



# Management Plan 2018

DG Maritime Affairs and Fisheries



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## INTRODUCTION

### Taking care of the oceans

Oceans are a source of life to our planet. They provide food, regulate the climate and produce oxygen. Oceans also offer a great potential for boosting growth, jobs and innovation, and a large share of our economy already depends on the sea. Yet the ocean's health and its capacity to provide these services are put in danger by pollution, ocean warming and the over-exploitation of marine and maritime resources. For oceans to remain healthy and thriving, to provide food and jobs for millions of people and to stimulate a blue economy able to support vibrant coastal and island communities, we need to manage them in a more sustainable way, in Europe and worldwide.

Building on President Juncker's Agenda for Jobs, Growth, Fairness and Democratic Change and Commissioner Vella's Mission Letter, and in line with the United Nations' Sustainable Development Goals (SDG) - notably SDG 14 "*Conserve and sustainably use the oceans, seas and marine resource for sustainable development*" - and the reformed Common Fisheries Policy (CFP), the Directorate-General for Maritime Affairs and Fisheries (DG MARE) will in 2018 continue to focus on actions that enable the European Union to further develop its leading role in tackling the growing ocean challenges, both within its own geographical area and at international scale.

The Commission's strong commitment to the sustainability, security and prosperity of our oceans is reflected in DG MARE's **three main priorities** for the next year:

- **Ensuring that the ocean resources are used sustainably and that coastal communities and the fishing sector have a prosperous future:** *DG MARE will further work to achieve the CFP objectives of reaching Maximum Sustainable Yield (MSY) by 2020 and of implementing the landing obligation. This will contribute to the sustainable exploitation of the stocks, the protection of the marine ecosystems concerned and the sustainability of the European fishing sector. The positive economic trends for the EU fishing fleet clearly show that our joint commitment towards more sustainable fishing pays off.*
- **Stimulating a sustainable Blue Economy:** *By investing in innovation and giving bright new business ideas a helping hand, DG MARE will continue to help coastal communities and businesses across the Single Market unlock the potential that the oceans as a source of new jobs and sustainable economic growth represent for Europe's coastal regions and for the European economy as a whole. Beyond fisheries, new business opportunities await in many areas, including marine biotech and ocean energy, in eco-tourism and aquaculture, totalling more than 5 million jobs with a high potential for more employment creation.*
- **Promoting Ocean Governance at international level:** *Following up on the success of the "Our Ocean" Conference in Malta (5-6 October 2017), which confirmed the EU's leading role in International Ocean Governance, we will continue to implement the Commission's and High Representative's joint initiative on International Ocean Governance and prepare ambitious EU commitments for the 2018 edition of the "Our Ocean" Conference (OOC), which will be hosted by Indonesia and will be an occasion for the Commission to report on the state of play of OOC 2017 commitments. The Commission, in close cooperation with past and future hosts, will also look into the possibility of having a more permanent system to track the OOC commitments over time.*

Initiatives specifically mentioned in the Commission Work Programme

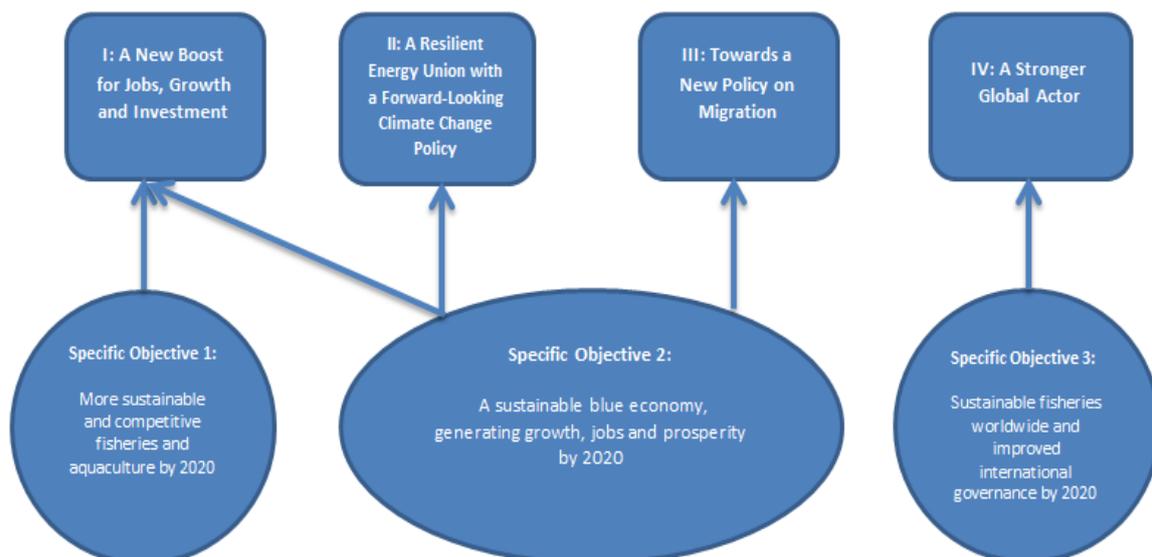
In line with the Commission Work Programme (CWP) for 2018<sup>1</sup> and as part of the Commission's Regulatory Fitness and Performance (REFIT) programme, we will propose a **revision of the EU's Fisheries Control System** to make fisheries control more effective, simpler and less burdensome, while ensuring full alignment with the reformed CFP and improving quality and sharing of fisheries data.

DG MARE will also contribute to implement the objectives of the **EU Strategy on Plastics in a Circular Economy**, as announced in the CWP 2017<sup>2</sup>, namely to significantly reduce marine litter from fishnets and aquaculture, and it will provide input to the reflection paper **Towards a sustainable Europe by 2030**, on the follow-up to the UN Sustainable Development Goals, including on the Paris Agreement on Climate Change", as well as to the Communication on the **future of EU energy and climate change policy**, both highlighted in the CWP 2018.

As to the next programming period, and in line with the CWP 2018, DG MARE will contribute to the design of the **Multiannual Financial Framework beyond 2020**, and work on the preparation of the ensuing proposals for the next generation of programmes.

\* \* \*

DG MARE's priorities for 2018 reflect the three specific objectives set out in our Strategic Plan 2016-2020, which contribute to four general objectives of the Commission, each corresponding to one of the ten priorities set out in President Juncker's political guidelines. The graph below illustrates the inter-linkages between specific and general objectives.



<sup>1</sup> [COM\(2017\) 650 final.](#)

<sup>2</sup> [COM\(2016\) 710 final.](#)

The three priorities, or specific objectives, provide the framework for the concrete actions and initiatives DG MARE is planning to work on and to propose in 2018.

This Management Plan highlights DG MARE's most important deliverables for 2018, through which we will contribute to healthier, cleaner, safer and more secure oceans, both within the EU and worldwide, as well as to the prosperity of the livelihoods that depend on the sea and its resources.

## **PART 1. MAIN OUTPUTS FOR THE YEAR**

### **ENSURING THAT THE OCEAN RESOURCES ARE USED SUSTAINABLY AND THAT COASTAL COMMUNITIES AND THE FISHING SECTOR HAVE A PROSPEROUS FUTURE**

#### ***(DG MARE'S SPECIFIC OBJECTIVE 1: MORE SUSTAINABLE AND COMPETITIVE FISHERIES AND AQUACULTURE BY 2020)***

##### **▪ ECONOMIC GROWTH POTENTIAL AND ENVIRONMENTAL SUSTAINABILITY: FISHING AT MSY LEVELS**

DG MARE will continue to work towards the achievement of key CFP objectives, in particular **bringing fish stocks to healthy levels by 2020 and ending the wasteful practice of discards** through implementing the landing obligation for all species subject to TAC limits or Minimum Conservation Reference Sizes in the Mediterranean by 2019.

In mid-2018 we will report for the second time on the state of play of the CFP and consult on our approach for the establishment of fishing opportunities for 2019. The Commission's "Policy statement" will be the basis for our annual proposals setting the TACs (total allowable catches) and quotas for the different EU sea basins (Atlantic, North Sea, Baltic Sea and Black Sea) and beyond EU waters. In 2018, this will also include a proposal for deep-sea stocks TACs and quotas based on the latest scientific advice with the aim of achieving MSY by 2020 at the latest. Fishing opportunities for deep-sea stocks will be proposed for 2019 and 2020, and will be accompanied by two implementing regulations. With the last year before the full implementation of the landing obligation we expect new discard plans established through regionalisation.

We will continue to give priority to the implementation of the CFP through a gradual introduction of multi-annual plans including conservation measures to restore fish stocks at a level capable of producing MSY. Such a plan is already in force for cod, herring and sprat in the Baltic Sea. This plan will be revised in 2018 in order to align it to the latest scientific advice as regards the mortality ranges. Two further plans for the North Sea and the small pelagics in the Adriatic are currently being negotiated with the European Parliament and the Council. They will be complemented by new proposals in 2018, one for demersals in the Western Mediterranean and one for demersals in the Western Waters.

Important political agreements to achieve environmental, economic and social sustainability have been reached through the Bucharest Declaration<sup>3</sup> and the

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<sup>3</sup> The GFCM organised a high-level meeting on fisheries governance in the Black Sea in October 2016. On 25 October, the conference adopted the Bucharest Declaration which underlines the

Medfish4Ever Ministerial Declaration<sup>4</sup>. At the initiative of the EU, the General Fisheries Commission for the Mediterranean (GFCM) adopted its 2017-2020 strategy towards the sustainability of Black Sea and Mediterranean fisheries. Together with Member States, third countries and the GFCM, the Commission is working towards the implementation of both Declarations and the GFCM multi-annual strategy.

