



EUROPEAN COMMISSION
Secretariat-General

Final
16 January 2012

**Secretariat-General
Management Plan
2012**

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PART 1. Mission statement

The Secretariat-General is one of the central services of the European Commission, facilitating its smooth and effective functioning.

It is the President's department, at the service of the President, the College and the Commission Directorates-General. It manages the Collegial decision making process and ensures the alignment of Community policies with the political priorities of the Commission.

In particular, the Secretariat-General:

- Initiates, defines and designs the Commission's strategic objectives and priorities and shapes cross-cutting policies;
- Coordinates, facilitates, advises and arbitrates - so as to ensure the coherence, quality and delivery of policy, legislation and operations across policy areas and Commission departments;
- Facilitates the smooth running of the Commission through planning, programming and operation of an efficient/ modern registry;
- Acts as the Commission's interface and manages relations with the other European institutions, national parliaments and non-governmental organisations and entities;
- Fosters the Commission's institutional strengths and the development of a service oriented, transparent, responsible European administration which works to the highest standards of ethics and integrity.

PART 2. This year's challenges

This Management Plan sets out our main goals for 2012 and explains how we intend to meet them. In 2012, the Barroso II Commission will be half-way through its mandate. The coming year will be the time to make proposals to be effective before the end of the mandate and to deliver on commitments already made. For the SG this means focussing on the following main priorities:

- The Europe 2020 strategy is the main policy platform for renewing the EU growth model and will continue to provide the framework for combining EU and national action.
- A strengthened European economic governance is taking shape, in which the Commission will play a new and important role in the coordination of Europe's economic and fiscal policies, starting with a new European Semester early in 2012.
- The Commission's proposals for the EU budget for the period 2014-2020 are now all on the table of the European Parliament and Council. Ensuring a successful negotiation will be crucial for securing future funding for EU action in many policy areas.
- Several key proposals – from the possibility to use more effectively existing EU structural funds to the twelve items of the Single Market Act – will need to be fast-tracked through the legislative process to deliver swift results in support of growth, as illustrated in the Commission Work Programme for 2012.
- Key corporate activities – from the deepening of the smart regulation agenda to the modernisation of the Commission IT governance – and institutional workstrands – such as our work on the external representation of the Union, or on transparency and ethics – will be pursued to strengthen the position and effectiveness of the Commission, in line with the highest standards.

The Secretariat-General plays a pivotal role, drawing together many different kinds of work across the Commission and piloting these activities under the guidance of our President. To succeed in a time of economic difficulties and financial austerity, we will need to redouble our efforts to engage with institutional actors and stakeholders at all levels and demonstrate the rationale and added value of EU solutions on a daily basis. This also means being well in tune with Parliament and Council to make sure that the EU system can deliver rapid progress in the light of changing and demanding national and global realities.

Catherine Day
Secretary General

PART 3. Specific objectives for operational activities

1. Activity "Coordination within the Commission"

The SG's major role is to support the President and the Commission by:

- Providing strategic impetus and leading the planning process with a view to translating the 5-year [political guidelines](#) of the President into concrete actions = **Strategic planning and programming**
- Coordinating and steering the work of the other Commission departments and strengthening inter-service cooperation = **Coordination of policies**
- Assisting the President and the College by developing a political analysis capacity = **Political analysis and policy advice**
- Ensuring that the Commission is properly equipped to continue to function in case of business disruptions, crises or disasters = **Business continuity and crisis management**
- Protecting the reputation of the institution by ensuring that the Commission complies with the highest ethical standards of service = **Deontology of the European public service**
- Overseeing the streamlining and the harmonisation of business processes and steering the work on the Commission's corporate IT strategy = **IT governance**

A. Strategic planning and programming

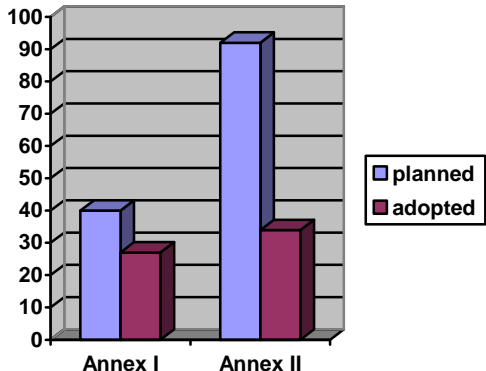
The Commission's work is built around a set of political priorities, first established in the 5-year political guidelines of the Commission President and afterwards expressed in the annual Commission's Work Programme (CWP). These political priorities drive the proposal for the EU budget and the allocation of human and financial resources to Commission departments.

In this context, the SG is responsible for:

- ▶ coordinating the setting up of the CWP and monitoring progress on its achievement;
- ▶ managing the Activity-Based Management/ Strategic Planning and Programming (ABM-SPP) process so that Commission's DGs correctly identify priorities, objectives and indicators and deliver on the commitments taken by the Commission;
- ▶ taking measures necessary to enhance sound financial management by all Commission departments;
- ▶ in a context of overall staff policy, ensuring that the allocation of human resources is conducive to the effective delivery of the EU's policy priorities.

SPECIFIC OBJECTIVE 1:

Coordinate the definition of the political priorities of the Commission for 2012 and monitor the progress in delivering on the Commission Work Programme 2011 commitments.

Result indicators	Latest known result	Target (medium-term)									
Implementation rate of CWP	<p>The implementation rate of CWP 2011:</p> <ul style="list-style-type: none"> - for strategic initiatives: 68% on 05/12/2011 (27 adopted initiatives on a total of 40 strategic initiatives) - for annex II initiatives: 34% on 05/12/2011 (31 annex II initiatives adopted on a total of 92 initiatives foreseen to be adopted in 2011)  <table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Annex</th> <th>planned (%)</th> <th>adopted (%)</th> </tr> </thead> <tbody> <tr> <td>Annex I</td> <td>40</td> <td>27</td> </tr> <tr> <td>Annex II</td> <td>92</td> <td>31</td> </tr> </tbody> </table>	Annex	planned (%)	adopted (%)	Annex I	40	27	Annex II	92	31	<p>Implementation rate of CWP 2012:</p> <ul style="list-style-type: none"> - for CWP 2012 " * initiatives": 100 % (16 major initiatives that the Commission commits to deliver in the course of 2012) - for other initiatives planned in 2012 (CWP 2012): 60% (113 initiatives)
Annex	planned (%)	adopted (%)									
Annex I	40	27									
Annex II	92	31									

Outputs in 2012

- *Commission Work Programme 2013*

Responsible entity: **Directorate D**

SPECIFIC OBJECTIVE 2:

Ascertain that appropriate governance processes are in place to ensure that the political priorities of the Commission are appropriately reflected in all Commission departments' activities, taking into account the available resources.

Result indicators	Latest known result	Target (medium-term)
Alignment of the general and specific objectives in Management Plans with the Europe 2020 strategy flagship initiatives	95% (results from the three working groups set up for the flagship initiatives "Innovation Union", Youth on the Move" and "A Digital Agenda for Europe")	100%

Result indicators	Latest known result	Target (medium-term)																		
Alignment of IT investments with policy and business priorities	IT Master Plans annexed to the DGs 2012 Management Plans for the first time.	Full alignment by 2014 (all IT investments are related to policy and/or business priorities)																		
Commission overall human resources	33.221 (on 1.4.2011) 24.241 posts 5.101 contract agents 2.311 external personnel in headquarters 1.590 external personnel in delegations	Constant monitoring																		
Ratio of Commission coordination/ support staff, as measured through the annual screening report on human resources	<table border="1"> <thead> <tr> <th></th> <th>2007</th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>Coordination</td> <td>8,0%</td> <td>7,8%</td> <td>7,7%</td> <td>7,1%</td> <td>7,2%</td> </tr> <tr> <td>Support</td> <td>23,8%</td> <td>23,9%</td> <td>23,2%</td> <td>22,4%</td> <td>20,7%</td> </tr> </tbody> </table>		2007	2008	2009	2010	2011	Coordination	8,0%	7,8%	7,7%	7,1%	7,2%	Support	23,8%	23,9%	23,2%	22,4%	20,7%	Continuous downward trend
	2007	2008	2009	2010	2011															
Coordination	8,0%	7,8%	7,7%	7,1%	7,2%															
Support	23,8%	23,9%	23,2%	22,4%	20,7%															

