



Annual Activity Report 2023

annexes

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

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ANNEX 1: Statements of the Head of Unit in charge of risk management and internal control and of the Resources Director

Statement of the Head of Unit in charge of risk management and internal control

I declare that in accordance with the Commission's communication on the internal control framework ⁽¹⁾, I have reported my advice and recommendations on the overall state of internal control in the Office to the Director-General.

I hereby certify that the information provided in section 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Luxembourg, 27 March 2024

Marc KÜSTER

Statement of the Resources Director, taking responsibility for the completeness and reliability of management reporting on results and on the achievements of objectives

I hereby certify that the information provided in section 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Luxembourg, 27 March 2024

Christine KORMANN

⁽¹⁾ C(2017)2373 of 19.04.2017.

ANNEX 2: Performance tables

General objective 2: A Europe fit for the digital age			
Impact indicator 1: Aggregate score in the Digital Economy and Society Index (DESI)			
Source of the data: DESI			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
43.1	Increase	Increase	N/A

Impact indicator 2: Innovative enterprises			
Source of the data: Eurostat (Eurostat online data code: INN_CIS11_BAS and INN_CIS12_BAS)			
Baseline	Interim Milestone	Target	Latest known results
(2018)	(2022)	(2024)	(2023)
50.3 % (EU 27)	Increase	Increase	55.5 %

Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision makers and EU citizens)			
Result indicator: Percentage of procurement notices using the standard, structured forms			
Source of data: Publications Office, Unit C.3			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
99.59 %	100 %	100 %	100 %

Result indicator: Percentage of procurement notices forms using eForms			
Source of data: Publications Office, Unit C.3			
Baseline	Target	Latest known results	
(2019)	(2024)	(2023)	
0	100 %	9 %	

Main outputs in 2023:			
Supplement to the Official Journal			
Output	Indicator	Target	Latest known results 2023
Production of the <i>Supplement to the Official Journal</i> in accordance with the directives in force	Average cost per notice (EUR 5.29 in 2021)	≤ EUR 5.28	EUR 5.04
Access to public procurement notices	Number of documentary units (notices) uploaded to the TED website during the year (676 734 in 2021)	> 750 000	795 680

Output	Indicator	Target	Latest known results 2023
eForms-compliant publication workflow	Start of mandatory usage of eForms	25 October 2023	25 October 2023

New TED website	Entry in production	25 October 2023	Production environment ready, parallel run started on 2 October 2023. Entry in production done on 29 January 2024
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Specific objective 2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries

Result indicator: Number of reuse examples

Source of data: The list of reuse examples published on data.europa.eu, Publications Office, Unit C.1

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
594	800	1 000	906 static use cases and 30 use cases followed via the Use Case Observatory

Result indicator: Number of visits on data.europa.eu

Source of data: Webtrends or Matomo. Publications Office, Unit C.1

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
1 180 000	1 250 000	1 600 000	1 822 953

Result indicator: Number of datasets on data.europa.eu

Source of data: Public information on the new data.europa.eu website. Publications Office, Unit C.1

Baseline	Interim Milestone	Target	Latest known results
(Beginning of 2020)	(2022)	(2024)	(2023)
1 100 000	1 300 000	1 500 000	1 646 069

Result indicator: Number of catalogues (national, regional, local, geo, etc.) on data.europa.eu

Source of data: Public information on the new data.europa.eu website. Publications Office, Unit C.1

Baseline	Interim Milestone	Target	Latest known results
(Beginning of 2020)	(2022)	(2024)	(2023)
82	86	90	184

Result indicator: Number of submissions for the annual EU Datathon competition for the reuse of EU open data

Source of data: Actual number of project submissions for the competition on op.europa.eu/eudatathon. Publications Office, Unit C.1

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
99	125	150	N/A

Main outputs in 2023:

Towards the European open data space – data.europa.eu

Output	Indicator	Target	Latest known results 2023
Number of catalogues	Increase of number of catalogues (173 in 2022)	177	182
Data storage service	Data storage service available	Q2 2023	Available

Number of data stories produced in 2023	New data stories available on data.europa.eu	10	27
Preview of datasets	Functionality available on data.europa.eu	Q2 2023	Available
Data visualisation extension	Functionality available on data.europa.eu	Q3 2023	Available
Personal space on data.europa.eu	Functionality available on data.europa.eu	Q4 2023	Features are ready in the back office, but not yet available for everyone as an EU Login issue still needs to be solved
Data.europa academy webinars	Number of webinars organised in 2023	10	22

CORDIS services

Output	Indicator	Target	Latest known results 2023
SPARQL accessible for non technical users	User interface with predefined queries and guidance available	Q4 2023	Available
Interoperability with controlled vocabularies	EuroSciVoc aligned with EuroVoc Analysis of AgroVoc and MeSH (Medical Subject Headings)	Q4 2023	Achieved

General objective 6: A new push for European democracy

Impact indicator 3: Rights as citizens of the European Union

Source of the data: [Standard Eurobarometer 100 - Autumn 2023 - December 2023 - Eurobarometer survey \(europa.eu\)](#)

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
55 % (EU 27)	Increase	Increase	59 % (EU27)

Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

Result indicator: Number of Member States whose national legislation is available through EUR-Lex/N-Lex

Source of data: EUR-Lex, N-Lex, Publications Office, Unit C.2

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
i) NTM: 12 ii) N-Lex: 20	i) Increase ii) Increase	i) Further increase ii) All Member States	i) NTM: 18 ii) N-Lex 16 Member States + 1 non-EU country (UK) (working connections at 12.23) The availability of Member States' connectors can vary over time. The Office follows up the situation with the national contacts

Result indicator: Number of Member States having implemented ELI in their systems			
Source of data: ELI Register on EUR-Lex, Publications Office, Unit C.2			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
13	Increase	Further increase	15 EU Member States (+5 non-EU countries)

Result indicator: Timely publication of consolidated legal texts			
Source of data: Publications Office, Unit C.2			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
0 %	Pilot testing of consolidation using AKN4EU-CONSLEG format	90 % of acts received in correct AKN4EU format	First consolidated text based on AKN4EU was published on 4.12.2023. OJ acts in the AKN4EU format are not expected before 2025. This means that the original objective set for 2024 has to be redefined for 2025

Main outputs in 2023:			
Joint Legislative Portal			
Output	Indicator	Target	Latest known results 2023
Joint Legislative Portal minimum viable product	Developed	December 2023	As a result of refinement of the scope of the minimum viable product and alignment of plans from the 3 institutions, a new delivery date (April 2024) was commonly agreed by all institutions

Usability of legal information			
Output	Indicator	Target	Latest known results 2023
New EU Budget section on EUR-Lex	Available to EUR-Lex users	November 2023	The new EU Budget is dependent on the availability of the new IBIS system
Modernised statistics on legal acts	Information (metadata) enriched, structure re designed, visualisations specified	October 2023	Methodological questions have not yet been resolved in GIL-GM (planned for 2024)
EUR-Lex more accessible	Solution of all accessibility issues categorised according to the accessibility study as high priority	June 2023	The implementation of all EUR-Lex new features were put on hold in 2023, due to priority on resolving a security issue beyond the Office's control, and the OJ act-by-act-related developments. Priority 1 improvement was released in January 2024
Email notifications system to follow the life cycle of acts and procedures easily	Available to EUR-Lex users	November 2023	The implementation of all EUR-Lex new features were put on hold in 2023, due to priority on resolving a security issue beyond the Office's control and

			the OJ act-by-act-related developments. Implementation postponed to Q2 2024
Akoma Ntoso for EU format for daily consolidation production	First consolidated texts based on Akoma Ntoso for EU format are published on EUR Lex	December 2023	First text published on 4.12.2023
EUR-Lex migration to a new search engine	Business case and project plan approved	March 2023	Business case and project plan were approved in September 2023

Specific objective 4: Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed

Result indicator: Predicted number of publications with a permanent identifier (DOI)

Source of data: Publications Office, Unit A.4

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
197 000	259 000	321 000	290 000

Result indicator: Percentage of records exported to metadata reusers within four weeks of publication

Source of data: Publications Office, Unit A.4

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
92 %	100 %	100 %	100 %

Result indicator: Access to web preservation sites

Source of data: Publications Office, Unit A.4

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
100	112.36 (increase in number of visits expressed as a yearly growth rate)	126.25	Not measurable in 2023 (*)

(*) The Google Analytic platform, used until now, was abandoned on the 17th of July 2023 by the service provider for Web Archives access (Archive-it.com) due to GDPR compliance concerns. A new platform (Plausible) was selected and set up by the contractor, but only became operational in September 2023, leaving a two-month gap with no recorded analytics.

