additionally, the DPO will continue to support management throughout the Commission with their complex responsibilities related to data protection. In 2022 this work will include guidelines, investigations and coordination of information material as set out in further detail in the **DPO Work programme** for 2022.

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<sup>47</sup> See also Part 2.B – Sound financial management, see page 25

<sup>48</sup> See in details Annex 1 – Specific objective 7.4, see page 42

<sup>49</sup> The Data Protection Officer of the Commission is independent in his functions and is attached for administrative purposes to the Secretariat-General.

<sup>50</sup> C(2018) 7432 final)

## Ensuring a high level of business continuity<sup>51</sup>

The Secretariat-General steers business continuity in the Commission and provides the framework allowing all departments and executive agencies to put efficient **business continuity arrangements in place**. Following the completion of the lessons learnt of the COVID-19 pandemic and the recommendations from the Court of Auditors' audit on resilience<sup>52</sup>, the Secretariat-General will continue to focus on reviewing the business continuity framework and rolling out a modern and efficient business continuity tool that will enhance the Commission's resilience to business disruptions, see also the corporate role of the Secretariat-General in the context of crisis management<sup>53</sup>.

## Managing the Commission's IT, cyber-security, information and data management policies<sup>54</sup>

In the framework of the **Digital preservation strategy**<sup>55</sup>, the Secretariat-General will launch an inventory of the preservation needs of information systems, providing guidelines to address the preservation aspects from the design phase of new systems. The Commission will review its common Commission-level **retention list**. In cooperation with the Directorate-General for Informatics, the Secretariat-General will continue working to offer, in a more flexible way, its records management functionalities to other IT.

The Secretariat-General is developing the **new Archival Management System** to provide a single integrated solution to manage the paper and digital archives of the Commission. The first user acceptance testing is planned in 2022.

The Secretariat-General chairs the **Information Technology and Cybersecurity Board**, which ensures that investments in IT are efficient, and that business needs are supported by performant, secure and resilient communication and information systems. It also chairs the **Information Management Steering Board**, which oversees the implementation of the Commission's data, information and knowledge management strategy. The policy aims to enhance the sharing of data, information and knowledge within the Commission and to establish collaborative working practices as the preferred working method.

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<sup>51</sup> See in details Annex 1 – Specific objective 7.5, see page 43 and part 2. D – Digital transformation and information management (pages 27-30)

<sup>52</sup> See Court of Auditors' [Audit preview: Resilience of the EU institutions during the COVID-19 crisis](#)

<sup>53</sup> See Specific objective 5.2 – Stepping up European cooperation on crisis management (page 11).

<sup>54</sup> See in details Annex 1 – Specific objective 7.6 (one of the key performance indicators referred to the Secretariat-General's [strategic plan for 2020-2024](#)), see pages 43- 44

<sup>55</sup> [https://myintracomm.ec.europa.eu/sg/edomec/Documents/SEC\\_2020\\_850\\_en.pdf](https://myintracomm.ec.europa.eu/sg/edomec/Documents/SEC_2020_850_en.pdf).

In 2022 the Secretariat-General will, among other things, steer and contribute to the establishment of the **annual IT implementation plan** for 2023, the revision of the European Commission Digital Strategy, and to activities that aim at increasing the Commission's data management and analysis capabilities; monitor the implementation of the **rolling IT security strategy**, the overall IT security risk landscape and decide upon corrective actions if needed; and coordinate the development, regular monitoring and **updates of the Rolling Action Plan** on data, information and knowledge management.

## **PART 2. Modernising the administration: main outputs for 2022**

The Secretariat-General contributes to the modernisation of the Commission's administration both through its work with other central services to develop the Commission's corporate policies, and through continuous improvements to the management of its own resources.

The areas described in this part of the plan are actively monitored through the **internal control framework**.<sup>56</sup> This framework 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 service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

The main outputs for 2022 are detailed in Annex 4.

### **A. Human resource management**

Strong staff engagement and teamwork are the cornerstones for delivery of the political priorities of the Commission in 2022. A **new corporate HR Strategy** scheduled for early 2022 will provide key orientations for further modernising how we attract, retain and develop our staff in line with the organisation's objectives.

The Secretariat-General will continue making efforts to improve efficiency, collaboration and staff wellbeing. Learning from the experiences in hybrid work environment in 2021, the Secretariat-General will continue to adjust its workplace. The **local HR strategy** will outline the main actions for these adjustments with a focus on attractiveness and efficiency. The HR strategy for the Secretariat-General builds on work already done in the previous years to develop the Secretariat-General as a well-performing department with high staff engagement. This strategy takes into account major learnings from working in remote setting during the Covid-19 pandemic.

The Secretariat-General will promote **'digital-by-default'** for its processes to improve efficiency. It will continue sponsoring digital culture and skills among its staff and support them through a dedicated digital skills training and coaching programme.