Milestones for 2018 will be the ministerial conference on the Black Sea to adopt a plan for the Black Sea fisheries and the High Level conference on small-scale fishing to adopt a regional action plan on small scale fisheries. The GFCM Science Forum in December 2018 should build a science network for better support of decision-making and identify research priorities in the Mediterranean and the Black Sea.

The adoption of our pending proposal on technical measures will be another important step to reduce unwanted catches and eliminate discards, notably through better selectivity and to protect juveniles and spawning grounds. It will thus contribute to the sustainable exploitation of marine biological resources.

2018 will see an evaluation of the entry-exit scheme in the light of the evolving relationship between fleet capacity and prospected fishing opportunities as well as a report on the use of delegated powers under the CFP, both required by the CFP. We will also launch the evaluation of the EU's Eel Regulation in the light of the bad status of the European eel and publish the results of the evaluation of the Mediterranean Regulation once the Technical Measures Regulation has been adopted.

In line with the Commission's "stronger and renewed strategic partnership with the EU's outermost regions", the current State aid guidelines will be reviewed regarding aid for the construction of new vessels in outermost regions.

The various initiatives and actions planned for 2018 should allow to move towards healthy fish stocks and sustainable fisheries, including in the Mediterranean, and thus to improve the marine environment and strengthen the socio-economic fabric of coastal communities. The positive economic trends for the EU fishing fleet clearly show that our joint commitment towards more sustainable fishing pays off, although more efforts are needed to allow also small scale coastal fleets, in particular in the Mediterranean and Black Sea, to fully benefit from this positive trend.

#### ▪ **THE EUROPEAN MARITIME AND FISHERIES FUND (EMFF)**

The key objective of the **European Maritime and Fisheries Fund** (EMFF) for 2016-2020 is to support the implementation of the Common Fisheries Policy and Integrated Maritime Policy and thus to contribute to sustainable and competitive fisheries, food supply, sustainable aquaculture and thriving coastal communities. While spending was slow during the first years of the Fund, EMFF implementation under shared management is expected to reach a cruising speed in 2018.

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need for common and collaborative approaches among riparian States to address Black Sea fisheries issues.

<sup>4</sup> On 30 March 2017, at the initiative of the Commission, the EU and 16 riparian States, covering more than 75% of the fishing fleets in the Mediterranean, concluded the Malta MEDFISH4EVER Declaration setting out a detailed work programme for the next 10 years in the Mediterranean.

While over the first couple of years spending under the EMFF was lagging behind that of other European Structural and Investment Funds, EMFF implementation under shared management is expected to reach a cruising speed in 2018.

This will allow the fishing and aquaculture sectors to innovate and increase profitability and coastal communities who diversify their economies to fully benefit from EU financed projects that create new jobs and improve quality of life along European coasts.

In line with the Commission Work Programme 2018, DG MARE will contribute to the design of the **Multiannual Financial Framework beyond 2020** and work on the preparation of the ensuing proposals for the next generation of programmes.

- **PROFITABILITY OF THE EU FISHING FLEET, AQUACULTURE AND FISH PROCESSING**

The **economic analysis** of the fisheries, aquaculture and processing sectors are essential intelligence tools, which provide a comprehensive overview of the structure and economic performance on these sectors in the EU Member States. In addition, they provide a valuable evidence-based scientific support to EU decision-making.

The annual EU Fleet Report provides a clear overview on the state of EU fleet segments and the fishing stocks from a biological, economic and social point of view. The report helps the Commission to identify the most appropriate fisheries conservation measures in order to achieve a **balance between fishing capacity and fishing opportunities**.

- **FISHERIES AND AQUACULTURE MARKET INTELLIGENCE**

**Market intelligence** is an essential tool to provide all actors in the supply chain with an analysis of the fisheries and aquaculture markets. In particular, it allows the fisheries and aquaculture industries to define adequate market strategies.

With the renewal of **EUMOFA** (European Market Observatory for Fisheries and Aquaculture Products) we intend to extend the coverage of Member States and the different steps in the supply chain and ensure better quality data. The new contract would also expand to the markets development within the concept of the circular economy and innovative aquaculture production.

2018 will see the launch of an evaluation of the **Marketing Standards** framework for fishery and aquaculture products.

Given that the current **Autonomous Tariffs Quotas** (ATQ) Regulation will expire at the end of 2018, we will present to Council in due time a proposal to renew this Regulation beyond 2018, in order to avoid any disruption in the supply of the processing industry.

After five years of implementation of the Strategic Guidelines for the sustainable development of EU **aquaculture**<sup>5</sup> we will assess how the **open method of coordination** between the Commission and the Member States as established by the CFP has delivered in view of its objectives: reducing administrative burden, improving access to space and water, increasing competitiveness. The potential for innovative and

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<sup>5</sup> [COM\(2013\) 229 final](#).

high-growth developments in this industry will also be assessed, as it is crucial for global food supply.

▪ **AN EFFECTIVE FISHERIES CONTROL SYSTEM**

The achievement of the CFP objectives depends to a large extent on an effective **control and enforcement** system. In line with the Commission Work Programme for 2018 and as part of the Commission's Regulatory Fitness and Performance (REFIT) programme, we will propose a **revision of the EU's Fisheries Control System**<sup>6</sup>. The goal is to make fisheries control simpler, more effective and less burdensome, while ensuring full compliance with the reformed CFP and improving quality and sharing of fisheries data. The proposal will take into consideration the results of the Commission's 2016 evaluation of the fisheries control regulation as well as the recommendations by the European Parliament, the European Court of Auditors, the European Fisheries Control Agency (EFCA) as well as the REFIT Platform. It will also be based on a large stakeholder consultation.

The establishment of **Specific Control and Inspection Programmes** (SCIPs) across the various sea-basins led to better coordination and synergies among the Member States in deploying their control and inspection means, with the support of EFCA. SCIPs also contribute to a culture of compliance and ensuring a level playing field between fishing operators. Up to now, four SCIPs have been in place, each focusing on a specific regional basin and on selected fisheries. Three of these SCIPs will expire at the end of 2018. We intend using this opportunity to review all SCIPs, which are largely based on the same structure and basic requirements, to combine them into one single legal act.

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<sup>6</sup> The EU Fisheries Control System concerns the following regulations:

- Fisheries Control Regulation (EC) No 1224/2009;
- EFCA founding Regulation (EC) No 768/2005; and
- to a certain extent, the IUU Regulation (EC) No 1005/2008.

## STIMULATING A SUSTAINABLE BLUE ECONOMY

### ***(DG MARE'S SPECIFIC OBJECTIVE 2: A SUSTAINABLE BLUE ECONOMY GENERATING JOBS, GROWTH AND PROSPERITY BY 2020)***

#### ▪ **EU INVESTMENT RELATING TO THE BLUE ECONOMY**

For Europe's coastal regions in particular, oceans are a potent source of new jobs and sustainable economic growth. The blue economy is expected to double in size by 2030 and to outperform the general economy if the right conditions are created. Substantially more jobs than the current 5 million can potentially be created. Our aim is to boost synergies between sustainable oceans, investment in ground-breaking innovation and economic growth and employment. Through its sustainable **Blue economy** policy, DG MARE is helping coastal communities and businesses all across the Union unlock this potential, by investing in innovation and giving bright new business ideas a helping hand.

To underpin actions that stimulate Blue economy, we will continue to foster **regional cooperation in Europe's sea basins**, including with neighbouring countries with whom we share the same seas. Following a comprehensive mid-term review, the Atlantic Strategy will be adapted to new challenges and the recent Western Mediterranean Strategy will be fully rolled out, with the help of "assistance mechanisms" funded from the EMFF. In the Black Sea, a political agenda on Blue Growth will be developed, with the support of an EMFF project already launched, and proposed for ministerial endorsement.

A first edition of an Annual Economic Report on the Blue Economy will be launched. It will reflect progress made in the blue economy in terms of jobs, economic activity and value added. The report will also provide an overview of EU blue economy based on the latest available public data. This annual report will allow monitoring the EU blue economy over time and identify any trends and drivers.

#### ▪ **IMPROVEMENT IN MARINE KNOWLEDGE**

Europe now has arguably the world's most advanced integrated **marine data and seabed mapping dissemination** processes. This saves costs for industry as it does not need to resurvey areas that have already been surveyed and it costs less to assemble data from different sources if common standards are used. It promotes innovation because small companies have access to data that was previously the preserve of state agencies. It reduces uncertainty as to how the ocean is behaving and will behave in the future, which reduces the risk for investment.

During 2018, the benefits will progressively increase as gaps are filled, resolution improved and new data products added. For instance, digital maps of the distribution of plastic in the marine environment will be published in the first quarter. The flow of data to and from industry and research will increase. Conversations with major holders of marine data from other continents will lead to more global interoperability. A major conference at the end of 2018 will examine evidence for a more integrated approach to monitoring, sampling and surveying Europe's seas and propose options for achieving it. Input from an evaluation and an expert user group will further guide development.

