

European
Commission



Management Plan **2015**

DIRECTORATE-GENERAL FOR TRADE

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CONTENTS

ACRONYMS	2
1. MISSION STATEMENT	3
2. THIS YEAR'S CHALLENGES: PERSONAL MESSAGE BY JEAN-LUC DEMARTY, DIRECTOR GENERAL, DG TRADE	4
3. GENERAL OBJECTIVES OF THE POLICY AREA WITH A MULTIANNUAL PERSPECTIVE	6
4. ABB ACTIVITY 'TRADE POLICY'	12
5. OBJECTIVES AND INDICATORS FOR THE TWO HORIZONTAL ABB ACTIVITIES	32
Policy strategy and coordination	32
Management of the directorate-general	39
DG Trade's medium- and short-term IT strategy in support of its business operations	42
Specific efforts to improve 'economy' and 'efficiency' of spending and non-spending activities	44

ACRONYMS

ACP:	Africa, Caribbean, Pacific
CETA:	Comprehensive Economic and Trade Agreement
DC:	Developing countries
DCFTA:	Deep and Comprehensive Free Trade Area (trade part in Association Agreement)
DDA:	Doha Development Agenda
EAC:	East African Community
ECJ:	European Court of Justice
EP:	European Parliament
EPA:	Economic Partnership Agreement
ESA:	Eastern and southern Africa
FTA:	Free Trade Agreement
GATS:	General Agreement on Trade in Services
GPA:	Government Procurement Agreement (WTO)
GSP:	Generalised Scheme of Preferences
GSP+:	Generalised Scheme of Preferences Plus (Special Incentive Arrangement for Sustainable Development and Good Governance)
iEPA:	Interim European Partnership Agreement
ILO:	International Labour Organisation
INTA:	International Trade Committee
IPPC:	International Plant Protection Convention
IPR:	Intellectual property rights
ISDS:	Investor to State Dispute Settlement
ITA:	Information Technology Agreement
NTB:	Non-tariff barriers
OECD:	Organisation for Economic Cooperation and Development
OIE:	World Organisation for Animal Health/Organisation mondiale de la santé animale
PCA:	Partnership and Cooperation Agreement
SADC:	Southern African Development Community
SPS:	Sanitary and Phytosanitary ⁽¹⁾
STRI:	The Services Trade Restrictiveness Index
TBT:	Technical Barriers to Trade ⁽²⁾
TDI:	Trade defence instruments
TIBR:	Trade and Investment Barrier Report
TISA:	Trade in Services Agreement
TSD:	Trade and Sustainable Development
TTIP:	Transatlantic Trade and Investment Partnership
Unctad:	United Nations Conference on Trade and Development
WTO:	World Trade Organisation

⁽¹⁾ http://trade.ec.europa.eu/doclib/docs/2013/april/tradoc_150986.pdf

⁽²⁾ http://trade.ec.europa.eu/doclib/docs/2013/april/tradoc_150987.pdf

1. MISSION STATEMENT

The European Commission's Directorate-General for Trade (DG Trade) implements the EU's trade policy in order to help secure prosperity, solidarity and security in Europe and around the globe.

DG Trade contributes to shaping a trade environment that is good for European citizens and European business.

DG Trade is committed to liberalising world trade and fostering sustainable economic, social and environmental development, thereby boosting competitiveness, jobs and growth.

DG Trade has a full agenda: negotiating bilateral and multilateral trade agreements, ensuring that the rules we agree with other countries are effectively applied, and working closely with the WTO and other multilateral institutions. This allows us to promote international trade and to tackle trade barriers and unfair trade practices, backed up — where needed — by EU legislation. Our aim is to meet the challenges posed by globalisation and to ensure that as many people as possible can seize the opportunities it offers.

DG Trade covers all areas of activity from manufactured goods to services, intellectual property and investment. We ensure that European businesses can operate fairly in the EU and across the world and we are ready to make full use of our powers to tackle unfair competition, dumping and subsidisation.

DG Trade works closely with many other Commission departments — both those shaping our external agenda and those making sure the EU's internal market works — in order to deliver joined up, coherent policies that strengthen Europe's voice in the world and allow people to learn from our experience of integration.

The EU's success in Europe is inextricably bound to the success of our trading partners, both in the developed and developing world. As the EU's negotiator in most areas, DG Trade's success is equally dependent on its close working relationship with the European External Action Service (EEAS), other European institutions and with the Member States.

2. THIS YEAR'S CHALLENGES: PERSONAL MESSAGE BY JEAN-LUC DEMARTY, DIRECTOR GENERAL, DG TRADE

After an intensive 2014, which saw us finalise six major negotiations (Canada, Singapore, Ecuador, West Africa, East Africa and southern Africa) and ratify the politically sensitive deal with Ukraine, Moldova and Georgia, as well as preparing and supporting the political transition to our new leadership under President Juncker and Commissioner Malmström, it might be reasonable to predict a quieter 2015 for DG Trade. However, we will need to be inspired rather than exhausted by last year's efforts, since we still have much to do.

Bilateral free trade negotiations will remain the core of our work. We have made significant progress on the Transatlantic Trade and Investment Partnership (TTIP) putting offers and text on the table, but there is much more work to be done before we will finish. That not only means continuing our efforts inside the negotiations, but also deepening our engagement in the contentious but welcome public debate. As for Japan, 2014's 1-year review confirmed that the negotiations are both worth our while and going in the right direction. In 2015 we will have to make more substantive progress.

The talks with Vietnam and Morocco are also moving ahead quickly and we should aim to conclude them politically during the course of next year. We will also have to assess the prospects with Malaysia and monitor closely the political situation in Thailand. The impact of recent elections in India and Mercosur — more precisely Brazil — on our longstanding bilateral talks with those partners will hopefully also become clearer. Finally, we can hope to move our investment negotiations with China to a higher gear in 2015 after presenting our first text proposal.

Trade agreements do not end when negotiations are concluded. The deals in 2014 will start to be implemented in 2015, and the overall balance of our directorate-general's work will shift accordingly. That includes legal scrubbing, translation and ratification, which implies intense political engagement with the European Council and the European Parliament. This work, which will be carried out for the deals with Canada, Singapore, Ecuador, West Africa, East Africa and southern Africa will move at different speeds but we must make progress on all of them if we want to make a difference on the ground.

The last three represent a major step forward in our efforts to implement our updated trade and development policy, along with the updated Generalised Scheme of Preferences and initiatives like the Sustainability Compact for Bangladesh. We will need to continue in this spirit in 2015.

The European Union, and therefore DG Trade, will remain the strongest supporter of the World Trade Organisation in 2015. The organisation has weathered a crisis, after a small number of members had blocked the adoption of the Trade Facilitation Agreement. In 2015 we will need to find a way forward on that deal.

We should also make progress on the two WTO plurilateral negotiations, hopefully finalising and attracting broad support for an updated Information Technology Agreement and picking up the pace on environmental goods. We must also make progress on the Trade in Services Agreement, reaching deals on some important regulatory and market access issues and deciding on whether to expand the process.

The final area of our work is enforcement of our multilateral rights. That includes our market access strategy, the WTO dispute settlement mechanism and our system of trade defence instruments. Negotiating trade rules is worth little if they are not enforced.

DG Trade is a well-managed directorate-general which works efficiently but already today it works under considerable pressure both at headquarters and in our delegations. In a climate of staff reductions across the Commission, it remains challenging to support even the current agenda, let alone to consider adding new negotiations, do more on outreach and raise public awareness of our work and effectively carry out the increased implementation work over the coming years. Hence, while we will continue our focus on priorities as efficiently and effectively as possible, the need for substantial reinforcement of human resources remains.

As ever, the list of areas where we need to work hard together is very long, and the challenges to be overcome very serious. I am confident, however, that the staff of DG Trade will continue to produce impressive results, as has always been the case in the past.

DG Trade has chosen the following key performance indicators for measuring our advancement in achieving our objectives:

Key policy performance indicators

- KPI 1** Impact indicator 1 (linked to general objective 1): Percentage of EU trade in goods and cross-border trade in services covered by regional integration agreements
- KPI 2** Impact indicator 4 EU (linked to general objective 1): Level of EU investment in non-EU Member States and non-EU Member State investment into the EU
- KPI 3** Impact indicator 1 (linked to general objective 2): Value of preferential imports from ACP countries into the EU
- KPI 4** Result indicator 1 (linked to specific objective 4): Preference utilisation rates of agreements provisionally applied or entered into force (Extent to which operators make use of the EU preferential agreements)

Key internal control performance indicator

- KPI 5** Effectiveness of controls carried out

3. GENERAL OBJECTIVES OF THE POLICY AREA WITH A MULTIANNUAL PERSPECTIVE

The European Union was the world's biggest trading entity in 2013, accounting for an estimated 16.4 % of global imports and exports of goods and commercial services. It is the largest exporter, with sales to the rest of the world reaching a total of around EUR 2 400 billion in 2013, i.e. approximately 18.3 % of EU GDP. In 2013, the EU was also the second biggest global investor and the largest destination for foreign direct investment flows.

Trade and investment policies have a key role to play in contributing to the Europe 2020 objectives of smart, inclusive and sustainable growth. In the communication 'Trade, Growth and World Affairs: trade policy as a core component of the EU's 2020 strategy' adopted on 9 November 2010 ⁽¹⁾, we set out our priority areas and actions to respond to this challenge. The Commission contribution to the February 2013 European Council on trade updated this approach by setting out the new challenges and priorities of EU trade policy ⁽²⁾.

Free trade among its Member States underpinned the successful launch nearly 60 years ago of the European Union. European countries were among the founding members of the modern international system of trade rules. This system, which has grown into the network of agreements and obligations overseen by the World Trade Organisation (WTO), helps ensure that trade is open, predictable, transparent and fair. Over the years, the EU has been — and remains — a leading player in efforts to liberalise world trade for the mutual benefit of industrialised and developing countries alike. Member States of the European Union have a common commercial policy towards non-member countries, and the European Commission (through DG Trade) has the task of carrying out that policy in line with the objectives set out in Article 207 of the Treaty on the Functioning of the EU (TFEU).

Against this background, the twin general objectives of DG Trade in pursuit of its mission are as follows:

General objective 1

Improved levels of European smart, inclusive and sustainable growth, jobs and competitiveness through reciprocally opening non-EU Member States markets and ensuring the best trade conditions for EU business, workers and consumers.

The Commission aims at ensuring the best competitive conditions and opportunities for European firms, in order to make a substantial contribution to the growth and the competitiveness of the European economy.

External economic relations have a crucial role to play in the EU's jobs and growth agenda. Boosting trade is one of the few means to bolster economic growth without drawing on severely constrained public finances. The contribution of external demand to economic growth is bound to increase in future, as 90 % of global economic growth by 2015 is expected to be generated outside Europe. To be sustainable, economic recovery will therefore need to be consolidated by stronger links with the new global growth centres. In parallel with other initiatives taken in the framework of the Europe 2020 strategy, this means leveraging the EU's trade policy by continuing to implement our strategy of reciprocal market opening.