Efficient management of human resources will focus on having a low vacancy rate and using the external staff budget to cover long-term absences in teams. In line with evolving policy priorities, the Secretariat-General will continue internal redeployments and recruitment of interim staff to support teams at the peak of workload. The Secretariat-

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<sup>56</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

General will carry out mapping and reflection on the role of assistants to understand how to further develop and support that function in the **new hybrid work environment**.

The Secretariat-General will promote **equality, diversity and inclusion** among its staff. The Secretariat-General is well on track for achieving a gender balanced management team and will continue efforts throughout 2022. In senior management, the Secretariat-General had 57% of men and 43% of women. As of December 2021, the Secretariat-General had 60% of men and 40% of women in middle management functions. Activities will be tailored to raise awareness about benefits of diversity and inclusion at workplace. Training on unconscious bias will be offered to staff participating in selection and recruitment. Integration of newcomers, which can be more challenging in a hybrid work context, will be facilitated through training, mentoring and a dedicated guide for new colleagues.

The Secretariat-General will further develop the **EU Policymaking Hub**, which includes a rich corporate upskilling offer for the Commission staff and offers a platform for policymakers to learn, collaborate and share knowledge in EU policymaking. In 2022, a long-term competence development model for the Commission's policymakers will be in place.

**Staff wellbeing** will remain in focus in 2022. The Secretariat-General will continue open discussion about mental health issues and provide support to staff through training and awareness raising activities. To mitigate the risk of digital overload, the Secretariat-General will continue to apply a Digital Etiquette and review it in line with the new corporate arrangements on working time and hybrid work. In 2022, the Secretariat-General will continue to make efficient use of its HR budget and provide temporary reinforcement for teams facing peaks in workload or long-term absences.

Strong **internal communication** will help to ensure team cohesion and clear understanding for staff of the policy objectives of the Commission. The weekly live Management Debrief will continue to provide a direct link between management and staff, helping to raise awareness of all important policies and decisions and giving staff the opportunity to ask questions. Staff news will be published on the internal website, and the most important elements highlighted in internal newsletter. Internal communication will support the objectives of a diverse and inclusive workplace by highlighting the role models of different types of staff.

## **B. Sound financial management**

The main objective of our **sound financial management** processes is to ensure that the Secretary-General has reasonable assurance that resources are used in accordance with the principles of effectiveness, efficiency and economy, and that **cost-effective controls** are in place, which give the necessary guarantees concerning the legality and regularity of underlying transactions.

The Secretariat-General has set up an **internal control strategy for financial management**. This strategy provides detailed means to achieve each year the control objectives laid down in the financial regulation. Furthermore, the Secretariat-General conducts a **risk analysis** on a regular basis to better align the financial workflows and actors with the associated risks. In parallel, the Secretariat-General makes full use of the corporate financial and procurement IT tools.

More specifically, in 2022, the Secretariat-general will develop **shared tools** to work more closely with operational units in preparing and implementing the budget. Increased monitoring and required follow-up actions will also be further developed to achieve monthly or weekly reporting that will bring value both to management and to operational and financial staff.

In a very near future, the Secretariat-General will in addition take actions to ensure a smooth transition to the new corporate financial platform system.

Regarding **safeguarded information**, please see in details Part 1 Specific objective 7.2.

### **C. Fraud risk management**

The Secretariat-General has developed and implemented a multi-year action plan aligned with the anti-fraud corporate objectives.

The Secretariat-General **Local Anti-Fraud Strategy** – the local strategy 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.

Awareness raising actions – In 2022, the Secretariat-General will conduct several **anti-fraud awareness raising sessions** for newcomers. Dedicated sessions will also be organised for project managers and financial officers with the help of the European Anti-Fraud Office.

The Secretariat-General contributes to one of the two main axes of the Corporate Anti-Fraud Strategy, which is to **enhance the governance of anti-fraud policy**. Specifically, the Secretariat-General supports the oversight, by the Corporate Management Board, of the follow-up given to European anti-fraud office's recommendations addressed to the Commission. To this end, the Secretariat-General will again in 2022 organise regular monitoring meetings with all relevant horizontal services.

## D. Digital transformation and information management

### Digital transformation, information and IT security rules

Building on the principles set out in the **European Commission Digital Strategy**<sup>57</sup>, in 2022 the Secretariat-General will continue optimising and digitising **corporate** processes in the domains of:

- **Decision making:** i) move forward to a fully paperless process in Decide thanks to the introduction of e-Signature/e-Seal; ii) further rationalise the handling of replies in Decide Replies, iii) continue the development of the web-based legislative editor EdiT; iv) extend the Decide timeline to the **interinstitutional steps** and v) improve e-College to visualise classified documents up to 'RESTREINT UE/EU RESTRICTED' level.
- **Records management:** the Secretariat-General will modernise the records management system (Hermes/Ares/NomCom(HAN)). The objectives are to make better use of new technologies, including cloud technologies, to further align records management with other corporate policies, e.g. the corporate data, information and knowledge management policy and to optimise the use of standard market solutions and corporate IT building blocks. The Secretariat-General will continue to promote the '**digital by default**' principle within the Commission by further facilitating the easy use of the qualified electronic signature and further increasing the automated capture of records from integrated systems. The development of a new system to manage the paper and digital archives of the Commission will start in 2022 and a first module is expected to become operational at the beginning of 2023.
- **EU Law Monitoring:** Develop THEMIS/Complaints, the last module that will complete the new set of applications managing the full life cycle of infringements of EU Law from the receipt of complaints to the implementation of Court of Justice rulings. Further develop the existing THEMIS/Infringements and THEMIS/EU Pilot applications in order to provide users with additional statistical and reporting tools, ensure the integration with e-Translation and e-Poetry, as well as implement the new benchmarks stemming from the single market enforcement action plan. Enhance the web presence on Europa by updating the public site where infringement decisions are published, together with a revamp of the current online complaint form used by citizens to lodge complaints on potential breaches of EU Law.