Outputs in 2012

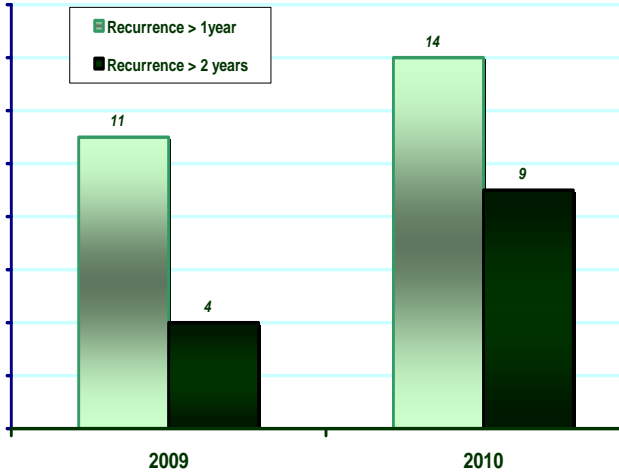
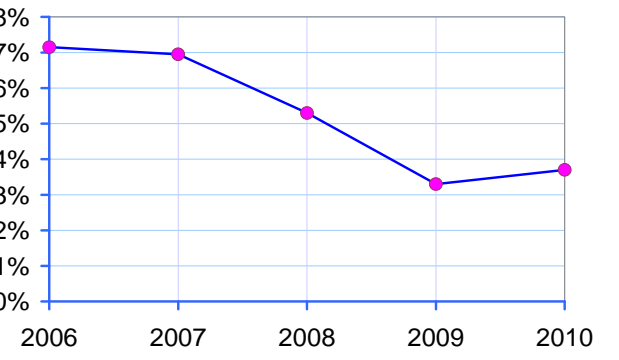
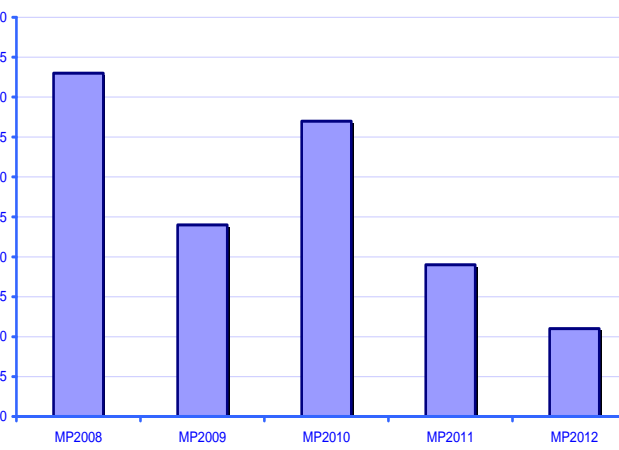
- *Standing instructions for the preparation of the Management Plans 2013 (July 2012)*
- *Contribution to the preparation of Activity Statements in the draft budget 2013 (April 2012)*
- *Contribution to the 2012 update of the Screening Report on human resources in the Commission*
- *Contribution to the allocation of human resources: provisional allocation (April 2012 – in the draft budget) and final allocation (December 2012)*
- *Contribution to the 2013 Draft Budget (April 2012)*
- *Inter-institutional debate on proposed modifications to the staff regulation and other measures proposed by the Commission as part of the next multiannual financial framework*
- *Increased synergies between political priorities and IT investments*
- *Implementation of recommendations addressed to DGs regarding IT systems in the "Strategic Planning and Programming" domain*

Responsible entity: **Directorate B**

SPECIFIC OBJECTIVE 3:

Enhance the sound management of resources by all Commission departments by providing guidance needed for identifying and addressing cross-cutting risks and for establishing solid Annual Activity Reports.

Result indicators	Latest known result	Target (medium-term)																				
Number of reservations in Annual Activity Reports	<table border="1"> <caption>Number of Reservations in Annual Activity Reports (2007-2010)</caption> <thead> <tr> <th>Year</th> <th>Recurrent Reservations</th> <th>New Reservations</th> <th>Total Reservations</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>12</td> <td>5</td> <td>17</td> </tr> <tr> <td>2008</td> <td>6</td> <td>9</td> <td>15</td> </tr> <tr> <td>2009</td> <td>11</td> <td>9</td> <td>20</td> </tr> <tr> <td>2010</td> <td>14</td> <td>3</td> <td>17</td> </tr> </tbody> </table>	Year	Recurrent Reservations	New Reservations	Total Reservations	2007	12	5	17	2008	6	9	15	2009	11	9	20	2010	14	3	17	Stabilisation
Year	Recurrent Reservations	New Reservations	Total Reservations																			
2007	12	5	17																			
2008	6	9	15																			
2009	11	9	20																			
2010	14	3	17																			
Percentage of reservations lifted after 1 year	<p>AAR2010: 6%</p> <table border="1"> <caption>Percentage of Reservations Lifted After 1 Year (2007-2010)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>18%</td> </tr> <tr> <td>2008</td> <td>13%</td> </tr> <tr> <td>2009</td> <td>20%</td> </tr> <tr> <td>2010</td> <td>6%</td> </tr> </tbody> </table>	Year	Percentage	2007	18%	2008	13%	2009	20%	2010	6%	Increasing trend										
Year	Percentage																					
2007	18%																					
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Result indicators	Latest known result	Target (medium-term)												
<p>Number of reservations included in AARs for at least 3 consecutive years</p>	<p>AAR2009: 4 AAR2010: 9</p>  <table border="1"> <caption>Reservations in AARs</caption> <thead> <tr> <th>Year</th> <th>Recurrence > 1 year</th> <th>Recurrence > 2 years</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>11</td> <td>4</td> </tr> <tr> <td>2010</td> <td>14</td> <td>9</td> </tr> </tbody> </table>	Year	Recurrence > 1 year	Recurrence > 2 years	2009	11	4	2010	14	9	<p>0</p>			
Year	Recurrence > 1 year	Recurrence > 2 years												
2009	11	4												
2010	14	9												
<p>Most likely error rate for payments as a whole as estimated by the Court of Auditors</p>	<p>2010: 3,7% 2009: 3,3%</p>  <table border="1"> <caption>Most likely error rate for payments</caption> <thead> <tr> <th>Year</th> <th>Error Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>7%</td> </tr> <tr> <td>2007</td> <td>7%</td> </tr> <tr> <td>2008</td> <td>5.3%</td> </tr> <tr> <td>2009</td> <td>3.3%</td> </tr> <tr> <td>2010</td> <td>3.7%</td> </tr> </tbody> </table>	Year	Error Rate (%)	2006	7%	2007	7%	2008	5.3%	2009	3.3%	2010	3.7%	<p>Overall reduction</p>
Year	Error Rate (%)													
2006	7%													
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2010	3.7%													
<p>Number of cross-cutting risks notified by DGs when drawing up their management plans</p>	<p>11 notifications</p>  <table border="1"> <caption>Cross-cutting risks notified</caption> <thead> <tr> <th>Year</th> <th>Number of Notifications</th> </tr> </thead> <tbody> <tr> <td>MP2008</td> <td>43</td> </tr> <tr> <td>MP2009</td> <td>24</td> </tr> <tr> <td>MP2010</td> <td>37</td> </tr> <tr> <td>MP2011</td> <td>19</td> </tr> <tr> <td>MP2012</td> <td>11</td> </tr> </tbody> </table>	Year	Number of Notifications	MP2008	43	MP2009	24	MP2010	37	MP2011	19	MP2012	11	<p>Stabilisation</p>
Year	Number of Notifications													
MP2008	43													
MP2009	24													
MP2010	37													
MP2011	19													
MP2012	11													

Outputs in 2012

- *Synthesis Report of management achievements (June 2012)*
- *Guidelines on the preparation of 2011 Annual Activity Reports (October 2012)*
- *Annual examination of cross-cutting risks notified by DGs (November 2012)*
- *Handling the register on cross-cutting risks*
- *Follow-up to reservations discussed in meetings of the ABM Steering Group (throughout the year)*

Responsible entity: **Directorate B**

B. Coordination of policies

In order to pursue its political objectives, the Commission bases its decisions on sound internal cooperation. The need for coordination has increased over the past years as a result of increased decentralisation of responsibilities and interdependence and the multidisciplinary nature of many EU policies.

In this regard the role of the SG is to:

- ▶ ensure upstream coordination of policy developments with a view to ensuring that the political priorities and orientations of the President are respected
- ▶ take the lead role in preparing specific initiatives, in particular in relation to Europe 2020 – A strategy for smart, sustainable and inclusive growth and in relation to the next Multiannual Financial Framework;
- ▶ foster inter-service co-operation by providing mediation, arbitration and advice;
- ▶ steer cooperation and verification mechanism for Bulgaria and Romania;
- ▶ shape and develop cross-cutting policies;
- ▶ shape Commission position on external representation issues through GICE (Interdepartmental Group on External Competences);
- ▶ coordinate the services' involvements in the G8/G20 preparatory tracks.

SPECIFIC OBJECTIVE 4:

Pursue growth enhancing reforms at both EU and national level by monitoring the implementation of the Europe 2020 strategy and providing guidance and support to Member States in their reform efforts.

Result indicators	Latest known result	Target (medium-term)
Progress towards the five headline targets of Europe 2020	Based on current national targets, as outlined in Member States' National Reform Programmes (NRPs), more ambitious commitments will be required to reach the global EU targets.	All five headline targets met by 2020.