More trade also benefits growth via the supply side of the economy. Trade liberalisation is a major structural reform in itself, creating new opportunities for innovation

⁽¹⁾ COM(2010)612, available at: <http://ec.europa.eu/trade/trade-growth-and-jobs>

⁽²⁾ http://trade.ec.europa.eu/doclib/docs/2013/april/tradoc_151052.pdf

and stronger productivity growth. Long-term evidence from EU countries shows that a 1 % increase in the openness of the economy leads to an increase of 0.6 % in labour productivity. Therefore deep and comprehensive, truly transformative agreements with our largest trading partners can be powerful catalysts for economic change.

EU–US TTIP

An independent study by the Centre for Economic Policy Research, London ⁽¹⁾ shows that a fully implemented Transatlantic Trade and Investment Agreement with the US could result in economic gains to the EU of EUR 119 billion a year, corresponding to 0.5 % of GDP, once the agreement is fully implemented [estimated timing 2027].

Negotiations with the US were launched in 2013. By the end of 2014 seven negotiation rounds have been held.

EU–Japan FTA

The Impact Assessment Report of July 2012 on EU–Japan trade relations ⁽²⁾ shows that concluding a free trade agreement with Japan could result in an increase of the EU's economy of 0.34 % of its GDP. Negotiations with Japan were launched in 2013. By the end of 2014 eight negotiation rounds have been held.

By operating on both supply and demand at the same time, the leveraging of trade policy is a condition for the success and sustainability of any recovery strategy. It is an essential complement to other internal EU instruments such as industrial policy tools or financing instruments for investment. It is essential for jobs as well. About 30 million jobs in the EU, or more than 10 % of the total workforce, depend on sales to the rest of the world, an increase of almost 50 % since 1995.

General objective 2

Improved sustainable economic, social and environmental conditions, in particular for developing countries (DC) through a strong EU trade policy.

The European Union is committed to pursuing a strong trade policy that not only boosts economic growth and creates jobs in Europe, but which also contributes to a greener, more sustainable global economy and which actively helps people around the world to move out of poverty.

Trade policy can be used to reinforce other important international priorities such as: supporting the fight to protect our environment and reversing global warming; promoting decent work for all and supporting improvements in working conditions for workers worldwide and ensuring high standards of health and safety for the products we buy and sell while supporting developing countries (especially the Africa, Caribbean, Pacific regions) to meet these standards.

(1) http://trade.ec.europa.eu/doclib/docs/2013/march/tradoc_150737.pdf

(2) <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=SWD:2012:0209:FIN:EN:PDF>

Sustainable development is integrated in our trade policy at all levels — in the EU's trade preferences for developing countries, in bilateral agreements and in the WTO Doha Development Agenda. Recent and ongoing bilateral trade negotiations include specific provisions on sustainable development covering labour rights, environmental protection standards and promoting civil society involvement. Sustainable, secure and affordable access to raw materials is another important element, which is vital for industrial competitiveness in the EU.

Moreover, the EU has opened its markets fully to all imports from the world's least developed countries through the 'Everything But Arms' arrangement under its Generalised Scheme of Preferences (GSP) and it works actively to help developing countries build the capacity to take advantage of trade. In this context, the Economic Partnership Agreements (EPA) negotiated in the ACP (Africa Caribbean and Pacific) regions have an overarching development objective. Furthermore, through the GSP's special incentive arrangement GSP+ the EU supports vulnerable developing countries' efforts to effectively implement core international conventions in the areas of sustainable development and good governance.

Measurement of results through indicators

To assess the outcome of our work we use different impact and result indicators that represent the best approximation possible. To this end impact and result indicators are reviewed on a yearly basis.

These indicators are, however, not only dependent on our efforts but are also influenced by other broader factors (e.g. socioeconomic changes, political priorities, third party engagement, etc.). It is, therefore, important that the results are interpreted in this context and with the following caveats in mind:

- With respect to objectives and indicators referring to the conclusion of an agreement, DG Trade often only has a limited control in these matters. Negotiations are a two-way process and often need to take account of a wider political context, the general direction of domestic reforms and trade policy in our partner countries, economic and political developments in our partner countries, and economic and political developments in the EU.
- Furthermore, we cannot predict with absolute certainty the number of negotiating opportunities or trade disputes that may arise throughout the following year.
- Once we have concluded and ratified an agreement, success depends on the take-up by economic operators.
- Most impact indicators related to (long-term) general objectives will only become relevant if used over time, since we face a time-gap between the conclusion of an agreement and its practical impact on day-to-day business (and related trade flows). Moreover it is not the measurement of these impact indicators as such but their comparative analysis over time which will prove to be most useful.
- Long-term changes in aggregated economic metrics depend on the overall economic climate and are therefore only partially due to the achievements of the EU's trade policy; a policy which creates opportunities, but depends on people and businesses to put them into real trade flows.

GENERAL OBJECTIVE 1

Improved levels of European smart, inclusive and sustainable growth, jobs and competitiveness through reciprocally opening non-EU Member States markets and ensuring the best trade conditions for EU business, workers and consumers

Spending programme

Non-spending

Impact indicator 1: Percentage of EU trade in goods and cross-border trade in services covered ⁽¹⁾ by regional integration agreements

(Source: Eurostat)

Baseline				Milestone	Target until 2020
Total goods and services (<i>billion EUR</i>)				2017 for goods: 50 %	Maintain or improve
2013/2012	Imports	Exports	Total		
Total	2 191	2 400	4 591	2017 for services: 65 %	
Covered	572	745	1 317		
Share	26.1 %	31.0 %	28.7 %		

Goods			
2013	Imports	Exports	Total
Total	1 682	1 738	3 420
Covered	511	646	1 156
Share	30.3 %	37.2 %	33.8 %

'Total' shows the total of EU trade with extra-EU

'Covered' shows trade with countries with which the EU has entered into an agreement and finalised negotiations

⁽¹⁾ The value for cross-border trade in services covers all services sectors independently of the level of the commitments on market access and national treatment for each sector, inter alia, due to the insufficient level of disaggregation of data on cross-border trade in services. The value of 'cross-border' trade in services relates only to Mode 1 (cross-border supply) and 2 (consumption abroad) so it does not cover Mode 3 (commercial presence) nor Mode 4 (presence of natural persons).

Impact indicator 2: Share of EU cross-border trade in services covered (8) by regional integration agreements

(Source: Eurostat)

Baseline	Services (billion EUR)			Milestone	Target until 2020
2012	Imports	Exports	Total	2017: 65 %	Maintain or improve
Total	509	662	1 170	(This figure is likely to be an underestimation due to the fact that some trade in services data is not reported to Eurostat for confidentiality reasons)	
Covered	61	99	160		
Share	12.1 %	14.9 %	13.7 %		

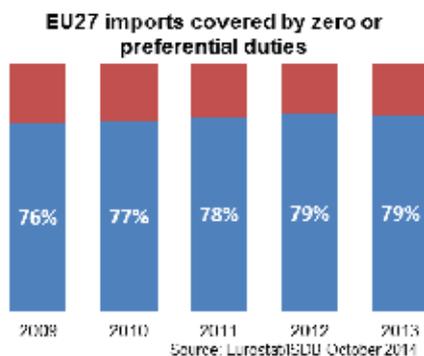
'Total' shows the total of EU trade with extra-EU

'Covered' shows trade with countries with which the EU has entered into an agreement and finalised negotiations

Impact indicator 3: Percentage of EU trade covered by zero or preferential duties

(Source: Eurostat)

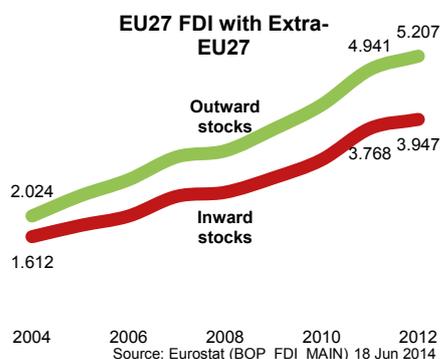
Baseline	Milestone	Target until 2020
	80 % by 2017	Maintain or improve



Impact indicator 4: Level of EU investment in non-EU Member States and non-EU Member State investment into the EU

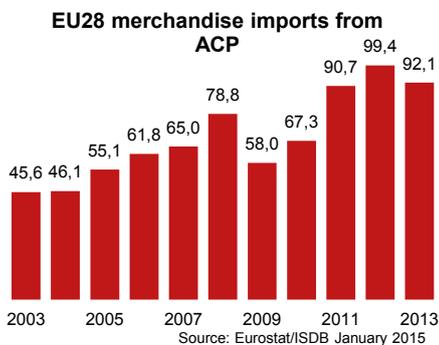
(Source: Eurostat)

Baseline	Milestone	Target until 2020
	Given the uncertainty of the global economic outlook, maintain investment flows	Positive growth reducing negative impact of the global economic slowdown



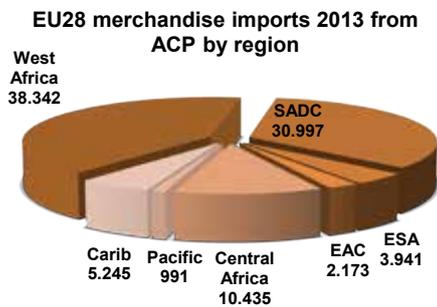
GENERAL OBJECTIVE 2

Improved sustainable economic, social and environmental conditions in particular for developing countries (DC) (1) through a strong EU trade policy		<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Impact indicator 1: Value of preferential imports from ACP countries into the EU (Source: DG Trade/Eurostat COMEXT)		
Baseline	Milestone	Target until 2020



Given the uncertainty of the global economic outlook, maintain trade growth

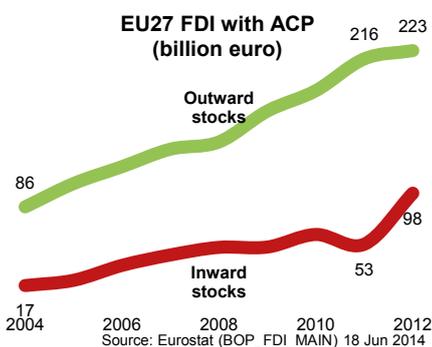
Growing and increasingly diversified preferential imports from developing countries to the EU



In billion euros

(1) This applies primarily to ACP countries (African, Caribbean, Pacific regions) and not to advanced or emerging economies such as Brazil, Russia, India, China and South Korea.

Impact indicator 2: Level of investment flows between the EU and ACP countries (Source: Eurostat)		
Baseline	Milestone	Target until 2020



Given the uncertainty of the global economic outlook, maintain investment flows

Maintain momentum of growth

4. ABB ACTIVITY ‘TRADE POLICY’

Trade policy is part of the instruments used by the EU to manage its external relations and forms part of the EU’s external action. Within this context, trade policy is also a vehicle for promoting European principles and values. The main priority of trade policy is however internal to the EU, namely boosting growth and jobs in the EU. Trade policy is a tool to link the EU to the new centres of global growth and transmit growth and job creation into Europe.