The Secretariat-General will steer the **digital transformation** towards the Commission's future landscape of collaborative tools while promoting process efficiency through consultancy, analyses and reengineering. It will continue to implement its digital skills (training) programme, raise awareness of paperless and process automation initiatives

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<sup>57</sup> See also the corporate role of the Secretariat-General under Specific objective 7.4 – Managing the Commission's IT, cyber-security, information and data management policies (page 21).

through its dedicated internal network and further develop the network of digital ambassadors.

The Secretariat-General will continue raising awareness on **cybersecurity** by organising cybersecurity information sessions and trainings targeting management and staff and will enforce cybersecurity upstream in its systems by raising awareness on secure development and regularly scanning the systems for potential security vulnerabilities.

### **Data, information and knowledge management**

The Secretariat-General will contribute to the implementation of the new **Rolling Action Plan for Data, information and knowledge management 2022-2024**, endorsed by the Information Management Steering Board. It will continue implementing the **corporate data governance and data policies**<sup>58</sup> for its own information systems, with a focus on:

- Offering practical coaching to staff to enhance their data and knowledge sharing skills.
- Advancing in the local implementation of the corporate data governance and policies, such as developing further data-related roles and responsibilities in Secretariat-General.
- Reinforcing coordination and knowledge sharing on data-related matters among key Secretariat-General staff with data related roles.

The Secretariat-General will continue to improve and consolidate its document registers in 2022. Following the release of the new version of the **Register of Commission Documents** ('Register') in May 2021<sup>59</sup>, the Secretariat-General will continue to enlarge the scope of document types published on the Register start integrating the Register with its other document registers in 2022. The first on the list is the Comitology Register. In this way, documents published on the Comitology Register will be searchable also via the Register. This will allow the Register to gradually become a single-entry point for Commission documents. More globally, the combined effect of the improvements above is to enhance transparency and reduce the need for requests for access to documents.

A new system being developed for **submitting and handling requests for access to documents** – EASE (Electronic Access to European Commission Documents) consists of two parts: i) public portal for the citizens and ii) internal workflow-based IT system for the Commission staff to handle the requests. Both modules will bring significant improvements and efficiency gains, both for citizens and the Commission.

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<sup>58</sup> [https://ec.europa.eu/info/publications/data-governance-and-data-policies-european-commission\\_en](https://ec.europa.eu/info/publications/data-governance-and-data-policies-european-commission_en)

<sup>59</sup> The Register brought a number of improvements in terms of user interface, search functionalities and presentation of documents.

Citizens will be able to submit requests for access to documents via the new portal, receive guidance, learn more about access to documents, submit appeals ('confirmatory request'), search for previously disclosed documents, receive replies electronically (without the need for postal notification), manage their personal data etc. Internally, the system will allow the Commission staff to handle request in a more efficient way. In 2022, the Secretariat-General will continue to improve the new system by developing additional features. The focus will be on implementing the applicable retention policy rules regarding access-to-documents files, the development of a reporting and statistics module as well as the analysis and potential integration with other Commission systems.

## **Data protection**

With over 40 personal data processing operations, the Secretariat-General is one of the most important controller departments of the Commission. Furthermore, many of its processing operations are corporate and conducted across the Commission. It is therefore crucial for the Commission's overall protection of personal data that the Secretariat-General **leads by example** on the respect of this fundamental right of individuals.

Data protection is not a one-off achievement but compliance is required on an ongoing basis. To take into account changes in the processing operations, including the use of new IT systems, the Secretariat-General conducts an **annual review** of its published records of processing.

Data protection awareness among the staff of the Secretariat-General is fundamental to ensure that the personal data processed by the Secretariat-General are effectively protected. Since every staff of the Secretariat-General processes personal data in one way or the other in conducting his/her professional duties, all staff shall participate at a basic, practice-oriented data protection **training**, including staff that newly joined the Secretariat-General.

In its efforts to ensure full respect of Regulation (EU) 2018/1725 and the implementation of the revised **Commission's Data Protection Action Plan**<sup>60</sup> the Secretariat-General will focus on:

- awareness-raising and training activities, both among units in charge of specific processing operations and other staff of the Secretariat-General;
- ensuring accountability and transparency for the processing of personal data by regularly updating records of processing and privacy notices, and by having in place internal arrangements with other Commission departments that determine the different data protection roles and responsibilities;

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<sup>60</sup> C(2020) 7625 final

- applying the recommendations of the Commission Data Protection Officer for effectively handling data subject requests to ensure the data subjects' rights are respected at all times;
- exercising due diligence when choosing external processors that will conduct processing of personal data on behalf of the Secretariat-General.