- **OCEAN ENERGY AND OFFSHORE WIND ENERGY**

The deployment of **offshore energy** devices is gaining speed. The number of wave and tidal devices deployed in EU waters, or for which consent has been granted is increasing significantly. While offshore wind energy is on the brink of becoming competitive without subsidies, this is not yet the case for **ocean energy**, which is slowly moving from the demonstration to the commercialisation phase. Attracting and de-risking investment will be an important contribution to this. A grant to improve knowledge on environmental monitoring and possible impacts of ocean energy devices will facilitate licensing procedures and thus accelerate deployment. Progress in this area will contribute to the Commission's priority of providing Clean Energy for all Europeans (Energy Union).

DG MARE will also actively contribute to the Communication on the **future of EU energy and climate change policy**, as highlighted in the Commission Work Programme 2018.

- **MARITIME SECURITY: CLOSING THE INFORMATION GAP ACROSS BORDERS AND SECTORS TO IMPROVE MARITIME SURVEILLANCE**

**Maritime Security** is a key element of a Security Union. The EU Maritime Security Strategy and its related Action Plan, adopted by the Council in 2014, put forward the EU agenda for safe and secure seas and oceans and are in line with these priorities. The strategy and action plan envisage a cross-sectorial approach by creating synergies through cross sector collaboration, in particular between civilian and military authorities.

In June 2017, the second implementation report of the EUMSS Action Plan was presented to the Council. This was the result of a joint effort by different services of the Commission, the External Action Service (EEAS) and the European Defence Agency (EDA), with input from Member States through national reports. In general terms, the report concludes that implementation is progressing well and that the strategy has also led to a shift in the mind-set from a sectoral approach to more cross-sector collaboration. However, it also encourages a revision of the Action Plan in 2018 to ensure it is fit for purpose and responds to the political priorities of the Union. The report was well received by the Council and the recommendations were endorsed.

The **Common Information Sharing Environment** (CISE), which promotes better information exchange between maritime authorities across sectors and borders and is an important action of the EUMMS Action Plan, will be reviewed in 2018.

## PROMOTING OCEAN GOVERNANCE AT INTERNATIONAL LEVEL

### ***(DG MARE'S SPECIFIC OBJECTIVE 3: SUSTAINABLE FISHERIES WORLDWIDE AND IMPROVED INTERNATIONAL GOVERNANCE BY 2020)***

#### ▪ **INTERNATIONAL OCEAN GOVERNANCE**

In 2018, and following up on the success of the "Our Ocean" Conference in Malta (5-6 October 2017), the Commission will work to further implement the **Ocean Governance agenda**. It will further upgrade its bilateral dialogues on maritime affairs and fisheries with key ocean players into real "**Ocean Partnerships**" and will set up the **EU Stakeholder Forum for International Ocean Governance** dedicated to oceans and seas worldwide. The forum aims at developing a regular dialogue on the EU's efforts to improve International Ocean Governance and provide a platform for exchange of technical knowledge, cooperation, and coordination amongst stakeholders. Ambitious EU commitments are planned for the 2018 edition of the "Our Ocean" Conference, which will be hosted by Indonesia, and the Commission and the High Representative will for the first time report on progress as to the delivery of the actions put forward in their joint Ocean Governance Communication. The report will take stock, identify focal areas to ensure a timely delivery of all actions and initiate the post-2020 outlook for the EU's role in strengthening Ocean Governance.

DG MARE will also propose negotiating directives for reaching an agreement on the conservation and sustainable use of biodiversity in areas beyond national jurisdiction (**BBNJ**), which will regulate measures such as area based management tools, including marine protected areas, marine genetic resources, environmental impact assessments and capacity building as well as the transfer of marine technology.

**Sustainable Development Goal (SDG) 14** relating to oceans being of particular importance to DG MARE, we will maintain the momentum and carry out a more in-depth assessment of the EU actions in the field of SDG 14 and ocean relevant targets under other SDGs. This assessment will contain a thorough mapping of existing measures and identify possible gaps.

DG MARE will also provide input to the reflection paper **Towards a sustainable Europe by 2030**, on the follow-up to the UN Sustainable Development Goals, including on the Paris Agreement on Climate Change, mentioned in the Commission Work Programme 2018.

As a global leader in international fisheries management, one of our strategic priorities is to ensure that ocean resources globally are used in a sustainable manner. Through its work in **Regional Fisheries Management Organisations (RFMOs)**, DG MARE continues to push for better decision-making based on best available science, more effective management of fisheries and a level playing field for EU operators. The EU is also leading the efforts to better coordinate different tuna RFMOs (Kobe process). The transposition of RFMO rules into EU law will help improve transparency and predictability and so, strengthen our credibility on the international scene and help to achieve sustainable fisheries worldwide and improved governance.

## ▪ **SUSTAINABLE FISHERIES PARTNERSHIP AGREEMENTS**

The EU's **Sustainable Fisheries Partnership Agreements** (SFPAs) are directly contributing to the capacity of the EU fishing fleet to extend its fishing operations in non-EU waters in a highly regulated and transparent framework. Their objective is also to ensure as much as possible continuity between fishing grounds, in particular for the tuna fleet through the existence of a network of SFPAs. SFPAs provide access to third country waters for over 230 EU-flagged vessels which are catching up to 200 000 tonnes under these agreements and supply mostly the EU market.

In addition, SFPAs allow maintaining a political dialogue on fisheries-related policies with third countries, and provide funding to:

- improve scientific and technical knowledge of fisheries;
- implement Monitoring, Control and Surveillance (MCS) activities, and
- contribute to the fight against illegal, unreported and unregulated (IUU) fishing.

SFPAs can therefore be considered as an essential tool to promote improved fisheries governance at global level.

Each year on average, 25% of the SFPA protocols expire and in order to ensure continuity of fishing and maintain a coherent network of SFPAs, new protocols with partner countries must be negotiated.

## ▪ **FIGHTING ILLEGAL, UNREGULATED OR UNREPORTED (IUU) FISHING WORLDWIDE**

**Combating IUU fishing** worldwide remains a priority for DG MARE. The EU imports two-thirds of what we consume and is among the biggest importers of fishery products globally. We therefore need to ensure that what is consumed in the EU is not stemming from IUU fisheries.

The Commission will continue international cooperation and dialogue with third countries to initiate structural reforms of fisheries management systems and eliminate IUU fishing. DG MARE's bilateral dialogues with third countries under the IUU Regulation<sup>7</sup> could lead to Commission Decisions on pre-identification or identification of a third country as a non-cooperating third country in fighting IUU fishing as well as possible revocation of existing pre-identifications or identifications during year 2018. Identification of countries as a non-cooperating third country in fighting IUU fishing leads to trade sanctions having an impact on existing trade flows.

In particular, the Commission is seeking to strengthen multilateral and regional actions on curbing IUU fishing by supporting instruments that allow tracking and identifying vessels and nationals engaging in illegal practices. We also expect better national policies to fight and deter IUU practices, a reinforced cooperation at all levels, and respect of international law and agreed objectives. In this context, the Commission will strengthen action on IUU fishing by supporting Member States in ensuring efficient controls through the development of electronic tools (cf. next chapter).

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<sup>7</sup> [Council Regulation \(EC\) No 1005/2008 of 29 September 2008 establishing a Community system to prevent, deter and eliminate illegal, unreported and unregulated fishing, amending Regulations \(EEC\) No 2847/93, \(EC\) No 1936/2001 and \(EC\) No 601/2004 and repealing Regulations \(EC\) No 1093/94 and \(EC\) No 1447/1999.](#)

## ▪ **CONTROL OF IMPORTS OF FISHERIES PRODUCTS IN THE EU**

One of the main operational elements in the context of the IUU Regulation is the EU IUU **catch certification scheme**. Member States are responsible for its implementation and in particular for performing all necessary IUU related controls and verifications of imports of fishery products, which require certain structures, resources and supporting tools in place. Member States ensure the necessary controls.

Currently, the scheme is paper based. An **IUU IT project** is ongoing to digitalise the catch certificates and processing statements and "automate" their submissions and processes concerned.

The information will be stored in an EU-wide database and will support Member States in performing risk based controls, reduce significantly the risk of fraudulent imports, facilitate trade and ease the administrative burden for Member States. The IT system is being developed by DG SANTE under its TRACES system, which integrates already EU health certificates and is expanded more and more with other certificates required for imports of certain products into the EU<sup>8</sup>. Business cases and user requirements are currently finalised for approval by EU Member States. A first version for testing should be available in the first half 2018, which will be further developed during 2018. The system should be operational and available in all Member States from early 2019 on.

## **PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR**

### **A. HUMAN RESOURCE MANAGEMENT**

DG MARE is fully committed to achieving the mandatory objectives set at corporate level in the area of organisational management. In 2018, we will continue to aim at the effective and efficient delivery of the political priorities. In its HR policy, DG MARE will pay particular attention to the efficient use of resources and to the wellbeing and the engagement of staff. DG MARE will develop an HR Management Strategy in 2018.

At 47% (9/19) in October 2017, DG MARE is well above the Commission average on the **representation of women in middle management** functions. DG MARE is committed to ensuring that gender balance objectives are fully attained. In July 2017, the Commission adopted new DG-specific targets for first female appointments to managerial functions by 1/11/2019<sup>9</sup>. Since July, DG MARE has made one first female appointment and MARE expects to meet its target of 2 out of 3 first appointments already by early 2018. In addition, DG MARE will participate in the new corporate programme to develop female managerial talent. In 2018 we will also carry out discussions with our deputy Heads of Unit about their role and their aspirations, which will support our work on growing female potential in MARE. We will also pay close attention to gender balance when any posts of deputy Head of Unit, Head of Sector or team leader comes free. Beyond this, we do not plan at this stage to launch any initiative for women with potential for management at local level, given that this is being planned at corporate level.