Result indicators	Latest known result	Target (medium-term)
Progress towards the national targets underpinning the headline targets	Member States (with one exception) have set targets in their draft NRPs.	Adoption of national targets supporting the EU targets by all Member States.
Progress in delivering the seven EU flagship initiatives	7 flagship initiatives adopted	Delivery of coherent follow-up actions as part of the 2012 CWP

Outputs in 2012

- *Commission's Annual Growth Survey launching the European Semester of policy coordination (end 2012)*
- *Policy guidance including possible country specific recommendations (June 2012)*

Responsible entity: **Directorate D**

SPECIFIC OBJECTIVE 5

Supporting the implementation of the President's political agenda by

- *translating the State of the Union speech into concrete initiatives,*
- *developing policy initiatives which cut across multiple policy strands (e.g. Cooperation and Verification Mechanism for Romania & Bulgaria).*

Result indicators	Latest known result	Target (medium-term)
Policies coherent with the 2011 State of the Union speech	Out of 45 concrete policy actions mentioned in the 2010 State of the Union speech, 36 have so far been delivered (delivery rate of 83 %)	Adoption of all necessary initiatives that translate the commitments of the State of the Union speech into concrete deliverables
Degree of coherence between CFSP policy initiatives and the Commission's external action (and vice versa)	Commission external relations Coordination Group established and regular meetings called Commission permanently represented at "Nicolaidis", PSC, COREPER and preparatory Council working groups	Fully functioning SG/EEAS coordination mechanism Ensuring Commission voice is heard in the Foreign Affairs Council and at preparatory Council groups – notably "Nicolaidis" PSC and COREPER II Strong support for the Commission's external action

Cooperation and Verification Mechanism:

Level of appreciation from both governments and the Council on the ability of the CVM to leverage reform	Governments consider that CVM report 2011 illustrates progress, for which CVM process is partly responsible Supportive Council conclusions on CVM (Sept. 2011)	Sufficient progress to conclude that the benchmarks in the CVM process are met
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Outputs in 2012

- *Early warnings, fiches OJ and flash reports to the attention of the President's cabinet*
- *Drafting of policy option notes to the Cabinet on issues where advanced steering is needed*
- *Contribution to the drafting of notes for orientation debates*
- *(Co-)drafting of communications with lead DGs*
- *Secretariat of the high-level groups (e.g. Commissioners' groups)*
- *Information notes on G8/G20*
- *Contribution to the strategic discussions on the future of G8/G20 and global governance*
- *Timely replies to inter-service consultations*

CVM Romania & Bulgaria

- *Two interim reports and two five-year assessment reports under CVM Romania & Bulgaria in 2012 (February and second half of the year respectively)*
- *Continuous dialogue with all relevant BG/RO counterparts and other stakeholders (EP, Council, NGOs, press, academia, national parliaments) & on-the-spot missions*

Responsible entities: **Directorates D and F**

C. Political analysis and policy advice

The SG is the Commission's department which directly supports the President and the College to advance its policy agenda. Reliable, focused and timely political and policy information is therefore crucial for promoting the Commission's interests and position.

In this context, the SG ensures that the President, Commissioners, Cabinets and SG senior management are adequately and timely informed on:

- meetings/ developments in the Council, European Parliament, EESC, CoR and national parliaments;
- external relations, including G8/G20 and the external dimension of internal policies;
- developments in Member States;

through – inter alia – concise, coherent and focused briefings for meetings and events as well as political analysis based on full use of internal and external contacts, databases and networks.

SPECIFIC OBJECTIVE 6:

Ensuring well-informed decision-making of the College by providing prospective political analysis based on full use of internal and external contacts and databases.

Result indicators	Latest known result	Target (medium-term)
Information and analysis on meetings/ developments in the other institutions and external organisations		
Percentage of same-day flash reports after important meetings/ developments.	+/- 90%	at least 90%

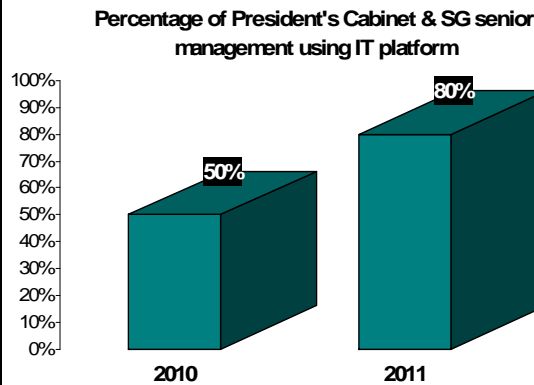
Result indicators	Latest known result	Target (medium-term)
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Information and analysis on Member States

Information/analysis made available is consulted by the President's Cabinet and senior SG management

Information/IT platform is currently used by 80% of the President's Cabinet and SG senior management

90% of the President's Cabinet and SG senior management regularly consulting IT platform by end 2012.



Briefings

Qualitative indicator:

Qualitative feedback from the President's Cabinet and the SG hierarchy in terms of pertinence and operational character of final products

Feedback from President's Cabinet and SG hierarchy when available, recorded via e-mails and oral communication

Further focus on producing pertinent, user-friendly and operational briefing materials; feedback from Cabinets and SG senior management is incorporated.

Avoid negative feedback.

Quantitative indicators:

Number of briefings delivered on time (extracted from internal databases)

~ 656 in 2011

Briefings continue to be delivered on time

Percentage of urgent briefings (as a percentage of total briefings) delivered on time¹

In 2011, ~ 22% of briefings were urgent, all of these have been delivered on time

Briefings continue to be delivered on time

¹ Urgent is defined as: less than 7 working days between request and delivery of final product.

Outputs in 2012

- *Up-to-date flash information, scenario setting, forward analysis, political planning*
- *Early-warning of sensitive issues for the other institutions*
- *Improved transition of files between "upstream" and "downstream" desks in the SG through targeted meetings and thematic teams*
- *Better anticipation of major issues of relevance for relations with Council, EP, EESC, CoR and national parliaments*
- *Smooth and efficient Summit preparation process*
- *Adequate Commission representation in G8/G20 fora*
- *Effective Commission representation (and upstream internal coordination) at PSC to ensure coherence of Commission policies with those of the EEAS*
- *Further consolidation of the preparation and coordination of briefings, including through:*
 - *Rolling out centralized briefing planning*
 - *Improved briefing preparation process by stepped up coordination among different services engaged in briefing work, optimised use of available materials, more systematic feedback and training*
 - *Technical improvements to briefing IT platform (system of sub-sites to allow covering all high-level briefings produced by SG, thematic search facility, integrated briefing planning) rolled-out*

Responsible entities: **Directorates F and G, SG.01**

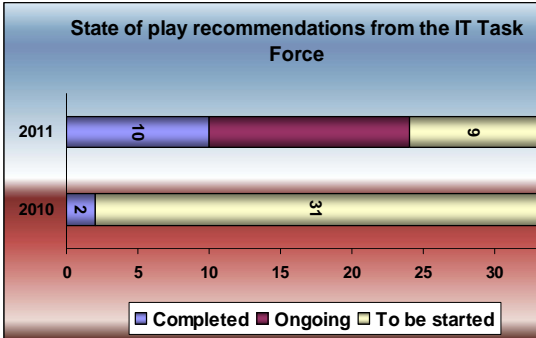
D. Corporate IT governance

The corporate IT governance steers the Commission's IT strategy and oversees the streamlining and the harmonisation of underlying business processes. It concerns all types of IT investments, in all DGs, offices and executive agencies, on all budget lines. It is an important contribution to operational effectiveness and efficient use of resources in the Commission. It is based on a strong collaboration amongst the DGs and an increased sharing of common processes, solutions and services.

SPECIFIC OBJECTIVE 7:

Achieve greater operational effectiveness and resources efficiency of the organisation by streamlining, optimising and harmonising business processes and their automation through developing and implementing a robust and visionary corporate IT strategy.

Result indicators	Latest known result	Target (medium-term)
Number of IT systems in the Commission	1606	< 1100 by 2015 (1500 by end 2012)

Result indicators	Latest known result	Target (medium-term)												
<p>Number of common / reusable "components"</p> <p>(the elements that must be assembled when building and operating an IT system, e.g. processes descriptions, software modules, hosting, training/ support)</p>	<p>Working group has started to work</p>	<p>By end 2014, all possible reusable building blocks must have been developed (2012: the most urgent ones must have been identified and their development started)</p> <p>Catalogue of already existing reusable blocks available in Q1 2012</p>												
<p>Number and size [expressed in total cost of ownership (TCO)] of the examined projects</p>	<p>71 Projects, representing more than 311M€ (five years Total Cost of Ownership) had already been examined (situation December 7, 2011). They represent around 19 % of the all the investments to be considered on a 5 years period.</p>	<p>100% of the portfolio must have been examined by 2014, representing a five year TCO of around 1,6 billion € (2012: 65 % examined by end of the year, representing a TCO of at least 1 billion € on 5 years)</p>												
<p>Number of completed recommendations from the IT Task Force</p>	 <p>The chart shows the following data:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Completed</th> <th>Ongoing</th> <th>To be started</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>2</td> <td>18</td> <td>0</td> </tr> <tr> <td>2011</td> <td>10</td> <td>14</td> <td>6</td> </tr> </tbody> </table>	Year	Completed	Ongoing	To be started	2010	2	18	0	2011	10	14	6	<p>Completed by end 2015: all (end 2012: 18 must be completed and 15 ongoing)</p>
Year	Completed	Ongoing	To be started											
2010	2	18	0											
2011	10	14	6											
<p>Annual cost of IT</p>	<p>500 M€/year, as identified in the Martin Power's report</p>	<p>< 400 M€/year by 2015? (475 in the draft 2013 budget, if clear isolation of IT in operational lines is possible)</p>												
<p>Number of hits on the IT governance wiki</p>	<p>2,500</p>	<p>10,000 by end 2012</p>												

Outputs in 2012

- Concrete results in the 8 identified priority domains (processes streamlining, number of systems, interoperability, re-use of components / practices)
- Decisions on reusability areas and financing schemes regarding the most urgent / important components
- Development of MFF-related new IT systems optimizing the use of common components for common features and harmonised processes
- Overall governance of the "legislative lifecycle" domain rationalisation, covering processes upstream and downstream the Commission decision-making
- IT Budgets allocations and priorities controlled by the new governance bodies (ISPMB and HLCIT)
- At least 12 more DGs must have joined ITIC
- Preparatory work on the Next Automation Platform : the shape of procurement process chosen
- Decisions from the ABM+IT Steering Committee on IT issues
- Chair and secretariat of the High Level Committee on IT
- Secretariat of the Information Systems Project Management Board
- Internal communication activities relating to IT governance

Responsible entities: **Principal Adviser on IT** with contributions from **Directorates A, B, R**