The different measures that the EU uses in trade policy can be divided into two large groups: those that are pursued through negotiations and those that are pursued unilaterally with other countries. Many trade policy measures are the result of international agreements with one or more other countries. Negotiations for trade agreements are carried out either multilaterally under the aegis of the World Trade Organisation, plurilaterally amongst a group of like-minded countries or bilaterally with a non-EU Member State or a group of countries acting as a single negotiating partner.

Multilateral and plurilateral negotiations are covered below under specific objective 1. Bilateral negotiations for Free Trade Agreements, excluding those with the ACP are dealt with under specific objective 2. Specific objective 3 deals with negotiations for European Partnership Agreements (EPAs) and unilateral trade preferences. Specific objective 4 envisages pursuing the monitoring of implementation of trade agreements that have entered into force as well as other applied trade policy measures. Finally, another example of unilateral trade policy measures are covered under specific objective 5 in the form of trade defence.

Trade policy is, however, not a ‘one-size fits all’ policy and so the policy is tailored to the specific situation of its partners, including that of developing countries.

The following specific, medium-term objectives identify the effects we seek to achieve for the benefit of wider society, meaning in particular for Member States, consumers, businesses and civil society. The result indicators shown aim to measure the direct effect on the target population of the pursuit of the action taken.

The outputs are what are directly produced or supplied through DG Trade’s intervention. A distinction has to be made between (a) Commission outputs, which are fully under control of the Commission (*), and (b) final outputs where other actors are involved (**).

(*) This figure covers both trade policy ABB activity and policy strategy and coordination as well as administrative support.

(**) These figures include postings in delegation (80 establishment plan posts and 119 external personnel).

ABB activity: Trade policy					
Operational expenditure	Financial resources (EUR) in commitment appropriations		Establishment plan posts	Human resources	
	Administrative expenditure (managed by the service)	Total		Estimates of external personnel (in FTEs)	Total
Budget line 20 02 01: EUR 11 m	EUR 4.3 m (*) (excluding external staff)	EUR 20.1 m	482	164	646 (**)
Budget line: 20 02 03: EUR 4 802 m					

SPECIFIC OBJECTIVE 1

MULTI- AND PLURILATERAL TRADE

A wide coverage of the world's trade covered by free trade through multilateral and plurilateral agreements between the EU and non-EU Member States whilst ensuring the best trade conditions and opportunities for EU operators, workers and consumers

- Spending programme
 Non-spending

Relevant general objective(s): Improved European smart, inclusive and sustainable economy and competitiveness through reciprocally opening non-EU Member States markets and ensuring the best trade conditions for EU business, workers and consumers

The WTO and the multilateral process of trade liberalisation remain central to EU trade policy. The main objective of multilateral and plurilateral negotiations is to liberalise trade in goods and services (and trade-related aspects of intellectual property). This is pursued through the WTO Doha Development Agenda and through various settings of plurilateral discussions for sectoral agreements.

In its quest to reduce bound and applied tariffs of non-EU Member States and bringing commitments from non-LDC WTO members close to their autonomous level of trade liberalisation, DG Trade has limited control. Other political, economic or social factors may indeed influence decisions made by our trading partners.

Result indicator 1	Baseline	Target
Regarding trade liberalisation in goods, average level of bound MFN (most favoured nation) tariffs for non-agricultural products in developed countries and key emerging economies Source: WTO World Tariff Profiles 2013.	Examples of the simple average of the ad valorem of 2013 in percentage ⁽¹⁾ : Argentina: 31.8 Australia: 11 Brazil: 30.8 China: 9.1 India: 34.5 Japan: 2.6 Russia: 7.2 US: 3.3 (EU: 3.9)	For non-agricultural products, decrease the average level of bound and applied MFN tariffs to levels comparable to those of the EU in developed and if possible in key emerging economies, and decrease it as well significantly in other developing countries which are not LDCs

Result indicator 2	Baseline	Target
Regarding trade liberalisation in services, level of commitments undertaken by major economies as measured through the Services Trade Restrictiveness Index (STRI) ⁽²⁾ of the World Bank The STRI gives a broad indication of the level of openness as measured through the commitments of major economies for a number of services sectors Source: World Bank STRI ⁽³⁾ .	GATS negotiations started in 1995. Due to impossibility to engage all partners, TISA ⁽⁴⁾ negotiations started in 2013 with a reduced number of partners. STRI (2013): Brazil: 22.5 China: 36.6 India: 65.7 Indonesia: 50 Russia: 25.7 Thailand: 48 Vietnam: 41.5 The maximum restriction is 100, this means that 0 is a market which is completely open	Maintain or increase the level of openness of economies to the services sector by bringing commitments from non-LDC (least developed countries) WTO members close to their autonomous level of trade liberalisation and obtaining new market access in a targeted number of priority sectors

⁽¹⁾ For remaining figures, please refer to: http://www.wto.org/english/res_e/booksp_e/tariff_profiles13_e.pdf

⁽²⁾ The World Bank STRI covers the following sectors: Financial (insurance and banking), Telecommunications, Transport (except inland waters), Professional (auditing, accounting, legal), Retail services. Moreover, mode 2 is not covered.

⁽³⁾ <http://iresearch.worldbank.org/ServiceTrade>

⁽⁴⁾ Trade in Services Agreement.

Main activities in 2015 — Specific objective 1

In 2015, DG Trade intends to bring forward the WTO Doha Development Agenda (DDA) negotiations in areas where progress is possible. This includes in particular trade facilitation (TF) [output 1] and work on development-related issues. The outcome of the 2013 Bali Ministerial Conference foresaw that the Agreement on Trade Facilitation be finalised and a new work programme developed in 2014, but the opposition of a few WTO members prevented this from happening. A new deadline was set to July 2015 after the WTO TF negotiations were concluded in November 2014. We will continue work in this area over the period 2015–17. Also, following the adoption of the Rules of Origin guidelines, we will follow the WTO process of reviewing the compliance of developed countries on an annual basis.

Under the Information Technology Agreement (ITA) negotiations, we will seek to finalise its expansion and continue the process on non-tariff barriers (NTBs) [output 2]. The product coverage should be of significant export interest for the EU whilst providing for an adequate treatment for the most sensitive products for the EU. Given lack of political will, the agreement could not be concluded in 2014; it will further be followed and finalised in 2015. We will equally seek to build broader support for ITA-2 with ITA members.

Negotiating a plurilateral services agreement [output 3] is also one of our major activities which we carry out with the objective of subsequent multilateralisation, including in particular emerging economies. In 2015, we intend to advance negotiations particularly on rules chapters (financial services, information and communication technologies, maritime services, domestic regulations) and market access commitments.

Furthermore, we will pursue promoting liberalisation of green goods and services through the negotiations of an Environmental Goods Agreement (EGA) [output 4]. The product coverage of this agreement should be comprehensive and contain environmental credibility.

In its multilateral relations, DG Trade are also active in:

- Contributing to the regular work carried out by the WTO Committee on Rules of Origin mandated to follow notification work on preferential rules of origin. This follows a decision for the least developed countries (LDCs) adopted at the 9th Ministerial Conference in Bali.
- Negotiating revisions to the WTO Dispute Settlement Understanding ('DSU review' negotiations), hopefully concluding at the 2015 WTO Ministerial Conference [output 5].
- Pursuing and if possible concluding WTO accessions of new countries including Afghanistan, Algeria, Azerbaijan, Bosnia Herzegovina, Kazakhstan, Serbia and ACP countries (Bahamas, Liberia and Seychelles) [output 6].
- Conducting the EU Trade Policy Review in July 2015 and continuing active participation at main trading partners' Trade Policy Review (TPR) meetings, in particular Australia, Canada, Chile, India, Japan, New Zealand, Thailand and SACU. A total of 21 TPR meetings are scheduled in 2015.
- Contributing to the process of extending export credit disciplines to non-OECD countries in the context of the International Working Group (IWG) on export credit. We will support and actively contribute to the success of the IWG, notably with a view to fostering a shift from sectoral to horizontal negotiations in 2015, organise an IWG meeting in Brussels in early 2015 and participate constructively in other meetings.
- Continuing active participation in the work of the WTO Sanitary and Phytosanitary (SPS) Committee, particularly in the 4th review of the SPS Agreement and in setting a working definition of SPS-related private standards and fighting against SPS barriers erected by non-EU Member States. The review should be concluded in 2015.
- Developing new GATS rules and enhancing existing ones.

With a view of achieving this objective, DG Trade will work on producing the outputs set out below.

Main outputs in 2015 — Specific objective 1		
Description	Indicator	Target
(**) Trade Facilitation Agreement ^[1]	Commission adoption	2015
	EP consent	2015
	Council adoption	2015
(**) Information Technology Agreement (ITA) ^[2]	Commission adoption	2015
	EP consent	2015
	Council adoption	2015
(**) Trade in Services Agreement (TISA) ^[3]	Commission adoption	<i>Beyond 2015</i>
	EP consent	
	Council adoption	
(**) Environmental Goods Agreement (EGA) ^[4]	Commission adoption	<i>Beyond 2015</i>
	EP consent	
	Council adoption	
(**) Review of the WTO Dispute Settlement Understanding ^[5]	Completion	2015
(**) WTO accessions of Algeria, Azerbaidjan and Bahamas ^[6]	Commission adoption of recommendations	Q3 and Q4 2015
	Council decision adoption	Q3 and Q4 2015
Expenditure-related outputs		
Trade SIA in support of negotiations for a plurilateral services agreement	SIA completed	June 2015
Trade SIA in support of negotiations on a green goods initiative	SIA completed	December 2015

SPECIFIC OBJECTIVE 2

BILATERAL TRADE

A wide coverage of the world's trade covered by free trade through bilateral and regional agreements between the EU and non-EU Member States whilst ensuring the best trade conditions and opportunities for EU operators, workers and consumers

- Spending programme
 Non-spending

Relevant general objective(s): Improved European smart, inclusive and sustainable economy and competitiveness through reciprocally opening non-EU Member States markets and ensuring the best trade conditions for EU business, workers and consumers

Free Trade Agreements go beyond the WTO rules in liberalising trade. The new generation of EU FTAs cover goods, services, intellectual property, government procurement, regulatory coherence and investment, and contain commitments on customs duty reduction, access to services markets and attempt to reduce 'non-tariff barriers' such as technical regulations. FTAs including DCFTAs (which are part of Association Agreements with the EU's neighbours) being preferential trade agreements. The EU also enters into non-preferential trade agreements, as part of broader agreements such as Partnership and Cooperation Agreements.

The main objective is to continue to take forward the process that started in 2007, namely conclude the various bilateral and regional negotiations that have been launched with some of the EU's main trading partners, and consider new opportunities. This is done in order to bring other countries' markets to the EU's level of openness. One element in our relationships will be the possibility to enhance regulatory dialogue with all these partners to tackle non-tariff barriers and improve market access and conditions for European business.