Result indicator: Application of legal deposit scheme to cover different material types

Source of data: Publications Office, Unit A.4

Baseline	Interim Milestone	Target	Latest known results
(2021)	(2022)	(2023)	(2023)
Publications, websites	News releases, audio-visual material	Social media, datasets	Ongoing. Agreement reached on scope definitions and scheme requirements for audio-visual and press material. It is expected that at least one new content type will be implemented in the scheme during 2024

Main outputs in 2023:

Leveraging artificial intelligence for search and access to content

Output	Indicator	Target	Latest known results 2023
Add support for new languages in Publio	2 additional EU official languages operational	Q2 2023	1 language added (Spanish) - as a result of a prioritisation exercise to take due account of the resources context, only one additional language could be added
Integrate into the OP Portal AI-based technologies including automated summary of publications or the possibility of listening to publications and articles	Availability of the feature	Q3 2023	Proof of concept achieved for 4 chosen multimedia publications

Improved findability and reuse

Output	Indicator	Target	Latest known results 2023
Improve findability by boosting results based on keywords and through collection-specific facets	Availability of the feature	Q3 2023	Available
Quality of service provided by the OP Portal to its various customers	OP Portal user satisfaction rate (79 % in 2021)	80 %	75.5 % Users welcomed further improvements made to the portal as compared to the results of the 2021 survey. At the same time there was an overall decrease of the satisfaction rate, mainly due to a change in the corporate policy reducing the detail of staff personal data that can be obtained through EU WhoisWho

Identification and metadata provision

Output	Indicator	Target	Latest known results 2023
Identification, cataloguing and archiving of publications	General publications: number of notices available in the CELLAR (*) (114 807 in 2021)	> 125 500	126 522

(*) A notice covers all linguistic versions and available formats for a given title in the CELLAR

Long-term preservation

Output	Indicator	Target	Latest known results 2023
Move of the long-term physical archives	Collections transferred to their newly identified destinations	Q3 2023	Q3 2023

Eu legal deposit

Output	Indicator	Target	Latest known results 2023
Phased implementation of the scheme's extension for audiovisual and press releases (Phase 2)	Number of institutions having implemented the scheme	> 2	0 - Discussions are ongoing; the target is expected to be met in 2024

Web preservation			
Output	Indicator	Target	Latest known results 2023
Web preservation service – main principal service	Number of institutional websites archived on a regular basis (quarterly or more often) (279 in 2021)	> 500	419 (*)
(*) The number of regularly archived websites fluctuates depending on the number of new or decommissioned websites communicated to the service.			
The Commission library			
Output	Indicator	Target	Latest known results 2023
Implementation of the new interinstitutional framework contract for provision of subscriptions to general and international press, in all formats	In use	November 2023	November 2023
	Number of participating institutions, bodies and agencies	> 30	33
Use of the library's e-resources	Number of times users view an e-journal article, e-book or online library guide	> 500 000	4 295 540

General objective 7: A modern, high performing and sustainable European Commission			
Impact indicator 1: Image of the European Union			
Source of the data: Standard Eurobarometer 100 – Autumn 2023 – December 2023 – Eurobarometer survey (europa.eu)			
Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
43 % (EU 27)	Increase	Increase	44 %

Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge management			
Result indicator: Use of VocBench for management of the Office's reference data			
Source of data: Publications Office, Unit A.1			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
25 %	80 %	100 %	97 %
Result indicator: Corporate reference data assets used by Commission services			
Source of data: Publications Office, Unit A.1, Secretariat-General and DG Informatics			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
8	15	30	25
Result indicator: All legislative content covered by AKN4EU specifications			
Source of data: Publications Office, Unit A.1			
Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
15 %	35 %	70 %	40 %

Result indicator: Implementation of AKN4EU for consolidation

Source of data: Publications Office, Units A.1 and C.2

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2021)	(2022)	(2023)
Work started	Specifications ready	Implementation	Implemented

Main outputs in 2023:

Interoperability in the EU institutions: Exchange of legal data

Output	Indicator	Target	Latest known results 2023
Gradual implementation aiming at full coverage of the documents pertaining to the ordinary legislative procedure in Akoma Ntoso for EU	Availability of the new Akoma Ntoso for EU release	Q4 2023	One release published in 2023
Streamlined governance of the IMFC metadata subgroup	Approval of the new governance document	Q2 2023	Document on hold pending developments relating to the governance of reference data

Towards a corporate reference data management policy

Output	Indicator	Target	Latest known results 2023
Strengthened infrastructure supporting reference data services	Unified Production Platform module availability	Q4 2023	Following a prioritisation exercise of UPP modules, developments for the reference data module started in March 2023 and will be available in the 1st quarter of 2024
Enrichment of EU Vocabularies with new features	Availability of new features (widgets, better ShowVoc integration)	Q4 2023	Available
Awareness-raising actions around reference data policy and services	Availability of training material	Q4 2023	Training delivered; tutorials available on EU Vocabularies

Modernised *Interinstitutional Style Guide*

Output	Indicator	Target	Latest known results 2023
Extended guidelines on citations for improving transparency of EU information	Availability of the extended guidelines on citations	Q4 2023	Guidelines available in the Quick guide on citations

Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Result indicator: Publication time (workload)

Source of data: Publications Office, Unit B.1

Baseline	Target	Latest known results
(2019)	(2022)	(2023)
28 hours	0	0

Result indicator: Availability in production of IBIS

Source of data: Publications Office, Unit B.1

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
All institutions are consulted. The business needs and requirements are finalised. The conception phase of IBIS is started	The first 'production-ready' release of IBIS is developed and tested	All functions of CIBA are covered by IBIS. IBIS is rolled out in production	The second round of testing of the new system for the EP amendments phase of the budget process has been concluded as planned

Main outputs in 2023:

Act-by-act publication of the Official Journal

Output	Indicator	Target	Latest known results 2023
Finalise the adaptations of all information systems involved in the act-by-act publication of the Official Journal	Transition to act-by-act publishing	End 2023	Completed

Production and publication of the EU budget

Output	Indicator	Target	Latest known results 2023
Subsequent releases of IBIS tested in parallel with the existing CIBA system by the Office and the EU institutions	The first 'production-ready' release of IBIS is deployed for acceptance	Q4 2023	Partially completed. The first 'production ready' release of IBIS is implementing only the European Parliament's stage of the budgetary procedure. The outcome of second round of testing has shown that there remain a number of points that need to be addressed in the further development of the system

Specific objective 7: Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

Result indicator: Decreasing number of publications

Source of data: DemPub, PlanPubli and UPP, Publications Office, Unit B.3

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
6 560 (*)	5 900	4 590	5 866 (**)

(*) Number of projects (publication requests)

(**) The calculation made with the new publication production workflow managing system 'UPP' differs from the former system, and the comparison of this figure with 2022 should be taken with caution for this transition year.

Result indicator: Publications covered by performance reports

Source of data: Automated system aggregating data from online dissemination, physical storage and dissemination as well as social media. Publications Office, Unit B.3

Baseline	Interim Milestone	Target	Latest known results
(2020)	(2022)	(2024)	(2023)
Pilot completed / tool available	Reports available on demand	Increase of scope	Service available 304 reports

Result indicator: Increasing number of accessible publications produced by the Office

Source of data: PlanPubli, UPP, Publications Office, Unit B.2

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
20 % (*)	40 %	60 %	46 %

(*) The baseline value (20 %) was based on a rough estimate (data not available at the time). Production of accessible publications started only in 2021 after necessary trainings were completed. The actual measured result on 31 December 2021 was 15.1 %.

Result indicator: Increasing percentage of author services using a range of production services of the Office instead of submitting identifiers-only requests

Source of data: PlanPubli, UPP, Publications Office, Unit B.3

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
40 %	50 %	70 %	87 % (*)

(*) Due to the change in the publication production IT system, there are changes in the way of counting the publication requests.