## E. Sound environmental management

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. The **Communication and Action Plan on greening the Commission**, scheduled for early 2022, will give direction to the Secretariat-General's actions in support of implementing the objectives of the European Green Deal, including becoming climate neutral by 2030.

To implement the greening commitment, the Secretariat-General will undertake different actions: It will **promote the Eco-Management and Audit Scheme** corporate campaigns at local level and identify local environmental actions. The Secretariat-General will continue its efforts to reduce its **use of paper** through promotion of digital tools for its work processes. In the field of **waste management** and **reduction**, the Secretariat-General will continue promoting best practices for improved **waste sorting** and monitor **waste generation** in collaboration with the Office for Infrastructure and Logistics in Brussels. Awareness raising activities will seek to engage staff in pro-environmental behaviour. To limit travel and commuting in line with greening of the Commission, the Secretariat-General will continue making use of remote collaboration tools and practices. Together with the Directorate-General for Interpretation, meeting rooms will continue being equipped with videoconferencing facilities, supporting a flexible and hybrid way of working.

## F. Initiatives to improve economy and efficiency of financial and non-financial activities

The Commission will improve its transparency on meetings of Commissioners, members of Cabinet and Directors General with interest representatives by making them public data related to them on the **Open Data Portal**. The quality of published missions will be improved by automating their validation before publication. This will continue to boost transparency.

Other examples<sup>61</sup>

- The **streamlining** of the interservice consultations on draft replies to parliamentary questions will reduce several consultation rounds to only one, which will increase the


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<sup>61</sup> See also Part 1 – Specific objectives 7.7 and 7.8 (page 19)


speed of delivering of replies to more than 6000 written parliamentary questions per year.

- The **digitalisation** of the decision-making process has led over the last 10 years to a significant paper reduction and will continue to do so in future. The number of pages printed for the preparation of College meetings decreased from about 18 million in 2011 to less than 1.5 million in 2021.
- The introduction in Decide of the e-Signature/e-Seal for the adoption and post-adoption steps of acts further contributes to a **paperless Commission**.
- The Secretariat-General will continue to encourage the exclusive use of paperless validations workflows (e-signatories) for documents at corporate and local levels.
- The further development of the future legislative drafting tool (EdiT), will create **time and efficiency gains**: less time spend on formatting and structuring, smoother collaboration and consolidation in one central spot, no conversions in interinstitutional exchanges.

## ANNEX 1 Performance tables

Initiatives that are part of the Commission Work Programme for 2022 are marked with the following icon .

<b>General objective: European Green Deal</b>		
<b>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</b>		
<i>Related to spending programme(s): No</i>		
<b>Main outputs in 2022:</b>		
<b>New policy initiatives</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Coordination of all major initiatives on the European Green Deal as in the Commission Work Programme for 2022	Adoption by the Commission	100%

<b>General objective: 2 A Europe fit for the digital age</b>		
<b>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</b>		
<i>Related to spending programme(s): No</i>		
<b>Main outputs in 2022:</b>		
<b>New policy initiatives</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Coordination of all major initiatives on “Europe fit for digital age” headline ambition in the Commission Work Programme for 2022	Adoption by the Commission	100%

**General objective: 3**      **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):  
Recovery and Resilience Facility*

**Main outputs in 2022:**

**New policy initiatives**

<b>Output<sup>62</sup></b>	<b>Indicator</b>	<b>Target</b>
Annual Sustainable Growth Survey	Adoption by the Commission	Q4 2022

**General objective: 3**      **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):  
Recovery and Resilience Facility*

**Main outputs in 2022:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
27 staff working documents / Country reports accompanying the Commission proposals for Council country-specific recommendations	Publication by the Commission	Q2 2022

**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):  
Recovery and Resilience Facility*

**Main outputs in 2022:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
27 Operational Arrangements	Decision of the College authorising their signature	90% of the operational arrangements done by Q4 2022

<sup>62</sup> See also outputs under specific objectives 3.2 and 3.3

**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, as well as to deliver on time in the field of foreign, security and defence policy.**

*Related to spending programme(s): No*

**Main outputs in 2022:**

**New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Coordination of all major strategic external policy initiatives in the Commission Work Programme for 2022	Adoption by the Commission	100%
 Coordination of all major foreign, security and defence policy initiatives in the Commission Work Programme for 2022	Adoption by the Commission	100%
 Roadmap on critical technologies for security and defence	Adoption by the Commission	Q1 2022

