



Management Plan **2014**

DIRECTORATE-GENERAL FOR TRADE

Trade

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ACRONYMS

ACP:	Africa, Caribbean, Pacific
CETA:	Comprehensive Economic and Trade Agreement
DC:	Developing Countries
DCFTA:	Deep and Comprehensive Free Trade Agreement (trade chapter in Association Agreement)
DDA:	Doha Development Agenda
ECJ:	European Court of Justice
EP:	European Parliament
EAC:	East African Community
EPA:	European 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 System of Preferences
GSP+:	Generalised System of Preferences (2014)
iEPA:	Interim European Partnership Agreement
ILO:	International Labour Organisation
ISDS:	Investor to State Dispute Settlement
IPPC:	International Plant Protection Convention
IPR:	Intellectual Property Rights
ITA:	Information and Technology Agreement
NTB:	Non-tariff barriers
OECD:	Organisation for Economic Co-operation 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
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 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 actually applied, and working closely with the WTO and other multilateral institutions. This allows us to tackle international trade and 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

2014 will be a year of transition for the European Union and its institutions, with parliamentary elections in May followed by a new Commission nominated over the course of the summer.

That means, as president Barroso outlined in his State of the Union address in September, that the Commission's main objective for the first half of the year is to complete the broad range of legislative dossiers currently on the table.

As DG Trade seeks to implement our two general objectives — driving growth by improving trade conditions for European companies and fostering sustainable development around the world — we need to bear that context in mind.

Accordingly, we seek to make as much progress as possible on proposals like the modernisation of trade defence instruments, the international procurement instrument, financial responsibility in investment disputes and enforcement of trade rules through dispute settlement. We will also need to make speedy progress on our planned initiative on the responsible sourcing of raw materials and continue to work on our review of export controls policy.

2014 will furthermore require us to look towards developing a new trade policy platform for the next Commission.

At the same time, the bulk of our work is naturally on the negotiation of future trade agreements and the implementation of existing ones, as well as the enforcement of trade rules more broadly. It is essential that this work continues next year. "We must pursue our active and assertive trade agenda," as the President also noted in his address.

Under our first objective of improving trade conditions, the negotiation attracting the most political and media attention right now is the Transatlantic Trade and Investment Partnership with the United States. That is understandable, given its scale and scope. DG Trade will have a great deal of work to do on the negotiation in 2014, as we will be getting deep into the complex substance of the talks.

However, even though TTIP will certainly require particular attention, we must be very careful to ensure that it does not obstruct the smooth flow of our wider agenda.

That means we have to continue to work hard on or finalise our big negotiations with developed countries like Japan. We will also have to continue to push forward our talks with emerging countries like Vietnam, Thailand, India, the Mercosur countries as well as with Morocco.

2014 will also see our work on investment move into new territory with the beginning of stand-alone investment negotiations with China. We will also need to keep working in the Council on our proposal to launch such negotiations with Myanmar.

On the multilateral front, we very much support the agreement achieved at the ninth WTO Ministerial Conference in Bali, and will be looking into developing the post-Bali work programme. There will also be very important work to be done in the plurilateral negotiations on services and on information technology equipment, as well as preparations to launch a green goods initiative in the WTO.

Beyond negotiations, 2014 will also require a major focus on implementing existing deals and enforcing broader rules. Finalising agreements with Canada and Singapore will be high on the agenda, as will implementing the deals with Central America, Columbia and Peru. We will also monitor in particular the

compliance with rules in our bi-relations with South Korea, and will be following closely Russia's commitments to WTO rules.

We will also need to work hard on the area of market access using the full range of tools available including the WTO and bilateral dispute settlement mechanisms and the Market Access Strategy more broadly.

Finally for trade conditions, 2013 saw a huge public focus on trade defence, most strikingly in the case on Chinese solar panels. In 2014 trade defence will no doubt continue to be a key part of our strategy for defending the EU's interests in a globalised world.

2014 will also be a crucial year for our second general objective of sustainable development. With the autumn deadline for the expiry of the Market Access Regulation, the negotiations for Economic Partnership Agreements have taken on new urgency. Our aim for 2014 is to ratify and fully apply all existing EPA deals and conclude negotiations with all interested partners. We also hope to conclude the process of expanding the scope of the GSP+ scheme to a number of applicants.

As you can see, once again we have a packed agenda at a time of limited resources, which is why our key performance indicators are so important.

If we can achieve these goals, 2014 has the potential to be a very productive year for DG Trade.

Key Policy Performance Indicators

KPI 1 Impact indicator 1 (linked to general objective 1): Value or percentage of EU trade covered by zero or preferential duties

KPI 2 Impact indicator 4 EU (linked to general objective 1): Level of EU investment in third countries and third country investment into the EU

KPI 3 Impact indicator 1 (linked to general objective 2): Value or diversification of preferential imports from developing countries (incl. ACP countries) into the EU (GSP, FTAs, EPAs)

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 use the EU preferential agreements)

Key Internal Control Performance Indicator

KPI 5 Percentage of payment files executed within legal deadlines.

3. GENERAL OBJECTIVES OF THE POLICY AREA WITH A MULTI-ANNUAL PERSPECTIVE

The European Union was the world's biggest trading entity in 2012, accounting for 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 €2.3 trillion in 2012 i.e. approximately 18.1 % of EU GDP. In 2012, the EU was also the second biggest global investor (€170.6 bn) and the largest destination for foreign direct investment flows (€158.5 bn).

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 2010³, 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 policy⁴.

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 rich and poor 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

Contribute to European smart, inclusive and sustainable growth by ensuring the best trade conditions and opportunities for EU operators, 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. Robust external demand is one of the main source of growth for the moment, as domestic demand components (public or private) remain weak. In fact, the contribution of trade to GDP in 2012 (+ 0.7 percentage points) enabled the EU economy to avoid falling back into recession that year, as the contribution of domestic demand and inventories is expected to be negative (– 0.4 and – 0.3 points respectively). 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 and stronger productivity growth. Long-term

³ COM(2010)612, available at: <http://ec.europa.eu/trade/trade-growth-and-jobs/>

⁴ http://trade.ec.europa.eu/doclib/docs/2013/april/tradoc_151052.pdf

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, London⁵ shows that a fully implemented Trans-Atlantic Trade and Investment Agreement with the US could result in economic gains to the EU of €119 billion a year, corresponding to 0.5 % of the GDP, once the agreement is fully implemented [estimated timing 2027].

Negotiations with US were launched in 2013. Three negotiation rounds were held in 2013.

EU-Japan FTA

The Impact Assessment Report of July 2012 on EU-Japan trade relations⁶ shows that concluding a free trade agreement with Japan, could result in an increase of the EU's economy by 0.34 % of its GDP.

Negotiations with Japan were launched in 2013. Three negotiation rounds were held in 2013.

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

Foster sustainable economic, social and environmental development, in particular for developing countries

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 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 region) to meet these standards.

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 on-going 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, Europe has opened its markets fully to all imports from the world's poorest countries 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) region have an overarching development objective.

⁵ http://trade.ec.europa.eu/doclib/docs/2013/march/tradoc_150737.pdf

⁶ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=SWD:2012:0209:FIN:EN:PDF>

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.