Main outputs in 2023:

Interinstitutional reference centre for publishing services

Output	Indicator	Target	Latest known results 2023
Collaborative planning	Number of Commission DGs/executive agencies providing publication plans	20 services	5 services Delays in moving the tool to the new Author portal had an impact on the year 2023 plannings and resulted in a low endorsement by author services. Engagement activities foreseen in 2024
Editorial advice	Number of reports provided	100 reports	80 reports Limited visibility of this new service to authors (inter alia caused by transition to Author Portal) and author demand lower than expected
Performance measurement	Number of reports provided	200 reports	304 reports
Professionalisation of the community of practice	Percentage of participants satisfied with training activities	95 %	99 %

Quality and timeliness in the production of general publications	Percentage of authors satisfied with the Office's services	80 %	97 %
Accessible publications	Percentage of publications produced by the Office accessible to disabled users (8.9 % in 2021)	45 %	46 %
Linguistic services			
Output	Indicator	Target	Latest known results 2023
Perform language editing and proofreading to increase the linguistic and content quality of publications (on paper and online versions)	Number of standard pages reviewed (Official Journal, case-law, general publications) (2 260 212 in 2021)	2 300 000	2 458 821
Synergies in the printing domain and reduction of publications' stock			
Output	Indicator	Target	Latest known results 2023
Reduction of publications' stock	Stock evolution and status	- 20 % (compared to 2022)	-17.77 % compared to 2022 Final figures include reception just before year end of 505 000 items from DG COMM that were distributed in January 2024

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports – Publications Office – Financial year 2023

Table 1: Commitments

Table 2: Payments

Table 3: Commitments to be settled

Table 4: Balance sheet

Table 5: Statement of financial performance

Table 5bis: Off balance sheet

Table 6: Average payment times

Table 7: Income

Table 8: Recovery of undue payments

Table 9: Ageing balance of recovery orders

Table 10: Waivers of recovery orders

Table 11: Negotiated procedures

Table 12: Summary of procedures

Table 13: Building contracts

Table 14: Contracts declared secret

Table 15: FPA duration exceeds 4 years

Table 16: Commitments co-delegation type 3 in 2023

Additional comments

Annex 3 is reproduced 'as is' from accounting documents supplied by European Commission's Directorate-General for Budget. The main comments are detailed below.

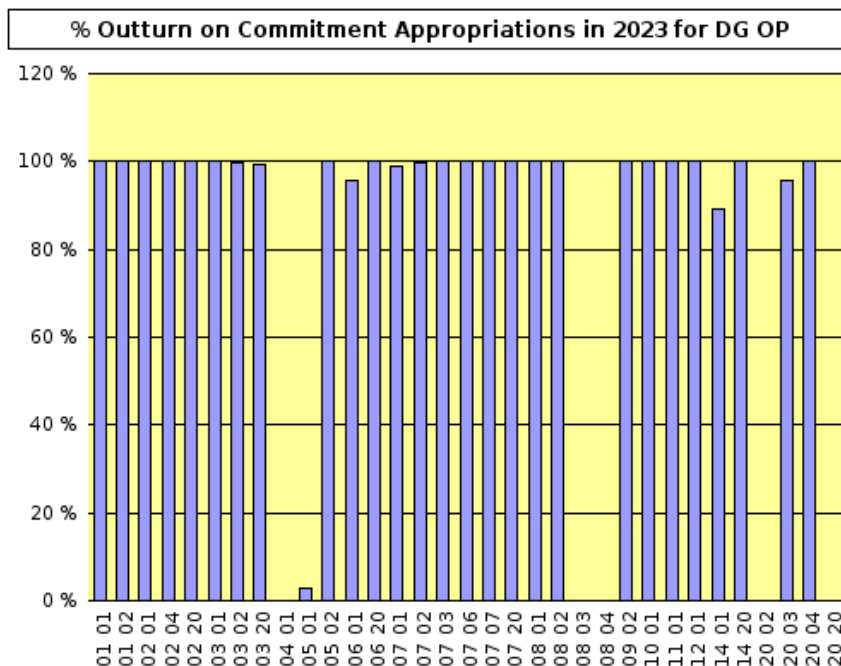
Tables 8 and 9

It should be noted that, in the recovery context report (Table 8), most of the recovery orders issued by the Office concern services provided in accordance with Article 21(3)(c) of the Financial Regulation, therefore they are not to be considered as irregularities.

TABLE 1: Outturn on commitment appropriations in 2023 (in Mio EUR)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 01 Research and Innovation					
01	01 01	Support administrative expenditure of the 'Research and Innovation' cluster	0.23	0.23	100 %
	01 02	Horizon Europe	8.47	8.47	100 %
Total Title 01			8.70	8.70	100 %
Title 02 European Strategic Investments					
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.16	0.16	100 %
	02 04	Digital Europe programme	7.07	7.07	100 %
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.09	0.09	100 %
Total Title 02			7.32	7.32	100 %
Title 03 Single market					
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.05	0.05	100 %
	03 02	Single Market Programme	1.08	1.08	100 %
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	7.51	7.47	99 %
Total Title 03			8.65	8.60	99 %
Title 04 Space					
04	04 01	Support administrative expenditure of the 'Space' cluster	0.00	0.00	0 %
Total Title 04			0.00	0.00	0 %
Title 05 Regional Development and Cohesion					
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.00	0.00	3 %
	05 02	European Regional Development Fund (ERDF)	0.03	0.03	100 %
Total Title 05			0.03	0.03	91 %
Title 06 Recovery and Resilience					
06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.01	0.01	96 %
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.10	0.10	100 %
Total Title 06			0.11	0.11	100 %
Title 07 Investing in People, Social Cohesion and Values					
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.16	0.16	99 %
	07 02	European Social Fund PLUS (ESF+)	0.09	0.09	100 %
	07 03	Erasmus+	0.19	0.19	100 %
	07 06	Citizens, Equality, Rights and Values	0.01	0.01	100 %
	07 07	Justice	0.07	0.07	100 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.43	1.43	100 %
Total Title 07			1.94	1.94	100 %
Title 08 Agriculture and Maritime Policy					
08	08 01	Support administrative expenditure of the 'Agriculture and Maritime Policy' cluster	0.10	0.10	100 %
	08 02	European Agricultural Guarantee Fund (EAGF)	0.22	0.22	100 %
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.00	0.00	0 %
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.00	0.00	0 %
Total Title 08			0.32	0.32	100 %

Title 09 Environment and Climate Action					
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.14	0.14	100 %
Total Title 09			0.14	0.14	100 %
Title 10 Migration					
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.003	0.003	100 %
Total Title 10			0.003	0.003	100 %
Title 11 Border Management					
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.003	0.003	100 %
Total Title 11			0.003	0.003	100 %
Title 12 Security					
12	12 01	Support administrative expenditure of the 'Security' cluster	0.003	0.003	100 %
Total Title 12			0.003	0.003	100 %
Title 14 External action					
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.19	0.17	89 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.26	0.26	100 %
Total Title 14			0.45	0.43	95 %
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0.00	0.00	0 %
	20 03	Administrative operating expenditure	33.02	30.63	96 %
	20 04	Information and communication technology-related expenditure	0.18	0.18	100 %
	20 20	Pilot projects, preparatory actions, prerogatives and other actions	0.00	0.00	0 %
Total Title 20			32.19	30.80	96 %
Total			59.87	58.41	98 %

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).



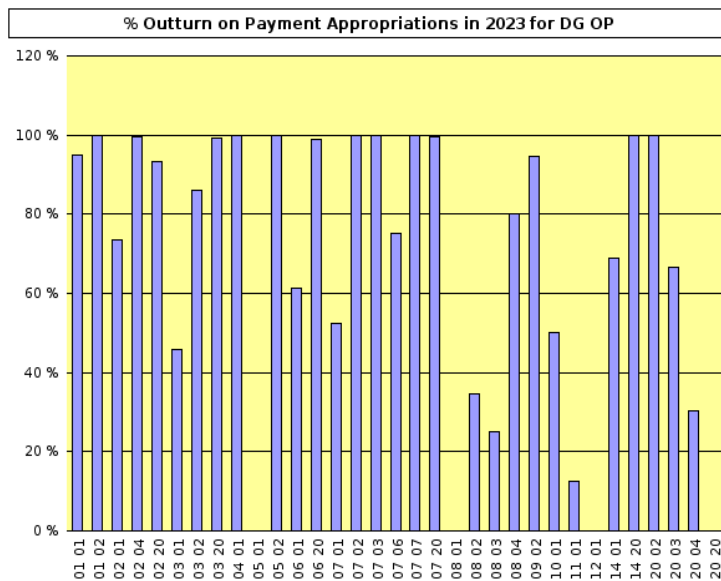
Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