**General objective: A stronger Europe in the world**

**Specific objective 4.3: Coordinated implementation of the agreements that govern the EU's relations with the UK.**

*Related to spending programme(s): No*

**Main outputs in 2022**

**Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Annual report on the implementation and application of the EU- UK Trade and Cooperation Agreement	Report	Q2 2022
Annual report on the implementation of the Withdrawal Agreement		Q2 2022
Proposal for a legislative instrument to govern the adoption of unilateral and enforcement measures by the Commission on behalf of the Union, as foreseen in	Adoption of the legislative proposal by the Commission.	Q1 2022

Council decision (EU) 2021/689 on the conclusion of the EU-UK Trade and Cooperation Agreement		
EU-UK agreement on Gibraltar	Agreement between the European Union and the European Atomic Energy Community, of the one part, and the United Kingdom of Great Britain and Northern Ireland, of the other part, in respect of Gibraltar (Council Decision)	Q2 2022

**General objective: Promoting our European way of life**

**Specific objective: 5.1: The Security Union is consolidated with a view to ensuring a coordinated EU response to existing and emerging threats**

*Related to spending programme(s): No*

**Main outputs in 2022:**

**New policy initiatives**

Output	Indicator	Target
Progress to adoption of the initiatives set out in the 2022 Commission Work Programme	Adoption by the Commission	100%

**General objective: Promoting our European way of life**

**Specific objective: 5.2: An effective and efficient crisis mechanism system is in place that allows the EU to respond effectively to major crises and emerging threats**

*Related to spending programme(s): No*

**Main outputs in 2022:**

**Other important outputs**

Output	Indicator	Target
Revised ARGUS decision based on lessons learned, notably in the context of COVID-19 pandemic	Adoption by the Commission	Q4 2022
Coordination of crisis management exercises and participation to selected strategic exercises, including with NATO	Updated programme of crisis management exercises	Q4 2022
New crisis management training framework	Proposal for a permanent programme submitted and pilot courses delivered	Q4 2022
Design and development of a new ARGUS Crisis Dashboard to improve decision-making through	Interservice consultations with relevant Commission departments and Agencies. Pilot with selected IT	Pilot: Q2–Q4 2022

Output	Indicator	Target
a common situational awareness picture.	solution.	

**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 2022:**

**Other important outputs**

Output	Indicator	Target
2022 report on the situation of the rule of law in the EU	Adoption by the Commission	Q3 2022

**General objective: A new push for European democracy**

**Specific objective: 6.2: The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms.**

*Related to spending programme(s): No*

**Main outputs in 2022:**

**Other important outputs**

Output	Indicator	Target
Review of concluding the Cooperation and Verification Mechanism for Bulgaria and continuing the monitoring of justice and corruption issues under the general rule of law mechanism.	Adoption by the Commission	Q4 2022
Report on the progress of Romania towards the objectives of the Cooperation and Verification Mechanism.	Adoption by the Commission	Q3 2022

**General objective: A new push for European democracy**

**Specific objective: 6.3: The Conference on the Future of Europe is successfully launched and followed-up and a high level of citizen engagement is ensured.**

*Related to spending programme(s): No*

**Main outputs in 2022:**

**External communication actions**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Ensuring citizen engagement on the digital platform	Number of participants in Conference events (digital, hybrid or physical if the pandemic allows)	500 000
	Number of visits on the online platform by the end of the Conference	5 million
	Number of interactions (contributions, reactions likes, shares...) on the online platform.	100 000

**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 2022:**

**Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Preparation of opinions on impact assessments, fitness checks and selected major evaluations issued in 2021 – support to the Regulatory Scrutiny Board	Timely delivery of draft opinions issued on all cases submitted by the Commission services	100%
Trainings on updated better regulation guidelines and toolbox	Delivery of trainings to disseminate developments in the better regulation agenda to the Commission services	6 trainings

**General objective: A new push for European democracy**

**Specific objective: 6.5: The EU legislation is 'fit for purpose', delivering its benefits by least cost.**

*Related to spending programme(s): No*

**Main outputs in 2022:**

**Other important outputs**

Output	Indicator	Target
Operation of the high-level expert group - Fit for Future Platform	Adoption of the 2022 Annual Work Programme	Q1 2022
	Adoption of the Platform's opinions as planned in the 2022 Annual Work Programme	100%
Full Implementation of the approach for the One In – One Out system	Collecting and reporting all relevant data in the One In – One Out online calculator	100% of data are collected and reported
One In – One Out implementation	All relevant Commission Work Programme 2022 initiatives with an impact assessment to apply One In – One Out approach	100%
Training of services on the One In – One Out approach	Number of training sessions held	3 trainings
	Number of staff trained	150 members of staff plus Better regulation network members
Annual burden survey	Publication of the survey	Q2 2022

**General objective: A new push for European democracy**

**Specific objective: 6.6: The public has easy access to high quality information on contacts with stakeholders through the Transparency Register**

*Related to spending programme(s): No*

**Main outputs in 2022:**

**Other important outputs**

Output	Indicator	Target
Enhancing the security of the Transparency Register IT platform	Incorporation of EU Login authentication	Q2 2022
Monitoring data quality in the Transparency Register (eligibility and quality checks)	Screening and activation of new applications for registration	Screen 100% of applications for registration.
	Screening of amended registrations of existing	Screen 100% of amended registrations.