These indicators are, however, not only dependant on our efforts but are also influenced by other broader factors (e.g. socio-economic 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:

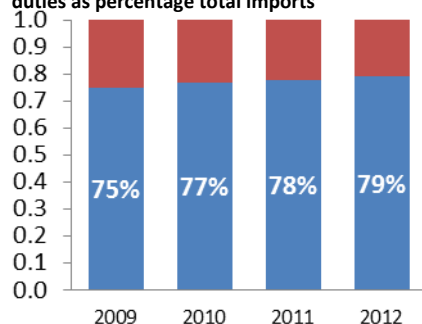
- With respect to objectives and indicators referring to the conclusion of an agreement, DG Trade often only has a limited control in these matters. Negotiations are a two way process and often need to take account of a wider political context. Furthermore, we cannot predict with absolute certainty the number of negotiating opportunities or trade disputes that may arise throughout the following year.
- 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: Contribute to European smart, inclusive and sustainable growth by ensuring the best trade conditions for EU business, workers and consumers	<input type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
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Impact indicator 1: Value or percentage of EU trade covered by zero or preferential duties
(Source: Eurostat)

Baseline	Milestone	Target until 2020
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EU27 imports covered by zero or preferential duties as percentage total imports

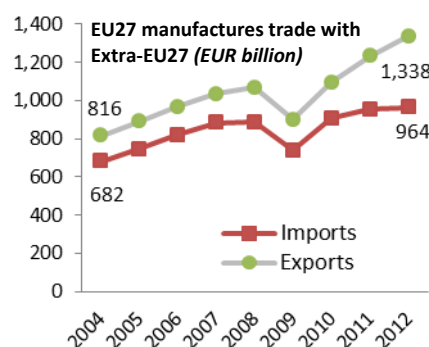


80 % by 2017

Maintain or improve

Impact indicator 2: EU exports/imports of manufactured products to third countries (extra EU-28)
(Source: Eurostat)

Baseline	Milestone	Target until 2020
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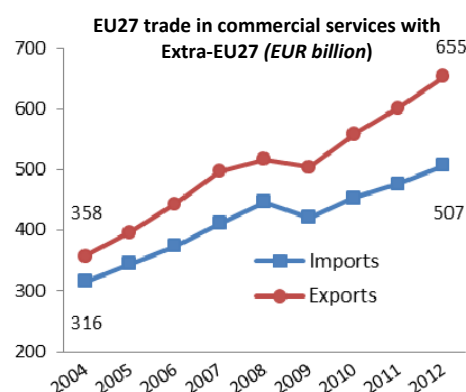


Given the uncertainty of the global economic outlook, maintain trade growth

Maintain positive growth

Impact indicator 3: EU exports/imports of services to third countries (extra EU-28)
(Source: Eurostat)

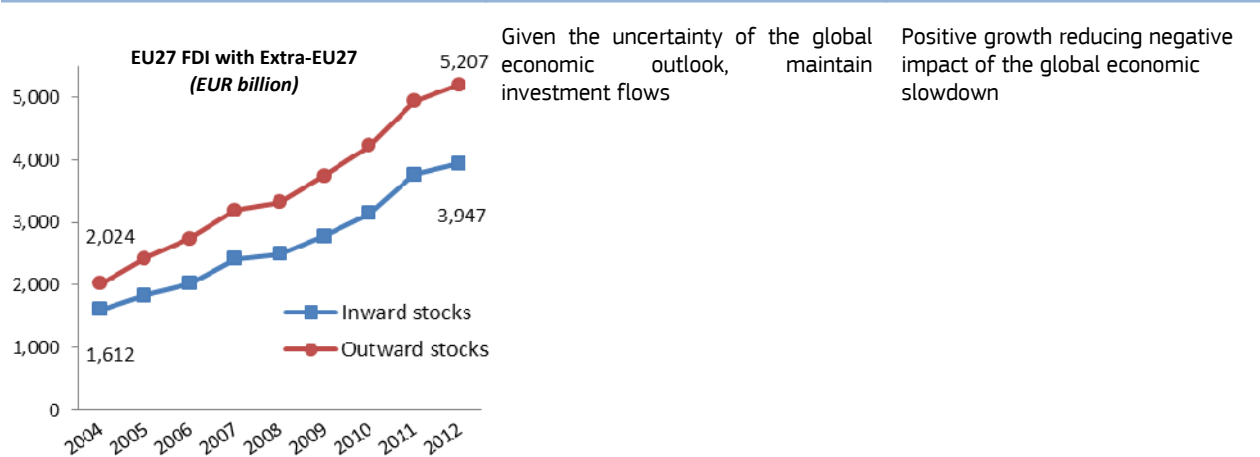
Baseline	Milestone	Target until 2020
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Given the uncertainty of the global economic outlook, maintain trade growth

Maintain positive growth

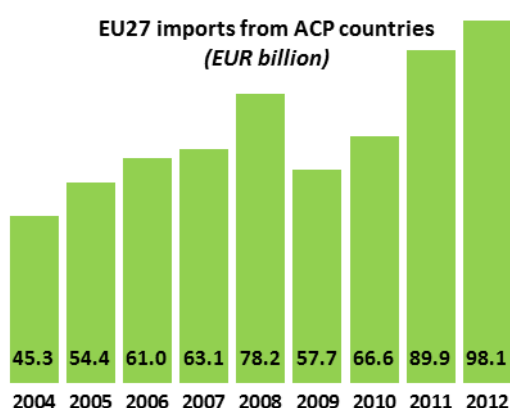
Impact indicator 4: Level of EU investment in third countries and third country investment into the EU (Source: Eurostat)		
Baseline	Milestone	Target until 2020



General objective 2: Foster sustainable economic, social and environmental development in particular for developing countries (DC)⁷
☐ Spending programme
☒ Non-spending

Impact indicator 1: Value or diversification of preferential imports from ACP countries into the EU
(Source: DG Trade/Eurostat COMEXT)

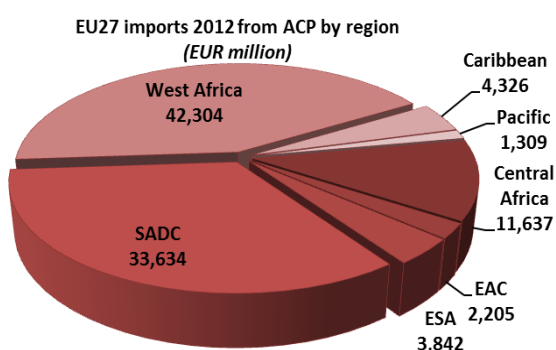
Baseline	Milestone	Target until 2020
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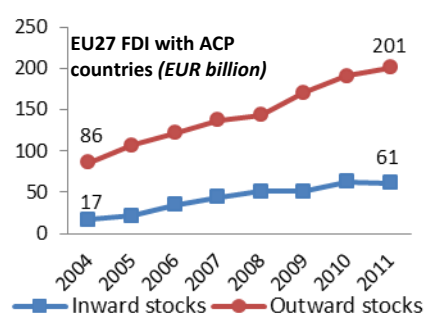
Source: Eurostat COMEXT 13

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

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


Impact indicator 2: Level of investment flows between the EU and ACP countries
(Source: Eurostat)

Baseline	Milestone	Target until 2020
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Given the uncertainty of the global economic outlook, maintain investment flows.

Maintain momentum of growth

⁷ This applies primarily to ACP countries (Africa, Caribbean, Pacific region) and not to advanced or emerging economies such as Brazil, Russia, India, China and South Korea.

4. ABB ACTIVITIES RELATED TO THE POLICY AREA "TRADE POLICY"

The trade policy pursued by DG Trade is one of the principal components of the EU's external economic relations. It aims to promote the economic and political interests of the EU on a multilateral, bilateral and sectoral level. In pursuit of this goal, the EU follows a policy of trade liberalisation, a strategy that rests on the belief that gradual and progressive elimination of barriers to trade and investment — so long as it is supported by enforceable rules — is in the best interests of Europe and of the world. It is also ready to tackle unfair trade practices by others and to use its trade defence instruments to address them. This 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, but 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.

ABB activity: Trade Policy					
Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
Budget line 20 02 01: 11 M€	4.3 M€* (excluding external staff)	19.8 M€	474	154	628**
Budget line: 20 02 03 4.5 M€					

* This figure covers both Trade Policy ABB activity and Policy Strategy and Coordination as well as Administrative Support.

** These figures include postings in delegation (79 establishment plan posts and 121 external personnel).

Relevant general objective(s): Contribute to European smart, inclusive and sustainable growth by ensuring the best trade conditions for EU business, workers and consumers

SPECIFIC OBJECTIVE 1 (Multilateral trade)

Contribute to European smart, inclusive and sustainable growth by ensuring the best trade conditions and opportunities for EU operators, workers and consumers in negotiating agreements at a multilateral level ☐ Spending programme ☒ Non-spending

Result indicator 1	Baseline	Target
Regarding trade liberalisation in goods, average level of bound MFN (Most Favoured Nation) tariffs for all products in developed countries and key emerging economies <i>Source: WTO World Tariff Profiles 2013</i>	Examples of figures of 2013 ⁸ : Argentina: 31.8 Brazil: 30.8 China: 9.1 India: 34.5 Russia: 7.2 Australia: 11 Japan: 2.6 US: 3.3 (EU: 3.9)	For NAMA: Substantial reduction of bound and applied tariffs to levels comparable to those of the EU in particular for industrialised countries as well as, to the extent possible, for the most advanced and important emerging economies, and a significant reduction 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 <i>Source: World Bank STRI⁹</i>	GATS negotiations started in 1995. Due to impossibility to engage all partners, TISA ¹⁰ negotiations started in 2013 with a reduced number of partners. The Services Trade Restrictiveness Index (STRI) ¹¹ of the World Bank gives a broad indication of the level of openness of major economies for a number of services sectors: Brazil: 22.5 China: 36.6 Russia: 25.7 India: 65.7 Thailand: 48 Indonesia: 50 Vietnam: 41.5 The maximum restriction is 100, this means that 0 is a market which is completely open.	Bring commitments from non-LDC (Least Developed Countries) WTO members close to their autonomous level of trade liberalisation. Develop new rules and enhance existing GATS rules.