E. Business continuity and crisis management

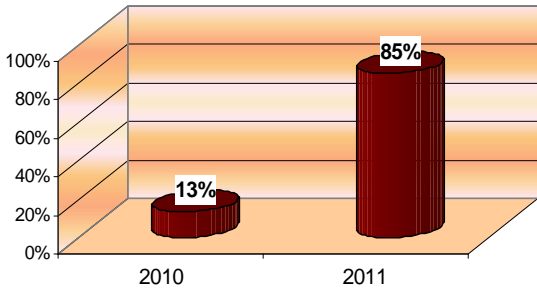
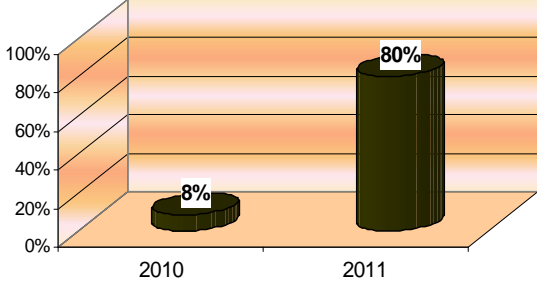
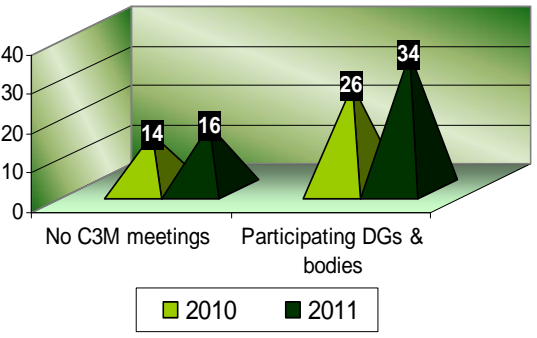
Business Continuity Management (BCM) addresses preparation for major disruptions affecting the Commission activities. The SG is responsible for steering the corporate process and for implementing business continuity measures in the SG itself.

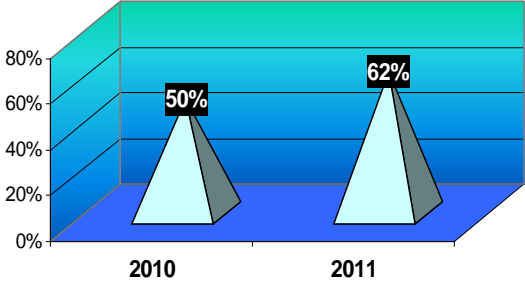
Crisis Management addresses natural and man made catastrophes at EU or global level. The SG follows for the President the readiness of the relevant services and ensures proper coordination through ARGUS in case of major multi-sectoral crises and threats.

SPECIFIC OBJECTIVE 8:

Foster the Commission's capacity to answer unexpected events quickly, efficiently and in a coordinated manner and in the case of a major business interruption, ensure that the Commission is able to maintain critical and essential functions, continue to operate and return to normal activities as quickly as possible.

Result indicators	Latest known result	Target (medium-term)
Implementation rate of BCM recommendations	8 audit recommendations have been fully implemented; the implementation of the other 3 is ongoing	Obtaining a positive audit opinion on the effectiveness of BCM implementation at the corporate level by mid-2012.

Result indicators	Latest known result	Target (medium-term)									
<p>Percentage of DGs which adopted new Business Impact Analysis (BIA) following the BIA and Risk Assessment (RA) Guidance in November 2009</p>	<p>DGs which carried out new BIAs</p>  <table border="1"> <caption>DGs which carried out new BIAs</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>13%</td> </tr> <tr> <td>2011</td> <td>85%</td> </tr> </tbody> </table>	Year	Percentage	2010	13%	2011	85%	<p>All DG have reviewed their BIAs and RAs on the basis of SG Guidance in the course of 2012.</p>			
Year	Percentage										
2010	13%										
2011	85%										
<p>Percentage of DGs which adopted and sent to SG new Business Continuity Plans (BCP) following BCP template and guidance issued by SG in July 2010</p>	<p>DGs which developed new BCPs</p>  <table border="1"> <caption>DGs which developed new BCPs</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>8%</td> </tr> <tr> <td>2011</td> <td>80%</td> </tr> </tbody> </table>	Year	Percentage	2010	8%	2011	80%	<p>All DGs have developed comprehensive BCPs based on SG template & guidance by end of 2012.</p>			
Year	Percentage										
2010	8%										
2011	80%										
<p>Update of the ARGUS process dating from 2005 and the supporting IT tool</p>	<p>Inter-service consultations have resulted in 2011 in user requirements (document from July 2011)</p>	<p>New Standard Operating Procedures and an updated IT ARGUS tool by end 2012.</p>									
<p>Number of participants multiplied by number of C3M (Community Capacity in Crisis Management) inter-service meetings</p>	<p>During 2011, 16 half day or full day meetings (C3M plus its subgroups) were organised. Participants represented 34 DGs and bodies.</p>	<p>In 2012, sixteen meetings should take place (same number).</p>									
	<p>Community Capacity in Crisis Management</p>  <table border="1"> <caption>Community Capacity in Crisis Management</caption> <thead> <tr> <th>Category</th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>No C3M meetings</td> <td>14</td> <td>16</td> </tr> <tr> <td>Participating DGs & bodies</td> <td>26</td> <td>34</td> </tr> </tbody> </table>	Category	2010	2011	No C3M meetings	14	16	Participating DGs & bodies	26	34	
Category	2010	2011									
No C3M meetings	14	16									
Participating DGs & bodies	26	34									

Result indicators	Latest known result	Target (medium-term)						
Fast response (within max. 60 min.) from the Duty Officers	<p>During the 2011 exercise 62% of DGs' Duty Officers responded within the deadline.</p> <p style="text-align: center;">Duty Officers response rate</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Duty Officers response rate data</caption> <thead> <tr> <th>Year</th> <th>Response Rate</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>50%</td> </tr> <tr> <td>2011</td> <td>62%</td> </tr> </tbody> </table>	Year	Response Rate	2010	50%	2011	62%	Increase the percentage of Duty Officers responding within the deadline to at least 70% in 2012.
Year	Response Rate							
2010	50%							
2011	62%							

Outputs in 2012

- *Preparation of EC-EEAS joint proposal for the Solidarity Clause (art 222 of the Treaty)*
- *Commission communication adopting the new Business Continuity strategy and replacing SEC(2006)898*
- *Corporate Business Continuity Management Training Programme 2012*

Responsible entity: **Directorate B**

F. Deontology of the European public service

SPECIFIC OBJECTIVE 9:

Foster the highest ethical standards of service in order to encourage ethical conduct and accountability.

Result indicators	Latest known result	Target (medium-term)
Implementation of the Code of Conduct for Commissioners	<p>100% requests to questions from Commissioners and their Cabinets about the new Code of Conduct have been satisfied within the time allowed</p> <p>Annual update of the declarations of interests in due time</p>	Maintain same %
Implementation coordination of the Code of Good Administrative Behaviour by accurate and clear answers to appeals submitted to the Secretary General	100% requests have been satisfied within the time allowed	Maintain same %

Result indicators	Latest known result	Target (medium-term)
Timely information about cases which require precautionary measures in order to protect the financial and reputational interests of the Union.	Adequate actions have been taken in all such cases (100%)	Maintain same %
% responses to requests from Spokespersons' service given within one working day	100% requests have been satisfied within the time allowed.	Maintain same %; anticipation of demands in order to ensure swift reaction

Outputs in 2012

- *Finalising and updating a list of frequently-asked questions and answers on issues related to ethical matters, especially as concerns the implementation of the Code of Conduct for Commissioners.*
- *Annual update of the declarations of interests of Commissioners*
- *Organisation and secretariat of Clearing House meetings;*
- *Timely transmission of information to the services and Commissioners concerned in the framework of the Memorandum of Understanding between OLAF and the Commission.*

Responsible entity: **Directorate B**

2. Activity "Better regulation and institutional development"

This frontline activity of the SG entails:

- Ensuring overall coherence and proper functioning of the EU's institutional set-up, in particular in light of the purposes stated in the Lisbon Treaty = **Institutional development**
- Improving the effectiveness and efficiency of EU legislation by applying smart regulation instruments throughout the entire policy cycle = **Smart regulation**

A. Institutional development

The Lisbon Treaty introduced important changes to the EU's architecture regarding the decision-making process and the role of the EU institutions. The SG is at the core of work implementing these new provisions, while also remaining responsible for the other "classical" institutional issues such as comitology, agencies etc.

SPECIFIC OBJECTIVE 10:

Enable European citizens to call directly on the European Commission through "citizens' initiatives" to bring forward legislative proposals of interest to them in an area of EU competence.

Result indicators	Latest known result	Target (medium-term)
Existence of complete framework for the management of citizens' initiatives (IT tools, procedures and clear guidance)	Implementing Regulation on technical specifications for online collection systems adopted by the Commission (November 2011); Website translated in all 23 languages and ready to be tested.	System fully operational by April 2012
Efficient management of citizens' initiatives registration requests and coordination of follow-up to submitted initiatives	n/a	Registration requests answered within 1 month. Answers by the Commission to submitted initiatives within 3 months.
Number of citizens' initiatives registered	n/a (registration possible only as from 01.04.2012)	> 0 in 2012
Number of citizens' initiatives requests for registration refused	n/a	< 20 % of requests

Outputs in 2012

- Website and register on the European citizens' initiative in all 23 EU languages online (January 2012)
- Software for online collection in all 23 EU languages online (January 2012)

- *Comprehensive and user-friendly guide on the European citizens' initiative published and disseminated in all 23 EU languages (April 2012)*
- *Practicalities on the organisation of public hearings on submitted initiatives defined between Commission and EP (by autumn 2012)*
- *Conference on the European citizens' initiative (January 2012)*
- *Meetings with Member States authorities to monitor and improve the implementation of the Regulation*

Responsible entity: **Directorate G**

SPECIFIC OBJECTIVE 11:

Ensure that the Commission exercises fully the powers it was entrusted with by the Treaty rules on delegated acts (art. 290 TFEU) and implementing acts (art. 291 TFEU).