Particular attention will be focused on the relations with some of our biggest trading partners — US, China and Japan as well as — though to a different degree — Russia. In this context, China and Russia present a major challenge for the EU's trade policy.

We are seeking to make agreements as comprehensive as possible. In particular, we are negotiating the inclusion of chapters of high growth and sustainability potential, whilst assuring the necessary legal security. To this end we aim to include provisions for an effective state-to-state dispute settlement as well as an effective and balanced investor-to-state dispute settlement (ISDS) mechanism in agreements which include investment protection provisions and in free-standing investment protection provisions while preserving our right to regulate in the public interest.

All negotiations are supported by general legal advice including throughout the legal scrubbing and assistance in the process of ratification.

It is important to note that DG Trade often only has a limited control over the progress of bilateral talks. Negotiations are a two-way process and often need to take account of a wider political context. Furthermore, we cannot predict with absolute certainty the number of negotiating opportunities or trade disputes that may arise throughout the year.

Result indicator 1	Baseline	Target
Number of ongoing ⁽¹⁾ trade and investment negotiations with countries/regions outside the EU (including Free Trade Agreements — FTA) ⁽²⁾	Situation at the end of 2014: 25 ⁽³⁾ ongoing negotiations or agreements in the process of finalisation with countries/regions in the world: (See detailed table pages 17 and 18)	Continue and conclude negotiations for FTAs with some of our main trading partners with a special focus on US, Japan, Vietnam, Morocco and China investment agreements for the year 2015

Source: DG Trade.

⁽¹⁾ 'Ongoing trade negotiations' are here identified as negotiations from the point of launch of negotiations to provisional application of the agreement.

⁽²⁾ DG Trade is negotiating a new generation of comprehensive international free trade agreements. We generally try to negotiate chapters with provisions on market access for goods, technical barriers to trade, services, investment, investor-to-state dispute settlement, procurement, IPR, sustainable development and state-to-state dispute settlement with our trade negotiation partners.

⁽³⁾ Trade negotiations with Libya and the Gulf Cooperation Council are currently on hold and negotiations with Russia are suspended.

Main outputs in 2015 — Specific objective 2

Description (**)

Time line negotiations	Impact assessment completed	Scoping	Recommendations to negotiate adopted by Commission	Recommendations to negotiate adopted by Council	Negotiations launched	Number of negotiation rounds completed	Technical conclusion/ Political agreement	Legal scrubbing completed	Initialling	Translation done	Proposal to sign and provisional application adopted by Commission	Proposal to sign and provisional application adopted by Council	Consent by EP
			[provisional date]	[provisional date]	[provisional date]		[provisional date]	[provisional date]	[provisional date]	[provisional date]	[provisional date]	[provisional date]	[provisional date]
FINALISATION													
Ukraine DCFTA ⁽¹⁾	-	✓	Sept 2006	January 2007	Feb 2008	18	Dec 2011		July 2012	Sept 2013	May 2013	Sept 2013	Sept 2014
Canada CETA	-	✓	April 2009	May 2009	June 2009	-	Oct 2013	[Q1-Q2 2015]	NA	[Q3 2015]	[Q4 2015]	[2016]	[2016]
Singapore FTA	-	✓	April 2007	Dec 2009	Mar 2010	11	Dec 2012	July 2013 ⁽²⁾	Sep 2013 ⁽³⁾	[2015]	[2015]	[2015]	[2015]
Ecuador	-	-	-	-	-	-	July 2014	Nov 2014	12 Dec 14	[May 2015]	[Jun 2015]	[Sept 2015]	[2016]
West Africa	-	-	April 2002	June 2002	Oct 2003	-	Feb 2014	June 2014	June 2014	Sept 2014	Sept 2014	Dec 2014 ⁽⁴⁾	[2015]
Southern Africa (SADC)	-	-	April 2002	June 2002	June 2004	-	July 2014	Ongoing	July 2014	[Q2 2015]	[Q3 2015]	[Q4 2015]	[2015]
East African Community (EAC)	-	-	April 2002	June 2002	February 2004	-	October 2014	Ongoing	Oct 2014	[Q3 2015]	[Q3 2015]	[Q4 2015]	[2015]
Kazakhstan PCA	-	-	-	-	-	-	Oct 2014	Ongoing	Dec 2014	[2015]	[2015]	[2015]	[2015]
ONGOING													
US TTIP	Mar 2013	✓	June 2013	June 2013	July 2013	7							
Continue negotiating a reasonable and balanced trade agreement. Steady and balanced progress across the three pillars (tariffs, services/investment and procurement) and move towards exchange of offers in the procurement chapter. Move to consolidated texts in all areas of the negotiation and seek agreement on the architecture of TTIP. Continued outreach to stakeholders and enhanced transparency towards Member States, the European Parliament, stakeholders and citizens.													
Japan FTA	Jul 2012	✓	Jul 2012	Nov 2012	Mar 2013	8							
The '1-year review' conducted by the Commission in June 2014 confirmed that it is in the EU's interest to continue these FTA negotiations. Negotiating texts and market access offers in most areas have been exchanged. Substantive progress is to be expected in 2015 in all areas in order to come close to conclusion of the negotiations.													
Vietnam FTA	-	✓	April 2007	May 2012	June 2012	8							
Conclusion of the negotiations expected in the first half of 2015.													

⁽¹⁾ The Ukraine DCFTA is the trade chapter of the EU-Ukraine Association Agreement signed in June 2014. The trade chapter will only be provisionally applied as of December 2015.

⁽²⁾ Legal scrubbing still ongoing to include investment parts. To be completed in 2015.

⁽³⁾ Negotiations for the investment part of the FTA were concluded in October 2014.

⁽⁴⁾ Signature process started.

Expenditure-related output	Indicator	Target
Evaluation of the EU's FTA with Mexico (module analysing expected impact of a possible new FTA with Mexico)	Evaluation completed	Sept 2015
Trade SIA of the proposed FTA between the EU and Japan	SIA completed	Dec 2015
Trade SIA of the proposed FTA between the EU and USA	SIA completed	Sept 2015
Trade SIA in support of negotiations for an Association Agreement between the EU and Mercosur	SIA completed	June 2016
Economic analysis in support of possible modernisation of the trade pillar of the EU-Chile Association Agreement	Analysis completed	Jan 2016
Trade SIAs in support of negotiations on investment agreements	SIA completed	June 2016

SPECIFIC OBJECTIVE 3

SUSTAINABLE DEVELOPMENT

Improved sustainable economic, social and environmental conditions in particular for developing countries with a special focus on green and inclusive growth

Spending programme

Non-spending

Relevant general objective(s): Improved sustainable economic, social and environmental conditions in particular for developing countries (DC) through a strong EU trade policy

Trade and development is a broad policy area that covers the EU's trade relations with developing countries. It encompasses a range of policy instruments whose main focus is almost exclusively on development, such as the GSP+, and others with only partial development focus such as the European Partnership Agreements. Supporting the gradual integration of developing countries into the world economy contributes to their growth and development.

Result indicator 1	Baseline	Target
Number of ACP countries implementing European Partnership Agreements (EPA)	<p>Negotiations on EPAs were launched in 2002 after the Cotonou Agreement entered into force in 2000.</p> <p>In 2014: 21 ACP countries implement an EPA</p> <p>Cariforum comprehensive regional EPA is applied since 2008, covering 14 states ⁽¹⁾. Haiti is meant to join it and signed in December 2009.</p> <p>The Pacific EPA is provisionally applied in Papua New Guinea since 2009 and in Fiji since July 2014.</p> <p>In Central Africa, the Cameroon EPA is provisionally applied since August 2014.</p> <p>An interim EPA with four eastern and southern Africa ⁽²⁾ (ESA) countries is provisionally applied since May 2012</p> <p style="text-align: center;">***</p> <p>In 2014 regional EPAs were negotiated with 16 countries in West Africa ⁽³⁾, six countries in southern Africa ⁽⁴⁾ (SADC) and five countries in the East African Community (EAC) ⁽⁵⁾</p> <p>EPA negotiations are ongoing with three ACP regions: Central Africa, ESA, Pacific</p> <p>Implementation of EPAs with all relevant ACP countries</p>	For non-agricultural products, decrease the average level of bound and applied MFN tariffs to levels comparable to those of the EU in developed and if possible in key emerging economies, and decrease it as well significantly in other developing countries which are not LDCs

⁽¹⁾ Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, the Dominican Republic, Grenada, Guyana, Jamaica, Saint Christopher and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago.

⁽²⁾ Madagascar, Mauritius, Seychelles and Zimbabwe.

⁽³⁾ Benin, Burkina Faso, Cape Verde, Ivory Coast, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo, Mauritania.

⁽⁴⁾ Botswana, Lesotho, Mozambique, Namibia, South Africa, Swaziland.

⁽⁵⁾ Kenya, Uganda, Tanzania, Burundi and Rwanda.

Result indicator 2	Baseline	Target
Compliance through monitoring of implementation of the commitments made by developing countries benefitting from the Special Incentive Arrangement for Sustainable Development and Good Governance (GSP+) under the EU's revised Generalised Scheme of Preferences (GSP) ⁽¹⁾	Already before the start of application of the revised GSP on 1 January 2014, a delegated act ⁽²⁾ granting the GSP+ to the first 10 applicants was adopted Four more applicants were granted GSP+ in 2014 ⁽³⁾	Ensure full compliance through continuation of an intensive interaction with GSP+ beneficiaries by using scorecards and of GSP+ dialogues.aiming at helping them improve their performance in sustainable development and good governance areas

Source: DG Trade.

Main activities in 2015 — Specific objective 3

In 2015, DG Trade will continue undertaking relevant measures, including preparing for the adoption of implementing legislation^[output 1] in order to ensure smooth application of the provisions of the revised GSP and, in particular, of GSP+. A special focus will be put on updates of the lists of beneficiaries under the GSP general arrangement, EBA and GSP+. We will closely monitor the GSP+ beneficiaries' compliance with their obligations, notably effective implementation of the relevant conventions, in order to spot potential problems in a timely manner and assist beneficiaries in their rectification and so minimise a risk of withdrawal of preferences.

In this context, DG Trade will also prepare a first biannual report to the EP and Council on the effects of the revised GSP regulation, in particular implementation of the GSP+ arrangement by the end of 2015^[output 2].

Furthermore, we will continue to work on completing negotiations for Economic Partnership Agreements (EPAs) and implement existing ones through meetings of joint EPA bodies.

In addition, we will follow up the 'Sustainability Compact' launched by the EU, the International Labour Organisation (ILO), the USA and the Bangladeshi government in July 2013. A meeting to review progress on next steps included in the 2014 stocktaking will take place in 2015.

On the basis of a public consultation, and an impact assessment exercise carried out in 2013, the Commission adopted a legislative proposal on minerals originating from conflict and high risk areas^[output 3]. This ordinary legislative procedure is currently ongoing. DG Trade will continue to follow the adoption procedure with a view to adoption in 2015.