Output	Indicator	Target
	registrants <sup>63</sup>	

**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 2022:**

**Other important outputs**

Output	Indicator	Target
Increased attractiveness / effectiveness of the feedback mechanism on Have Your Say	Number of feedback/contributions submitted on the published initiatives	33 000
Improved transparency on the outcome of public consultations by publishing factual summary reports on the input received from citizens on Have Your Say	Proportion of public consultations with a factual summary report published by the Commission on Have Your Say	85%

**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 2022:**

**Other important outputs**

Output	Indicator	Target
Implementation of the new Code of Conduct for Commissioners	Handling of post term of office professional activities of former Members of European Commission still falling under the notification obligation	All requests for professional activities of former Members of the Commissions completed.
Application of the New Code of Conduct for Commissioners	Adoption of Annual Report on the application of the Code	Q2 2022

<sup>63</sup> Registrants who were entered in the register before the entry into force of the 2021 Interinstitutional Agreement are entitled to amend their registration to satisfy the new requirements resulting from that Agreement by 20 March 2022.

**General objective: A new push for European democracy**

**Specific objective: 6.9: The European Citizens' initiative is successfully implemented and a high level of citizen engagement in policy-making is ensured**

*Related to spending programme(s): Yes*

**Main outputs in 2022:**

**New policy initiatives**

Output	Indicator	Target
Awareness raising through communication activities (social media campaigns, online promotion and events)	Number of average monthly visits to the European Citizens' Initiative (ECI) website	10% increase in number of average monthly visits compared to 2021
	Number of registrations on the ECI forum	20% increase in number of registrations compared to 2021
	Number of average monthly visits to the ECI Forum	10% increase in number of average monthly visits compared to 2021
User-friendliness of IT tools	Feedback of signatories and organisers on their experiences with the Commission's online collection system	80% satisfaction rate for signatories

**General objective: A new push for European democracy**

**Specific objective: 6.10: The equality dimension is mainstreamed in all stages of policy design in all EU policy areas**

*Related to spending programme(s): No*

**Main outputs in 2022:**


**Other important outputs**

Output	Indicator	Target
Training on equality and equality mainstreaming	Availability in training catalogue for all	Q2 2022
	Number of training sessions held	6 trainings
	Number of staff trained	300 members of staff trained
Commission internal equality mainstreaming toolbox	Updated toolbox finalised and made available via communication channels and Equality Coordinators	Q3 2022

**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 2022:**

**New policy initiatives**

Output	Indicator	Target
 Annual Strategic Foresight Report 2022	Adoption by the Commission	Q3 2022

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

**Specific objective:** 7.1: The policy-making process is efficiently steered and coordinated in order to ensure that the six headline ambitions of the Commission are delivered on time in a collegial way  
*Related to spending programme(s): No*

**Main outputs in 2022:**

**New policy initiatives**

Output	Indicator	Target
Commission work programme for 2023	Adoption by the Commission	Q4 2022

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

**Specific objective:** 7.2: High-quality and timely political intelligence is provided regularly to senior hierarchy and the political level  
*Related to spending programme(s): No*

**Main outputs in 2022:**

**Other important outputs**

Output	Indicator	Target
Briefing files and reports for meetings with interlocutors from outside the institution; with other Institutions and bodies. Coordination of briefings for COREPER II and I.	Delivery	Timely delivery of briefings and reports in all cases.
Safeguarded information: Handling of EUCI within the Commission, with other EU	The absence of security breaches in handling EUCI	No security breaches

Output	Indicator	Target
institutions, Member States, third states and international organisations fully in line with applicable rules		
Safeguarded information: Ensure the correct and timely delivery of EU classified information (EUCI) to the Commissioners, their Cabinets, SG and other users.	Absence of disruptions in the delivery of EUCI Fully functional and compliant EUCI Registry	No disruptions

**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 2022:**

**Other important outputs**

Output	Indicator	Target
Instructions for the preparation of the 2023 management plans and 2023 annual work programmes of executive agencies	Instructions signed and communicated to Commission services	Q3 2022
Instructions for the 2022 annual activity reports	Instructions signed and communicated to Commission services	Q4 2022
2021 Annual Management and Performance Report for the EU budget	Adoption by the Commission	Q2 2022

**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 2022:**

**Other important outputs**

Output	Indicator	Target
Surveys to monitor the implementation of the Commission's Data Protection	Number of surveys	Up to 2

Output	Indicator	Target
Action Plan		
Report, including Data Protection Office's recommendations, on survey results to Management Bodies	Delivery	Q4 2022
Introductory courses to the new data protection Regulation (EU) 2018/1725 by external provider	Number of courses	10

**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 2022:**

**Other important outputs**

Output	Indicator	Target
Finalisation of the review of the Corporate Framework for business continuity taking account of the recommendations of the European Court of Auditors' audit on resilience and the lessons learnt from the internal management of the COVID-19 pandemic crisis.	Report on lessons learnt, including presentation of the new approach to the Corporate Management Board	Q4 2022
Corporate business continuity exercises, based on conclusions of lessons learnt exercises.	Exercises conducted	2 exercises conducted in 2022