Result indicators	Latest known result	Target (medium-term)
Timely delivery of proposals related to the alignment of legislation, in accordance with the indicative calendar forwarded to the EP	~ 20 (13%) proposals adopted so far under the Commission commitment to examine legislative acts in force which were not adapted to the regulatory procedure with scrutiny before the entry into force of the Lisbon Treaty	All acts aligned by 2014
Level of agreement of the EP and Council on the Commission's proposals for delegated acts	Common understanding between the Commission, Council and EP on delegated acts concluded in 2011	Adoption of delegations in accordance with the templates included in the Common understanding
Level on acceptance of delegated acts	No objection/revocation so far	No exercise of right to object to a delegated act or to revoke a delegation by EP or Council
New rules of procedure adopted by the different Committees in accordance with the standard rules	The process of preparation and adoption of new rules of procedure is well advanced	All Committees have adopted the new rules by end of 2012
Number of referrals to the appeal Committee	3 cases of referral to the appeal Committee (2nd semester 2011 only; appeal Committee procedure not introduced earlier)	≤ 10 cases of referral to the appeal Committee in 2012

Outputs in 2012

- *Proposals tabled under alignment to Art. 290 TFEU*
- *Document on evaluation of the instructions of the alignment and planning for future action (by December 2012)*
- *Guidelines on preparation and adoption of implementing acts (by March 2012)*

Responsible entity: **Directorate G**

SPECIFIC OBJECTIVE 12:

Ensure good functioning of the regulatory agencies system.

Result indicators	Latest known result	Target (medium-term)
Final endorsement of the Common Understanding between the EP, the Council and the Commission, based on the work of the IIWG (Inter-institutional working group on decentralised agencies)	Draft Common Understanding sent by the Commission to the EP and Council in November 2011.	Have in place for 2013 all the necessary proposals and actions for implementing the Common Understanding and remedying the weaknesses of the agency system.
Progress made in the implementation of the Common Understanding	EU agencies correspondents in DGs informed at last inter-service meeting in September 2011 about need to take into account provisional agreements of the IIWG	

Outputs in 2012

- *Action Plan for the implementation of the Common Understanding*
- *Proposals for revision of agencies' founding acts, to take into account the Common Understanding*

Responsible entity: **Directorate G**

SPECIFIC OBJECTIVE 13:

Establish and develop Commission's external representation institutional/procedural framework.

Result indicators	Latest known result	Target (medium-term)
Queries dealt with by GICE (Groupe Interservices Compétences Externes) coordinators before passing to SG	SG deals with most external representation related issues (over 500 queries in 2011)	DGs deal with respective external representation related issues via the GICE coordinators

Outputs in 2012

- *Interdepartmental Group on External Competences (GICE) secretariat*
- *GICE coordinators network operational*
- *Contribution to orientation debate on external representation*
- *Enhanced attention for external representation issues in the GRI*

Responsible entity: **Directorate F**

B. Smart regulation

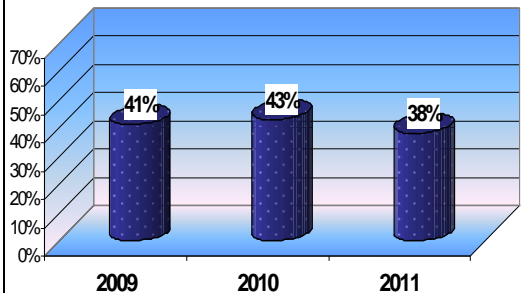
The EU's Smart Regulation policy – which is a shared responsibility of the European institutions and Member States – aims at simplifying and improving existing regulation, better designing new regulation and reinforcing the respect and the effectiveness of existing rules, all this in line with the EU subsidiarity and proportionality principles. The smart regulation focuses on the whole policy cycle – from the design of a piece of legislation, to implementation, enforcement, evaluation and revision.

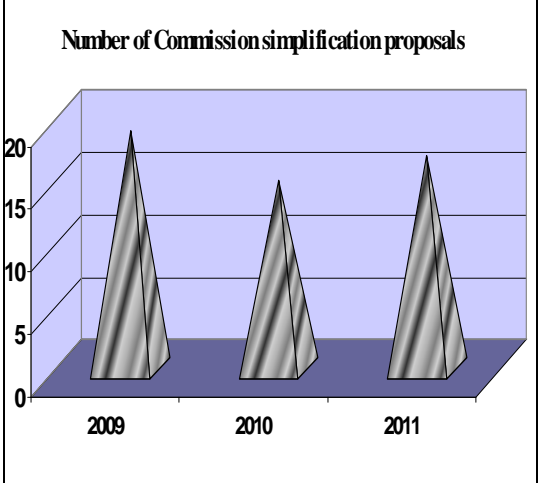
SG action in this field has the following components:

- Ensuring the application of smart regulation tools in the Commission and promoting their use at EU and Member State level, notably impact assessment, simplification, ex-post evaluation and Fitness checks;
- Achieving earlier compliance with EU law through reinforced dialogue and co-operation with Member States;
- Ensuring that EU regulation is better adapted to the needs of smaller enterprises.

SPECIFIC OBJECTIVE 14:

Improve the effectiveness and efficiency of EU regulation by applying smart regulation instruments throughout the legislative cycle.

Result Indicators	Latest known result	Target (medium-term)
Percentage of impact assessments carried out for initiatives with impact assessment requirement	2011: 95% (estimate)	98% of initiatives adopted in 2012 for which an impact assessment was envisaged
Percentage of substantial Impact Assessment Board recommendations accepted when launching the inter-service consultation	2011: 38% (estimate) Percentage of substantial IAB recommendations accepted when launching the inter-service consultation 	45% of all impact assessments followed the Impact Assessment Board's recommendations to a substantial extent
Average time taken for files to be completed in EU Pilot	169 days	152 days (-10%) by end 2012
Number of evaluations of legislative acts	26 in 2011 11 in 2010	30 in 2012

Result Indicators	Latest known result	Target (medium-term)
Number of Commission simplification proposals	Simplification proposals adopted in: 	18 simplification proposals adopted by end-2012

Outputs in 2012

- *Report on Impact Assessment Board activities during 2011 (early 2012)*
- *Around 100 impact assessments examined in first reading by the Impact Assessment Board secretariat*
- *Follow-up Communication on the progress of the Smart Regulation Agenda (October 2012)*
- *Final report on the Administrative Burden Reduction programme*
- *Review of evaluation guidelines*
- *Update of the 2002 Communication on relations with the complainant in respect of infringements*

Responsible entity: **Directorate C**

3. Activity "Co-ordination and relations with other institutions"

The Secretariat-General is responsible for relations between the Commission and other European institutions and bodies. This activity involves:

- Exerting leadership within the Commission and taking all necessary steps to ensure harmonisation of the various policy strands and facilitate endorsement by the European Parliament and the Council of Commission proposals;
- Promoting and managing constructive and efficient working relations with the EU institutions and the specialised EU bodies (the European Economic and Social Committee (EESC), the Committee of the Regions (CoR), the European Ombudsman) and national parliaments.

The Secretariat-General is steering and coordinating the other Commission services in inter-institutional relations, so as to ensure that the Commission plays coherently its prominent inter-institutional role and to encourage enhanced cooperation between the European institutions. The SG's position in inter-institutional contacts is pivotal – inter alia - by its role in coordinating the work of the GRI-HEBDO-College procedure and by preparing the Commission's participation in the meetings of the European Council, European Parliament, Council, as well as ensuring proper follow-up.

In 2012, particular emphasis will be placed on steering the proposed multiannual financial framework (MFF) for the period 2014-2020 through the inter-institutional decision-making process. The package of legislative proposals includes the overall framework presented by the Commission on 29 June 2011 and the individual sectoral proposals that have been proposed between October and December 2011. The financial framework sets out the expenditure priorities for the medium-term future of the European Union, with particular emphasis on the implementation of the Europe 2020 strategy and the fulfilment of the additional tasks given over to the European Union by the Treaty on the Functioning of the European Union.

SPECIFIC OBJECTIVE 15:

Ensure that Commission's priorities go smoothly through the inter-institutional decision-making by preparing the Commission's participation in the inter-institutional meetings, strengthening negotiation position, as well as ensuring proper follow-up.