⁸ For remaining figures, please refer to: http://www.wto.org/english/res_e/booksp_e/tariff_profiles13_e.pdf

⁹ <http://iresearch.worldbank.org/ServiceTrade/>

¹⁰ Trade in Services Agreement

¹¹ The World Bank STRI covers the following sectors: Financial (insurance and banking), Telecommunications, Transports (except inland waters), Professional (auditing, accounting, legal), Retail services. Moreover, mode 2 is not covered.

Main outputs in 2014 — Specific objective 1		
Description	indicator	target
Bringing forward the WTO Doha Development Agenda (DDA) negotiations in areas where progress is possible. This includes in particular Trade Facilitation negotiations, work on development-related issues (LDC package on preferential Rules of Origin).	State-of-play of the Agreement on Trade Facilitation.	Finalise agreement on Trade Facilitation by 2015.
The outcome of the Bali Ministerial Conference foresees that the Agreement on Trade Facilitation should be finalised and a new Work Programme developed.	State-of-play of the Work Programme on the rest of the DDA	Finalised draft of Work Programme by end of 2014. Continue work over the period 2014-2015.
Following the adoption of the Rules of Origin guidelines at the Ministerial Conference 9, we will follow the WTO process of reviewing the compliance of developed countries.	The state of play of the review process.	Annual revision.
Under the Information Technology Agreement (ITA) finalise ITA expansion and continue the process on Non-tariff barriers (NTBs).	Coverage by ITA	Coverage: products of significant export interest for the EU whilst providing for an adequate treatment for the most sensitive products for the EU
	State-of-play of the negotiation process	Depending on political will, conclude agreement in 2014.
Negotiate a plurilateral services agreement with the objective of subsequent multilateralisation (Trade in Services Agreement)	State-of-play of negotiation process	Advance negotiations, in particular with regard to various chapters on rules (financial services, ICT, maritime services, domestic regulations) and market access commitments. Include as many partners as possible, in particular emerging economies.
Promote liberalisation of green goods and services	Initiation of a green goods initiative in the WTO	Q1 2014
Adoption of Council decisions for the signature and conclusion of the compensation agreements under GATS following the EU27 enlargement.	Council decision	Q1 2014
Conclude negotiations on revisions to the WTO Dispute Settlement Understanding ("DSU review" negotiations)	State-of-play of negotiation process	Conclude at the WTO Ministerial Conference in 2015
Pursuing and if possible concluding WTO accessions of new countries including Kazakhstan, Serbia, Bosnia Herzegovina, Afghanistan, Azerbaidjan, Algeria and ACP countries (Bahamas & Seychelles).	Accession of countries	Q3 and Q4 2014
Continue active participation at main trading partners' Trade Policy Review (TPR) meetings, in particular Ukraine; China and the United States, but also Tonga, Malaysia, Myanmar, Qatar, Bahrain, Oman, Ghana, Serra Leone, Mongolia, OECS, Panama, Chinese Taipei, Djibouti, Mauritius, Brunei Darussalam, Hong Kong, China, Tunisia.	Representation of EU interests in TPR meetings	16 TPR meetings are scheduled in 2014.
Expenditure-related outputs		
Funding of the outcome of MC9 relating to Trade Facilitation		

Relevant general objective(s): Contribute to European smart, inclusive and sustainable growth by ensuring the best trade conditions for EU businesses, workers and consumers

SPECIFIC OBJECTIVE 2 (Bilateral trade negotiations)

Contribute to European smart, inclusive and sustainable growth by ensuring the best trade conditions and opportunities for EU businesses, workers and consumers in negotiating agreements at a bilateral level

☐ Spending programme
☒ Non-spending

Result indicator 1	Baseline	Target
Number of on-going ¹² trade and investment negotiations with countries/regions outside the EU (including Free Trade Agreements — FTA but excluding Economic Partnership Agreements (EPA) with ACP countries) ¹³	<p>Situation at the end of 2013:</p> <p>16¹⁴ on-going negotiations at different stages with countries/regions in the world.</p> <p>Ukraine DCFTA</p> <p>Singapore FTA</p> <p>Canada CETA</p> <p>Moldova DCFTA</p> <p>Georgia DCFTA</p> <p>Armenia DCFTA¹⁵</p> <p>Vietnam FTA</p> <p>Thailand FTA</p> <p>Malaysia FTA</p> <p>Japan FTA</p> <p>United States TTIP</p> <p>Morocco DCFTA</p> <p>Mercosur</p> <p>India FTA</p> <p>China investment agreement</p> <p>Russia New Agreement</p> <p>Kazakhstan PCA</p> <p>Azerbaijan PCA</p>	Continue and conclude negotiations for FTAs with some of our main trading partners with a special focus on US, Japan, Vietnam, Canada and Mercosur for the year 2014.

Source: DG Trade

¹² "On-going trade negotiations" are here identified as negotiations from the point of launch of negotiations to provisional application of the agreement.

¹³ 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.

¹⁴ Trade negotiations with Libya and the Gulf Cooperation Council are currently on hold.

¹⁵ Technical conclusion reached after 6 rounds. However, Armenia's decision to join the Euroasian Customs Union means that the European Commission will not propose signature and conclusion of the agreement with the EU.

Main outputs in 2014 — Specific objective 2		
Description	indicator	target
<p>The EU will continue the process started in 2007 to deepen its bilateral trade relations with a wide range of partners. However, particular attention will be focused on the relations with some of the biggest — US, China and Japan. In this context China and Russia presents a major challenge for the EU's trade policy. 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.</p> <p>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 try to include provisions for an effective state-to-state dispute settlement as well as an effective investor state dispute settlement (ISDS) in agreements which include investment protection provisions and in free-standing investment protection provisions.</p> <p>All negotiations are supported by general legal advice including legal scrubbing and assistance in the process of ratification.</p>		
The following outputs relate to concluded bilateral deals or those close to conclusion:		
Ukraine DCFTA: Adoption in COREPER on 23/09/2013 of the Commission's proposal for a decision on the signature and provisional application of the EU-Ukraine Association Agreement. The agreement has not been signed in the Vilnius Summit as expected		
Georgia DCFTA: Technical conclusion after 7 rounds — Initialling 28/11/2013 — legal scrubbing on-going	Technical preparation (translation, Council decision) for the signature	Signature Q3 2014
Moldova DCFTA: Technical conclusion after 7 rounds — Initialling 28/11/2013 legal scrubbing on-going	Technical preparation (translation, Council decision) for the signature	Signature Q3 2014
Canada CETA: Negotiation directives adopted in April 2009 — Political agreement on the key CETA elements on 18/10/2013. Technical discussions ongoing to finalise the legal text of the agreement by early 2014.	Legal scrubbing	
	Initialling	Q3 2014
	Council Decision on signature and provisional application	2015
Singapore Free Trade Agreement: Negotiation directives (ASEAN) adopted in April 2007 — Political agreement reached in December 2012. Legal scrubbing finalised. Initialed in September 2013.		
<p>Following the conclusion of negotiations of the FTA and completion of negotiations on investment protection, we will work towards producing the necessary decisions to allow EU signature before end of 2014 and, if needed, provisional application beyond that.</p> <p>Implementing Regulation</p> <p>Finalise negotiations to include a chapter on investment protection in the Singapore FTA</p>	Council Decision on signature and provisional application	Q3 2014
	EP Consent	Q4 2014
	Adoption by Council and EP	Q4 2014
	Initialling of investment protection chapter	February 2014

The following outputs relate to **on-going or resuming** negotiations:

United States Transatlantic Trade and Investment Partnership (TTIP): Negotiation directives adopted in June 2013 — launched in July 2013 — 3 rounds completed by end of 2013.		
Pursuing negotiations on the US TTIP.	Number of negotiation rounds	Conclude five TTIP negotiation rounds in 2014
A Sustainability Impact Assessment will be launched in support of these negotiations	Final study	End of 2014
Ensure that the Transatlantic Economic Council continues to deliver results in the area of upstream regulatory convergence.	Number of meetings at senior TEC level to review progress in all workstreams and provide political input for future action	At least one meeting in 2014
	Regular meetings/contacts at expert level for all TEC workstreams	2014
	Number of progress reports on TEC-related activities	One progress report in 2014
Japan Free Trade Agreement: Negotiating Directives adopted in November 2012; negotiations launched in March 2013 — 3 rounds completed by end of 2013.		
Pursuing negotiations on the Japan FTA.	State of play of concluded chapters	Progress on NTBs including railways procurement. Exchange of market access offers
A sustainability impact assessment will be carried out in support of these negotiations.	Final study	End of 2014
Pursuing negotiations with ASEAN countries: Negotiation directives adopted in April 2007		
Vietnam Free Trade Agreement: launched June 2012 — 5 rounds completed by end of 2013]	State of play of concluded chapters	Substantial progress by end 2014
Thailand Free Trade Agreement: launched March 2013 — 3 rounds completed by end of 2013]		Exchange of market access offers
Malaysia Free Trade Agreement ¹⁶ : launched November 2010 — 7 rounds completed by end of 2013]		
India Free Trade Agreement: Negotiation directives adopted in April 2007 — launched June 2007 — 11 rounds completed by end of 2013 Resume negotiations with <u>India</u> ¹⁷ on outstanding issues	State of play of negotiation process	Negotiations resumed
		Conclusion by end 2014
Morocco Deep and Comprehensive Free Trade Agreement: launched in March 2013 — 2 rounds completed by end of 2013		
Pursuing negotiations on the Morocco DCFTA.	State of play of concluded chapters	Substantial progress by end 2014
Substantial progress made in all negotiating chapters but no chapters closed yet. Services and establishment offers already exchanged in the stand-alone bilateral services negotiations. No tariff offers to be exchanged since FTA on goods already in place.		Offers on public procurement to be exchanged in 2014.

¹⁶ Negotiations stalled pending policy review in Malaysia

¹⁷ Conclusion pending Indian elections in Spring 2014

Mercosur: Negotiation directives adopted in 1999 — relaunched in May 2010 — 9 rounds completed by end of 2013 — Normative text advanced. Offers exchanged at the end of 2013. Assuming market access offers are exchanged, continuing negotiations	State of play of negotiation process	Negotiation process resumed + Substantial progress by end 2014
Integration of Ecuador into the EU-Colombia/Peru FTA. Exchange of offers November 2013.	Number of negotiation rounds	2-3 negotiation rounds in 1st semester 2014
	Technical conclusion	May 2014
	Political conclusion	By end of 2014
Russia New Agreement ¹⁸ : Council negotiation directives adopted in 2008 to replace existing PCA — 12 negotiation rounds have taken place. Negotiation suspended since 2010 waiting for revised Russian mandate. Technically some chapters like IPR, transparency, TBT could be closed but no official confirmation from Russia.	State of play of negotiation process	Official resuming of negotiation in 2014 if possible. Conclude the trade and investment part of the New Agreement
Continuing strategic dialogue with the new Chinese leadership.	Trade relations with China based on various dialogues set up to engage in a constructive relationship	Improving trade relations in particular through meetings of the Joint Committee, the Trade and Investment Policy Dialogue and the Highlevel Economic and Trade Dialogue, (HED) and helping manage possible trade frictions
China investment agreement: Negotiation directives adopted by Council in October 2013. Negotiations launched in November 2013.	Number of negotiation rounds	Advance in the negotiations in 2014
Start negotiation rounds.	Technical conclusion of agreement	2015
The following outputs relate to launching of new bilateral trade or investment negotiations:		
Myanmar investment agreement: Positive opinion on impact assessment received from the Impact Assessment Board.	College recommendations to launch negotiations	Adoption February 2014
Proposal from the Commission recommending to start negotiations.	Council decision on negotiating directives	Adoption by March 2014
Adoption of negotiating directives by Council		
Launch negotiations for an investment agreement with Myanmar	State of play of negotiation process	Launch of negotiations by Q2 2014
Mexico Free Trade Agreement update: First meeting of Working Group on Modernisation of the EU-Mexico FTA took place on 22-23 October 2013.	State of play of Joint Vision Report	Finalisation of September 2014
Preparation of possible launch of update of the 2000 EU-Mexico FTA	Impact assessment for possible negotiations	Launch by mid-2014

¹⁸ Negotiation deadlock can only be solved at the highest level, January 2014 summit. Main problem: New Russian mandate and transfer of trade competencies to the Eurasian Economic Commission.

<p>Negotiation guidelines adopted by Council in December 2011 (covering Jordan, Morocco, Egypt and Tunisia).</p> <p>Jordan Deep and Comprehensive Free Trade: Launching DCFTA negotiations with Jordan remains a possibility.</p> <p>Tunisia DCFTA: Preparatory process to be completed in 2014 and if possible launch of negotiations in 2014</p>	<p>State of play of negotiation process</p>	<p>Launch of negotiations in 2014</p>
<p>ASEAN investment: Negotiations directives adopted by Council in October 2013. Launched with Thailand in December 2013, and with Vietnam and Malaysia in January 2014.</p>	<p>State of play of negotiation process</p>	<p>Make progress in 2014 and 2015</p>
Expenditure-related outputs		
Trade agreement and Market Access Implementation Facility		

Relevant general objective(s):**Foster a sustainable economic, social and environmental development in particular for developing countries (DC)****SPECIFIC OBJECTIVE 3****Foster a sustainable economic, social and environmental development, focusing on green and inclusive growth, in particular for developing countries**
☐ Spending programme
☒ Non-spending

Result indicator 1	Baseline	Target
<p>Number of ACP countries applying and implementing European Partnership Agreements (EPA)</p> <p><i>Source: DG Trade</i></p>	<p>EPAs are negotiated since 2002 after the Cotonou Agreement entered into force in 2000.</p> <p>In 2013: CARIFORUM comprehensive regional EPA is applied since 2008.</p> <p>Haiti is meant to join it and signed in December 2009.</p> <p>Papua New Guinea EPA is provisionally applied since 2009.</p> <p>An EPA with four Eastern and Southern Africa (ESA) countries is provisionally applied since May 2012.</p> <p>EPA negotiations are on-going with six ACP regions: EAC, SADC, West Africa, Central Africa, ESA, Pacific</p>	<p>Ratification and application of EPAs with all interested ACP countries</p>
Result indicator 2	Baseline	Target
<p>Number of developing countries benefitting from the Special Incentive Arrangement for Sustainable Development and Good Governance (GSP+) under the revised Generalised Scheme of Preferences (GSP) that is going to apply as from 1 January 2014¹⁹.</p>	<p>2014: A delegated act granting the GSP+ to the first 10 applicants has already been adopted.</p>	<p>Grant the revised GSP+ to at least 3 applicants (Panama, El Salvador, Guatemala) in the first half of 2014 and process expeditiously any new applications (within 6 months of application).</p>

Source: DG Trade

¹⁹ 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.