Furthermore, DG MARE will continue to **support its senior and middle managers** with a view to implementing and exchanging best practices for and between managers. In line

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<sup>8</sup> For instance: COI (certificate of organic inspection) for biological products or FLEGT (for imports of tropical wood).

<sup>9</sup> SEC(2017) 359 final.

with the corporate Fit@Work strategy, DG MARE will also continue to promote flexible working methods (including flexitime and part-time arrangements) as a way to boost productivity and ability to adapt to changing workloads and demands. In June 2017, the new MARE Management Charter was adopted and signed by all managers at the DG Away-Day. It was developed based on discussions with managers and non-managers, providing opportunities for topics related to wellbeing and the role of managers to be discussed openly and extensively in the DG. The new Charter includes provisions on measures that enhance wellbeing and which managers should follow, including on flexible working arrangements.

In the 2016 Commission Staff Survey, DG MARE's **Staff Engagement Index** declined to 67%, compared to the previous survey. It remained nevertheless above the Commission average of 64%. The target for 2018 is to improve DG MARE's score for the Staff Engagement Index. MARE's HR Business Correspondent Team will provide input to DG HR for the development of the 2018 Staff Survey, and will actively promote the survey within the DG at the time of the launch. To increase our response rate, we plan to carry out a satisfaction survey for MARE staff in 2018, asking for feedback on the current MARE Staff Engagement Action Plan, to remind staff of everything that was achieved since and thanks to their contributions to the 2016 Staff Survey. We will also use the *MARE All Staff Meeting* in February 2018 to share with staff what was achieved as follow-up to the 2016 Staff Survey, and as follow-up to our DG MARE *Away day* of June 2017.

In the first quarter of 2018, we will assess the state of implementation of the 2017 MARE Staff Engagement Action Plan, and disseminate results to staff. Many of the actions in the 2017 Plan will be continued in 2018, as they are not limited in time. These include: regular MARE Debates, Directorate meetings, improving working methods to achieve greater efficiency, improving collaboration, promoting job shadowing and mentoring (both set-up in 2017).

The emphasis that was put in 2017 in DG MARE on participatory approaches, and two-way communication (used in Directorate and All Staff Away Days, as well as during other events such as Debates), will continue to be promoted in 2018.

Regarding internal communication, regular use of satisfaction surveys, via EU Learn or simple intranet polls, will be continued in 2018 to give staff opportunities to provide their feedback on organisational developments in MARE including wellbeing and staff engagement, and working arrangements, efficiency, learning and development priorities. Alongside this direct consultation of staff, we use focus groups to gain input from staff on specific topics, and we share information about HR processes via our intranet and through email. The various communities of staff that have been set up in the past two years also enable to share HR-related news within the DG MARE effectively (e.g. MARE Staff Engagement Diversity and Inclusion group, MARE cyclists, Greening DG MARE team, Participatory leadership community of MARE).

## **B. FINANCIAL MANAGEMENT: INTERNAL CONTROL AND RISK MANAGEMENT**

DG MARE has set up internal control processes aimed to ensure the adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned.

The overall control system established within DG MARE provides reasonable assurance as to the sound financial management in respect of transactions carried out. This assurance is underpinned by the financial circuits established within the DG as well as ex-post controls.

### **Shared management** (+/- 80% of the budget):

For the **2014-2020 programming period**, DG MARE has developed a Single Audit Strategy (SAS) in conjunction with DG REGIO and DG EMPL. It is carrying out a desk review of a selected number of "designation packages". DG MARE is also carrying out early preventive system audits (EPSAs) which focus on the functioning of the most important key requirements at this early stage of implementation. This provides a source of direct assurance prior to receipt of the first "full" assurance packages, consisting of the accounts, an annual summary and management declaration as well as an annual control report and audit opinion, from Member States.

As the process for notification of designations has been significantly delayed, designation and EPSA work feature heavily in 2017. 5 Member States transmitted substantial (i.e. non-zero) accounts in February 2017; for 2018 the submission of substantial accounts for 12 Member States is expected.

DG MARE has reasonable assurance on EU payments made for the 2014-2020 programming period in 2016 since they bear practically no risk (pre-financing) or, for the interim payments made, adequate mechanisms are in place to ensure that only legal and regular expenditure is included and certified in the annual accounts. In addition, the retention of 10% from each of the interim payments made by the Commission will protect the EU budget year on year. The assurance packages expected from the 12 Member States, with substantial accounts, in February 2018 will provide a fuller picture.

For the **2007-2013 programming period**, the cumulative residual risk (CRR) has been estimated for all European Fisheries Fund (EFF) operational programmes since the beginning of the programming period, based on the best available sources of information.

The closure declarations Member States submitted at the end of March 2017 were based, in particular, on all audit work carried out since the start of the programming period (i.e. systems audits and audits of operations) and a calculation of the Residual Risk Rate (RRR). The results are provisional at this stage (DG MARE's analysis is ongoing) and will be reported in full in the 2017 AAR, to be issued in April 2018. However, the provisional RRR of 0.53% illustrates that the corrective capacity of the controls operated by Member States and DG MARE has been effective in shielding the Budget from material levels of irregular expenditure.

### **Direct management** (+/- 20% of the budget):

A substantial part of direct managed expenditure has been delegated to EASME. For the remaining part, DG MARE ensures 100% ex-ante **verification** of documents and procedures. For Data Collection and the Surveillance and Control Programmes, there is a multiannual rolling audit programme to cover all Member States which benefit significantly from the programmes.

Assurance is an objective examination of evidence for the purpose of providing an assessment of the **effectiveness of risk management, control and governance processes**.

This examination is carried out by management, who monitors the functioning of the internal control systems on a continuous basis, by the external auditors and the Internal Audit Service (IAS). Its results are documented and regularly reported to the Director-General.

DG MARE has developed and implemented a **joint anti-fraud strategy** (JAFS) together with DG REGIO and DG EMPL. It was elaborated on the basis of the methodology provided by OLAF and adopted in 2015 for the period 2015-2020. The strategy is to be

updated annually, if necessary. Its implementation is being monitored twice a year with reporting to management.

The JAFS covers the whole anti-fraud cycle: prevention, detection, investigation and corrective measures. It seeks to reinforce existing measures which are in place for the purpose of protection of the financial interests of the Union, by providing support to Member States in their anti-fraud efforts and strengthening the capacity of DGs to deal with fraud, as well as intensifying cooperation with OLAF. The controls aimed at preventing and detecting fraud are essentially the same as those intended to ensure the legality and regularity of the transactions.

The JAFS covered one priority action for DG MARE – assessment of implementation by Member States of the provisions of Article 125.4.c of the Common Provisions Regulation on anti-fraud measures. The assessment will be initially carried out during the review of the designation packages.

OLAF informs DG MARE regularly on their investigations. Twice a year the monitoring tables of OLAF and DG MARE are reconciled to ensure that no cases are omitted.

### **C. BETTER REGULATION**

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Annex 1 under the relevant specific objective in the tables.

### **D. INFORMATION MANAGEMENT ASPECTS**

The recommendation of opening files to the entire Commission as per the "Data, Information and Knowledge Management strategy" of 2016 was communicated through the MARE network of DMO<sup>10</sup> correspondents together with the information on the latest version of Ares 2.10, which facilitates this approach. This opening will be combined with awareness raising actions on the use of markings.

The target of 5% of shared files with other services/DGs as set in the MARE Strategic Plan 2016-2020, is likely to be overpassed, since a large number of files are already shared with BUDG, EASME as a part of common tasks, as well as with IAS for audit reasons.

Since the Synergies and Efficiencies is ongoing as of 1 May 2017, the full implementation of e-signatory is applied within DG MARE<sup>11</sup> with very few exceptions where a handwritten signature and paper circulation is compulsory.

The electronic workflow was expanded even to financial circuits and it is expected to be fully implemented in DG MARE by the beginning of 2018.

DG MARE is owner of a SharePoint collaborative tool that in 2018 will be integrated into the HAN (Hermes, Ares, NomCom) corporate system. All other IT systems used for document management are corporate tools.

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<sup>10</sup> Document Management Officer (DMO).

<sup>11</sup> Ares(2017)1433493.

## E. EXTERNAL COMMUNICATION ACTIVITIES

DG MARE's top communication priorities for 2018 are to:

- 1) Advance the wider understanding of and build support for MARE policies as means of fostering sustainable, economic opportunities and blue growth, including in coastal communities, and ensuring a sustainable use of the ocean's resources;
- 2) Underpin the EU's continued leadership as regards International Ocean Governance, partially building on the outcome of the "Our Ocean" 2017 Conference.

This will be pursued by means of public awareness-raising and communication actions aiming to increase understanding of maritime affairs and fisheries, especially in the EU but also globally. The latter will be notably in relation to international conferences and days (e.g. Ocean Day and Our Ocean 2018). Mature relations with UNEP, global aquariums and other partners will be used as vehicles for multiplication of messages. Major 2018 events include SeaFood, the European Maritime Day and the BlueInvest conference, which will bring together the wider stakeholder community and present important opportunities for cross-platform engagement.