TABLE 2: Outturn on payment appropriations in 2023 (in Mio EUR)					
			Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Title 01 Research and Innovation					
01	01 01	Support administrative expenditure of the 'Research and Innovation' cluster	1.23	1.16	95 %
	01 02	Horizon Europe	7.51	7.51	100 %
Total Title 01			8.74	8.67	99 %
Title 02 European Strategic Investments					
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.20	0.14	73 %
	02 04	Digital Europe programme	5.09	5.08	100 %
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.09	0.08	93 %
Total Title 02			5.38	5.31	99 %
Title 03 Single market					
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.06	0.03	46 %
	03 02	Single Market Programme	0.72	0.62	86 %
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	8.31	8.26	99 %
Total Title 03			9.09	8.90	98 %
Title 04 Space					
04	04 01	Support administrative expenditure of the 'Space' cluster	0.01	0.01	100 %
Total Title 04			0.01	0.01	100 %
Title 05 Regional Development and Cohesion					
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.01	0.00	0 %
	05 02	European Regional Development Fund (ERDF)	0.003	0.003	100 %
Total Title 05			0.01	0.003	36 %
Title 06 Recovery and Resilience					
06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.01	0.01	61 %
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.09	0.09	99 %
Total Title 06			0.11	0.10	95 %
Title 07 Investing in People, Social Cohesion and Values					
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.27	0.14	52 %
	07 02	European Social Fund PLUS (ESF+)	0.05	0.05	100 %
	07 03	Erasmus+	1.00	1.00	100 %
	07 06	Citizens, Equality, Rights and Values	0.01	0.01	75 %
	07 07	Justice	0.13	0.13	100 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.51	1.50	100 %
Total Title 07			2.97	2.83	95 %
Title 08 Agriculture and Maritime Policy					
08	08 01	Support administrative expenditure of the 'Agriculture and Maritime Policy' cluster	0.10	0.00	0 %
	08 02	European Agricultural Guarantee Fund (EAGF)	0.15	0.05	35 %
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.05	0.01	25 %
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.004	0.004	80 %
Total Title 08			0.31	0.07	22 %

Title 09 Environment and Climate Action					
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.14	0.13	95 %
Total Title 09			0.14	0.13	95 %
Title 10 Migration					
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.01	0.003	50 %
Total Title 10			0.01	0.003	50 %
Title 11 Border Management					
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.005	0.001	13 %
Total Title 11			0.005	0.001	13 %
Title 12 Security					
12	12 01	Support administrative expenditure of the 'Security' cluster	0.01	0.00	0 %
Total Title 12			0.01	0.00	0 %
Title 14 External action					
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.30	0.21	69 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.11	0.11	100 %
Total Title 14			0.41	0.31	77 %
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0.01	0.01	100 %
	20 03	Administrative operating expenditure	48.48	32.25	67 %
	20 04	Information and communication technology-related expenditure	0.18	0.05	30 %
	20 20	Pilot projects, preparatory actions, prerogatives and other actions	0.00	0.00	0 %
Total Title 20			48.67	32.32	66 %
Total			75.84	58.67	77 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

** A large part of the budget managed by the Office is allocated on administrative lines (non-differentiated credits) for which only part of the payments is made in year n, while the remaining balance is carried forward to year n+1. This has an impact on the overall implementation rate (73 %).



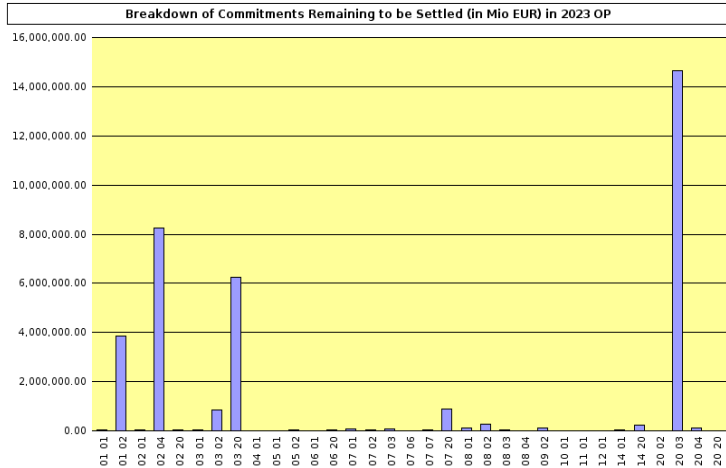
Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 3: Breakdown of commitments to be settled at 31/12/2023 (in Mio EUR)

TABLE 3: Breakdown of commitments to be settled at 31/12/2023 (in Mio EUR)									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2022	Total of commitments to be settled at end of financial year 2023	Total of commitments to be settled at end of financial year 2022
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 01 Research and Innovation									
01	01 01	Support administrative expenditure of the 'Research and Innovation' Cluster	0.23	0.17	0.06	24 %	0.00	0.06	1.00
	01 02	Horizon Europe	8.47	4.72	3.75	44 %	0.09	3.84	2.90
Total Title 01			8.70	4.90	3.81	44 %	0.09	3.90	3.90
Title 02 European Strategic Investments									
02	02 01	Support administrative expenditure of the 'European Strategic Investments' cluster	0.16	0.11	0.05	33 %	0.00	0.05	0.04
	02 04	Digital Europe programme	7.07	0.73	6.34	90 %	1.89	8.23	6.26
	02 20	Pilot projects, preparatory actions, prerogatives and other actions	0.09	0.07	0.02	20 %	0.02	0.04	0.04
Total Title 02			7.32	0.91	6.42	88 %	1.91	8.33	6.34
Title 03 Single Market									
03	03 01	Support administrative expenditure of the 'Single Market' cluster	0.05	0.02	0.03	54 %	0.00	0.03	0.02
	03 02	Single Market Programme	1.08	0.30	0.79	73 %	0.05	0.84	0.39
	03 20	Pilot projects, preparatory actions, prerogatives and other actions	7.47	3.53	3.94	53 %	2.32	6.26	7.18
Total Title 03			8.60	3.85	4.75	55 %	2.37	7.12	7.58
Title 04 Space									
04	04 01	Support administrative expenditure of the 'Space' cluster	0.00	0.00	0.00	0 %	0.00	0.00	0.01
Total Title 04			0.00	0.00	0.00	0 %	0.00	0.00	0.01
Title 05 Regional Development and Cohesion									
05	05 01	Support administrative expenditure of the 'Regional Development and Cohesion' cluster	0.00	0.00	0.00	100 %	0.00	0.00	0.003
	05 02	European Regional Development Fund (ERDF)	0.03	0.002	0.03	90 %	0.00	0.03	0.01
Total Title 05			0.03	0.002	0.03	91 %	0.00	0.03	0.01
Title 06 Recovery and Resilience									

06	06 01	Support administrative expenditure of the 'Recovery and Resilience' cluster	0.01	0.01	0.002	23 %	0.00	0.002	0.002
	06 20	Pilot projects, preparatory actions, prerogatives and other actions	0.10	0.07	0.03	27 %	0.00	0.03	0.02
Total Title 06			0.11	0.08	0.03	27 %	0.00	0.03	0.02
Title 07 Investing in People, Social Cohesion and Values									
07	07 01	Support administrative expenditure of the 'Investing in People, Social Cohesion and Values' cluster	0.16	0.08	0.07	46 %	0.00	0.07	0.12
	07 02	European Social Fund PLUS (ESF+)	0.09	0.05	0.05	50 %	0.01	0.05	0.15
	07 03	Erasmus+	0.19	0.10	0.09	47 %	0.00	0.09	0.90
	07 06	Citizens, Equality, Rights and Values	0.01	0.01	0.002	26 %	0.00	0.002	0.00
	07 07	Justice	0.07	0.04	0.02	36 %	0.01	0.04	0.10
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	1.43	0.74	0.69	48 %	0.18	0.87	0.95
Total Title 07			1.94	1.02	0.92	48 %	0.20	1.12	2.21
Title 08 Agriculture and Maritime Action									
08	08 01	Support administrative expenditure of the "Agriculture and Maritime Policy" cluster	0.10	0.00	0.10	100 %	0.00	0.10	0.00
	08 02	European Agricultural Guarantee Fund (EAGF)	0.22	0.00	0.22	100 %	0.04	0.26	0.09
	08 03	European Agricultural Fund for Rural Development (EAFRD)	0.00	0.00	0.00	0 %	0.04	0.04	0.11
	08 04	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	0.00	0.00	0.00	0 %	0.01	0.01	0.04
Total Title 08			0.32	0.00	0.32	100 %	0.08	0.41	0.24
Title 09 Environment and Climate Action									
09	09 02	Programme for the Environment and Climate Action (LIFE)	0.14	0.06	0.08	58 %	0.04	0.12	0.14
Total Title 09			0.14	0.06	0.08	58 %	0.04	0.12	0.14
Title 10 Migration									
10	10 01	Support administrative expenditure of the 'Migration' Cluster	0.003	0.00	0.003	100 %	0.00	0.003	0.003
Total Title 10			0.003	0.00	0.003	100 %	0.00	0.003	0.003
Title 11 Border management									
11	11 01	Support administrative expenditure of the 'Border Management' cluster	0.003	0.00	0.003	100 %	0.00	0.003	0.001
Total Title 11			0.003	0.00	0.003	100 %	0.00	0.003	0.001