Main outputs in 2014 — Specific objective 3		
Description	Indicator	Target
Continue undertaking relevant measures, including preparing and adopting implementation legislation, to ensure smooth application of the provisions of the revised GSP and, in particular, of GSP+.	Number of undertaken measures, in particular updating of lists of beneficiaries under the GSP general arrangement, EBA and GSP+.	Relevant measures, in particular acts adopted in a timely manner (within the required legislative timelines).
A key output is the completion and implementation of the Economic Partnership Agreements. Both negotiations and implementation should further intensify in 2014.	Number of meetings of joint EPA bodies.	Joint EPA meetings with Cariforum (2), Pacific (PNG) and ESA (iEPA).
The EPAs provide scope for wide-ranging trade co-operation on areas such as services and standards. They are also designed to be drivers of change that will kick-start reform and help strengthen rule of law in the economic field, thereby attracting foreign direct investment. All EPAs contain provisions on state-to-state dispute settlement and avoidance	Number of negotiations concluded.	EPA negotiations concluded with EAC, SADC and West Africa asap and before the end of the current Commission mandate.
All negotiations are supported by general legal advice including legal scrubbing, and assistance in the process of ratification.		
On the basis of a public consultation, and an impact assessment exercise carried out in 2013, propose an EU legislative proposal on minerals originating from conflict and high risk areas	Commission proposal	Adoption by Q1 2014
	Decision by Council and European Parliament	Adoption in 2015
Expenditure-related output		
Contributions to international organisations: OECD, WTO, UNCTAD, ITC, IPPC, Codex, OIE	Signature of contribution agreements	Q4 2014

Relevant general objective(s): “Contribute to European smart, inclusive and sustainable growth by ensuring the best trade conditions for EU businesses, workers and consumers” and “Foster a sustainable economic, social and environmental development in particular for developing countries (DC)”

SPECIFIC OBJECTIVE 4

Creating the right conditions for trade²⁰

☐ Spending programme
☒ Non-spending

Result indicator 1	Baseline	Target																																								
Preference utilisation rates of agreements provisionally applied or entered into force (Extent to which firms use the EU preferential agreements)	<p>Preference utilisation EU importers as percentage eligibility</p> <table><tr><th>FTA</th><th>2008</th><th>2010</th><th>2012</th></tr><tr><td>South Africa</td><td>86 %</td><td>89 %</td><td>90 %</td></tr><tr><td>Mexico</td><td>74 %</td><td>65 %</td><td>69 %</td></tr><tr><td>Chile</td><td>85 %</td><td>89 %</td><td>93 %</td></tr><tr><td>Korea</td><td>—</td><td>—</td><td>77 %</td></tr><tr><td>(Republic of)</td><td></td><td></td><td></td></tr></table> <p>Source: ISDB/Eurostat</p> <p>Preference utilisation EU exporters as percentage eligibility</p> <table><tr><th>FTA</th><th>2010</th><th>2011</th><th>2012</th></tr><tr><td>Chile</td><td>81 %</td><td>81 %</td><td>—</td></tr><tr><td>Korea</td><td>—</td><td>—</td><td>63 %</td></tr><tr><td>(Republic of)</td><td></td><td></td><td></td></tr></table> <p>Source: local statistical offices</p>	FTA	2008	2010	2012	South Africa	86 %	89 %	90 %	Mexico	74 %	65 %	69 %	Chile	85 %	89 %	93 %	Korea	—	—	77 %	(Republic of)				FTA	2010	2011	2012	Chile	81 %	81 %	—	Korea	—	—	63 %	(Republic of)				Improve the percentage according to recent trend.
FTA	2008	2010	2012																																							
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Korea	—	—	63 %																																							
(Republic of)																																										
Result indicator 2	Baseline	Target																																								
Degree of success in removing identified barriers to trade (incl. behind the border measures such as TBTs, NTBs, SPS)	On a total of 220 key barriers (identified as priorities by the EU ²¹), positive developments to a varying degree have occurred in 70 cases. 28 barriers were completely removed or were no longer relevant. In the remaining 42 instances partial improvements have been secured, for instance: by improving local legislation, by obtaining a reduction of the number of products to which barriers were applied, or by agreeing on clarifications or simplifications of regulatory requirements.	All relevant cases addressed appropriately with third countries and a high number (20 %) partially/fully solved within maximum 2 years of their inception.																																								
[Impact on trade of the removal of obstacles to trade]																																										

Source: DG Trade

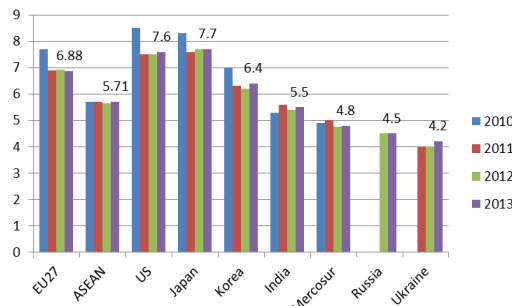
Result indicator 3	Baseline	Target
Compliance through monitoring of implementation of members to their WTO commitments including outcome of dispute settlement cases (ie. successfully defended or successfully brought taking into account initial analysis of strength of the case.	<p>End 2013: 160 WTO members</p> <p>Dispute settlement: Measures consistent with WTO obligations.</p>	<p>Full compliance on an ongoing basis.</p> <p>Successful outcome in cases up for decision and other positive developments in main ongoing disputes, including where feasible the settlement of disputes.</p>

²⁰ This objective covers proper monitoring of implementation as well as enforcement of agreements provisionally applied or entered into force. It also covers market access related issues and management of EU legislation related to external trade.

²¹ http://madb.europa.eu/madb/barriers_crossTables.htm

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 2013: Countries and regions with which EU has a trade agreement in force ²² Dispute settlement: Measures consistent with trade agreement obligations	Full compliance on an ongoing basis. 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		
Outcome of ISDS cases, working in co-operation with Member States where relevant ²³ (ie. successfully defended) taking into light initial analysis of strength of the case.	Measures consistent with relevant international obligations.	Successful outcome in cases up for decision and other positive developments in main ongoing disputes, including where feasible the settlement of disputes.

Source: DG Trade

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	IPR protection scores for the EU and trading partners: ²⁵  <table><thead><tr><th>Trading Partner</th><th>2010</th><th>2011</th><th>2012</th><th>2013</th></tr></thead><tbody><tr><td>EU27</td><td>6.88</td><td>6.88</td><td>6.88</td><td>6.88</td></tr><tr><td>ASEAN</td><td>5.71</td><td>5.71</td><td>5.71</td><td>5.71</td></tr><tr><td>US</td><td>7.6</td><td>7.6</td><td>7.6</td><td>7.6</td></tr><tr><td>Japan</td><td>7.7</td><td>7.7</td><td>7.7</td><td>7.7</td></tr><tr><td>Korea</td><td>6.4</td><td>6.4</td><td>6.4</td><td>6.4</td></tr><tr><td>India</td><td>5.5</td><td>5.5</td><td>5.5</td><td>5.5</td></tr><tr><td>Mercosur</td><td>4.8</td><td>4.8</td><td>4.8</td><td>4.8</td></tr><tr><td>Russia</td><td>4.5</td><td>4.5</td><td>4.5</td><td>4.5</td></tr><tr><td>Ukraine</td><td>4.2</td><td>4.2</td><td>4.2</td><td>4.2</td></tr></tbody></table>	Trading Partner	2010	2011	2012	2013	EU27	6.88	6.88	6.88	6.88	ASEAN	5.71	5.71	5.71	5.71	US	7.6	7.6	7.6	7.6	Japan	7.7	7.7	7.7	7.7	Korea	6.4	6.4	6.4	6.4	India	5.5	5.5	5.5	5.5	Mercosur	4.8	4.8	4.8	4.8	Russia	4.5	4.5	4.5	4.5	Ukraine	4.2	4.2	4.2	4.2	Improvement in scores of our main trading partner relative to recent years' trend.
Trading Partner	2010	2011	2012	2013																																																
EU27	6.88	6.88	6.88	6.88																																																
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Russia	4.5	4.5	4.5	4.5																																																
Ukraine	4.2	4.2	4.2	4.2																																																
Source: IPRI Report ²⁴																																																				

Source: IPRI Report²⁴

²² **Customs Unions:** Andorra, Turkey, San Marino. **Free Trade Agreements:** Faroe Islands, Norway, Iceland, Switzerland, The former Yugoslav Republic of Macedonia (Stabilisation and Association Agreement (SAA), Croatia (SAA), Albania (SAA), Montenegro (SAA), Bosnia and Herzegovina (Interim Agreement on trade) Serbia (Interim Agreement on trade), Algeria (Association Agreement (AA), Egypt (AA), Israel (AA), Jordan (AA), Lebanon (AA), Morocco (AA), Palestinian Authority (Interim AA), Syria (Co-operation Agreement), Tunisia (AA), Iraq (Partnership and Cooperation Agreement), Chile (Association Agreement and Additional Protocol, Mexico (Economic Partnership, Political Coordination and Cooperation Agreement, South Africa (Trade, Development and Co-operation Agreement), CARIFORUM States (Economic Partnership Agreement (Provisionally applied)), Ivory Coast (Interim Economic Partnership Agreement (Pending)), Cameroon (iEPA (Pending)), Korea (New Generation Free Trade Agreement, Central America (AA), Peru — Colombia FTA.