Awareness-raising activities will place emphasis on showcasing the tangible results of EU policies and funding in the fisheries and maritime area across multiple tools. Among the main actions is cooperation with EURONEWS to develop a televised series on "ocean policy", building an important public appeal of the oceans agenda and covering both fishery and blue economy strands of the DG's portfolio.

DG MARE will also support and contribute to #InvestEU and potentially other corporate actions, such as the wider sustainability agenda under the #EUEmpowers campaign. Target audiences will include both the general public and specialised stakeholders.

External communications will prioritise those actions that have a strong and proven impact, with the ultimate goal of contributing to the overall positive image of the European Commission and the EU. In line with corporate guidance, attention will systematically be paid to measuring the effect of major communication actions.

Throughout the year, important resources will be allocated to ensuring the implementation of the digital transformation for DG MARE's main websites.

Annual communication spending:	
Baseline (2017)	Estimated commitments (2018)
1.500.000 € <sup>12</sup>	2.200.000 € <sup>13</sup>

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<sup>12</sup> Estimated commitments at the end of 2017: 2.900.000 €.

<sup>13</sup> Budget 2018.

## **F. EXAMPLES OF INITIATIVES TO IMPROVE ECONOMY AND EFFICIENCY OF FINANCIAL AND NON-FINANCIAL ACTIVITIES OF THE DG**

### **A. Redesign of DG MARE<sup>14</sup>**

With the aim of enhancing delivery on the political priorities as set out in President Juncker's Guidelines, DG MARE introduced a new organisation chart from 1 January 2017. This organisation chart is now accompanied by new governance arrangements designed to improve working methods, achieve efficiency gains in particular regarding financial circuits<sup>15</sup> and secretarial tasks, and improve collaboration between units and directorates. Work on these governance arrangements will continue in 2018, in particular regarding improving efficiency in the working methods, with a focus on use of email and time spent in meetings (which were identified as important areas for improvement at the DG MARE Awayday in June 2017). A baseline survey on working methods will be carried out in early 2018, followed by the adoption of Golden Rules for improving meeting efficiency, and dedicated training for MARE staff on more efficient use of email, of meetings and collaboration through SharePoint.

In addition, the strengthening of the budget correspondent's network through a collaborative workspace as well as dedicated meetings has started to bear its fruit and will be pursued. Finally, after a successful pilot in Unit E1, Directorate E is now handling financial files fully electronic. The electronic workflows will be rolled out to the rest of DG MARE by 1 September.

The previous five Thematic Groups have also been revised and replaced by two Policy coordination groups<sup>16</sup>. Collaboration within the DG has been constantly promoted since the reorganisation, including through specific actions (cross-DG projects and teams e.g. on "Our Ocean" Conference, on Greening DG MARE, on Staff Engagement, Diversity & Inclusion), initiatives to meet colleagues informally from other Directorates (Coffee Roulette) and a new section on the Intranet on collaboration. The new DG MARE consists of fewer Directorates (5 instead of 6) which will allow a better alignment of resources with priorities.

### **B. Synergies and Efficiencies: HR Modernisation Project**

DG MARE attaches great importance to the HR function and therefore maintaining and even improving the quality of service provided to staff remains a key requirement. It is essential to structure and staff the Account Management Centres (AMC) in the best possible way. In this perspective, DG MARE will continue to participate in the second-wave pilot with the clear objective of making a substantial

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<sup>14</sup> In January 2016 DG MARE launched a Workload Assessment to assess and rebalance MARE's workload in line with the political priorities. This workload assessment entailed the DG wide mapping of the current processes and resources, identification of imbalances and plotting corrective actions. Based on the results of the Workload Assessment and the subsequent consultation of DG MARE staff, a redesign of DG MARE was decided which came into force as of 1 January 2017. The new organisational design is aligned with the strategic objectives and the new political priorities.

<sup>15</sup> [DG MARE Management Plan 2016, p. 19.](#)

<sup>16</sup> The CFP coordination group and the EMFF coordination group.

contribution, and will help provide further clarity on the division of tasks between the AMC and the local HR Business Correspondent (HR BC).

### **C. Synergies and Efficiencies: review of financial circuits**

DG MARE has already obtained efficiency gains for the current programming period through the inclusion under shared management of control and data collection expenditure that was previously directly managed by the DG, as well as the externalisation of the implementation of the majority of the directly managed expenditure to EASME.

Building further on this, the objective to seek additional efficiencies and synergies, *inter alia*, by streamlining and simplifying DG MARE's financial circuits and involving a paperless workflow for financial transactions has been pursued.

In March 2017, financial initiation was further centralised for those transactions where no specific decentralised expertise of the file is required. A new simplified circuit was introduced for payments below EUR 5.000 (excluding grants, fisheries control programmes pre-2014 and shared management) which, due to their nature, are considered to bear low risk.

In 2018, DG MARE will be on-boarding two corporate IT solutions, notably e-Procurement and Advanced Meeting Gateways (AGM). Both business solutions were designed in the context of efficiency and harmonisation of resources. E-Procurement contains several modules and reflects the stages of a procurement process, whereas AGM is an integrated paperless solution for the management of meetings (in particular for the management of expert groups and committees).

### **Collaboration with EASME**

Under the work programme 2018<sup>17</sup> DG MARE will delegate 19 actions to EASME in the following areas:

- Integrated Maritime Policy, in areas such as marine knowledge, maritime spatial planning, maritime surveillance and blue growth;
- Scientific advice and projects necessary for the development and the implementation of the Common Fisheries Policy;
- Support for purchase and/or chartering by Member States of shared means for fisheries control (Article 87 of the EMFF regulation).

Given their policy support nature, the executive Agency implements the delegated actions in close cooperation with DG MARE and in accordance with the EMFF specific Memorandum of Understanding with the Agency. In addition, the executive Agency will continue to look for synergies and provide policy relevant input to DG MARE, notably in the area of Blue Growth.

Delegation to the Agency of tasks relating to the management of these actions (calls, evaluations, contractualisation, monitoring of implementation and payments) enables DG MARE to focus on its core activities and its policy related tasks, allocating its staff to

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<sup>17</sup> C(2017) 8146 final – Commission Implementing Decision concerning the adoption of the work programme for 2018 and the financing decision for the implementation of the European Maritime and Fisheries Fund.

institutional tasks, and, by centralising activities in one EASME Unit compared to distribution over various MARE Units, is generating cost savings, streamlined procedures and other efficiency gains.

## ANNEX. Tables

### PART 1. MAIN OUTPUTS FOR THE YEAR

- **Economic growth potential and environmental sustainability: Fishing at MSY levels**

<b>Relevant general objective: I. A New Boost for Jobs, Growth and Investment</b>		
<b>Specific measurement of Growth for Fisheries: Economic growth potential and environmental sustainability measured by the proportion (Atlantic) or number of stocks (Mediterranean and Black Sea) that are fished at MSY levels</b>		
<b>Main outputs in 2018:</b>		
<b>Important items from work programmes/financing decisions/operational programmes</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<i>Implementation of a harmonized message standard (FLUX) based on the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) standard allowing automating the collection and dissemination of the fishery catch and sales data needed for sustainable fishery management and for detecting and combatting IUU fishing.</i>	<i>Effective installation and use of the updated electronic reporting system by the Member States as foreseen by Commission Implementing Decision (EU) 2016/1138.</i>	<i>May 2018</i>
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<b><i>Fishing opportunities for 2019:</i></b>	<i>Adoption by the Commission</i>	
<i>– Communication from the Commission to the European Parliament and Council on the State of Play of the CFP (Art. 50 of Regulation (EU) No 1380/2013) and Consultation on the Fishing Opportunities for 2019 and incorporating the Annual report on Member States' efforts in 2016 to balance fishing capacity and fishing opportunities (so-called 'Policy Statement').</i>		<i>Q2 2018</i>
<i>– Proposal for a Council Regulation on fishing opportunities in the Baltic Sea for 2019.</i>		<i>August 2018</i>
<i>– Proposal for a Council Regulation fixing the fishing opportunities in Union waters and, for Union fishing vessels, in certain non-Union waters, for 2019.</i>		<i>November 2018</i>
<i>– Proposal for a Council Regulation fixing for 2019 and 2020 the fishing opportunities for Union fishing vessels</i>		<i>October 2018</i>

for certain deep-sea fish stocks.		
– Proposal for a Council Regulation fixing for 2019 the fishing opportunities for certain fish stocks in the Black Sea.		November 2018
<b>Proposals for multiannual plans:</b>	Adoption by the Commission	
– Demersal stocks in Western EU waters.		Q1 2018
– Demersal species in the Western Mediterranean.		Q1 2018
– Polish-Russian eel management plan in the Pregola drainage basin and Vistula Lagoon (Commission Implementing Decision).		Q2 2018
<b>Commission Delegated Regulations establishing discard plans for:</b>	Adoption by the Commission	
– Pelagic fisheries in the North Sea.		Q1 2018
– Demersal fisheries in the North Sea.		October 2018
– Pelagic fisheries in North Western waters.		Q1 2018
– Pelagic fisheries in South Western Waters.		Q1 2018
– Demersal and deep-sea fisheries in North Western waters.		October 2018
– Demersal and deep-sea fisheries in South Western waters.		October 2018
– Demersals in the Mediterranean Sea.		December 2018
– Turbot in the Black Sea.		Q4 2018
<b>Commission Delegated Regulations amending discard plans for:</b>	Adoption by the Commission	
– Demersal fisheries in the Mediterranean.		Q4 2018
– Demersal fisheries in the Black Sea.		Q4 2018
<b>Commission Report on the use of delegated powers under the CFP.</b>	Adoption by the Commission	Q1 2018
<b>Commission Implementing Regulation under Regulation (EU) No 2016/2336:</b> - existing deep-sea <b>fishing areas</b> - establishing a list of areas where Vulnerable Marine Ecosystems are known to occur or are likely to occur.	Adoption by the Commission	October 2018
<b>Communication from the Commission amending the Guidelines for the examination of State aid to the fishery and aquaculture sectors.</b>	Adoption by the Commission	October 2018
<b>Evaluations</b>		
Evaluation of the entry-exit fleet scheme.	Publication of the Staff Working Document	Q4 2018
<b>Pending proposals for a Regulation of the European Parliament and the Council:</b>		
Technical measures for the protection of	Adoption by EP and	Q4 2018-2019