With a view of achieving this objective, DG Trade will work on producing the outputs set out below.

⁽¹⁾ Under the revised GSP, every beneficiary of the standard arrangement wishing to receive the enhanced GSP+ preferences has to apply for these and meet the requirements in terms of economic vulnerability and compliance with core international human and labour rights, environment and good governance conventions.

⁽²⁾ Commission Delegated Regulation 1/2014.

⁽³⁾ Armenia, Bolivia, Cape Verde, Costa Rica, El Salvador, Georgia, Guatemala, Mongolia, Pakistan, Panama, Paraguay, Peru and Philippines (Ecuador loses GSP+ status as of 1/1/2015).

Main outputs in 2015 — Specific objective 3		
Description	Indicator	Target
(*) Implementing legislation under GSP, in particular delegated acts adjusting technical thresholds set by the GSP Regulation 978/2012 (GSP vulnerability and product graduation and updating list of beneficiaries of the respective arrangements (general arrangement, GSP+ and EBA) ^[1]	Commission adoption	2015
(*) Commission report to the European Parliament and Council on the effects of the revised GSP ^[2]	Commission adoption	Q4 2015
(**) Commission proposal on minerals originating from conflict and high risk areas ^[3]	Council adoption	2015
	European Parliament adoption	2015
Expenditure-related output		
Contributions to international organisations: OECD, WTO, ILO, International Trade Centre, Food and Agriculture Organisation (UN)/IPPC, Codex, World Organisation for Animal Health (OIE)	Signature of grant agreements	Q3 2015

SPECIFIC OBJECTIVE 4

ENFORCEMENT

Enforcement of trade and investment agreements and EU legislation related to external trade ensured, through proper monitoring of implementation

Spending programme

Non-spending

Relevant general objective(s): 'Improved European smart, inclusive and sustainable economy and competitiveness through reciprocally opening non-EU Member States markets and ensuring the best trade conditions for EU business, workers and consumers' and 'Improved sustainable economic, social and environmental conditions in particular for developing countries (DC)'

This objective contributes to job creation and growth in the EU by reaping the benefits of WTO membership, bilateral and multilateral trade agreements, through the effective implementation of the signed agreements including tackling any remaining barriers with the necessary means such as the bilateral dispute settlement mechanisms.

Result indicator 1	Baseline	Target																																				
Preference utilisation rates of agreements provisionally applied or entered into force (Extent to which operators make use of the EU preferential agreements)	<p>Preference utilisation EU importers as percentage eligibility</p> <table border="1"> <thead> <tr> <th>FTA</th> <th>2011</th> <th>2012</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>S. Africa</td> <td>89 %</td> <td>90 %</td> <td>91 %</td> </tr> <tr> <td>Mexico</td> <td>69 %</td> <td>69 %</td> <td>67 %</td> </tr> <tr> <td>Chile</td> <td>91 %</td> <td>93 %</td> <td>93 %</td> </tr> <tr> <td>Korea</td> <td>59 %</td> <td>77 %</td> <td>81 %</td> </tr> </tbody> </table> <p><i>Source: ISDB/Eurostat.</i></p> <p>Preference utilisation EU exporters as percentage eligibility</p> <table border="1"> <thead> <tr> <th>FTA</th> <th>2011</th> <th>2012</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Mexico</td> <td>58 %</td> <td>52 %</td> <td>na</td> </tr> <tr> <td>Chile</td> <td>81 %</td> <td>79 %</td> <td>na</td> </tr> <tr> <td>Korea</td> <td>na</td> <td>63 %</td> <td>66 %</td> </tr> </tbody> </table> <p><i>Source: local statistical offices.</i></p>	FTA	2011	2012	2013	S. Africa	89 %	90 %	91 %	Mexico	69 %	69 %	67 %	Chile	91 %	93 %	93 %	Korea	59 %	77 %	81 %	FTA	2011	2012	2013	Mexico	58 %	52 %	na	Chile	81 %	79 %	na	Korea	na	63 %	66 %	Improve the percentage according to recent trend
FTA	2011	2012	2013																																			
S. Africa	89 %	90 %	91 %																																			
Mexico	69 %	69 %	67 %																																			
Chile	91 %	93 %	93 %																																			
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Mexico	58 %	52 %	na																																			
Chile	81 %	79 %	na																																			
Korea	na	63 %	66 %																																			

Result indicator 2	Baseline	Target
% of identified barriers to trade partially/fully solved within maximum 2 years of their inception (incl. behind the border measures such as TBTs, NTBs, SPS) (Impact on trade of the removal of obstacles to trade)	<p>220 key barriers identified as priorities ⁽¹⁾.</p> <p>Approximately 40 to 50 additional barriers are registered every year</p> <p>Of which on average 20 % are partially/fully solved within 2 years of their appearance</p>	Address all relevant cases with third countries appropriately and maintain a level of 20 % of partially/fully solved cases within maximum 2 years of their inception

Source: DG Trade.

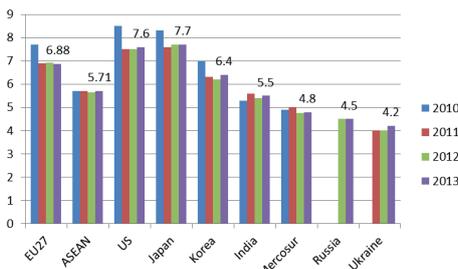
⁽¹⁾ Kenya, Uganda, Tanzania, Burundi and Rwanda.

Result indicator 3	Baseline	Target
Compliance through monitoring of implementation of members to their WTO commitments including outcome of dispute settlement cases (ie. successfully defended or successfully brought taking into account initial analysis of strength of the case)	End 2014: 160 WTO members	Monitor the implementation of WTO members' commitments on an ongoing basis in order to ensure full compliance
	Dispute settlement: Measures consistent with WTO obligations	Successful outcome in cases up for decision and other positive developments in main ongoing disputes, including where feasible the settlement of disputes
Result indicator 4	Baseline	Target
Compliance through monitoring of implementation of EU's trade partners to their trade agreement commitments, including outcome of dispute settlement cases (ie. successfully defended or successfully brought taking into account initial analysis of strength of the case).	End 2014: Countries and regions with which EU has a trade agreement in force or provisionally applied ⁽¹⁾	Monitor the implementation of our trade partners' commitments on an ongoing basis in order to ensure full compliance
	Dispute settlement: Measures consistent with trade agreement obligations	Successful outcome in cases up for decision and other positive developments in main ongoing disputes, including where feasible the settlement of disputes
Result indicator 5		
Management of ISDS cases, working in cooperation with Member States where relevant ⁽²⁾	Measures consistent with relevant international obligations	Successful management in cases up for decision

Source: DG Trade.

⁽¹⁾ Customs Unions: Andorra, Turkey, San Marino. Free Trade Agreements (FTAs): Faroe Islands, Norway, Iceland, Switzerland, the Former Yugoslav Republic Of Macedonia (Stabilisation and Association Agreement (SAA), Albania (SAA), Montenegro (SAA), Bosnia and Herzegovina (Interim Agreement on trade), Serbia (SAA), Algeria (Association Agreement (AA), Egypt (AA), Israel (AA), Jordan (AA), Lebanon (AA), Morocco (AA), Palestinian Authority (Interim AA), Syria (Cooperation Agreement), Tunisia (AA), Iraq (Partnership and Cooperation Agreement), Chile (Association Agreement and Additional Protocol), Mexico (Economic Partnership, Political Coordination and Cooperation Agreement, Korea (New Generation FTA) Central America (AA), Peru-Colombia FTA, Georgia (Association Agreement), Moldova (Association Agreement). Economic Partnership Agreements: South Africa (Trade, Development and Cooperation Agreement), Cariforum States, Ivory Coast (Interim Economic Partnership Agreement (Pending)), Cameroon, four ESA countries, Papua New Guinea, Fiji.

⁽²⁾ In accordance with Article 3 of Regulation (EU) No 1219/2012 of the European Parliament and of the Council of 12 December 2012 establishing transitional arrangements for bilateral investment agreements between Member States and third countries and Regulation (EU) No 912/2014 of the European Parliament and of the Council of 23 July 2014 establishing a framework for managing financial responsibility linked to investor-to-state dispute settlement tribunals established by international agreements to which the European Union is party.

Result indicator 6	Baseline	Target
Level of risk that the EU IPR (intellectual property rights) holders run when exporting and carrying out foreign direct investment transactions <i>Source: IPRI Report (1).</i>	IPR protection scores for the EU and trading partners: (2) 	Improvement in scores of our main trading partners relative to recent years' trend

Result indicator 7	Baseline	Target
Level of legally guaranteed market access for EU companies to key priority procurement markets (3) <i>Source: DG Grow.</i>	Access of EU firms to GPA partner's Public Procurement market: US: 12 % (2010), 32 % (2011) Japan: 23 % (2010), 28 % (2011) Canada: 3 % (2010), 16 % (2011) Korea: 50 % (2010), 65 % (2011)	Increased level of legally guaranteed market access for EU companies to key priority procurement markets relative to recent years' trend

Result indicator 8	Baseline	Target
EU share in trade in FDI stocks of our major trading partners	2012: 	Positive evolution according to recent years' trend

Main activities in 2015 — Specific objective 4

In 2015, we will produce our regular reporting about identified barriers, suggested actions, and results achieved via market access reports, protectionism monitoring reports^[output 1], newsletters, briefs, specific sector reports and a new Trade and Investment Barrier report (TIBR) ^[output 2].

The enforcement of the EU's multilateral and bilateral rights and obligations is done through dispute settlement in the WTO, or through bilateral dispute settlement mechanisms. DG Trade also manages cases brought in investor-state dispute settlement mechanisms, i.e. the Energy Charter Treaty and under the Grandfathering Regulation (4).

(1) <http://www.internationalpropertyrightsindex.org/ranking>
 (2) The scores highlight the risks that EU IPR holders run when they export IPR-intensive goods, carry out FDI transactions in IPR-intensive sectors or licence their IPR rights to agents in these countries. The score can range from 0 (no protection i.e. high risk) to 10 (perfect protection, i.e. no risk).
 (3) The revised WTO Agreement on Government Procurement (GPA) entered into force on 6 April 2014.
 (4) Regulation (EU) No 1219/2012 of the European Parliament and of the Council of 12 December 2012 establishing transitional arrangements for bilateral investment agreements between Member States and third countries.

We will continue to monitor the compliance of WTO members' commitments under their membership. DG Trade notably follows Russia, which is a member since 2012, where ongoing deals cover the automotive and gas sectors.