Result indicators	Latest known result	Target (medium-term)
Number of timely and well prepared Commission interventions in Council/EP to promote priorities and/or to anticipate and/or address potential difficulties	<p>In 2011, the SG prepared the Commission's intervention in: approx 80 PSC meetings, 99 COREPER meetings, 13 General Affairs Council meetings, 10 European Councils or HoSG meetings and contributed to the preparation of 85 Council, 31 Informal Council and 26 Special Committee Agriculture meetings or other configurations.</p> <p>Similarly for EP: 17 EP plenary sessions, 24 meetings of the Conference of Presidents, 12 meetings of the Conference of Committee Chairs, 477 meetings of Parliamentary Committees and numerous other meetings in Parliament.</p>	<p>High-quality briefings provided for meetings/interventions in the European Parliament and Council/ European Council, enabling the Commission to fully play its inter-institutional role.</p> <p>Potential difficulties identified and addressed early in the process.</p>

Result indicators	Latest known result	Target (medium-term)
<p>Number and percentage of formal Council, EP and trilogue meetings covered by (flash) reports</p>	<p>Approx 80 flash reports sent after PSC, 116 after COREPER and 20 after COREPER lunches, 70 after Council, 34 after Council lunches, which corresponds to a coverage of 100%</p> <p>Plenary Sessions in Parliament covered by daily reporting; all meetings of Parliament's Bodies covered by reporting and in addition flash reports, if indicated;</p> <p>All relevant trilogue meetings covered by flash reports</p>	<p>100% coverage of PSC, COREPER, Council, EP and trilogue meetings</p>
<p>Degree of support for the Commission in its different roles under the Treaty</p>	<p>Commission's agenda largely shared and supported. Only in few limited cases the legal acts adopted by the legislator deviated substantially from the Commission proposals' main objectives.</p> <p>In some specific policy areas the Commission proposals under discussion could not gather support due mainly to subsidiarity concerns. This is specifically the case of the social and employment policies (EAGF, equal treatment, maternity leave).</p>	<p>Vast majority of Commission proposals adopted without significantly lowering the level of ambition.</p>
<p>Percentage of files on which internal agreement in the Commission is reached through pre-GRI/ GRI (Groupe Relations interinstitutionnelles) /HEBDO mechanisms, allowing the College to concentrate on politically sensitive issues</p>	<p>In 2011, the GRI prepared and submitted, on average, only 5-10 % of its agenda items for decision at a higher level.</p>	<p>Reduce the number of files that require deliberation after GRI procedure and improve the preparation of those that do.</p>
<p>Number of cases when clashes occurred between the Commission and the other institutions due to delayed preparation</p>	<p>No cases of delays of formal Commission contributions according to Art. 294 TFEU (paragraphs 6 and 7) reported in 2011</p>	<p>None in 2012</p>

Result indicators	Latest known result	Target (medium-term)																
<p>Mutual satisfaction with planning and implementation of EP agendas</p> <p>Total number of parliamentary questions received and percentage of replies provided in time and respecting new reply criteria</p>	<p>Agenda-setting and implementation of plenary sessions of EP have given rise to problems for both EP and Commission</p> <p>Introduction of revised editorial guidelines including 20 lines limit for replies and development of new functions in Basil improved the quality and timeliness of the process of replying to parliamentary questions. It also increased coherence of the answers, despite the ever-increasing number of questions – around 12000 in 2011.</p>	<p>Reduce/eliminate recurrent problems</p> <p>Further improvement of quality of replies, respect of reply criteria, coherence of answers and percentage of timely replies.</p>																
	<p style="text-align: center;">Number of parliamentary questions</p> <table border="1" data-bbox="552 1227 1129 1303"> <thead> <tr> <th></th> <th>2005</th> <th>2006</th> <th>2007</th> <th>2008</th> <th>2009*</th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>No of PQs</td> <td>4493</td> <td>5327</td> <td>6066</td> <td>6570</td> <td>5483</td> <td>10267</td> <td>12000</td> </tr> </tbody> </table>		2005	2006	2007	2008	2009*	2010	2011	No of PQs	4493	5327	6066	6570	5483	10267	12000	
	2005	2006	2007	2008	2009*	2010	2011											
No of PQs	4493	5327	6066	6570	5483	10267	12000											
<p>Total number and percentage of timely replies to EP resolutions in the form of written follow-ups</p>	<p>* 2009 was election year</p> <p>In 2011, in total 244 non-legislative and 72 legislative follow-ups were provided (figures as of 15/11/2011).</p> <p>The procedure was largely respected; no complaints from Parliament.</p>	<p>Continue meeting the 3 month deadline for 90% of written follow-ups</p>																
<p>Number of reasoned opinions received in the context of Protocol 2-mechanism.</p>	<p>In 2011, 66 reasoned opinions received (figure as of 30/11/2011).</p> <p>Overall positive perception of national parliaments as regards the Commission's role in deepening relations with national parliaments.</p> <p>Some criticism expressed by national parliaments in the October 2011 COSAC Contribution as to the quality of the Commission's subsidiarity justifications in the explanatory memoranda.</p>	<p>Ensuring continued smooth implementation of the Protocol 2.</p>																

Result indicators	Latest known result	Target (medium-term)
Number of national parliaments' opinions received in the context of the political dialogue	In 2011, 521 opinions were received by 30/11/2011.	Continue appropriate follow-up given to all relevant opinions;
Number of replies to national parliaments' opinions sent out and percentage of opinions for which proper follow-up was given timely.	In 2011, in total 209 replies sent out, of which 20% within the self-imposed deadline of 3 months and another 34% in the following month (figures as of 30/11/11).	further improvements as regards quality and timeliness of replies.
Understanding and respect for Commission procedures by EEAS	Concerns raised by national parliaments (COSAC Contribution October 2011) as to the fact that Commission replies were often lacking substance and were delayed Work in progress	EEAS understands and applies relevant rules and procedures

Outputs in 2012

- *Review of the 2010 Framework Agreement on relations between the Commission and the European Parliament*
- *Vademecum on relations with the European Parliament*
- *Revised Vademecum on Working relations with the EEAS*
- *Stronger focus of GRI on Council activities*
- *Continuation of modernised Ariane IV trainings on inter-institutional relations*
- *Presentation of new Vademecum for Relations with the Council to services*
- *Intensified contacts with incoming Council Presidencies*
- *Strengthened cooperation on trilogues with services*
- *Updating the Manual of Procedures due to the extended powers conferred by the Lisbon Treaty upon the EP and the national parliaments*
- *Preparation of the Question Hour with the President in Parliament*
- *Ensuring smooth representation of the Commission at Question Time with Commissioners*
- *Management of authorisation procedure for requests for participation of MEPs at international and regional conferences including negotiation sessions*
- *Annual list of international and regional conferences and meetings sent to EP*
- *Drafting of practical guidelines for drafting replies to national parliaments*
- *Update of the current cooperation Protocols with the two consultative bodies.*
- *Drafting of practical guidelines on the application and scope of Protocol 2 on national parliaments*
- *Enhancing awareness-raising within the Commission with a view to improve quality*

of subsidiarity justifications in the explanatory memoranda

- *Under the umbrella of "legislative lifecycle" IT rationalisation, consolidation of the access and search facilities made available for all Commission staff about the progresses of the inter-institutional procedures (extended Vista)*

Responsible entities: **Directorates F and G**

SPECIFIC OBJECTIVE 16:

Foster inter-institutional support for and ultimately adoption of the proposals for the next Multiannual Financial Framework.

Result indicators	Latest known result	Target (medium-term)
Degree of acceptance of Commission proposals by EP and Council	December 2011 European Council conclusions	Consensus among institutions on next MFF (end 2012)
Time necessary to reach a consensus on the next MFF based on the Commission's proposals	22 months (2004-2005) Presentation of the Commission proposals: 29 June 2011	18 months

Outputs in 2012

- *Common position/general approach on main legislative proposals presented by the Commission as part of the next Multiannual Financial Framework*
- *"Negotiating box" to be presented by DK Presidency*
- *EP report on the main elements of the next Multiannual Financial Framework (May 2012)*
- *Report from the European Economic and Social Committee and of the Committee of the Regions on the next Multiannual Financial Framework.*

Responsible entities: **Directorates B, D, F and G**

4. Activity "Relations with Civil Society, Openness and Information"

The aim of this activity of the Secretariat-General is to:

- actively coordinate measures strengthening a culture of dialogue between the Commission and civil society while also increasing the involvement of civil society in policy making = **Relations with stakeholders**
- foster effective implementation of rules on openness and access to documents throughout the Commission and ensure access to Commission historical archives by reinforcing inter-institutional and international cooperation on archives = **Access to Commission documents and archives**

A: Relations with stakeholders

SPECIFIC OBJECTIVE 17:

Ensure transparency in relation with stakeholders by encouraging interest representatives to register in the Transparency register.

Result indicators	Latest known result	Target (medium-term)								
Coverage of the joint European Parliament – Commission Transparency register (in relation with target groups)	Over 4500 entities registered by November 2011 <div style="text-align: center;"> <p>Number of registered entities</p> <table border="1"> <caption>Number of registered entities</caption> <thead> <tr> <th>Year</th> <th>Number of registered entities</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>2250</td> </tr> <tr> <td>2010</td> <td>3200</td> </tr> <tr> <td>2011</td> <td>4500</td> </tr> </tbody> </table> </div>	Year	Number of registered entities	2009	2250	2010	3200	2011	4500	Reach 5500 entities registered by end 2012
Year	Number of registered entities									
2009	2250									
2010	3200									
2011	4500									

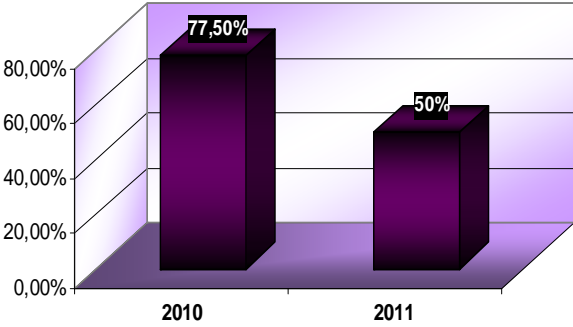
Outputs in 2012

- *First year annual report on the joint EP – Commission Transparency register*
- *Internal and external Information and communications plan on the Transparency register*

Responsible entity: **Directorate B**

B: Access to Commission documents and archives

SPECIFIC OBJECTIVE 18:
Facilitate the public access to Commission documents and historical archives with a view to increasing transparency.