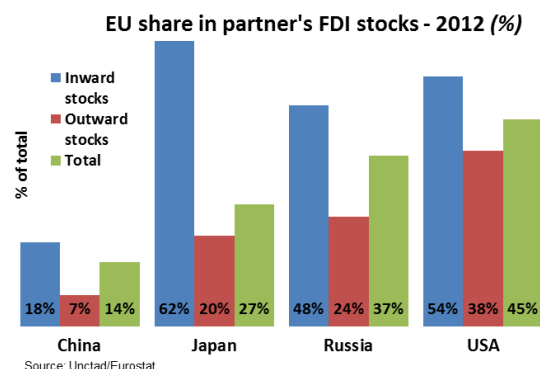
²³ In accordance with article 3 of Regulation (EU) no 1219/2012 of the European Parliament and of the Council of 12 December 2012 establishing transitional arrangements for bilateral investment agreements between Member States and third countries

²⁴ <http://www.internationalpropertyrightsindex.org/ranking>

²⁵ 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).

Result indicator 7	Baseline	Target
Level of legally guaranteed market access for EU companies to key priority procurement markets ²⁶	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.
Source: DG MARKT		

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



Main outputs in 2014 — Specific objective 4		
Description	Indicator	target
Regular reporting about identified barriers, suggested actions, and results achieved via market access reports, protectionism monitoring reports, newsletters and briefs as well as specific sector reports, in particular a new Trade and Investment Barrier report (TIBR)	Publication of the TIBR	Q1 2014
Enforcement of commitments (and ensuring EU respect of commitments) through dispute settlement in the WTO, or through bilateral dispute settlement mechanisms.	Cases under management	Timely and effective management of cases
Management of cases brought in investor-state dispute settlement mechanisms (Energy Charter Treaty, under FTAs, under Grandfathering Regulation, etc.).	Cases under management	Timely and effective management of cases
Develop an instrument dealing with financial responsibility for investor state dispute settlement	Regulation of Council and European Parliament	Completion of legislative process by early 2014.
Develop an instrument dealing with the ability of the EU to enforce international trade rules in WTO and bilateral dispute settlement	Decision of Council and European Parliament	Completion of legislative process by early 2014.
Accession of Russia to the WTO in 2012 ²⁷ .	Compliance of Russia to its WTO commitments	Work towards Russia's full compliance with the WTO commitments
1. Opening of WTO Dispute Settlement (DS) case against Russia on the recycling fee for vehicles (request for consultation on 9 July 2013 and establishment of panel 25 November 2013)		1. Achieve compliance by Russian automotive support system with WTO rules

²⁶ A revision of the Government Procurement Agreement under WTO will enter into force on 31 March 2014.

²⁷ Follow-up implementation of various trade agreements such as commitments emerging from Russia WTO accession (automotive deal, gas deal). As Russia has introduced a number of WTO incompatible measures notably a discriminatory vehicle recycling fee, the situation is being closely monitored and the establishment of a WTO panel was requested on the vehicle recycling fee.

<p>2. Preparation of potential WTO DS case on import duties (implementation of WTO bound rates)</p> <p>3. Through the Eurasian Customs Union Russia launched a number of TDI measures against the EU including the Anti-Dumping duty on Light Commercial Vehicles. Legal analysis is being finalised.</p> <p>4. A number of SPS measures have been implemented by Russia against the EU. Despite of technical consultations all the measures are still in place.</p>			<p>3. If non-compliance with WTO rules consider a request for consultations in the WTO in 2014.</p> <p>4. Develop a strategy with SANCO involving a potential WTO case to make Russia move.</p>		
<p>The EU-Korea FTA has been provisionally applied since July 2011.</p> <p>Pursuing the monitoring of the implementation of the Korea FTA: 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 deal with specific market access cases and other issues related to the implementation of the FTA.</p>			Number of meetings of the various monitoring groups	Full functioning of the institutional framework under the Agreement.	Implementation of substantive obligations.
					Fully functioning the internal task force.
<p>The EU-Colombia/Peru FTA and EU-Central America DCFTA are provisionally applied since 2013.</p> <p>Setting up the necessary structures foreseen in the Colombia/Peru and Central America Agreement; substantive work in EU Delegations and Head Quarters on implementation of specific issues; dissemination/communication activities in EU, Colombia, Peru and Central America; planning of accompanying development cooperation actions supporting implementation of the agreements</p>			Number of meetings of the Association Council and Trade Committee;	First meetings of Association Council and Trade Committee to take place in first half of 2014.	
			Substantive work with Member States and business in Delegations and Head Quarters addressing specific implementation issues;	Work fully underway in 2014.	
			Participation in dissemination seminars, events;	Seminars and other events in 2014.	
			Cooperation actions supporting the implementation of the agreements	Cooperation programming documents for DCI and PI instruments fully incorporate trade priorities.	
<p>Monitoring and evaluation of the implementation of EPAs (all commitments incl. individual goods and services schedules, implementing legislation for trade-related commitments, etc.) and impact (economic, social and environmental) of the EPAs applied.</p>			Meeting of the Cariforum-EU EPA Council and Trade&Development Committee, ESA EPA Committee and Pacific EPA Committee,	Working towards compliance and pro-development impact through smooth implementation of all EPAs applied, in line with their respective scope, depth and monitoring requirements, and according to established EPA institutions.	
<p>The formal five-yearly review of the Caribbean EPA would be a key output for 2014</p>			Joint CARIFORUM-EU Statement (December 2007)	Final study report by end of Q2 2014.	
			Caribbean monitoring study launched. (October 2013)	Joint Trade and Development Committee endorsement and Joint Cariforum/EU Council decision by end 2014.	
<p>Continue implementation of the action plan related to raw materials in particular enforcement of rights through dispute settlement (follow up on WTO cases against Chinese export restrictive measures) and pursuing outreach activities in particular with the OECD (inventory of export restrictions, economic reports and outreach event).</p>			OECD take up of export restrictions related work	Publication of stocktaking report in Q4 2014	
			WTO panel result	Successful outcome on all accounts for the EU at both panel and possibly AB level	

Implementation of a revised strategy for the protection and enforcement of intellectual property rights in third countries and customs regulation on IPR enforcement at the EU border.	Publication of strategy	Q1 2014
Legislative procedure and consent of the European Council and the European Parliament on the initiative on the access of third country companies and goods to the EU public procurement market (IPI — International Procurement Instrument). Initiative in cooperation with DG MARKT.	Consent of the EP and Council	2014 — beginning of new Commission mandate
Follow-up to the "Sustainability Compact" launched by the EU, the ILO and the Bangladeshi government in July 2013	High-level follow-up meeting	Successful high-level follow-up meeting in 2014. Maintain stakeholders' engagement
Active export control policy review	Commission Communication on strategic export controls	Adoption by Q2 2014
	Preparation of Impact assessment	Progress in the impact assessment
Development of export control regulations	Amendment to Regulation 428/2009 (for "delegated acts" empowering the Commission to amend the EU Control List)	Completion of the legislative process by end of 2014
	Update of Annex I (EU control list)	2014-2015
Coordination and monitoring of export controls implementation	Meetings of the Dual-use Coordination Group	Regular meetings in 2014
	Guidelines and IT tools	Development of guidelines and IT tools
Export credits:		
Monitor and ensure the implementation of the OECD Arrangement on export credits	Represent the EU at OECD Meetings	Up to 15 meetings in 2014
Contribute to the process of extending export credit disciplines to non-OECD countries	Support and participate in the International Working Group process	3-4 meetings in 2014
Expenditure-related outputs		
Trade agreement and Market Access Implementation Facility		
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 2014-2015 of the Partnership Instrument	To be launched in Q4 2014 (subject to Partnership Instrument programming exercise)
	Project identification completed	
IPKey — Intellectual Property: A Key to Sustainable Competitiveness	Programme launched in July 2013 and officially opened in January 2014	Project ends in 2017
Market Access Database	Number of daily users	Above 2000 daily users

Relevant general objective(s): “Contribute to European smart, inclusive and sustainable growth by ensuring the best trade conditions for EU businesses, workers and consumers”