<i>marine organisms (COM(2016) 134). (Linked to proposal on the driftnets ban COM(2014)265).</i>	<i>Council</i>	
<i>Multi-annual plan for demersal stocks in the North Sea (COM(2016) 493).</i>		<i>Q1 2018</i>
<i>Multi-annual plan for small pelagic stocks in the Adriatic Sea (COM(2017) 97).</i>		<i>Q4 2018</i>

▪ **The European Maritime and Fisheries Fund (EMFF)**

<b>Relevant general objective: I. A New Boost for Jobs, Growth and Investment</b>		
<b>Specific measurement of Jobs for Fisheries: Employment created and maintained with support from the European Maritime and Fisheries Fund (EMFF)</b>		
<b>Main outputs in 2018:</b>		
<b>All new initiatives and REFIT initiatives from the Commission Work Programme</b>		
Output	Indicator	Target
<b>Post-2020 EU funds to support the implementation of the CFP and IMP (EMFF-2)</b>		
<i>Impact assessment on the EMFF-2.</i>	<i>Impact assessment published as a Staff Working Document</i>	<i>Q2 2018</i>
<i>Proposal for a Regulation of the European Parliament and the Council on the EMFF-2.</i>	<i>Adoption by the Commission</i>	<i>End May 2018</i>
<b>Important items from work programmes/financing decisions/operational programmes</b>		
Output	Indicator	Target
<i>EMFF support to sustainable and competitive fisheries and aquaculture.</i>	<i>EMFF payment requests by EMFF Managing Authorities</i>	<i>2018</i>
<b>Other important outputs</b>		
Output	Indicator	Target
<i>EFF Closure. Examination and acceptance of Member States' (MS) closure documents.</i>	<i>Financial closure by the Commission.</i>	<i>2018</i>
<i>Designation of authorities responsible for EMFF implementation.</i>	<ul style="list-style-type: none"> <li>– <i>Completion by MS</i></li> <li>– <i>Acceptance by Commission Services</i></li> </ul>	<i>2018</i>
<i>Annual accounts for MS with payment claims for 2017.</i>	<ul style="list-style-type: none"> <li>– <i>Completion by MS;</i></li> <li>– <i>Examination and acceptance by the Commission.</i></li> </ul>	<i>2018</i>
<i>2017 EMFF Annual Implementation Reports (AIR) as per Art. 50(2) of CPR<sup>18</sup> (including Financial Instruments, Ex-ante conditionalities, etc.).</i>	<ul style="list-style-type: none"> <li>– <i>Submission by MS</i></li> <li>– <i>Analysis by Commission Services and approval of AIR.</i></li> <li>– <i>Follow-up of action plans for EMFF Ex-ante conditionalities by Commission Services.</i></li> </ul>	<i>2018</i>
<i>Commission Implementing Decision(s) on revised EMFF</i>	<i>Adoption by the Commission</i>	<i>Q1 2018: BG, DK, IE, HU, IT, LV and</i>

<sup>18</sup> [Common Provisions Regulation \(EU\) No 1303/2013.](#)

<i>operational programme submitted by (some) MS.</i>		<i>PL. Q2 2018: BE, EE, ES and LT.</i>
<i>Progress report on the ESIF<sup>19</sup>.</i>	<i>Completion by the MS</i>	<i>2018</i>
<i>Contribution to the Strategic Report summarising the ESIF progress reports of the MS (Art. 53(2) of CPR).</i>	<i>Submission to EP, Council, CoR, EESC, and debate</i>	<i>2018</i>
<i>Contribution to the Annual Summary Report of MS' AIRs (including financial instruments) (Art. 53(1) of CPR).</i>	<i>Transmission to EP and Council</i>	<i>2018</i>
<i>Interim evaluation of the implementation of EMFF measures under direct management (Articles 15 and 125(b) of EMFF Regulation (EU) No 508/2014.</i>	<i>Publication of the Staff Working Document</i>	<i>Q3-Q4 2018</i>

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<sup>19</sup> The European structural and investment funds (ESIF) are:

- European regional development fund;
- European social fund, Cohesion fund;
- European agricultural fund for rural development;
- European maritime and fisheries fund.

- **Profitability of the EU fishing fleet, aquaculture and fish processing**

<b>Relevant general objective: I. A New Boost for Jobs, Growth and Investment</b>		
<b>Specific measurement of Growth for Fisheries: Profitability of the EU fishing fleet, aquaculture and fish processing</b>		
<b>Main outputs in 2018:</b>		
<b>Important items from work programmes/financing decisions/operational programmes</b>		
Output	Indicator	Target
<i>2018 STECF report on the balance between fleet capacity and fishing opportunities.</i>	<i>Publication of the report</i>	<i>Q3-Q4 2018</i>
<i>2018 STECF Annual Economic Report on the EU fishing fleet.</i>	<i>Publication of the report</i>	<i>September 2018</i>
<i>2018 STECF Annual Economic Report on the EU aquaculture sector.</i>	<i>Publication of the report</i>	<i>November 2018</i>
<i>2018 STECF Annual Economic Report on the EU fish processing sector.</i>	<i>Publication of the report</i>	<i>November 2018</i>

- **Fisheries and Aquaculture market intelligence**

<b>Relevant general objective: I. A New Boost for Jobs, Growth and Investment</b>		
<b>Specific objective 1: More sustainable and competitive fisheries and aquaculture by 2020</b>		
Related to spending programme(s) <input checked="" type="checkbox"/> Programme-based: EMFF <input checked="" type="checkbox"/> Non programme-based		
<b>Result indicator 1: Volume and value of aquaculture production in the EU</b>		
<b>Main outputs in 2018:</b>		
<b>Important items from work programmes/financing decisions/operational programmes</b>		
Output	Indicator	Target
<i>2018 EU Fish Market report.</i>	<i>Publication of the report</i>	<i>October 2018</i>
<i>Renewal of the market observatory EUMOFA.</i>	<i>Launch of the call for tenders</i>	<i>March 2018</i>
<b>Other important outputs</b>		
Output	Indicator	Target
<i>Interim evaluation of the open method of coordination for the sustainable development of EU Aquaculture.</i>	<i>Publication of the Staff Working Document</i>	<i>Q4 2018</i>
<i>Proposal for a Council Regulation establishing autonomous tariff quotas (ATQs) for certain fishery products for the period 2019-2021.</i>	<i>Adoption by the Commission</i>	<i>June 2018</i>

- **An effective fisheries control system**

**Relevant general objective: I. A New Boost for Jobs, Growth and Investment**

**Specific objective 1: More sustainable and competitive fisheries and aquaculture by 2020**

Related to spending programme(s)

Programme-based: EMFF

Non programme-based

**Result indicator 2: Number of Member States with an effective control system**

**Main outputs in 2018:**

**All new initiatives and REFIT initiatives from the Commission Work Programme**

Output	Indicator	Target
<i>Proposal on the revision of the Fisheries Control System (REFIT initiative).</i>	<i>Adoption by the Commission</i>	<i>April 2018</i>

**Important items from work programmes/financing decisions/operational programmes**

Output	Indicator	Target
<i>Control expenditure under EMFF Regulation (EU) No 508/2014 (shared management) and Regulation (EC) No 861/2006 (direct management).</i>	<i>Payments</i>	<i>2018</i>

**Other important outputs**

Output	Indicator	Target
<i>Impact assessment on the Fisheries Control System.</i>	<i>Impact assessment published as a Staff Working Document</i>	<i>Q1 2018</i>
<i>Commission Implementing Decision establishing a single SCIP for the Baltic Sea, North Sea, Western Waters of the North East Atlantic, East Atlantic, the Mediterranean and the Black Sea.</i>	<i>Adoption by the Commission</i>	<i>December 2018</i>

▪ **EU investment relating to the blue economy**

**Relevant general objective: I. A New Boost for Jobs, Growth and Investment**  
**Specific objective 2: A sustainable blue economy generating growth, jobs and prosperity by 2020**

Related to spending programme(s)

Programme-based: EMFF

Non programme-based

**Result indicator 1: EU investment relating to the blue economy expressed as percentage of total European Structural and Investment Funds (ESIF)**

**Main outputs in 2018:**

**All new initiatives and REFIT initiatives from the Commission Work Programme**

Output	Indicator	Target
<i>Plastic Strategy implementation.</i>	<i>Call for EMFF projects on marine litter removal solutions launched</i>	<i>Q3 2018</i>