Result indicators	Latest known result	Target (medium-term)						
<p>Rate of confirmatory applications following initial replies where DGs failed to comply with the basic requirements of Regulation 1049/2002</p> <p>Rate of SG confirmative decisions reversing initial DG's answers to requests of access to documents</p>	<p>Base line observed on the basis of year 2011 operations : 35%</p> <p style="text-align: center;">Rate of SG confirmative decisions reversing initial DG's answers to requests of access to documents</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Data for Rate of SG confirmative decisions reversing initial DG's answers to requests of access to documents</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>77,50%</td> </tr> <tr> <td>2011</td> <td>50%</td> </tr> </tbody> </table>	Year	Rate (%)	2010	77,50%	2011	50%	<p>Rate < 25%</p> <p>Rate < 30%</p>
Year	Rate (%)							
2010	77,50%							
2011	50%							
<p>Conclusion of the negotiations about the long term role of the European University Institute (EUI) in the management of the EU historical archives</p>	<p>Framework Partnership Agreement between the Commission and the EUI signed 8 November 2011.</p> <p>Consultations have taken place on a revision of the Archives Regulation that would create a formal legal base for depositing historical archives at the EUI.</p>	<p>Entry into force of framework partnership agreement with the EUI by January 2012.</p> <p>Adoption of a Commission proposal on a revision of the Archives Regulation by July 2012</p>						

Outputs in 2012

- *Annual report on access to documents*
- *Commission proposal amending the Archives Regulation*
- *Improved working methods to speed up the handling of confirmatory applications*

Responsible entity: **Directorate B**

5. Activity "Logistic support for the Commission and Protocol"

The Secretariat-General also provides efficient logistic support to the work of the Commission (College and services). To that effect, it will in particular:

- Ensure that all stages of the Commission's decision-making process run smoothly, while work also constantly developing the decision-making procedures and tools with a view to advancing towards an e-Commission = **Commission decision-making procedures and tools**
- Further improve document management and modernise the system = **Document management and archives**
- Safeguard the rights of subjects whose personal data need to be used by the Commission = **Data protection**
- Provide protocol assistance and advice for Commission services = **Protocol**

A. Decision-making procedures and tools

The Registry of the Commission ensures the smooth and sound functioning of the Commission's decision-making process.

To support the achievement of this overall objective, the Registry will focus in 2012 on two main objectives: rationalisation and streamlining of processes and procedures on the one hand, and communication and provision of assistance to users as an integral part of the functioning of the Commission's decision-making process, on the other hand.

SPECIFIC OBJECTIVE 19:

Rationalise the Commission decision-making process in the context of the "legislative lifecycle project", by streamlining and ensuring effectiveness of processes and procedures and developing further convergence of IT systems.

Result indicators	Latest known result	Target (medium-term)
Development of an 'extended e-Greffe', by increasing the convergence between relevant IT tools of the legislative lifecycle	Launch of a working group composed of the system owners and providers of IT tools of the legislative lifecycle managed by the SG	By 2015, replacing the 22 existing systems by a few flagship projects covering the whole lifetime of a file, among which the 'extended e-Greffe'. By 2012, analysis and development of the first building blocks common to several applications
Availability of a high-performing and user-friendly tool for consultation of files linked to the internal decision-making process (Vista)	Preparation of the first release which will cover all internal decision-making files from the Barroso II period	Migration of all files from former SG-Vista; integration of data from other systems of the legislative lifecycle

Result indicators	Latest known result	Target (medium-term)
In the context of the LEOS study, identification of best practices in Member States and design of a proof of concept for a new LegisWrite	LEOS survey launched mid-2011	New LegisWrite, combining user-friendliness and adequate level of quality, available to users by 2014; proof of concept by end 2012
Up-to-date checklists to perform efficient controls of files in written and empowerment procedures		All relevant check-lists operational by June 2012

Outputs in 2012

- *Three main releases of e-Greffe rationalising processes in the Registry, improving security aspects, improving transmissions to external stakeholders, developing new concepts such as e-signature and e-notification, etc.*
- *First release of Vista beginning 2012*
- *Implementation of LegisWrite 5.8.1 beginning 2012*
- *Development of a centre of expertise for SG corporate procedures ("pôle de procédures")*

SPECIFIC OBJECTIVE 20:

Ensure that users have access to coherent, regularly updated, general/ targeted, information and guidance with regard to the Commission decision-making process.

Result indicators	Latest known result	Target (medium-term)
Up-to-date, fully revamped, user-friendly manual of procedures	Current manual of procedures with partly outdated contents and obsolete technology.	Revised manual of procedures available electronically (wiki technology) by end 2012
Up-to-date web pages dedicated to the decision-making process	Several uncoordinated web pages available on the IntraComm	Easy access to consolidated and rationalised Registry information with links to specialised contents by end 2012
Number of files rejected at the entry point in PE and PH	New indicator, will be monitored as of 2012	Downward trend over the years

Outputs in 2012

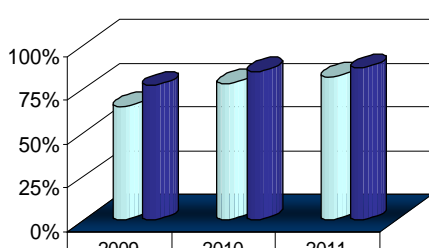
- *Library of FAQs, well-coordinated between the different help desks*
- *List of trainings for specific customers*
- *Communication strategy defining actions to be done by the Registry and clarifying roles of various information provider*
- *Open day of the Registry for SG staff*
- *Revamped legislative coordinator's meetings (more interactive)*

Responsible entity: **Directorate A**

B. Document management and archives

SPECIFIC OBJECTIVE 21:

Achieve full implementation of Commission policy on electronic document management and archiving through monitoring, guidance and making available the necessary IT tools.

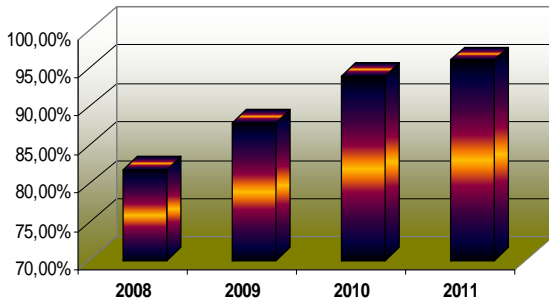
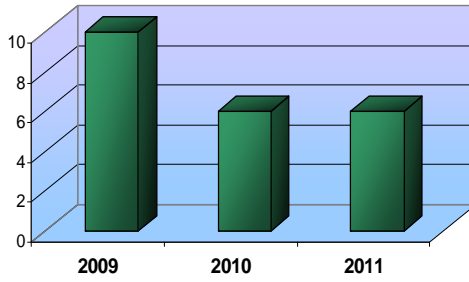
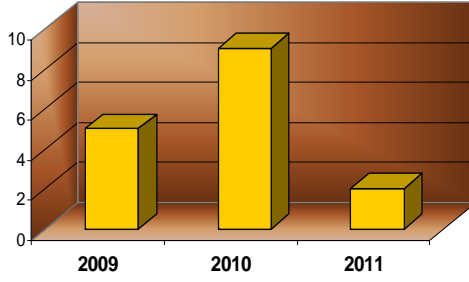
Result indicators	Latest known result	Target (medium-term)												
Compliance with Commission policy (i) globally and (ii) regarding retention and transfer to the historical archives	<p>Average Commission results (i) globally 77% in 2009, 85% in 2010 and 87% in 2011; (ii) preservation and appraisal: 65% in 2009, 78% in 2010 and 82% in 2011 (annual composite indicator exercise)</p>  <table border="1"> <thead> <tr> <th></th> <th>2009</th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>For preservation and appraisal</td> <td>65%</td> <td>78%</td> <td>82%</td> </tr> <tr> <td>Globally</td> <td>77%</td> <td>85%</td> <td>87%</td> </tr> </tbody> </table>		2009	2010	2011	For preservation and appraisal	65%	78%	82%	Globally	77%	85%	87%	By end 2012, (i) globally 90% and (ii) 85% for preservation and appraisal. Full compliance by end 2015
	2009	2010	2011											
For preservation and appraisal	65%	78%	82%											
Globally	77%	85%	87%											
Complete and well-performing corporate IT tools supporting document management and archiving, integrated with other Commission IT systems	Hermes-Ares-Nomcom (HAN) is used by the Commission, executive agencies, EEAS headquarters and 3 EU delegations. User satisfaction 3.5/5 (October 2011). 40 IT systems integrated with Hermes as at end December 2011.	Complete the IT tools necessary to manage the full document lifecycle, including opening of historical archives to the public, by end 2014.												