In relation to bilateral agreements, DG Trade monitors the implementation of the various agreements that have entered into force or are provisionally applied. We maintain a special focus on the South Korea FTA ⁽¹⁾: through the management of the six specialised committees, seven working groups, the annual FTA Trade Committee as well as through the internal Commission task force, which regularly deals with specific market access cases and other issues related to the implementation of the FTA. As part of the monitoring, an annual implementation report is produced ^[output 3]. In addition, we monitor the implementation of the Colombia/Peru and Central America Agreements ⁽²⁾ through the management of the specialised committees and the annual Trade Committee/Association Council. Substantive work is carried out in EU delegations and headquarters on implementation of specific issues, dissemination/communication activities in EU and the partner countries and planning of accompanying development cooperation actions under the DCI and PI instruments in order to support implementation of the agreements. An annual implementation report is produced to show the effects of these agreements ^[output 4+5]. Also the monitoring of the implementation of the DCFTAs with Georgia and Moldova is an important part of our work which will be continued. The Association Agreements provide for each DCFTA and Association Committee in Trade configuration and four specialised sub-committees. An annual report is foreseen in 2015 ^[output 6]. Finally, we will continue monitoring the implementation of EPAs. This concerns all commitments including individual goods and services schedules and implementing legislation for trade-related commitments. Evaluation of the economic, social and environmental impact of the EPAs is also carried out. In this context, we prepare the meetings of the Cariforum–EU EPA Council and Trade and Development Committee, the ESA EPA Committee and the Pacific EPA Committee, and the presentation of the formal 5-yearly review of the Caribbean EPA ^[output 7] finalised in 2014 for the Joint Trade and Development Committee. Based on this review a decision should be taken by the Joint Cariforum/EU Council in first half of 2015.

On the sectoral front, DG Trade will seek to ensure implementation of the revised strategy for the protection and enforcement of intellectual property rights in non-EU Member States and customs regulation on IPR enforcement at the EU border. Against this background, we will hold meetings with stakeholders and EU Member States, publish the IPR Survey on non-EU Member State protection and enforcement ^[output 8], and notify EU technical assistance programmes on IP for developing countries to the WTO.

Another essential sector is public procurement, where we will closely follow the legislative procedure in the European Council and the European Parliament on the initiative on the access of non-EU Member States companies and goods to the EU public procurement market (IPI — International Procurement Instrument) ^[output 9]. This initiative is managed in cooperation with DG Grow.

Finally, DG Trade is pursuing an active export control policy review. In this area, we develop export control regulations and monitor export controls implementation. In 2015, we will conduct an impact assessment ^[output 10] and update Annex I of Council Regulation (EC) No 428/2009 ^[output 11] on the EU control list. Regular meetings of the Dual-use Coordination Group will also be held in 2015.

With a view of achieving this objective, DG Trade will work on producing the outputs set out below.

⁽¹⁾ The EU–Korea FTA has been provisionally applied since July 2011, and amended in 2014 to include Croatia as a party to the FTA with effect from 1 July 2013.

⁽²⁾ The EU–Colombia/Peru FTA and EU–Central America DCFTA are provisionally applied since 2013.

Main outputs in 2015 — Specific objective 4		
Description	Indicator	Target
(*) Protectionism monitoring report (Staff Working Document) [1]	Adoption	Q4 2015
(*) Trade and Investment Barriers Report [2]	Commission adoption	Q1 2015
(*) Annual Report on Implementation of EU–South Korea FTA [3]	Commission adoption	Q1 2015
(*) Annual Report on Implementation of EU–Colombia/ Peru Trade Agreement [4]	Commission adoption	Q4 2015
(*) Annual Report on Implementation of EU–Central America FTA [5]	Commission adoption	Q4 2015
(*) Annual Report on Implementation of EU–Georgia and EU–Moldova FTAs [6]	Commission adoption	Q4 2015
(**) Review of Implementation of EU–Cariforum EPA [7]	Joint EPA Council endorsement	Q2 2015
(*) IPR Survey on non-EU Member State protection and enforcement of IPR [8]	Publication	Q2 2015
(**) Commission proposal for International Procurement Instrument (IPI) [9]	Council adoption	2015
	European Parliament adoption	2015
(*) Impact assessment on export control policy review [10]	Impact Assessment Board adoption	2016
(*)/(**) Update of Annex I (EU control list) of the dual use regulation (1) [11]	Commission adoption	2015
	Council adoption	2015
	European Parliament adoption	2015
Expenditure-related outputs		
Public Procurement initiative which aims at improving the availability, coverage and quality of data on public procurement (including on cross-border access to public markets)	To be committed in the AAP 2014–15 of the Partnership Instrument Project identification completed	To be launched in Q1 2015
IPKey — Intellectual Property: A Key to Sustainable Competitiveness	Programme launched in July 2013 and officially opened in January 2014	Project to end in 2016 with however possible extension to other regions and into following years

(1) Council Regulation (EC) No 428/2009 of 5 May 2009 setting up a Community regime for the control of exports, transfer, brokering and transit of dual-use items.

Market access database	Number of daily users	Above 2 000 daily users
<i>Ex post</i> evaluation of the EU's FTA with Mexico (module relating to <i>ex post</i> analysis of impact of existing FTA)	Evaluation completed	September 2015
<i>Ex post</i> evaluation of the implementation of EU–Korea FTA	Evaluation completed	June 2016
Data collection for an assessment of the export control system (Reg. 423/2009 covering strategic export controls for dual use goods)	Completion	June 2015

SPECIFIC OBJECTIVE 5

TRADE DEFENCE

A system to combat distortions and unfair trade practices in international trade maintained and improved through ensuring that EU economic operators, including SMEs, can rely on the best service in the conduct and follow-up of our trade investigations. Spending programme Non-spending

Relevant general objective(s): 'Improved European smart, inclusive and sustainable economy and competitiveness through reciprocally opening non-EU Member States markets and ensuring the best trade conditions for EU business, workers and consumers'

The economic situation in part of the world is still difficult and there is a risk that some governments or companies may revert to unfair practices such as dumping or subsidisation. The Commission is ready to take action to protect the EU's and EU producers' interest. This is done through investigations and applying trade defence measures if necessary. Trade defence instruments (TDI) do not challenge the comparative advantages of partner countries, but will combat unfair trade practises and contribute to European sustainable growth.

Result indicator 1	Baseline	Target
Number of measures in force and ongoing investigations	By end of 2014: 122 measures in force	Implementing and monitoring the measures in force, dealing with investigations and complaints according to the legislation in order to combat distortions and unfair trade practices in international trade. Ensuring that EU economic operators, including SMEs, can rely on the best service in the conduct and follow-up of our trade investigations
TDI casehandling activity is complaint driven. As a consequence the number of measures in force and ongoing investigations may vary even significantly from 1 year to the next depending on the number of complaints lodged	50 ongoing investigations	

Source: DG Trade.

Result indicator 2	Baseline	Target
Percentage of investigations concluded within deadlines.	100 %	Concluding all investigations within the deadlines according to the legislation. Ensuring that EU economic operators, including SMEs, can rely on the best service in the conduct and follow-up of our trade investigations
TDI investigations are subject to tight statutory deadlines, such as 9 months to impose provisional anti-dumping and anti-subsidy duties, 6 months to impose definitive anti-dumping duties and 4 months to impose definitive anti-subsidy duties, 12 months for expiry reviews, 9 months for anti-circumvention investigations and new exporter reviews, etc.		

Source: DG Trade.

Result indicator 3	Baseline	Target
<p>Number of trade defence measures in force monitored through undertakings and ad hoc surveillance activities</p> <p><i>Source: DG Trade</i></p>	<p>By end of 2014: 222 undertaking companies ⁽¹⁾; surveillance activities follow ad hoc allegations</p>	<p>Undertakings: monitoring full compliance with the undertaking to ensure effective implementation of the measure. Proceed with withdrawal of the undertaking in case of breaches.</p> <p>Ad hoc surveillance to detect irregularities as early as possible</p>
Result indicator 4	Baseline	Target
<p>Number of cases before the European Court Justice (ECJ) and raised in WTO</p> <p>TDI investigations are quasi-judicial proceedings, subject to the screening of the ECJ and WTO Dispute Settlement Body</p> <p><i>Source: DG Trade.</i></p>	<p>By end of 2014: ECJ cases: 68 WTO cases: 6</p>	<p>It is imperative to defend cases effectively since if lost this could have significant policy and financial implications</p>
Result indicator 5	Baseline	Target
<p>Number of non-EU Member State measures in place against EU, leading to financial costs for the EU companies having duties imposed on their exports</p> <p><i>Source: DG Trade.</i></p>	<p>By end of 2014: We estimate 140 measures affect EU exports</p>	<p>Active participation in trade defence investigations by non-EU Member States with the aim to minimise the costs for EU exporters</p>

⁽¹⁾ This comprises 214 undertaking companies in solar panels.

Main activities in 2015 — Specific objective 5

The main activities in the area of trade defence are the TDI investigations^[output 1] that DG Trade staff carry out, when called upon. We evidently seek to conclude such cases within the statutory deadlines and on an ongoing basis. New comitology rules entered into force in February 2014, having significant implications on all TDI procedures. The tighter timeframe represents a major challenge to ensure respect of deadlines. We will continue to implement the new rules of procedure including through the creation and the smooth organisation of the new Appeal Committee.

In 2013, the Commission proposed a modernisation of its Trade Defence Instruments^[output 2]. This proposal consists of a communication and legislative proposals for changes to the basic anti-dumping and anti-subsidy regulations and guidelines. The proposals have not yet been adopted, as the Council cannot agree on a key element of TDI modernisation, i.e. limited removal of lesser-duty rule in case of raw material distortions. DG Trade will continue to follow the proposals through the legislative procedure and push for adoption by the European Council and Parliament in 2015.

In 2015 DG Trade will also work on the requests for market economy status from a number of countries including Albania, Armenia, China, Georgia, Moldova, Mongolia, Tajikistan and Vietnam. Based on this, we will prepare regular state of play reports.

As to our bilateral trade negotiations, we pursue negotiations of the TDI chapters. These include the agreements on antidumping (the technical group on antidumping and subsidies) and fisheries subsidies.

Finally, with the objective of further consolidating efficiency gains in TDI processes, we will continue to develop IT tools^[output 3] that will promote transparency and effective communications with all stakeholders. The production phase of the new IT tools should be ready by end 2015.

Main outputs in 2015 — Specific objective 5

Description	Indicator	Target
TDI investigations ^[1]	Completion	2015
Commission proposal for TDI modernisation ^[2]	Council adoption	2015
	European Parliament adoption	2015
Production phase of new IT tools: electronic interphases for web consultations of the open file, web submissions and disclosures for the parties involved in TDI cases. ^[3]	Completion	2015

5. OBJECTIVES AND INDICATORS FOR THE TWO HORIZONTAL ABB ACTIVITIES

In accordance with the Commission-wide activity-based budgeting (ABB) methodology, the two DG Trade operational ABB activities (trade policy and trade defence) are supported by two 'horizontal' ABB activities:

- Policy strategy and coordination; and
- Management of the directorate-general.