Title 12 Security									
12	12 01	Support administrative expenditure of the 'Security' cluster	0.00	0.00	0.00	100 %	0.00	0.00	0.00
Total Title 12			0.00	0.00	0.00	100 %	0.00	0.00	0.00
Title 14 External Action									
14	14 01	Support administrative expenditure of the 'External Action' cluster	0.17	0.12	0.05	30 %	0.00	0.05	0.11
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	0.26	0.04	0.22	86 %	0.00	0.23	0.09
Total Title 14			0.43	0.16	0.27	64 %	0.00	0.28	0.20
Title 20 Administrative expenditure of the European Commission									
20	20 02	Other staff and expenditure relating to persons	0.00	0.00	0.00	0 %	0.00	0.00	0.01
	20 03	Administrative Operating expenditure	30.63	15.96	14.67	48 %	0.00	14.67	16.47
	20 04	Information and communication technology-related expenditure	0.18	0.05	0.12	70 %	0.00	0.12	0.00
	20 20	Pilot projects, preparatory actions, prerogatives and other actions	0.00	0.00	0.00	0 %	0.00	0.00	0.01
Total Title 20			30.80	16.01	14.79	48 %	0.00	14.79	16.49
Total			58.41	26.98	31.43	54 %	4.70	36.12	37.15



Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 4: Balance sheet

BALANCE SHEET	2023	2022
A.I. NON CURRENT ASSETS	9 739 985.44	6 651 366.26
A.I.1. Intangible assets	9 739 985.44	6 651 366.26
A.I.2. Property, plant and equipment	0.00	0.00
A.II. CURRENT ASSETS	3 559 155.30	3 522 956.38
A.II.3. Current exchange receivables & non-exchange recoverables	68 446.86	167 721.14
A.II.4. Inventories	3 478 290.03	3 345 818.46
A.II.6. Cash and cash equivalents	12 418.41	9 416.78
ASSETS	13 299 140.74	10 174 322.64
P.I. NON-CURRENT LIABILITIES	0.00	- 200 000.00
P.I.2. Non-current provisions	0.00	- 200 000.00
P.I.3. Non-current financial liabilities	0.00	0.00
P.II. CURRENT LIABILITIES	- 98 647.36	- 227 037.38
P.II.3. Current financial liabilities	0.00	0.00
P.II.4. Current payables	- 98 647.36	- 227 037.38
P.II.5. Current accrued charges & deferred income	0.00	0.00
LIABILITIES	- 98 647.36	- 427 037.38
NET ASSETS (ASSETS less LIABILITIES)	13 200 493.38	9 747 285.26
P.III.2. Accumulated surplus/deficit	400 512 530.04	352 000 485.15
Non-allocated central (surplus)/deficit (*)	- 413 713 023.42	- 361 747 770.41
TOTAL	0.00	0.00

(*) *Note for tables 4, 5 and 5bis:* The accounting situation presented in the balance sheet and statement of financial performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5: Statement of financial performance

STATEMENT OF FINANCIAL PERFORMANCE	2023	2022
II.1. REVENUES	- 3 553 393.18	- 2 150 331.55
II.1.1. Non-exchange revenues	- 94 100.06	- 154 558.40
II.1.1.8. Other non-exchange revenues	- 94 100.06	- 154 558.40
II.1.2. Exchange revenues	- 3 459 293.12	- 1 995 773.15
II.1.2.2. Other exchange revenue	- 3 459 293.12	- 1 995 773.15
II.2. EXPENSES	54 655 594.18	50 662 376.44
II.2. Expenses	54 655 594.18	50 662 376.44
II.2.11. Other expenses	33 106 276.95	31 594 910.37
II.2.2. Expenses implemented by Commission & executive agencies (DM)	21 959 608.59	19 535 118.08
II.2.6. Staff and pension costs	- 413 000.00	- 468 332.13
II.2.8. Finance costs	2 708.64	680.12
STATEMENT OF FINANCIAL PERFORMANCE	51 102 201.00	48 512 044.89

TABLE 5bis: Off-balance sheet

OFF BALANCE	2023	2022
OB.1. Contingent assets	2 727 407.00	2 727 407.00
GR for performance	2 727 407.00	2 727 407.00
OB.1.4. CA other	0.00	0.00
OB.2. Contingent liabilities	0.00	- 170 000.00
OB.2.7. CL legal cases other	0.00	- 170 000.00
OB.3. Other significant disclosures	- 78 844.35	- 154 018.29
OB.3.5. Operating lease commitments	- 78 844.35	- 154 018.29
OB.4. Balancing accounts	- 2 648 562.65	- 2 403 388.71
OB.4. Balancing accounts	- 2 648 562.65	- 2 403 388.71
OFF BALANCE	0.00	0.00

TABLE 6: Average payment times in 2023

Legal times									
Maximum payment time (days)	Total number of payments	Number of payments within time limit	Percentage	Average payment times (days)	Number of late payments	Percentage	Average payment times (days)	Late Payments Amount	Percentage
30	3 296	3 280	99.5 %	13.75	16	0.5 %	57.94	198 844.36	0 %
60	42	42	100 %	27.98				0.00	0 %

Total Number of Payments	3 338	3 322	99.5 %		16	0.5 %		198 844.36	0 %
Average Net Payment Time	14.15			13.93			57.94		
Average Gross Payment Time	17.72			17.44			75.88		

Suspensions							
Average report approval suspension days	Average payment suspension days	Number of suspended payments	Percentage of total number	Total number of payments	Amount of suspended payments	Percentage of total amount	Total paid amount
0	51	234	7.0 %	3 338	1 255 298.28	2.1 %	58 640 393.55

Late interest paid in 2023			
DG	GL Account	Description	Amount (EUR)
OP	65010100	Interest on late payment of charges New FR	2 708.64
			2 708.64

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 7: Situation on revenue and income in 2023

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
32	Revenue from the supply of goods, services and work - assigned revenue	3 857 028.87	177 137.92	4 034 166.79	3 776 163.60	177 137.92	3 953 301.52	80 865.27
33	Other administrative revenue	187 392.97	0.00	187 392.97	187 392.97	0.00	187 392.97	0.00
66	Other contributions and refunds	7 430.00		7 430.00	7 430.00		7 430.00	0.00
Total		4 051 851.84	177 137.92	4 228 989.76	3 970 986.57	177 137.92	4 148 124.49	80 865.27

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 8: Financial impact of *ex ante* and *ex post* controls in 2023

<i>Ex ante</i> controls	Irregularity	Total undue payments recovered
Non eligible in cost claims		
Credit notes	27 230.59	27 230.59
Recovery orders on pre-financing		
Sub-total	27 230.59	27 230.59

<i>Ex post</i> controls	Irregularity	Total undue payments recovered
Income lines in invoices		
Recovery orders other than on pre-financing		
Sub-total		

Grand total (<i>ex ante</i> + <i>ex post</i>)	27 230.59	27 230.59
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Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 9: Ageing balance of recovery orders at 31/12/2023

	Number at 1/01/2023	Number at 31/12/2023	Evolution	Open amount (EUR) at 1/01/2023	Open amount (EUR) at 31/12/2022	Evolution
2022	16		- 100 %	177 137.92		- 100 %
2023		9			80 865.27	
	16	9	- 43.75 %	177 137.92	80 865.27	- 54.35 %

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 10: Recovery order waivers ≥ EUR 60 000 in 2023

Waiver central key	Linked RO central key	RO accepted amount (EUR)	LE account group	Commission decision	Comments

Total	
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Number of RO waivers	
-----------------------------	--

There are no waivers below EUR 60 000

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 11: Negotiated procedures in 2023**Internal procedures > EUR 60 000**

Negotiated procedure legal base	Number of procedures	Amount (EUR)
Annex 1 - 11.1 (e) - New services/works consisting in the repetition of similar services/works	1	1 500 000.00
Total	1	1 500 000.00