**Other important outputs in 2018**

Output	Indicator	Target
<i>Skills development for the blue economy.</i>	<i>– Industry-led platform on skills in maritime technologies launched</i>	<i>– Q1 2018</i>
	<i>– Calls for Blue Careers programme launched</i>	<i>– Q3 2018</i>
<i>Blue Data network for Business.</i>	<i>EMODnet business expert group concluded, EMODnet services for business launched</i>	<i>Q2 2018</i>
<i>Investment in the Blue Economy:</i>		<i>Q3 2018</i>
<i>Assistance mechanism</i>	<i>Contract awarded</i>	
<i>Investment platform.</i>	<i>Market study completed, proposal finalised</i>	
<i>Blue Economy Financing Principles - Commitment by financial industry.</i>	<i>Endorsement by sufficient number of financial institutions at World Ocean Summit</i>	<i>Q1 2018</i>
<i>Mid-term review of the implementation of the Atlantic Action Plan (COM/2013/0279 final).</i>	<i>Publication of the Staff Working Document</i>	<i>Q1 2018</i>
<i>Blue Growth agenda for the Black Sea.</i>	<i>Ministerial declaration adopted under the Bulgarian Presidency</i>	<i>Q2 2018</i>
<i>Annual Economic Report on Blue Economy.</i>	<i>Publication of the report</i>	<i>Q2 2018</i>

- **Improvement in marine knowledge**

**Relevant general objective: I. A New Boost for Jobs, Growth and Investment**

**Specific objective 2: A sustainable blue economy generating growth, jobs and prosperity by 2020**

Related to spending programme(s)

Programme-based: EMFF

Non programme-based

**Result indicator 2: Marine Knowledge 2020**

**Improvement in marine knowledge measured by the degree of use of the European Marine Observation and Data network (EMODnet) in terms of the number of downloads of data per month**

**Important outputs in 2018**

Output	indicator	Target
<i>Evaluation of EMODnet.</i>	<i>Publication of the Staff Working Document</i>	<i>July 2018</i>

- **Ocean energy and offshore wind energy**

**Relevant general objective: II. A Resilient Energy Union with a Forward-Looking Climate Change Policy**

**Specific measurement for Energy Union: Share of ocean energy and offshore wind energy in the overall EU renewable energy mix**

**Specific objective 2: A sustainable blue economy generating growth, jobs and prosperity by 2020**

Related to spending programme(s)

Programme-based: EMFF

Non programme-based

**Result indicator 1a - Ocean Energy: installed capacity in offshore ocean energy**

**Result indicator 1b - Offshore Wind: installed capacity in offshore wind energy**

**Main outputs in 2018:**

**Important items from work programmes/financing decisions/operational programmes**

Output	Indicator	Target
<i>Increase knowledge on environmental monitoring and possible impacts.</i>	<i>Number of companies and Member State authorities participating in the call for proposals</i>	<i>Q2 2018</i>

- **Maritime Security: Closing the information gap across borders and sectors to improve maritime surveillance**

**Specific measurement for Maritime security: Closing the information gap across borders and sectors to improve maritime surveillance**

**Specific objective 2: A sustainable blue economy generating growth, jobs and prosperity by 2020**

Related to spending programme(s)

Programme-based: EMFF

Non programme-based

**Result indicator - Maritime security: Degree of implementation of the EU Maritime Security Strategy (EUMSS)**

**Main outputs in 2018:**

**Important items from work programmes/financing decisions/operational programmes**

Output	Indicator	Target (2018)
<i>Study reviewing the CISE initiative.</i>	<i>Final report and SWD on the results of the review</i>	<i>May 2018</i>
<i>Grant to support EMSA in facilitating (through a dedicated project) interoperability between EU maritime systems and between EU and MS systems.</i>	<i>Number of Member States and authorities participating in the project.</i>	<i>Grant allocation in 2018 (3-years project)</i>
<i>European Coast Guard Functions Forum (ECGFF).</i>	<i>Number of participating countries</i>	<i>End 2018</i>
<i>Mediterranean Coast Guard Functions Forum (MCGFF).</i>	<i>Number of participating countries</i>	<i>End 2018</i>
<b>Other important outputs</b>		
Output	Indicator	Target
<i>Revision of the EU Maritime Security Strategy Action Plan.</i>	<i>Adoption by the Council</i>	<i>Mid-2018</i>
<i>Monitor the national IT interoperability projects in line with CISE objectives and solutions.</i>	<i>Number of Member States and authorities adopting CISE interoperability solutions</i>	<i>End 2018 (for projects initiated in 2017)</i>

▪ **International Ocean Governance**

<b>Relevant general objective: IV. A Stronger Global Actor</b>		
<b>Specific objective 3: Sustainable fisheries worldwide and improved international governance by 2020</b>		
Related to spending programme(s) <input checked="" type="checkbox"/> Programme-based: EMFF <input checked="" type="checkbox"/> Non programme-based		
<b>Result indicator 1: Conservation measures based on scientific advice adopted, for all species under the purview of RFMOs to which the EU is a member</b>		
<b>Main outputs in 2018:</b>		
<b>Important items from work programmes/financing decisions/operational programmes</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<i>Stakeholder Forum for International Ocean Governance.</i>	<i>First meeting organised</i>	<i>2018</i>
<i>Arctic Stakeholder Forum - final report<sup>20</sup>.</i>	<i>Final report presented at a dedicated event</i>	<i>Q1 2018</i>
<i>Implementation of the support for the FAO global capacity development umbrella programme on the Port States Measures Agreement<sup>21</sup>.</i>	<i>Number of third countries that received support</i>	<i>2018</i>
<i>Our Ocean Conference 2018 – commitments.</i>	<i>Adoption by the Commission and endorsement by Council</i>	<i>2018</i>
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<i>Proposal for a Regulation of EP and Council establishing a catch documentation programme for Bluefin tuna (<i>Thunnus thynnus</i>).</i>	<i>Adoption by the Commission</i>	<i>June 2018</i>
<i>Proposal for a Regulation of EP and Council on conservation and enforcement measures applicable in the Regulatory Area of NAFO<sup>22</sup>.</i>	<i>Adoption by the Commission</i>	<i>Q2 2018</i>
<i>Proposal for a IOTC<sup>23</sup> Transposition Regulation.</i>	<i>Adoption by the Commission</i>	<i>Q2 2018</i>

<sup>20</sup> The [Joint Communication on an integrated EU policy for the Arctic](#) provides for a (temporary) Arctic Stakeholder Forum to identify key investment and research priorities for the region. The results of the Forum's work will be consolidated into a summary report to be presented at a dedicated event in 2018.

<sup>21</sup> The first meeting of the Parties to the PSMA and the first meeting of the Part 6 Working Group took place in Oslo (29 May to 2 June 2017). An Assistance Fund is being established to support the needs of developing States Parties in the implementation of the Agreement. In 2018, the EU will contribute EUR 500 000, which will be implemented by the FAO.

<sup>22</sup> Northwest Atlantic Fisheries Organization (NAFO).

<sup>23</sup> Indian Ocean Tuna Commission (IOTC).

<i>Proposal for a GFCM<sup>24</sup> Transposition Regulation.</i>	<i>Adoption by the Commission</i>	<i>Q2 2018</i>
<i>Evaluation of Council Regulation (EC) No 734/2008 on the protection of vulnerable marine ecosystems<sup>25</sup>.</i>	<i>Launch/completion</i>	<i>2018/2019</i>
<i>Ocean Partnerships between the EU and key ocean players.</i>	<i>Joint Declarations signed</i>	<i>2018/2019</i>
<i>Progress report on the International Ocean Governance Agenda.</i>	<i>Adoption by the Commission</i>	<i>2018</i>
<i>Assessment of EU actions related to Sustainable Development Goal 14 on oceans.</i>	<i>Publication of the Staff Working Document</i>	<i>2018</i>
<i>Arctic Indigenous People Dialogue.</i>	<i>Dialogue meeting held</i>	<i>2018</i>
<i>High Level Conference on the Black Sea Fisheries (post-Bucharest Declaration).</i>	<i>Completion by the Commission and relevant Member States and riparian third countries</i>	<i>June 2018</i>
<i>High Level Conference on Small Scale Fisheries under GFCM.</i>	<i>Completion by the Commission and relevant Member States, GFCM and riparian third countries</i>	<i>September 2018</i>
<i>Fisheries Science Forum GFCM.</i>	<i>Completion by the Commission and relevant Member States, GFCM and riparian third countries</i>	<i>December 2018</i>

▪ **Sustainable Fisheries Partnership Agreements**

**Relevant general objective: IV. A Stronger Global Actor**

**Specific objective 3: Sustainable fisheries worldwide and improved international governance by 2020**

Related to spending programme(s)  
 Programme-based: EMFF  
 Non programme-based

**Result indicator 2: Number of SFPAs in force**

**Main outputs in 2018:**

**Important items from work programmes/financing decisions/operational programmes**

Output (B3)	Indicator	Target
<i>Commission Decision regarding</i>	<i>Adoption by the</i>	<i>Q1 2018</i>

<sup>24</sup> General Fisheries Commission for the Mediterranean (GFCM).

<sup>25</sup> Regulation (EC) No 734/2008 sets out the rules for fishing vessels, registered in an EU country, using bottom fishing gears on the high seas outside areas regulated by regional fisheries management organisations or where such organisations have not adopted measures for such fisheries. The evaluation will assess the effectiveness of this Regulation in view of its possible revision.