**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 2022:**

**Other important outputs**

Output	Indicator	Target
Guidelines to address preservation aspects of new information systems from the design phase	Adoption of guidelines	Q2 2022

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Revised common Commission-level retention list for European Commission files	Approval by the Secretary-General and distribution via Decide	Q4 2022
Staff satisfaction survey on document management	Participation rate	Participation rate of 20-30 %
Archive Management System	Delivery of a Minimum Viable Product for user's testing	Q4 2022
IT implementation plan 2023	Adopted by the Information Technology and Cybersecurity Board	Q2 2022
Revised European Commission digital strategy, updating C(2018)7118	Endorsement by the Information Technology and Cybersecurity Board	Q4 2022
Twice-yearly updates of the Rolling Action Plan for data, information and knowledge management	Endorsement by the Information Management Steering Board	July and December 2022

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

***Specific objective: 7.7: The decision-making process is further streamlined, improved and digitalised***

*Related to spending programme(s): No*

**Main outputs in 2022:**

**Other important outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Introduction of electronic signature/seal in Decide for the adoption and post-adoption steps of Commission acts	Progressive delivery subject to compliance with legal constraints	Q4 2022
Further integration in Decide of replies to interinstitutional requests and streamlining of their handling	Delivery of further streamlining measures and launch of the analysis for the integration of new types of replies	Q4 2022
Extension of Decide to the interinstitutional steps	Development of the back-office	Q4 2022
Further developments of EdiT to take into account the results of the pilots and further integration of EdiT in Decide	Progressive delivery	Q4 2022
All documents, including classified 'RESTREINT UE – EU RESTRICTED' are accessible in digital format in the e-College application via a	Availability of EU-Restricted documents in e-College via a link to RUE-X	Q4 2022

Output	Indicator	Target
source link to RUE-X.		

**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 2022:**

**Other important outputs**

Output	Indicator	Target
Communication campaign for enhanced trainings to policy makers in the Secretariat-General, Directorate-Generals and cabinets	Delivery	Q3 2022
Revamped and updated information on procedures for services and Cabinets in GoPro <sup>64</sup>	Accuracy and clarity of information	Q4 2022

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<sup>64</sup> Guide to Procedures

## 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 European Fiscal Board has made major contribution towards a better understanding of where the strengths and weaknesses of the current fiscal framework are. The quality of its reports has been acknowledged by all stakeholders.

Sound public finances are a precondition for stable, sustainable and inclusive economic growth. They strongly contribute towards the achievement of **General Objective 3: An economy that works for people**. 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 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 policymaking. There is ample evidence showing that an impartial assessment of fiscal frameworks is linked to better fiscal outcomes.

With the COVID-19 pandemic hopefully behind us and **the green and digital transition of our economies** ahead of us, **the relaunch of the economic governance review** in October 2021 will inform and prepare crucial decisions on how to make the EU fiscal framework fit for the momentous challenges of economic policy making in Europe. Building on its earlier proposals on how to improve the EU fiscal framework, the European Fiscal Board has already and will continue to offer crucial inputs to the debate.

**General objective: An economy that works for people**

**Specific objective: Sound public finances are supported by independent assessments and advice on the implementation and future evolution of the EU fiscal framework**

*Related to spending programme(s): No*

**Main outputs in 2022:**

**New policy initiatives**

Output	Indicator	Target
Report to the Commission on the prospective fiscal stance appropriate for the euro area	Publication	June 2022
Assessment report on the implementation of the EU fiscal framework	Publication of report to the Commission	October 2022

## External communication actions

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Conference with national independent fiscal councils and other key stakeholders	Organisation	February 2022

## ANNEX 3 Regulatory Scrutiny Board

As in the first six years since its creation, in 2022 the Regulatory Scrutiny Board will continue to provide **quality control on impact assessments and evaluations** as to support the **implementation of Better Regulation**.

In 2022, the Board will have again a large number of **impact assessments** to scrutinize, as indicated in the Commission Work Programme. The Board will also continue to provide upstream guidance to Directorates-General, at early stages of the elaboration of evaluations and impact assessments.

The Regulatory Scrutiny Board will continue to **support** the evolving **Better Regulation Agenda** and its application. It will provide methodological advice to the Secretariat General. In 2022, the Board will continue its collaboration with 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. The Board will organize its fifth **annual conference** in 2022.. The Board will also organize a networking event with scrutinizer 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 2022:**

**Evaluations and fitness checks**

Output	Indicator	Target
Opinions on impact assessments issued in 2022	Number of impact assessments, fitness checks and evaluations reviewed each year	45
Opinions on fitness checks and major evaluations issued in 2022	On time delivery of the opinions on impact assessments, fitness checks and evaluations and improvement of the quality of impact	100% in accordance with article 9.1 of Regulatory Scrutiny Board's Rules of Procedure
Improved quality of impact assessments, fitness checks and evaluations prepared by Commission services	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 13 standard quality criteria established by the Board	90% of cases to see improvement in average score after first opinion of the Regulatory Scrutiny Board