SPECIFIC OBJECTIVE 5

Standing up for EU interest in the area of trade defence

☐ Spending programme
☒ Non-spending

Result indicator 1	Baseline	Target
<p>Number of measures in force and on-going investigations</p> <p>TDI casehandling activity is complaint driven. As a consequence the number of measures in force and on-going investigations may vary even significantly from one year to the next depending on the number of complaints lodged.</p> <p>Source: DG Trade</p>	<p>By end of 2013:</p> <p>125 measures in force</p> <p>41 on-going investigations</p>	<p>Maintaining and improving a system 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.</p>
Result indicator 2	Baseline	Target
<p>Percentage of investigations concluded within deadlines.</p> <p>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.</p> <p>Source: DG Trade</p>	<p>100 %</p>	<p>Maintaining and improving a system 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.</p>
Result indicator 3	Baseline	Target
<p>Number of trade defence measures in force monitored through undertakings and <i>ad hoc</i> surveillance activities</p> <p>Source: DG Trade</p>	<p>By end of 2013:</p> <p>227 undertaking companies²⁸; surveillance activities follow <i>ad hoc</i> allegations</p>	<p>Undertakings: monitoring full compliance with the undertaking to ensure effective implementation of the measure.</p> <p><i>Ad hoc</i> surveillance to detect irregularities as early as possible.</p>
Result indicator 4	Baseline	Target
<p>Number of cases before the 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>Source: DG Trade</p>	<p>By end of 2013:</p> <p>ECJ cases: 55</p> <p>WTO cases: 4</p>	<p>It is imperative to defend cases effectively since if lost this could have huge policy and financial implications.</p>
Result indicator 5	Baseline	Target
<p>Number of third country measures in place against EU, leading to financial costs for the EU companies having duties imposed on their exports.</p> <p>Source: DG Trade</p>	<p>By end of 2013:</p> <p>142</p>	<p>Active participation in anti-dumping and countervailing investigations by third countries with the aim to minimise the costs for EU exporters.</p>
Result indicator 6	Baseline	Target
<p>Number of TDI chapters closed in FTA negotiations.</p> <p>Source: DG Trade</p>	<p>Currently we have closed the TDI chapter in 6 on-going FTAs, and 4 others are under negotiation.</p>	<p>Successful negotiation of the TDI chapter in as many as possible FTAs according to the pace of each individual FTA negotiation process.</p>

²⁸ This comprises 214 undertaking companies in solar panels.

Main outputs in 2014 — Specific objective 5		
Description	Indicator	Target
Carry out TDI investigations.	Cases concluded	All cases concluded within the statutory deadlines on an on-going basis.
The new Comitology rules will enter into force in February 2014. The new decision making process will have major implications on all TDI procedures. It will require i.a. the creation and organisation of the new Appeal Committee. Major challenge to fit this into the time limits of cases. Financial implication due to the increased number of meetings.	State of play of Comitology rules	Entry into force of new rules by February 2014.
	Appeal Committee	Creation and organisation of the new Committee by end of 2014.
	Implementation of new rules of procedure	Ensure smooth transition to the new system in 2014.
TDI modernisation: proposals consisting of a Communication, the legislative changes to the basic anti-dumping and anti-subsidy regulations and guidelines and follow procedures for successful conclusion. The plan is to push for adoption and to start trilogues as early as possible in 2014 given that the EP dissolves mid-2014.	EP vote on Commission proposal	February 2014
	Council mandate to trilogue	February 2014
	Adoption by Council and EP	2014 before the end of the current Commission mandate.
Work on the requests for Market Economy Status from Albania, Armenia, China, Georgia, Moldova, Mongolia, Tajikistan and Vietnam continues.	Preparation of regular state of play and reports.	On-going each year.
Pursuing negotiations of the TDI chapters. This includes the agreements on antidumping (the technical group on antidumping and — subsidies and fisheries subsidies.	Support to the negotiation teams for timely conclusions	Deliver the necessary support to the negotiation teams for timely conclusions.
Continuing the Total Quality Management and simplification exercise to enhance transparency and make full use of efficiency gains in TDI practises.	Develop new IT tools: electronic interphases for web consultations of the open file, web submissions and disclosures for the parties involved in TDI cases. Increased user satisfaction with the IT solutions.	End 2014.

5. OBJECTIVES AND INDICATORS FOR THE TWO HORIZONTAL ABB ACTIVITIES

In accordance with the Commission-wide Activity Based Budgeting 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
- Administrative Support

ABB activity: Policy Strategy and Coordination as well as Administrative Support					
Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
	4.3 M€* (excluding external staff)	4.3 M€*	109	16	125

* This figure covers both Trade Policy ABB activity and Policy Strategy and Coordination as well as Administrative Support.

1.1. Policy strategy and Coordination

The objective of this activity is to ensure that all policies and measures carried out by the Directorate-General are done so in pursuit of the DG’s overall mission in a strategically planned, coherent and comprehensive way. The combined efforts from the Directorate of Resources, Information and Policy Coordination, the legal unit, the Chief Economist and Trade Analysis unit and the Trade Strategy unit enhance the support in this area. This involves:

- 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; co-ordinating the agenda planning contributions and follow-up;
- Ensuring the necessary liaison with the central services (Secretariat-General, Legal Service, and DG BUDG, etc.);
- Co-ordinating the relations with the other institutions, Member States and candidate countries, 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.

DG Trade has dedicated units that provide specialised expertise and advice in the following domains:

- Trade strategy: providing a capacity for forward-looking policy analysis and ensuring the coherence of our trade policy both across different areas of our activity, as well as with other external and internal policies of the Commission and External Action Service;
- Chief Economist: providing high-quality economic analysis contributing to the formulation of evidence-based EU trade policies;
- Evaluation: promoting a culture of evidence-based policy making by providing methodological support for high-quality impact assessments (when a new policy is developed), sustainability impact assessments (when an agreement is being negotiated) 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 2014)
Ensure coherence of negotiations and agreements	Input to relevant negotiations by identifying potential inconsistencies and other policy challenges	2013: 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
Ensure coherence of trade policy and other Union policies	Approaches to promote regulatory convergence and other aspects of the articulation between trade policy and other Union policy areas	2013: 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
Contribute to greater coherence in trade policy and EU external relations	Coordination of G20/G8 trade aspects; coordination of Commission input and representation of geographic Council Working Groups and input to European Council preparation	2013: 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	New trade policy platform for the next Commission	New exercise	Prepare new platform by Q2 2014

Specific objective on Trade Strategy: Contribute to trade policy advocacy and outreach

Objectives	Result indicators	Baseline	Target
Develop dedicated strategic forward planning, monitoring and communication tools for the trade policy community.	Production of relevant tools, such as the Think Tank Watch and the strategic planning calendar; prepare relevant speeches for the Commissioner <i>Source: DG Trade</i>	Regular publication of Think Tank Watch and the strategic planning calendar. Numerous speeches for the Commissioner.	Regular publication of relevant instruments

Specific objective on Strategic planning: Implement the Commission planning and programming process so that the Directorate-General delivers its policy objectives contributing to the overall Commission strategy in an effective, timed, efficient, coherent and accountable manner

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 (especially Draft Budget, Commission Work Programme, Management Plan, Financing Decision, Annual Activity Report and Discharge) <i>Source: DG Trade</i>	All relevant documents compliant and sent on time in 2013	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>	Unit Management Plans are used in most units, and a clear link was established through a monitoring table updated during the Spring and Autumn reviews	Stability (and possibly increase) in awareness

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

Objectives	Result indicators	Baseline	Target
Further consolidate relations with the European Parliament by accompanying the transition to the new legislature and through our input into the likely revision of the Framework Agreement between the Commission and the Parliament	Organisation of trade policy training for newcomers; Coordination of a set of fiches for new INTA members on trade policy issues; early engagement of new Commissioner and senior DG Trade staff with new INTA leadership; Swift reintroduction (and where possible improvement) of existing cooperation procedures with INTA Secretariat and Political Groups; Organisation of end-of-legislature seminar with the latter; Further pursue establishment of relations with Committees other than INTA	In 2013: average of 2.5 informal technical meetings with EP every month; monthly coordination meetings with INTA Sec and group advisors; 4 appearances of Commissioner De Gucht in INTA; Good relations established with IMCO, ITRE and LIBE.	Commissioner in INTA every 8 weeks; attendance of senior trade officials for significant trade debates in INTA; Regular meetings DG-Chair/Coordinators Maintain "Trade Planner" + share with EP 1-2 technical information meetings for MS/EP per month
Preparation and coordination of establishment of new Commission, with a particular attention to the hearing of the new Trade Commissioner	Preparation of briefing book for Commissioner-designate; preparation of mock questions and organisation of briefing sessions; Coordinate replies to written INTA questions to Commissioner designate	Specific to 2014 because of EP elections and establishment of new Commission.	Q2/Q3/Q4 2014
Secure first reading votes for priority files (ISDS, enforcement regulation, IPI, TDI modernisation), timely EP approval of Ukraine AA/DCFTA	First reading votes (and if possible 1st reading agreement) or consent for relevant files before end of legislature; Number of files that are taken up by new Parliament without need for new proposal	5 legislative proposals adopted by EP I 2013; (3 in 2 nd reading, 2 in 1 st): 3 trade agreements approved in 2013.	End of legislature (Q2) and Q3/Q4 for others
Maintain excellent working relations with Council, Presidency and Member States, in particular in relation to the activity of the Trade Policy Committee and the Working Party on Trade Questions, including as regards ensuring secure transmission of trade policy documents	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. 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 1 meeting per semester
Improve 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	1 meeting with REX Sec. in 2013; 1 meeting between KDG and EESC	2 × year meetings 1 meeting of outgoing Commissioner and 1 meeting of incoming Commissioner
Develop and further refine management and cooperation arrangements with the European External Action Service (EEAS)	Regular meetings with the EEAS, EU DEL and COM DEL	2013: Monthly EU DEL and COM DEL meetings involving EEAS	Minimum six meetings a year for both EU DEL and COM DEL.