ABB activity: Policy strategy and coordination as well as management of the directorate-general					
Operational expenditure	Financial resources (EUR) in commitment appropriations		Establishment plan posts	Human resources	
	Administrative expenditure (managed by the service)	Total		Estimates of external personnel (in FTEs)	Total
	EUR 4.3 m (*) (excluding external staff)	EUR 4.3 m(*)	101	15	116

(*) This figure covers both trade policy ABB activity and policy strategy and coordination as well as administrative support.

Policy strategy and coordination

The objective of this activity is to ensure that all policies and measures carried out by the directorate-general (DG) are done so in pursuit of the DG's overall mission in a strategically planned, coherent and comprehensive way. This is a combined effort supported by the Directorate of Resources, Information and Policy Coordination, the Legal Unit, the Chief Economist and Trade Analysis unit, the Trade Strategy unit and the Evaluation Unit.

- Defining internally and externally the DG's general policy and giving the necessary impulse to the policy definition, preparation and implementation of policy;
- Promoting the development of a forward planning culture within the DG in line with the Commission's strategic planning and programming cycle;
- Ensuring smooth and efficient passage through the institutional system of all legislative and non-legislative proposals put forward by the DG; coordinating the agenda planning contributions and follow-up;
- Ensuring the necessary liaison with the central services (Secretariat-General, Legal Service, DG Budget, etc.);
- Coordinating relations with and outreach to the other institutions, Member States, other organisations and stakeholders as well as coordinating approaches where necessary with the European External Action Service;
- Actively promoting the main policies of the DG through information, communication, awareness-raising both inside the DG and among our external stakeholders, regular consultation and civil society dialogue;
- Promoting a culture of transparency and openness, particularly in terms of providing access to documents and information in line with relevant rules;
- Providing legal advice on trade matters so that policies, procedures and applicable laws are complied with;
- Promoting a culture of evidence-based policymaking by giving the necessary impulse and providing methodological support to high quality impact assessments, sustainability impact assessments, and ex post evaluations.

The following outputs and indicators are put forward for the activity policy strategy and co-ordination:

Horizontal activities — Policy strategy and coordination

Specific objective on trade strategy: Contribute to greater coherence of trade policy instruments and approaches			
Objectives	Result indicators	Baseline	Target (expected stage of completion in 2015)
Ensure the overall coherence of ongoing negotiations, between trade policy and other Union policies including the EU external action	Input to relevant negotiations by identifying potential inconsistencies and other policy challenges	2014: Need for greater consistency and coherence between various bilateral negotiations and between bilateral and multilateral negotiations	Regular input to all relevant negotiations throughout the year
	Approaches to promote regulatory convergence and other aspects of the articulation between trade policy and other Union policy areas	2014: Need to clarify how regulatory issues can be tackled in trade agreements , especially with large developed countries	Develop relevant approaches to all concerned agreements, in particular industrialised countries
	Coordination of G20/G8 trade aspects; coordination of Commission input and representation of geographic Council working groups and input to European Council preparation	2014: Good handling of trade aspects at G20 and representation of the Commission in Council working groups	G20/G8 Summits, all relevant discussions in Council working groups
Specific objective on trade strategy: Strengthen effectiveness of EU trade policy			
Objectives	Result indicators	Baseline	Target
Give relevant impulses and inputs to policy definition, in particular in the field of trade and growth	Commission communication on trade policy	New exercise	Q3 2015
Specific objective on trade strategy: Contribute to trade policy advocacy and outreach			
Objectives	Result indicators	Baseline	Target
Maintain dedicated monitoring and communication tools for the trade policy community	Production of relevant tools, such as the Think Tank Watch; prepare relevant speeches for the Commissioner	Regular publication of Think Tank Watch Numerous speeches for the Commissioner	Regular publication of relevant instruments

Source: DG Trade.

Specific objective on strategic planning: Effective, timed, efficient, coherent and accountable delivery of the directorate-general's policy objectives through the DG planning and programming process, in line with the overall Commission strategy

Objectives	Result indicators	Baseline	Target
Compliance with Commission rules on strategic planning and programming	Timely and compliant delivery of the various contributions to the ABM/ SPP cycle <i>Source: DG Trade.</i>	All relevant documents compliant and sent on time in 2014	100 % compliant documents within the deadline
Awareness by staff of their units' objectives and the link with the general objectives of the DG	Awareness and ownership by staff of their units' objectives and the link with the general objectives of the DG <i>Source: DG Trade.</i>	ICAT survey 2011, ICS 1 and 5 (awareness of the DG's mission and objectives)	Stability (and possibly increase) in awareness

Specific objective on interinstitutional relations: Support DG Trade's relations with the EU institutions and the Member States

Objectives	Result indicators	Baseline	Target
Maintain excellent relations with the European Parliament	Adequate planning and coordination of work with EP. Organisation of trade policy training for newcomers; where possible improvement of existing cooperation procedures and improvement of transparency with INTA Secretariat and political groups; Further pursue establishment of relations with Committees other than INTA.	In 2014: average of 2.5 informal technical meetings with EP every month; monthly coordination meetings with INTA Sec and group of advisors; regular appearances of Commissioner in INTA	Commissioner in INTA every 8 weeks; regular attendance of senior officials in INTA; Regular meetings DG-Chair/ Coordinators 1–2 technical information meetings for EP per month
Smooth handling and follow-up of decision-making procedures, both internally and in other institutions (Council, EP)	Adequate forward planning of decisions, and legislation; Timely adoption of decisions/ legislation; Ensure smooth decision-making processes		

Maintain excellent working relations with Council, Presidency and Member States (i.e. with the Trade Policy Committee and the Working Party on Trade Questions)	Production of planning tools for Trade Policy Committee work: 6-month policy planning, 3-month forward planning, weekly agendas, guidance for staff; streamlining of procedures for document transmission incl. security issues Regular meetings between COM–Council– EP	Established procedures for transmission of documents (including TTIP) Weekly coordination meetings with PRES; timely delivery of planning tools	Timely delivery One meeting per semester
Ensure acceptance of and support to the EU trade policy actions by European Economic and Social Committee (EESC); Handling of all matters involving Ombudsman and petitions	Number of meetings with EESC RELEX secretariat Meeting between Commissioner and EESC Contacts and quality of cooperation on EESC role in civil society chapter of FTAs	One meeting with RELEX Sec. in 2015. One meeting between CM and EESC	Two × year meetings At least one meeting between the Commissioner and EESC
Develop and further refine management and cooperation arrangements with the European External Action Service (EEAS)	Regular meetings with the EEAS, EUDEL and Comdel New working arrangements with the EEAS under the new Commission to ensure effective coordination of external economic relations.	2014: Monthly EU DEL meetings involving EEAS Annual meeting with EU trade officers in delegations. Lack of effective coordination of the external dimension of internal policies	Minimum six meetings a year

Specific objective on legal advice: Ensure a strong and coherent trade policy throughout the EU and safeguard exclusive competence in the field of trade policy

Objectives	Result indicators	Baseline	Target
Monitor the development of EU law and Member States measures with an impact on trade to ensure respect for EU competence and acting where necessary to ensure respect for EU competence	Successful outcome of discussions on scope of respective competences with other institutions.	2013: full compliance and full respect for competences	100 %
	Contribution to trade policy on relevant ECJ and infringement cases		100 %

Specific objective on legal advice: Provide high quality legal advice on EU law, WTO law, bilateral agreements and investment law

Objectives	Result indicators	Baseline	Target
Advice on legal issues relating to the activities of the DG so that the DG's services are properly supported in their operational activities	Degree of satisfaction of operational services about the guidance provided <i>Source: DG Trade.</i>	Satisfaction level in 2014 (users satisfied)	100 %

Specific objective on communication and transparency: Develop DG Trade external and internal communication actions in line with the new communication strategy of the Commission

Objectives	Result indicators	Baseline	Target
Implement the communication strategy with more proactive communication, in line with DG Trade's objectives	Degree of implementation of DG external/internal communications strategy <i>Source: DG Trade.</i>	Degree implemented in 2013: 60 %	100 %
External website: keep it reliable, effective and up to date	Metrics on visits to website <i>Source: DG Trade.</i>	Number of users in 2014: 1 761 127 (from Jan to Nov)	Increased number of users: almost exactly the same figures (+ 2 000) as in 2013.
Intranet (Intradenet): Maintain a reliable, effective website, prune and update in view of integration into Intracomm	Satisfaction level of website users <i>Source: DG Trade.</i>	Satisfaction level in 2014: no poll made in 2014	80 %
Commissioner's website: Revamp of the Commissioner's website in view of the next Commission		DG Communication in charge	Q4 2014
Contacts with the press and with journalists: Inform and explain EU trade policy to the media.	Organisation of seminars with journalists from the EU and the rest of the world. Level of satisfaction of journalists <i>Source: DG Trade.</i>	Two seminars in 2014 % of satisfaction in 2014: 90 %	Two to three seminars to be organised in 2015 A minimum of two thirds satisfaction rate (Survey to be performed)

A particular effort is required to manage media and public opinion on TTIP	Missions in France, Germany, dedicated webpage with the release of position papers and enhanced media activities with various explanatory communication materials on the negotiations, in particular more (audio) visual material.		
Developing an online presence of DG Trade on social networks	Two active Twitter accounts with over 11 300 and 6 000 followers respectively	Over 17 000 followers (some follow both Twitter accounts)	Increase followers
Civil society dialogue	Organisation of meetings with the CS	An average of 14 meetings	Keep the same frequency + sectorial meetings and an EU trade event in 2015
Maintain the CSD and improve in line with recommendations of the Coffey Study	Number of meetings in 2014		At least one annual meeting with the Commissioner

Specific objective on communication and transparency: Managing requests for information from the public and formal requests for access to documents

Objectives	Result indicators	Baseline	Target
Information requests: Effective handling of information requests from the public (external trade mailbox)	Satisfaction levels of users regarding answers received <i>Source: DG Trade.</i>	% of satisfaction in 2013: 85 %	85 % of requests handled within deadlines
Access to documents: Safe and timely handling of requests, together with appropriate training/coaching within the DG	Percentage of requests answered within deadline (30 days) Number of confirmatory requests <i>Source: DG Trade.</i>	Percentage of requests answered within deadline in 2013: 70 % Percentage of confirmatory requests in 2013: 4 %	100 % for simple requests. As much as possible for complex requests Keep confirmatory requests below 30 % of initial requests
Additional initiatives on transparency in line with the Commission Communication of 26/11/2014	Number of negotiating texts published	Number of negotiating texts published in 2014: six initial position papers	As many as possible, in line with SG policy

Specific objective on evidence-based policymaking: Ensure the conduct of the impact assessments and evaluations necessary to the formulation of sound, evidence-based policies, throughout all stages of the trade policymaking

Objectives	Result indicators	Baseline	Target
Elaboration of high quality impact assessments when preparing new policies/ negotiating directives	% of resubmission of draft IAs to the IAB Source: DG Trade.	Commission average in 2013: 41 % of resubmission	% of resubmission below Commission average
Sustainability impact assessments (SIAs) feed into all major trade negotiations	Launch of SIAs no more than 6 months after adoption of the negotiating directives Source: DG Trade.	Number of SIAs launched in 2014: 2	100 % of major trade negotiations
Conduct ex post evaluation of key policies and instruments	Percentage of implementation of the evaluation plan Source: DG Trade.	Percentage of implementation of evaluation plan in 2014: 65 %	100 %