TABLE 12: Summary of procedures in 2023**Internal procedures > EUR 60 000**

Procedure legal base	Number of procedures	Amount (EUR)
Negotiated procedure middle value contract (Annex 1 - 14.2)	3	369 762.56
Negotiated procedure without prior publication (Annex 1 - 11.1)	1	1 500 000.00
Open procedure (FR 164 (1)(a))	4	113 844 000.00
Total	8	115 713 762.56

TABLE 13: Building contracts in 2023

Legal base	Contract number	Contractor name	Description	Amount (EUR)

TABLE 14: Contracts declared secret in 2023

Legal base	Procedure subject	LC/FW?	LC contract/ Grant type or FW type	LC date	Contract/ FW number	Contract/ FW subject	Amount (EUR)

TABLE 15: FPA duration exceeds 4 years

None of your FPA (if any) exceeds four years

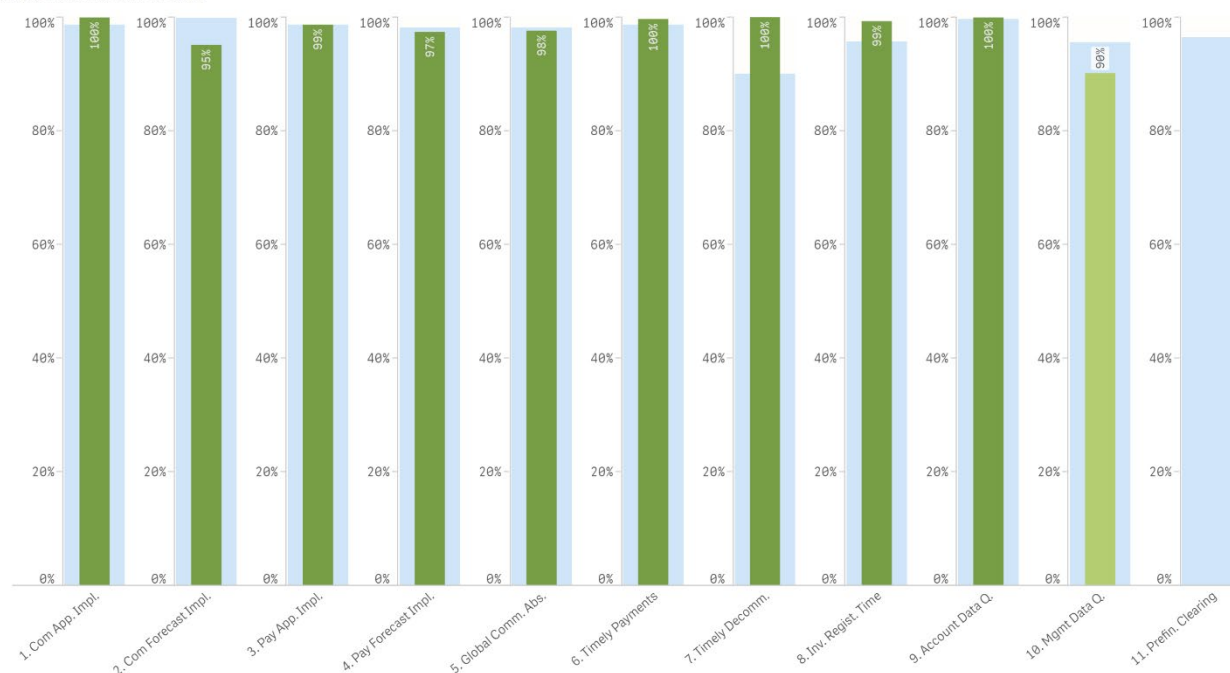
TABLE 16: Commitments co-delegation type 3 in 2023

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ANNEX 4: Financial scorecard

This annex service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2023, eleven standard financial indicators are presented below, each with its objective and result for the Office and for the Commission as a whole (for benchmarking purposes). For each indicator, the Office's value (in %) is compared to the common target (in %).

OP Indicator Scores for 2023 12



For each indicator the light blue bar denotes the EC Score.

Indicator	Objective	Comment	OP Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of financial year		100 %	99 %
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year		95 %	100 %
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of financial year		99 %	99 %

4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year		97 %	98 %
5. Global Commitment Absorption	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		98 %	98 %
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines	The Office pays special attention to the timeliness of payments. An alert system has been put in place to follow the progress of all payment files and prompt the relevant financial actors when their action might be necessary ahead of approaching deadlines.	100 %	99 %
7. Timely Decommitments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle		100 %	90 %
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		99 %	96 %
9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		100 %	100 %
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		90 %	96 %
11. Timely Invoice PF clearing	Ensure efficient clearing by invoices of prefinancing payments within the invoice payment time limit	The indicator is not applicable for DG OP in 2023 due to the lack of underlying transactions recorded by DG OP in 2023.	-	100 %

ANNEX 5: Materiality criteria

Since 2019 ⁽²⁾, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2 % materiality threshold are deemed not substantial for segments representing less than 5 % of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

1. Quantitative weaknesses [significant occurrence of errors in the underlying transactions (legality and regularity)]

The threshold of 2 % of authorised payments used by the Commission and the ECA as well as the quantification of the financial impact are applied.

2. Qualitative weaknesses

Even if a potential financial loss is not material under this quantitative criterion or where the financial impact cannot be quantified with reasonable assurance, the error may still be significant in the light of qualitative criteria.

Such weaknesses may be:

- significant control system weaknesses;
- insufficient audit coverage and/or inadequate information from internal control systems;
- critical issues reported by the ECA, the IAS or OLAF;
- significant reputational events, including their assessment (identification of the impact on reputation, the breadth of awareness of the event and the duration of impact on reputation).

The Office decides on materiality in particular taking into account:

- the reputational risk for the institutions;
- whether the error persists for a longer period (this period is assessed based on the nature of the error); and
- whether mitigating controls or corrective actions can be taken.

No significant errors of this type, no significant control system weaknesses or significant reputational events were identified in 2023.

3. Critical issues reported by the ECA, the IAS and OLAF

No critical issues were reported.

There were no audit recommendations open at the end of the year. No issues were reported by OLAF in 2023.

⁽²⁾ Agreement of the Corporate Management Board of 30 April 2019.

ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)

DIRECT MANAGEMENT — PROCUREMENT

PUBLIC PROCUREMENT PROCEDURES

Main control objectives: ensure procurement procedures do not lead to incorrect attribution of contracts

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-effectiveness indicators (3 Es)
Irregularities or errors in the procurement procedure may lead to incorrect attribution of contracts.	<p>Each contract above an established threshold (at the moment EUR 1 000 000) is subject to an analysis or evaluation before launching the procurement procedure.</p> <p>The authorising officer by subdelegation decides on the attribution of contract after consultation of the Office's <i>Comité des achats et marchés</i> (CAM).</p> <p>Composition of evaluation committees is subject to strict rules.</p>	<p>Semi-annual checks of availability of evaluations.</p> <p>Monitoring CAM opinions.</p> <p>Monitoring by the Contracts and Copyright Unit.</p>	<p>Effectiveness: Percentage of evaluations available for launched procedures.</p> <p>Number of opinions given by the CAM.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Efficiency: Percentage of contract amount used for control of procurement procedures.</p> <p>Economy (costs): Costs are estimated by determining the full-time staff equivalent dealing with monitoring and control of procurement procedures.</p>

COMMITMENTS AND PAYMENTS

Main control objectives: ensure commitments and payments are regular and legal

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
Improper application or non-application of contract conditions may lead to unjustified payments/undue advantages.	<p>Overrides of contract conditions and deviations from procedures are registered in the register of exceptions which is analysed semi-annually.</p>	<p>All exceptions registered are analysed.</p>	<p>Effectiveness: Number and value of exceptions in relation to the total number and value of financial transactions.</p> <p>Number of penalty and other contract condition overrides in the register of exceptions.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Efficiency: Times per year the register of exceptions is analysed.</p> <p>Economy (costs): Cost is time spent on analysing the register of exceptions.</p>
Errors in preparing and processing budgetary	<p>Operational and financial</p>	<p>All transactions are subject to first</p>	<p>Effectiveness: Coverage of financial</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
commitments may lead to irregularities or illegal commitments.	<p>verification.</p> <p>Every year the financial control performs:</p> <ul style="list-style-type: none"> — until April, sample based second level <i>ex ante</i> controls of commitments on advance appropriations and commitments. Exemption from second level <i>ex ante</i> controls is granted until the end of the year based on these results; — a sample based <i>ex post</i> control of commitments not subject to second level <i>ex ante</i> controls in year n-1. 	<p>level verification.</p> <p>The sample size of <i>ex post</i> and second level <i>ex ante</i> controls is expressed in percentage of the number and value of all transactions in the controlled period.</p>	<p>control.</p> <p>Error rate.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>The Office also considers the difference between:</p> <ul style="list-style-type: none"> — amounts affected by errors as identified; and — amounts affected by errors without controls being in place (according to a hypothetical error rate). <p>Efficiency: Cost of controls in percentage of transaction value.</p> <p>Cost of control per transaction.</p> <p>Economy (costs): Cost is full-time staff equivalent spent on verification and financial control.</p>
Errors during the preparation and processing of payments may lead to irregularities or illegal payments.	<p>Operational and financial verification (<i>ex ante</i>).</p> <p>Financial control performs quarterly <i>ex post</i> controls.</p>		