Outputs in 2012

- *Development by DG DIGIT and roll-out of new releases of the tools for file management (NomCom3) and the review process for closed files (Hermes Preservation Services)*
- *Supervision of the priority developments necessary to implement the IT rationalisation workplan in the "document management domain" and absorb/integrate accordingly a first set of local systems*

Responsible entity: **Directorate B**

C. Data protection

SPECIFIC OBJECTIVE 22: <i>Ensure that Commission's services respect the right to protection of personal data</i>		
Result indicators	Latest known result	Target (medium-term)
Percentage of compliance with the data protection regulation for the inventory entries, within the deadline set by the European Data Protection Supervisor	95% compliance rate achieved in July 2011, 96% expected end December	100% compliance rate for inventory entries of more than 3 months; 100% of ex-post prior check
	Compliance rate 	
Number of complaints to the Data Protection Officer	Number of complaints to the DPO 	Stabilisation
Number of complaints to the EDPS	Number of complaints to the EDPS 	0

Outputs in 2012

- *Contribution to the reform of the data protection legal framework initiated by DG JUST; launch a reflection on how to anticipate entry into force of reform in the Commission's services*
- *Enhancing the visibility and recognition of DPC function (actions with the EDPS and*

inside DGs)

- *New IT system/revamped web site/comprehensive information notice for IT applications provided by DG DIGIT*
- *Systematic training for DPCs and controllers for a smooth migration to the new IT system*
- *Increased information /awareness among Commission staff through the general training (6 sessions/year) with an increased participation of the DPO or his assistant*
- *Developing a new short training covering only the general principles of the data protection regulation*

Responsible entity: **Data Protection Officer**

D. Protocol

SPECIFIC OBJECTIVE 23:

Provide the President, the College and DGs with protocol support and diplomatic assistance.

Result indicators	Latest known result	Target (medium-term)
Number of diplomatic incidents and complaints from the College	2 complaints in 2011	None in 2012

Outputs in 2012

- *Number of preparatory visits; number of accompaniments*
- *Number of Heads of State, Prime Ministers, etc. visits adequately managed*
- *Assistance to DGs for international conferences and signatures of agreements*
- *Seminars of the College and meetings with the EU Presidency*
- *Management of official gifts offered/received*
- *Number of accreditation procedures and ceremonies for presentation of credentials*
- *Improvement of expertise on protocol (training, assistance, advice, etc.).*

Responsible entity: **Protocol service**

6. Activities "Policy strategy and coordination" and "Administrative support" for the SG

The SG's frontline activities are supported by these two horizontal activities which aim at fostering a modern, dynamic and effective working environment in the DG.

The following activities contribute to achieving this goal:

- **Strategic planning and programming:** steering the process of defining the SG strategic priorities, in line with the President's guidelines, monitor progress in delivering on commitments and report on achievements;
- **Internal control:** assessing the compliance with the Commission's internal control standards and carrying out actions meant to raise awareness and improve the control environment;
- **Financial resources management:** ensuring sound and efficient management of financial resources through budget preparation, execution and monitoring and by providing support and service to all staff involved in financial procedures;
- **Human resources management:** recruiting, training, assessing, motivating and retaining highly-qualified staff while promoting equal opportunities; promoting a dynamic allocation of resources in a context of tight resources;
- **Information and communication:** developing and implementing an internal communication strategy able to boost staff motivation, team spirit, and encourage smooth flow of information; manage databases, SGnet, SG websites on MyIntraComm and Europa;
- **Mail and document management:** managing the official mail of the Commission, of the President and of the Secretary-General; implementing an effective document management system;
- **IT:** preparing and delivering an IT policy in line with the Commission IT governance; ensuring the development of the information systems needed to implement SG procedures; monitoring progresses and budget execution; liaising with DG DIGIT to provide the IT support and IT infrastructure needed for the functioning of the SG and the President's Cabinet;
- **Logistics and EMAS:** ensuring efficient management of logistics and coordinate efficient space allocation and taking steps to improve the SG's environmental performance;
- **Internal audit:** provide independent, objective assurance and consulting services designed to add value and improve the operations of the SG by bringing a systematic, disciplined approach in order to evaluate and make recommendations for improving the effectiveness of risk management, control, and governance processes.

SPECIFIC OBJECTIVE 24:

Rationalisation of the resources management within the SG through:

- ***Forward planning and more effective management of human resources;***
- ***Wider and deeper internal communication activities;***
- ***The implementation of the new IT governance and the related rationalisation of Information Systems.***

Result Indicators	Latest known result	Target (medium-term)
Staff reduction according to the future Commission proposal as adopted by the legislator.	In the current difficult economic situation, the Commission plans proposing a staff cut across all institutions.	From beginning of 2013: staff reduction, probably 1% per year.
Contribution to the internal Commission redeployment tax, according to the percentage to be decided.	An internal redeployment tax is foreseen for reinforcing the services that are specifically dealing with the economic crisis.	From beginning of 2012: contribution to the internal redeployment tax, probably 1% per year.
Completion of the analysis of the 22 jobs (métiers) in the SG	Identification of the different jobs in SG in collaboration with the management and data available in the job information system.	Identification of those jobs that could be at risk in terms of recruitment and the corresponding mitigating measures. Adequate training programmes for each of them.
Representation of men and woman in senior management, in middle management and in non-management AD posts	Data extracted from the HR scorecard for SG in October 2011: - 21.4% female senior managers - 28.6% female middle managers - 47.3% female officials AD non-management	Maintain current levels
Results of annual HR staff opinion survey (relevant indicators for the SG)	2010 results of the HR survey	Increase of the appreciation over the years (e.g. 5 to 10% improvement with respect to the corresponding results in previous years)

Result Indicators	Latest known result	Target (medium-term)
Results of annual SG Resources services survey (appreciation by the staff for the different services)	n/a – to be started in 2012	Participation rate > 30% of SG staff, satisfaction of at least 60 %
Number of staff devoted to the IT support	7 officials and 1 contract agent devoted to the IT support	Saving of one contract agent and redeployment of one official thanks to the migration to ITIC
Number of Information Systems: before and after the rationalisation	The SG current maintains a portfolio of 37 Information Systems	Reduction of at least 30% of the number of SG Information Systems by the end of 2013

Outputs in 2012

- *Human Resources Strategic Plan*
- *SG Resources services survey report*
- *Internal Communication strategy*

SG IT governance implementation report

Responsible entity: **Directorate R**

SPECIFIC OBJECTIVE 25:

Implement and maintain an effective internal control system so that reasonable assurance can be given that resources assigned to the activities are used in accordance with the principles of sound financial management and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

Result Indicators	Latest known result	Target (medium-term)
% of IAC recommendations concerned by a follow-up in the current year confirmed as implemented by IAC	69% in 2010	> 70% in 2012
% of budget execution in commitments	99% at end 2010	99%
% of budget execution in payments on committed appropriations	64% at end 2010	> 65%
Number of registered exception reports and non-compliance events	25 at 1/12/2011; 26 in 2010	Reduction
Number of reservations in the AAR	none	none

Result Indicators	Latest known result	Target (medium-term)
% of managers who think that all internal control standards functioned satisfactorily in the reporting year (survey among SG managers)	38.5 % in July 2011	> 38.5%

Outputs in 2012

- *Financial circuits reviewed*
- *Manual of financial procedures completed*

Responsible entities: **Directorate R** with contributions from all other directorates

List of acronyms

Term	Definition
2011Q1 – 2011Q4	1st quarter 2011 – 4th quarter 2011
AAR	Annual Activity Report
AB	Administrative burden
ABAC	Accrual-Based Accounting
ABM	Activity Based Management
ARGUS	General Rapid Alert System
ASAP	Operational IT tool for the follow-up to national parliaments' opinions
ASP	Acquis search platform
BC	Business Continuity
BCM	Business Continuity Management
BCP	Business Continuity Programme
BIA	Business Impact Assessment
C3M	Community Capacity in Crisis Management
CIS-Net	Database for Interdepartmental Consultations
COM	Commission
CoR	Committee of the Regions
COREPER	The Permanent Representatives Committee or "Coreper" (Article 207 of the Treaty establishing the European Community) is responsible for preparing the work of the Council of the European Union
COSAC	Conférence des organes spécialisés des Assemblées de la Communauté
CVM	Cooperation and Verification Mechanism
CWP	Commission Work Programme
DG	Directorate General
DORIE	Documentation et Recherche sur les Questions Institutionnelles Européennes (database)
EDPS	European Data Protection Supervisor
EEAS	European External Action Service
EESC	European Economic and Social Committee
EIMS	Evaluation Information Management System
EO	European Ombudsman
EP	European Parliament
EU	European Union
EUI	European University Institute
EU 2020	Commission's Communication: A strategy for smart, sustainable and inclusive growth
GICE	Groupe interservices compétences externes
GRI	Groupe des Relations Inter-institutionnelles
HEBDO	Réunion hebdomadaire des chefs de Cabinet
Hermes	Outil de gestion documentaire
IA	Impact Assessment
IAB	Impact Assessment Board
IAS	Impact Assessment Service
IIWG	Inter-Institutional Working Group
IS	Information Systems
IT	Information Technology
MEP	Member of the European Parliament
MFF	Multiannual Financial Framework

MS	Member States
NGO	Non Governmental Organisation
NOAH	Tool for Business Continuity Management in the Commission
NomCom	Nomenclature Commune=plan de classement de la Commission (outil de gestion et de consultation)
NP	National parliaments
NRP	National Reform Programmes
RSCC	Réunion spéciale des chefs de Cabinet
SCA	Special Committee Agriculture
SG-Vista	Application: Official procedures and documents
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Relevant, Timed
SPOC	Single Point of Contact
SPP	Strategic Planning Programmation
SURE	Special Committee on Policy Challenges and Budgetary Resources for a Sustainable European Union after 2013
TFEU	Treaty for the Functioning of the European Union
TCO	Total Cost of Ownership