**Other important outputs**

Output	Indicator	Target
Business Plan 2022	Publication of the Regulatory	Q1 2022

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
	Scrutiny Board Business Plan 2022	
Provision of advice to Directorates-General	Number of upstream contacts with Directorates-General	20
Annual report on the activities of the Regulatory Scrutiny Board in 2021	Publication of the Regulatory Scrutiny Board 2021 annual report	Q2 2022

## ANNEX 4 Modernising the administration

**Objective:** 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 2022:

Output	Indicator	Target
Continuation and further development of staff engagement activities	Staff engagement index in Commission staff survey	At least 69%
Secretariat-General local HR Strategy	Delivery	Q2 2022
Secretariat-General HR Report 2021	Delivery	Q1 2022
Gender equality in middle management functions	% of female middle managers	More than 40%
Gender equality in senior management functions	% of female senior managers	More than 40%
Long-term competence development model for the Commission's policymakers	Delivery	Q4 2022

**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 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains less than 2 % of relevant expenditure
	Estimated risk at closure	Remains less than 2 % of relevant expenditure
Effective controls: Safeguarded information	Please see Specific objective 7.2	Please see specific objective 7.2
Efficient controls	Time-to-pay	Remains more than 99% of payments (in value) on time
Economical controls	Overall estimated cost of controls	Remains less than 15% of funds managed

**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) <sup>(65)</sup> aimed at the prevention, detection and correction <sup>(66)</sup> of fraud.

**Main outputs in 2022:**

Output	Indicator	Target
Updated local anti-fraud strategy	Delivery	Q4
A three-year rolling action plan included in the anti-fraud strategy	Completion of actions in action plan	100%

**Objective:** 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 2022:**

Output	Indicator	Target
<b>Digital transformation, information and IT security rules</b>		
Optimisation and digitalisation 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)	Decide:72% Hermes/Ares/NomCom:72% Themis:72% <sup>67</sup>
IT security risk assessment of the Secretariat-General's active information systems	Percentage of active Secretariat-General information systems for which an IT security risk assessment has been performed and maintained	75%
The information systems of the Secretariat General are constantly checked by static code analysis to detect potential security vulnerabilities	Percentage of active Secretariat-General's information systems which are regularly scanned and updated	30%

<sup>65</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>66</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<sup>67</sup> Following the EC Digital Strategy (ECDS) maturity model for information systems established by DIGIT, the SG measures the degree of implementation of the digital strategy principles in SG IT systems by giving a score of 0, 1 or 2 for each of 11 such principles. 72% signifies that a score of 16 out of (a maximum) of 22 points was obtained.

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<b>Data, information and knowledge management</b>		
Promotion of collaborative working, knowledge and information sharing	Number of new Microsoft 365, MyIntraComm, Wiki and CIRCABC collaborative sites created	More than 10 new collaborative sites or solutions
Implementation of the corporate principles for data governance for Secretariat-General's key data assets	Percentage of implementation of the corporate principles for data governance for Secretariat-General's key data assets	50% by Q4 2022
Paperless e-signatory	Percentage of registered documents with a fully approved e-signatory (no paper circulation in parallel) <sup>68</sup>	Interim milestone by 2022: 71%
Publishing new document types on the Register of Commission Documents and integrating it with Comitology Register	Full implementation	100%
Roll-out and improvement of a new system for submitting and handling of application for access to documents (EASE)	Full implementation	100%
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<b>Data protection</b>		
Awareness raising activities on data protection compliance	Percentage of Secretariat-General staff attending	20%
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 European Data Protection Supervisor (EDPS) in time (if necessary) and whose management has been accepted by the Data Protection Office (DPO) or the EDPS <sup>69</sup>	No objection by European Data Protection Supervisor and Data Protection Office: 100%

<sup>68</sup> See also Part 2. E – Sound environmental management (page 29)

<sup>69</sup> In practice this is equivalent to the absence of an objection by the DPO or EDPS to the conclusive risk assessment (personal data breach notification) provided to them.

**Objective:** Secretariat-General takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

**Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target (2019 as baseline)</b>
Paperless working methods at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of the Eco-Management and Audit Scheme's corporate campaigns and/or raise awareness about DG's office paper use	Paperless e-signatories <sup>70</sup>	Interim milestone for 2022: 71% of registered documents with a fully approved e-signatory (no paper in parallel)
Monitoring the Secretariat General's waste generation, based on verified data from Commission's Environmental Statement (2019 data – per building).	Waste generation  Waste sorting	Trend towards less waste produced  Trend towards more waste sorted
Awareness-raising actions about environmental responsibility and training offered by the Commission	Number of actions/trainings communicated to staff	At least five actions /trainings communicated yearly
Gradual increase of meeting rooms with videoconferencing	Number of new meeting rooms	More than 2

<sup>70</sup> See also Part 2.D- Data, information and knowledge management (pages 28-30)