REVENUES — RECOVERY ORDERS

Main control objectives: ensure that advanced and periodic recovery orders are correctly established for all services rendered

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
Data in recovery orders established are not correct, final settlement contains errors or recovery orders are not established for services rendered for other DGs, institutions or bodies.	<p>Operational and financial verification and monitoring by the head of the budget cell.</p> <p>Every year the financial control performs:</p> <ul style="list-style-type: none"> — until April, sample based second level <i>ex ante</i> controls of recovery orders; — a sample based <i>ex post</i> controls of recovery orders not subject to second level <i>ex ante</i> controls in year n-1. <p>IT systems are in place to provide data for the establishment of the settlement and to enable follow-up of recovery orders.</p> <p>Clients are continuously informed of the costs and can check the correctness.</p>	<p>All transactions are subject to first level verification.</p> <p>The sample size of <i>ex post</i> and second level <i>ex ante</i> controls is expressed in percentage of the number and value of all transactions in the controlled period.</p> <p>Monitoring and analysing exceptions.</p>	<p>Effectiveness: Coverage of financial control.</p> <p>Error rate.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Efficiency: Cost of controls in percentage of transaction value.</p> <p>Cost of control per transaction.</p> <p>Economy (costs): Cost is full-time staff equivalent spent on verification and financial control.</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
	<p>In case of advance recovery orders, there is a summary settlement at the end of the year.</p> <p>For periodic recovery orders, a monthly statement is sent to the clients who have two weeks to check and react.</p>		

OTHER TRANSACTIONS

Main control objectives: ensure transfers are regular and legal

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
<p>The requests for transfer of appropriations may be illegal or irregular due to improper preparation or mistakes during preparation.</p>	<p>Financial control checks all requests for transfer (<i>ex ante</i>).</p>	<p>100 %</p>	<p>Effectiveness: Number of requests checked. Transfer requests in error.</p> <p>Benefits are qualitative and their main effect is of a preventive nature. Occasional corrections may be undertaken due to financial control observations.</p> <p>Efficiency: Number of errors detected.</p> <p>Economy (costs): Cost is full-time staff equivalent devoted to controls.</p>

Main control objectives: protection of assets and information

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
<p>A write-off request may be illegal or irregular due to improper preparation or mistakes during preparation.</p>	<p>Financial control checks all write-off requests (<i>ex ante</i>).</p>	<p>100 %</p>	<p>Effectiveness: Number of requests checked.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Occasional corrections may be undertaken due to financial control observations.</p> <p>Efficiency: Number of errors detected.</p> <p>Economy (costs): Cost is full-time staff equivalent devoted to controls.</p>

ANNEX 7: Specific annexes related to "financial management"

Sound financial management			
Indicator: Estimated risk at closure			
Source of data: Publications Office, Unit 01			
Baseline	Target	Latest known results	
(2019)	(2024)	(31 December 2023)	
0.12 % of relevant expenditure	< 2 % of relevant expenditure	0.0045 %	
Main outputs in 2023:			
Output	Indicator	Target	Latest known results 2023
Effective controls: Legal and regular transactions	Risk at payment	< 2 % of relevant expenditure	0.0045 %
	Estimated risk at closure	< 2 % of relevant expenditure	0.0045 %
Effective controls: Safeguarded assets and information	Number of data leaks	0	0
<i>Ex post</i> controls (payments)	Coverage of <i>ex post</i> controls in % of transactions value (payments)	> 15 % of transactions value	28.92 %
Economical controls	Overall estimated cost of controls	< 5 % of funds managed	1.8 %
Efficient controls	Percentage of payments (in value) on time	> 99 %	99.44 %
	Percentage of budget execution (commitments) with respect to final budgets	> 99 %	100 %

Fraud risk management			
Indicator: Implementation of the actions included in the Office's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)			
Source of data: The Office's Annual Activity Report, the Office's anti-fraud strategy, OLAF reporting			
Baseline	Interim Milestone	Latest known results	
(2019)	(2024)	(31 December 2023)	
100 %	100 % of action points implemented in time	100 %	
Main outputs in 2023:			
Output	Indicator	Target	Latest known results 2023
Review anti-fraud strategy of the Office	Anti-fraud strategy reviewed	Q4 2023	Anti-fraud strategy 2024-2026 reviewed in December 2023 following a fraud risk assessment, and is in the internal approval phase

Implementation of the anti-fraud strategy of the Office	Degree of implementation of the actions included in the Office's anti-fraud strategy	100 %	100 %
Dedicated anti-fraud training	Percentage of staff reached by training activities	50 %	62 %

Economy = the cost of controls

Every year, in cooperation with all units, the Strategy, Governance and Internal Control Unit estimates the costs of controls in place by reviewing the number of full-time equivalent (FTE) staff members and their activity-ratio dedicated to control tasks, and by monitoring the total number and types of transactions carried out. For 2023, the corporate methodology for the estimation, assessment and reporting on the cost-effectiveness of controls was applied and the costs of controls were separated by the applicable control system in *ex ante* and *ex post* controls.

Control of commitments and payments

- ***Financial circuits procedures***

For the verification of commitments and payments, an estimated EUR 2.49 million were invested in controlling 5 163 financial transactions worth EUR 217.21 million, out of which EUR 58.67 million represented payments. These costs mostly refer to the effort invested in the verification of the transactions by the operational units, the budget execution section and the financial control, and mainly correspond to *ex ante* controls. Thus 4.25 % of the total payment amount was dedicated to control.

- ***Financial control procedures***

Regarding *ex ante* controls on commitments and recovery orders performed by the Financial Control of the Office, the methodology has been changed but the target sampling rate remained the same (40 % or 25 % depending on the type of transaction). The Director-General, decides based on the workload of the Finance Unit/Financial Control team, to launch the controls from the moment the anticipated credits are made available until the end of April in the form of a periodical *ex post* control. Beginning of May, Financial Control, based on the ratio qualifying the quality and the regularity level, makes to the Director-General a proposal on the exemption until the end of year n for each unit. The financial activity in terms of commitments and recovery orders, for non-exempted unit/s remains under level 2 *ex ante* control on a daily basis until 31 of December year n. Beginning of year n+1, a global *ex ante* exercise report is produced. In addition, one *ex post* control exercise takes place during year n+1 for verifying the quality and regularity of files produced by the exempted units. Regarding quarterly *ex post* controls on payments, since the beginning of 2017, a stratified sampling methodology is applied with a target of 15 % of the total amount. The target sampling rates were complied with in 2023.

Public procurement control procedures

For public procurement, an estimated EUR 0.86 million were invested in controlling 26 procurement procedures (including negotiated procedures under EUR 60 000 and budgetary increase and amendment procedures) with a total value of EUR 118.25 million which resulted in 36 contracts or amendments signed. Thus 0.73 % of the procurement value was dedicated to control. As most of these controls are performed before the launch of the procurement procedures, the costs correspond mainly to *ex ante* controls.

Recovery orders

A total of EUR 0.1 million were invested in controlling revenues (recovery orders) worth EUR 4.2 million.

Overall controls

Overall controls (including control of procurement, control of financial circuits, financial control, control related to budget and accounting, coordination and internal control) cost EUR 3.51 million, which is 1.8 % of the value of transactions in the scope of the different types of controls — this includes the value of procurement procedures verified, the amount of payments made, recovery orders and assets. In 2022, the costs of controls were EUR 3.77 million.

Charge-back

Baseline services are provided by the Office free of charge, following organised interinstitutional cooperation under a common governance structure in which the EU institutions are represented and for which the necessary appropriations are allocated in the budget of the service provider.