Specific objective on economic analysis: Provide high quality economic analysis to contribute to the formulation of evidence-based EU trade policies

Objectives	Result indicators	Baseline	Target
Trade negotiations	% of timely delivery of analysis of the impact of forthcoming, ongoing and concluded negotiations (bilateral, plurilateral and multilateral), including input to SIAs Source: DG Trade.	100 % timely delivery in 2014	100 % timely delivery
Specific trade policy matters	% of timely delivery of analysis of the impact of distinct trade policy issues, within or outside the scope of negotiations (TDI, NTBs, duty-drawbacks, disputes) Source: DG Trade.	100 % timely delivery in 2014	100 % timely delivery
Statistics	Maintenance and regular update of trade databases, replies to internal and external requests and development of web-based access to statistics Source: DG Trade.	100 % timely delivery in 2014	100 % timely delivery

Management of the directorate-general

The management of DG Trade (both at headquarters and in EU delegations) consists mainly of:

- providing as efficiently as possible the DG with the optimal human, administrative, financial and IT resources necessary for it to implement its policy objectives;
- ensuring the soundness of internal controls established in the DG's operational management and in its financial accounting and reporting systems;
- ensuring budgetary planning and monitoring of, and reporting on, the execution of the DG's operational and administrative budget, while observing the principles of sound financial management;
- coordinating the DG's document management plan; registering and distributing incoming and outgoing mail.

Horizontal activities — Management of the directorate-general

Specific objective on HR: Ensure the most adequate use of human resources in the DG and in the EU delegations by identifying possible needs for additional staff and by redeploying staff as necessary in order to match these with priorities of the management plan/work programme

Objectives	Result indicators	Baseline	Target (expected stage of completion in 2015)
Conduct a review to determine current use of resources at headquarters and in delegations and where necessary propose redeployment of staff	Average vacancy rate of available posts — Officials in HQ <i>Source: HR Dashboard.</i>	Average vacancy rate in 2014: 5.7 % (figure covering 1/11/2013 to 1/10/2014)	Less than 10 % on annual basis
With the new Commission taking office at the end of 2014 — ensure a close follow-up of human resources needs and competences in line with the political priorities of the DG.			

Specific objective on HR: Analyse the situation of the staff (departure on retirement, redeployment, etc.) in order to be in a position to respond to the cut of posts decided by the Commission for the next 5 years

Objectives	Indicator	Baseline	Target
Conduct a review of possible departures during the year (retirement, CCP, etc.)	Number of posts to be cut and returned to redeployment pool <i>Source: DG Trade.</i>	2014: 1 % cut and 1 % redeployment (12 posts)	Reach the number fixed by COM in 2015: 12 posts

Specific objective on HR: Recruit, motivate and retain highly qualified staff in order to maintain effective and efficient operation of the DG

Objectives	Indicator	Baseline	Target
Training offered to ensure that the DG has the skilled, knowledgeable and competent staff required to meet its present and future needs within all categories of staff	Attendance rate of DG Trade staff related to training sessions (% of participants out of total staff members who enrolled to courses) <i>Source:</i> DG Trade, Resources Report (Syslog).	Attendance rate in 2013: 74.28 %	> 70 %
Ensure better gender balance within all categories of staff in the DG	Gender balance in staff — % of women in AD and management positions <i>Source:</i> HR Dashboard.	Oct 2014: % of women in AD posts: 38 % % of women in middle management positions: 23.3 %	Reach the Commission and DG Trade target of 43 % women in AD category Relative increase of % of women in management positions
Ensure high degree of staff engagement	Degree of satisfaction of staff <i>Source:</i> Commission staff survey.	2013: 79 %	Above COM average (70 %)

Specific objective on financial management/legality and regularity of operations: Plan, perform, monitor and report on the spending of financial resources so that sound, legal and regular financial management is assured throughout the DG's activities

Objectives	Indicator	Baseline	Target
Full implementation of the financial resources allocated to DG Trade	% of budget execution (commitments) with respect to annual and final budgets <i>Source:</i> DG Trade.	2013: 100 %	90 %
Compliance with payment times	Percentage of payments files executed within legal deadlines) <i>Source:</i> DG Trade.	2013: 94 % (Average payment delay: 16 days)	> 95 %
Effectiveness of the controls carried out	Overall cost of control as percentage of the expenditure <i>Source:</i> DG Trade.	Baseline: 14 % (AAR 2013)	Increase efficiency

Specific objective on fraud prevention and detection: Improve and contribute to strengthening the capacity of DG Trade to prevent and detect fraud, thus reinforcing existing measures which are in place for the purpose of protection of the financial interests of the Community, without prejudice to OLAF's investigation responsibilities for the fight against fraud

Objectives	Indicator	Baseline	Target
Report to OLAF on the financial and administrative follow-up given to OLAF investigations	Number of OLAF cases reported <i>Source: DG Trade.</i>	None in 2014	Zero

Specific objective on document management: Put in place and maintain effective document management system so that any document connected with the DG's official functions can be electronically filed, stored and retrieved at any moment irrespective of its original form and the document management system in place

Objectives	Indicator	Baseline	Target
Compliance with Commission rules on registration and filing of documents	% of ARES tasks finished on time (CF and CLASS) <i>Source: DG TRADE ARES reports.</i>	2014:	% of CF ARES tasks not closed on time: < 5 % 100 % of filed documents in the ARES Filing Plan

Specific objective on internal control: Implement and maintain an effective internal control system and monitor and report on its performance so that common understanding and ownership are ensured, risk of errors in operations is minimised and reasonable assurance is obtained on the sound management of resources

Objectives	Indicator	Baseline	Target
Effective implementation internal control standards	Effectiveness and compliance for all 16 ICS <i>Source: DG Trade: Internal control assessment in conformity with ICS No 15.</i>	Satisfactory assessment in 2012/No reservations in the 2012 AAR	Satisfactory assessment leading to reasonable assurance by DG in the context of the AAR

Specific objective on ethics and security: Develop an environment whereby staff is aware of and respects DG Trade's internal ethics and security rules

Objectives	Indicator	Baseline	Target
Ethics: Ensure compliance with the Commission-wide rules and guidelines on ethics	Degree of compliance with the rules and increased level of commitment and knowledge by staff	Handle requests within the set deadlines Outcome of the 2014 ICAT survey	100 % Maintain or increase the satisfaction level
Ethics: ensure a fair, flexible and respectful working environment based on the Commission's values and raise awareness and sensibility amongst management and staff	Degree of staff satisfaction of working environment based on values and fair treatment. Source: DG Trade ICAT survey.		
Security: Ensure a secure working environment and eliminate to the extent possible disclosures of confidential information and other activities which could harm the Commission's interests	Improved handling of documents limiting leaks Source: system CITnet Jira.	Number of incidents	Reduce the number of incidents

DG Trade's medium- and short-term IT strategy in support of its business operations

In the wider context of the DG Trade's mission and activities, the IT unit's mission is to provide DG Trade with high quality, secure and cost-effective information technology solutions in support of its activities. In doing so, it contributes to improving the efficiency and effectiveness of DG Trade's processes, both internally and in relation with external stakeholders.

The services provided by the IT unit focus on four interdependent areas:

- The development of information systems, exclusively supporting operational activities principally linked to the negotiation, approval and implementation of trade agreements, securing market access and ensuring fair trading conditions for businesses based in the EU and beyond (trade policy and trade defence);
- The design and management of websites which communicate and inform about our activities: Trade on Europa website and DG Trade intranet;
- The deployment and management of IT infrastructure;
- The management of end-user support and IT training services, provided centrally.

Through these activities, the IT unit provides added value to a wide range of beneficiaries: the Commission, administrations in the Member States, business inside and outside the EU, non-EU Member States and citizens in general.

The workload for DG Trade is increasing and will further increase in the short and medium term: the number of ongoing negotiations is growing; and as — we also conclude trade deals — the number of trade agreements to implement is also growing. The same goes for the breadth and complexity of recent trade defence cases at a time when decision-making procedures, following the Lisbon Treaty, have been brought back to the Commission. On the other hand, DG Trade — in common with other Commission departments — must face and manage overall reductions in staff numbers. DG Trade sees IT as a key instrument in squaring the circle. It does this by allowing us to achieve higher efficiency and effectiveness through greater productivity and added value.

Great importance is attached to the information needed to carry out negotiations and manage cases, both in headquarters and when travelling abroad. Therefore, it is particularly important to DG Trade that there are adequate corporate solutions for protecting the information it owns, which is of great interest for some third parties and the disclosure of which could have a negative impact on the DG's activities. It is equally important that solutions are developed which promote the mobility needed by the staff of the DG.

DG Trade participates in the IT rationalisation efforts, for example in the case management systems sub-domain, and actively promotes reusability of systems, components and data.

Specific objective on IT: Provide DG Trade and its staff with high quality, secure and cost-effective information technology solutions in support of its mission and administrative needs

Objectives	Indicator	Baseline	Target
High availability of the information systems hosting service	Availability <i>Source: DG Trade.</i>	Close to 100 %, excluding scheduled maintenance	> 99.5 %
Effective management of the office automation infrastructure	Effective interface with and follow-up of ITIC services <i>Source: DG Trade.</i>	Respect of the SLA	100 %
Information systems and websites maintenance and development	Timely implementation of the projects, as agreed by the Steering Committees <i>Source: DG Trade.</i>	100 % of deliverables according to plan	100 %
IT security	IT security plans for all information systems considered as SPECIFIC	20 %	60 %
	An updated IT Services Continuity plan exists <i>Source: DG Trade.</i>	30 %	50 %

Specific efforts to improve ‘economy’ and ‘efficiency’ of spending and non-spending activities

According to the Financial Regulation (Article 30), the principle of economy requires that the resources used by the institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and the best price. The principle of efficiency concerns the best relationship between resources employed and results achieved.

The respect of these principles is continuously pursued through the implementation of internal procedures and predefined practices. These procedures ensure that activities are executed in an efficient manner (e.g. the different workflows contribute to the efficient cooperation between staff, units, etc ...) and according to the principle of economy (e.g. the procurement rules ensure procurement in optimal conditions).

DG Trade is continuously fine-tuning its internal arrangements in order to improve the efficiency and economy of its operations. The following two initiatives show how these principles are implemented in DG Trade:

Example 1 — HR management

DG Trade continues its efforts to absorb both the effects of budgetary austerity and the increased workload as far as possible within existing teams by developing more horizontal cooperation and constantly seeking for redeployment options, both at headquarters and in delegations.

Example 2 — Streamlining financial management

DG Trade will investigate the possibility to manage its information technology contracts fully electronically by using the corporate e-ordering platform and envisage introducing paperless workflows for non-complex transactions.

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