<i>credits for the implementation of SFPAs (financing decision).</i>	<i>Commission</i>	
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<b><i>Proposals</i></b> for the conclusion of a new or the renewal of a SFPA/protocol with the following third countries <sup>26</sup> :	<i>Adoption by the Commission</i>	
– Cabo Verde		Q1 2018 (mandate) Q4 2018 (proposals)
– Côte d'Ivoire		Q2 2018 (proposals)
– Comoros		Q4 2018 (proposals)
– Gabon		Q2 2018 (proposals)
– Gambia		Q2 2018 (mandate) Q4 2018 (proposals)
– Guinea-Bissau		Q2 2018 (proposals)
– Kiribati		Q2 2018 proposals)
– Madagascar		Q1 2018 (mandate) Q4 2018 (proposals)
– Morocco		COM(2018) 1/2 of 08/01/2018 (mandate) Q2 2018 (proposals)
– Mozambique		Q2 2018 (proposals)
– São Tome e Principe		Q2 2018 (proposals)
– Sierra Leone		Q4 2018 (mandate and proposals)
<i>Ex-post <b>evaluation</b> of the current SFPAs and ex-ante evaluation and analysis of the impact of a new SFPAs between the EU and:</i>		
– Cabo Verde	<i>Publication of the Staff Working Document</i>	Q1 2018
– Madagascar		Q2 2018
– Mauritania		Q4 2018
– Senegal		Q4 2018

<sup>26</sup> SFPAs and their associated protocols enter into force after concluding negotiations with the third country concerned.

- **Fighting illegal, unregulated or unreported (IUU) fishing worldwide**

<b>Relevant general objective: IV. A Stronger Global Actor</b>		
<b>Specific measurement for Stronger Global Actor, Fisheries: Fighting IUU fishing globally measured by the number of third countries that the Commission has engaged in a dialogue with and the number of countries having addressed their deficiencies</b>		
<b>Important outputs in 2018:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<i>Implementation of the electronic exchange of fishery data with NEAFC based on the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) standard.</i>	<i>All vessel position data reporting to NEAFC in the FLUX format</i>	<i>Q4 2018</i>
<i>Implementation of a prototype for the electronic exchange of fishery data with GFCM based on the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) standard.</i>	<i>Exchange of some vessel position data and catch data in the FLUX format</i>	<i>Q3 2018</i>
<i>Commission Decisions on pre-identification of a third country as a non-cooperating third country in fighting IUU fishing.</i>	<i>Adoption by the Commission</i>	<i>2018</i>
<i>Revocations of pre-identifications.</i>		<i>2018</i>
<i>Commission Decisions on identification of a third country as a non-cooperating third country in fighting IUU fishing.</i>		<i>2018</i>
<i>Revocations of identifications.</i>		<i>2018</i>
<i>Documentation terminating the démarches vis-à-vis third countries in fighting IUU fishing pursuant to Council Regulation (EC) No 1005/2008.</i>		<i>2018</i>
<i>Commission Implementing Regulation amending Regulation (EU) No 468/2010 establishing the EU list of vessels engaged in IUU fishing.</i>		<i>Q3 2018</i>

▪ **Control of imports of fisheries products in the EU**

**Relevant general objective: IV. A Stronger Global Actor**

**Specific objective 3: Sustainable fisheries worldwide and improved international governance by 2020**

Related to spending programme(s)

Programme-based: EMFF

Non programme-based

**Result indicator 3 : Control of imports of fisheries products in the EU**

**Main outputs in 2018:**

**Important items from work programmes/financing decisions/operational programmes**

Output	Indicator	Target
<i>Modernisation of the catch certification system by integrating the catch certificate and processing statement into the DG SANTE TRACES system. Creation of an EU-wide IUU IT database to improve and facilitate implementation of the IUU Regulation by Member States.</i>	<i>– Finalisation of business cases/user requirements and approval by EU Member States;</i>	<i>Q1-Q2 2018</i>
	<i>– First version developed for testing; start of testing</i>	
	<i>– Continuation of testing and developments;</i>	<i>Q3-Q4 2018</i>
<i>– Start of training of stakeholders</i>		

## PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

### A. HUMAN RESOURCE MANAGEMENT

Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.		
Main outputs in 2018:		
Output	Indicator	Target
<i>Monthly dashboard from DG HR.</i>	<i>% of women in middle management functions.</i>	<p>2018: 50% of females appointed when other middle management vacancies come free by end 2018<sup>27</sup>.</p> <p>2019: 50% (Equal Opportunities Strategy 2015-2019 for senior management, middle management and non-management administrators).</p>
<i>Development of a new Staff Engagement Action Plan – actions on wellbeing.</i>	<i>Staff survey results available on wellbeing.</i>	<p>2018: improve the score of 32% of the 2016 Staff Survey to 40%<sup>28</sup>.</p> <p>Raise awareness on flexible working arrangements (42% in 2017 covering both, structural and occasional telework).</p> <p>Raise staff awareness on availability at corporate level in terms of office ergonomics and organise dedicated sessions in MARE.</p> <p>Create more space for staff to meet (3 social corners).</p>
<i>Development of a new Staff Engagement Action Plan – overall level of staff engagement.</i>	<i>Staff survey results available on Staff Engagement Index.</i>	2018: improve the score of 67% of the 2016 Staff Survey. Launch of the survey in Spring <sup>29</sup> .

<sup>27</sup> October 2017: 47%. End 2017: 2 out of 3 first female appointments.

<sup>28</sup> June 2017: new MARE Management Charter adopted and publically signed at DG Away-Day, including actions relating to flexible working arrangements and wellbeing more generally.

<sup>29</sup> October 2017: 2017 MARE Staff Engagement Action Plan adopted and being implemented. Regular reporting to staff and managers on actions carried out.

## B. FINANCIAL MANAGEMENT: INTERNAL CONTROL AND RISK MANAGEMENT

**Direct management** (+/- 20% of the budget):

**Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.**

**Main outputs in 2018:**

Output	Indicator	Target (2018)
<i>Legality and regularity of the underlying transactions in the DG.</i>	<i>Error rate detected on the legality and regularity of the underlying transactions for budget implementation.</i>	<i>Error rate below 2% for budget implementation</i>

**Objective 2: Effective and reliable internal control system in line with sound financial management.**

**Main outputs in 2018:**

Output	Indicator	Target (2018)
<i>Timely execution of payments.</i>	<i>Percentage of payments on the budget made within the time limits.</i>	<i>&gt;95%</i>
<i>Open audit recommendations from European Court of Auditors (ECA) and IAS.</i>	<i>Number of critical recommendations overdue for more than 6 months.</i>	<i>None</i>
<i>Cost-effectiveness of controls carried out.</i>	<i>Conclusion reached on cost-effectiveness of controls.</i>	<i>Overall cost of controls as percentage of payments made ≤5% (direct management)</i>

**Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.**

**Main outputs in 2018:**

Output	Indicator	Target (2018)
<i>Regular reporting on the results of anti-fraud measures carried out in conformity with the AFS.</i>	<i>Reporting to Commissioner</i>	<i>Bi-annual reporting</i>

## C. BETTER REGULATION

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Annex 1 under the relevant specific objective in the tables.

## D. INFORMATION MANAGEMENT ASPECTS

<b>Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.</b>		
<b>Main outputs in 2018:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target (2018)</b>
<i>Files shared with other Commission services.</i>	<i>Percentage of MARE files with file readers expanded to other DGs/Services/Entities.</i>	<i>≥30% (October 2017: 30%)</i>
<i>Sharing information within the entire Commission.</i>	<i>Percentage of MARE files opened to the entire Commission.  Files' opening combined with awareness raising actions on the use of markings.</i>	<i>≥4% (October 2017: 2%)</i>
<i>Filing of registered documents.</i>	<i>Percentage of non-filed documents.</i>	<i>≤1% (October 2017: 1%)</i>
<i>Implementation of e-signatory workflow as a general rule on Internal and Outgoing documents.</i>	<i>Percentage of registered documents with no paper circulation in parallel.</i>	<i>Maintain level of 2017 (October 2017: 90% e-signatory; 20% parallel paper signatory)</i>
<i>AresLook use for emails registration.</i>	<i>Number of registered emails.</i>	<i>≥50% (October 2017: ±7.000 corresponding to ±50% of registered documents)</i>
<i>Paper archives "cleaning operation" (transfer or elimination of files with expired Administrative Retention Period).</i>	<i>Number of files transferred to Historical Archives.</i>	<i>Maintain the operation (October 2017: 335 files)</i>
	<i>Gain in space.</i>	<i>Maintain the operation (October 2017: 4 archives rooms freed up).</i>

\*Data based on HAN statistics by SG/DIGIT (data of 24/05/2017).

## E. EXTERNAL COMMUNICATION ACTIVITIES

<b>Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.</b>		
<b>Main outputs in 2018:</b>		
Output	Indicator	Target (2018)
<i>Direct reach of DG MARE communication actions via websites and key known multipliers.</i>	<i>Number of unique visitors to the websites of DG MARE</i>	<i>Digital transformation ongoing throughout 2018</i>
<i>Monthly newsletter of DG MARE.</i>	<i>Number of subscribers</i>	<i>15,000</i>
<i>Direct reach of DG MARE communication actions via social media.</i>	<i>Number of followers</i>	<i>Twitter: 40,000 Facebook: 120,000</i>
<i>Seafood 2018.</i>	<i>Number of participants in expert meetings</i>	<i>150</i>
<i>European Maritime Day 2018.</i>	<i>Number of participants</i>	<i>700</i>

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