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
Monitoring 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. Contribution to trade policy on relevant ECJ and infringement cases	2013: full compliance and full respect for competences	100 % 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 2013 (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 2013: 1,700,000	Increased number of users
Intranet (Intradenet): Maintain a reliable, effective and updated website	Satisfaction level of website users (through one user satisfaction survey) <i>Source: DG Trade</i>	Satisfaction level in 2013: 60 %	80 %
Commissioner's website: Revamp of the Commissioner's website in view of the next Commission	Implementation plan following evaluation, consider introducing a monitoring system <i>Source: DG Trade</i>	In collaboration with DG COMM, will be revised depending on new Commissioner appointed. No action in 2013.	Q3/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>	Number of seminars in 2013: 2 % of satisfaction in 2013: 90 %.	2-3 seminars to be organised in 2014 A minimum of 2/3 satisfaction rate (Survey to be performed)

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 (Survey to be performed)
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

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

Objectives	Result indicators	Baseline	Target
Elaboration of high-quality Impact Assessments when preparing new policies/negotiating directives	Successful examination of draft Impact assessment by the Impact Assessment Board <i>Source: DG Trade</i>	Commission average in 2012: 47 % 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 <i>Source: DG Trade</i>	Number of SIAs launched in 2013: 4	100 % of major trade negotiations
Conduct ex-post evaluation of key policies and instruments	Percentage of implementation of the evaluation plan <i>Source: DG Trade</i>	Percentage of implementation of evaluation plan in 2013: 85 %	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	Analysis of the impact of forthcoming, on-going and concluded negotiations (bilateral, plurilateral and multilateral), including input to SIAs <i>Source: DG Trade</i>	100 % of timely delivery in 2013	100 % timely delivery
Specific trade policy matters	Analysis of the impact of distinct trade policy issues, within or outside the scope of negotiations (TDI, NTBs, duty-drawbacks, disputes) <i>Source: DG Trade</i>	100 % of timely delivery in 2013	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 <i>Source: DG Trade</i>	100 % of timely delivery in 2013	100 % timely delivery

1.2. Administrative support

The administrative support activity for DG Trade (both at Head Quarters 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;
- Co-ordinating the DG's document management plan; registering and distributing incoming and outgoing mail.
- In addition, DG Trade has dedicated Internal Audit Capacity to provide independent, objective assurance and consulting services contributing to improve the effectiveness of the risk management, control and governance processes of the DG.

1.3. 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, Commissioner's 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, third countries and citizens in general.

The workload for DG Trade is increasing and will further increase in the short and medium term: the number of on-going 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.

DG Trade exclusively uses corporate information systems and solutions in supporting its horizontal and administrative processes and business needs. A high value is placed on the information needed to carry out negotiations and manage cases, both in Brussels and when travelling to third countries. 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.

DG Trade's main short and medium term strategic lines of action are:

- DG Trade's IT will support the negotiation of trade agreements and their subsequent implementation by participating to the extent necessary in the definition of technical chapters, by providing workflow and document management and by delivering the technical services required to communicate on those agreements.
- DG Trade's IT will contribute to improving efficiency of Trade Defence activities providing workflow and document management and by implementing a one-stop shop for electronic communication with third parties, for example, for submitting documents or inspecting files, thereby facilitating the dissemination of information in line with legal and policy provisions.
- DG Trade's IT will promote the setting-up of a sufficiently secure working environment that supports collaboration, fosters knowledge management, enables a mobile workforce and is able to handle classified information efficiently.

In order to achieve the above objectives, DG Trade IT will endeavour to find the best technological solutions. DG Trade will also participate in the Commission IT Governance bodies and contribute to the rationalisation work.

The following outputs and indicators are put forward for the administrative support activity:

Horizontal activities — Administrative

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	Indicator	Baseline	Target (expected stage of completion in 2014)
Conduct a review to determine current use of resources at Headquarter 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 2013: 6.3 % (figure covering 1/1 to 1/12)	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 new 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 given to redeployment pot. <i>Source: DG Trade</i>	2013: Cut: 6 Redeployment: 6	Reach the number fixed by COM in 2014: Cut: 6 Redeployment: 6

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 related training sessions (% out of total trainings measured in days) <i>Source: DG Trade, Resources Report (Syslog)</i>	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: HR Dashboard</i>	End 2013: % of women in AD posts: 37.9 % % 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: COM staff survey</i>	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 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: DG Trade</i>	2013: 100 %	100 %
Compliance with Commission guidelines on payment times	Percentage of payments files executed within legal deadlines) <i>Source: DG Trade</i>	2013: 94 % (Average payment delay: 16 days)	> 95 %

Regular implementation of the financial resources allocated to DG Trade	% of transactions verified without any observations <i>Source: DG Trade</i>	2013: 86.46 %	> 85 %
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Effectiveness of the controls carried out	Amount of errors detected or prevented <i>Source: DG Trade</i>	Baseline: Art. 32 of Financial Regulation 2012	Optimally zero, but depends on strategy to put in place
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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 of documents	Reach the COM average for all composite indicators (COM e-Domec implementation score)	2013: 8 % 97.7 %	Number of ARES tasks not closed on time: < 5 %. 100 % of filed documents in the ARES Filing Plan.

Source: ARES and DIGIT report

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 Internal Audit: Assess the efficiency and effectiveness of governance, risk management and internal control in DG Trade and advise the Director General on sound and efficient management of operations and resources to assist him in discharging overall responsibility for it.

Objectives	Indicator	Baseline	Target
Implement the annual work programme founded on a risk-based approach as part of a multi-annual strategic plan	Percentage of implementation of the work programme	80 % at the end of 2013	100 %
Issue recommendations resulting from the audit work	Acceptance rate by auditees of the recommendations	100 % at the end of 2013	> 80 %
Monitor the implementation of these audit recommendations	Timely implementation by the Auditees of the recommendations	93 % as of September 2013 (year-end figures not yet available)	> 70 %

Specific objective on Ethics and security: Develop an environment whereby staff has knowledge of and respects DG Trade's up-to-date internal ethics and security rules.

Objectives	Indicator	Baseline	Target
Ethics: Ensure compliance with the Commission-wide rules and guidelines and raise awareness and sensibility amongst management and staff	Compliance with the rules and increased level of commitment and knowledge by staff <i>Source: DG Trade ICAT survey</i>	2011: ICAT survey: Effectiveness weighted %: 92.39 %)	95 %
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 <i>Source: DG Trade</i>	Number of incidents: confidential	Reduce the number of incidents to zero

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 IT assets	Quality of IT equipment inventory <i>Source: DG Trade</i>	Not zero but residual value	Ratio of lost IT equipment ≤ 1.5 % Value of lost IT equipment close to 0
Effective management of the Office Automation Infrastructure	Successful migration of back-end services to ITIC <i>Source: DG Trade</i>	Front-end services migrated as planned	100 %
Information Systems maintenance and development	Timely implementation of the projects, as described in the IT Master Plan <i>Source: DG Trade</i>	100 % of deliverables as agreed with the Project owners	90 %
IT security	Classification (STANDARD, SPECIFIC) of the information systems IT security plans for all information systems considered as SPECIFIC An updated IT Services Continuity plan exists <i>Source: DG Trade</i>	50 % 20 % 30 %	100 % 30 % 50 %