Services provided by the Office to the Commission DGs, EU institutions, agencies and other bodies fall under this category and therefore standard charge-back costing models are not applied. Therefore, the Office only charges back to its clients the externally contracted costs for which the appropriations are not allocated to the budget of the Office. Such chargeable services are listed in the Office's catalogue of services and are subject to charge-back, both internally within the Commission and externally with the EU institutions, agencies and other bodies.

Table Y - Overview of the Office's estimated cost of controls at Commission (EC) level

EXPENDITURE (in EUR)

Publications Office	Ex ante controls			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR	EC total costs	related payments Made	Ratio (%) (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%) (g)/(b)
Commitments and payments	1 846 115	58 666 811	3.15 %	647 118	37 383 234	1.73 %	2 493 233	4.25 %
OVERALL total estimated cost of control at EC level for expenditure	1 846 115	58 666 811	3.15 %	647 118	37 383 234	1.73 %	2 493 233	4.25 %

NON-EXPENDITURE ITEMS (in EUR)*

Publications Office	Ex ante controls			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR	EC total costs	related amounts	Ratio (%) (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%) (g)/(b)
Only applicable for DGs with non-expenditure items								
Public procurement procedures**	639 937	118 253 179	0.54 %	222 233	118 253 179	0.19 %	862 170	0.73 %
Revenues - recovery orders	53 338	4 228 990	1.26 %	53 681	232 965	23.04 %	107 019	2.53 %
Other transactions / protection of assets and information	5 620	13 299 141	0.04 %	38 626	13 299 141	0.29 %	44 246	0.33 %

* These include revenue operations (e.g. assigned revenue, fines, interest); assets (e.g. (in) tangible or financial assets, inventories, treasury) and financial liabilities or 'off balance sheet' items (e.g. employee benefits, guarantees offered or other commitments).

** These include controls of the preparation of the procurement procedures (control of the specifications, controls done by the CAM committee) and concern the procurement procedure as a whole.

ANNEX 8: Specific annexes related to "assessment of the effectiveness of the internal control systems"

Not applicable.

ANNEX 9: Specific annex related to "Control results"

Table X: Estimated risk at payment and at closure

Publications Office	'Payments made' (in 2023; m EUR)	Minus new prefinancing [plus retentions made] (in 2023; m EUR)	Plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2023; m EUR)	Relevant expenditure" (for 2023; m EUR)	Detected error rate or equivalent estimates	Estimated risk at payment (in 2023; m EUR)*	Adjusted average recoveries and corrections (adjusted ARC; %)	Estimated future corrections [and deductions] (for 2023; m EUR)	Estimated risk at closure (for 2023; m EUR)*
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Publications	58.67	0	0	58.67	0.01 %	0.01	0	0	0.01
Total	58.67	0	0	58.67	0.01 %	0.01	0	0	0.01
						Overall risk at payment in %		Overall risk at closure in %	0.01 % = (10) / (5)

Notes to the table X

(2) Payments made or equivalent, e.g. expenditure registered in the Commission's accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle.

In all cases of Co-Delegations (Internal Rules Article 3), "payments made" are reported by the Delegated departments. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating departments.

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & regularity errors (see the ECA's Annual Report methodological annex 1.1), our concept of "relevant expenditure" includes the payments made, subtracts the new pre-financing paid out [& adds the retentions made], and adds the pre-financing actually cleared [& subtracts the retentions released; and any deductions of *expenditure made by MS*] during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (e.g. *administrative expenditure, operating contributions to agencies*), the rate which should be used is 0.5 % as a conservative estimate, unless the department has a more precise estimate based on evidence. In 2023 the average error rate is close to zero and has been rounded up to 0.01 %. The estimated overall amount at risk (EUR 2 400) is calculated based on this rounded up percentage.

(8) The adjusted average recovery and corrections percentage is to some extent based on the 7 years historic Average of Recoveries and financial Corrections (ARC), which is the best available indication of the corrective measures each department applied over the past years as a result of ex post controls. The AOD has adjusted this historic average (from 0.04 % to 0 %) in order to come to the best and most conservative estimate of the ex post future corrections to be applied to the reporting year's relevant expenditure for the

current programmes. Taking into account the nature of the Office's expenditure, in particular its low error rate, as well as the existing controls in place, the Office considers it is unlikely that future corrections for the 2023 payments will be made. Therefore, the estimated future corrections for 2023 expenditure are EUR 0 million.

*The amounts of the estimated risk at payment and risk at closure are close to zero (m EUR 0.002), the figures in the table are rounded up to 2 digits.

ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management

Human resource management		
Indicator 1: Number and percentage of first female appointments to middle management positions		
Source of data: SEC(2020)146 and SEC(2023)200		
Baseline	Target	Latest known results
(2019)	(2022) + (2024)	(2023)
8 female middle managers out of 17 (47 %)	Period 2020-2022: 2 first female middle management appointments Period 2023-2024: no target proposed; the objective is to make balanced first appointments	No first female appointment occurred at middle management level out of 1 first appointment (0% first female appointment) in 2023. 47 % female representation end of 2023
Indicator 2: The Office's staff engagement index		
Source of data: Commission staff survey		
Baseline	Target	Latest known results
(2018)	(2024)	(2023)
67 %	70 %	71 %

Main outputs in 2023:			
Output	Indicator	Target	Latest known results 2023
Staff engagement	Individual meetings of the DG with all colleagues joining the Office	100 %	100 %
	Regular town hall meetings for all staff	4 in 2023	5
Gender balance	Number of women participating in talent development and coaching actions	5	7
Gender balance at all management levels	Percentage of women in senior management positions	40 %	60 %
	Percentage of women as deputy directors	50 %	50 %
	Percentage of women in middle management positions	50 %	47 %
	Percentage of women in deputy middle management positions	50 %	41 %

Digital transformation and information management

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions ⁽³⁾

Source of data: Publications Office, Unit A.3

Baseline	Interim Milestone	Target	Latest known results
(2018)	(2022)	(2024)	(2023)
36 %	60 %	90 %	64 %

Indicator 2: Percentage of the Office's key data assets ⁽⁴⁾ for which corporate principles for data governance ⁽⁵⁾ have been implemented

Source of data: Publications Office, Local Data Correspondent

Baseline	Interim Milestone	Target	Latest known results
(2019)	(2022)	(2024)	(2023)
75 %	85 %	90 %	85 %

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data: Publications Office, Unit O1

Baseline	Interim Milestone	Target	Latest known results
(2018)	(2021)	(2024)	(2023)
Circa 10 %	50 %	100 %	88 %

Main outputs in 2023:

Output	Indicator	Target	Latest known results 2023
Enhancing digital culture and literacy in line with the New Digital Strategy	Launch and implementation of digital literacy objectives for staff and management	> 80 % coverage of staff by Q4 2023	> 80 %
Initiatives supporting business transformation in line with the New Digital Strategy	Launch of Unified Production Platform modules for general publications	Q2 2023	Q2 2023
Review of digital systems and services in line with the New Digital Strategy	Finalisation of CELLAR renovation study	Q3 2023	Q3 2023
	Implementation of measures foreseen in the IT security plans approved in 2022	Q4 2023	76 % of all actions proposed for the implementation of security measures are complete or in progress.
IT security plans are kept up to date	All IT security plans are reviewed and none is more than two years old	100 %	100 %

⁽³⁾ The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy.

⁽⁴⁾ A key data asset is defined as any entity that comprises a source of data based on projects or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata.

⁽⁵⁾ This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the Commission' data inventory.

	All IT priority controls are implemented, in particular MFA/EU Login	Q4 2023	100 % of IT priority controls are attested. Implementation of non-compliance is an ongoing task
Cybersecurity awareness training	Staff correct responses on security quizzes and tests (e.g. phishing)	> EC average	Score of OP staff = EC average, both at roughly 90.5 %
Compliance of data processing records	Percentage of records revised / updated throughout the year	90 %	90 %

Sound environmental management

Indicator 1: Overall environmental performance

Source of data: Publications Office, Unit D.4 in cooperation with OIL Proximity Team

Indicator 1.1: Office paper consumption

Baseline	Target	Latest known results
(2019)	(2024)	(2022)
7.5 tonnes	< Baseline	1.91 tonnes

Indicator 1.2: Energy consumption of buildings (electricity and heating)

Baseline	Target	Latest known results
(2019)	(2024)	(2022)
7 113.92 MWh/year	< Baseline	4 005.65 MWh/year

Indicator 1.3: Water use

Baseline	Target	Latest known results
(2019)	(2024)	(2022)
8 112.69 m ³	< Baseline	3 230.36 m ³

Indicator 1.4: CO2 emissions from buildings

Baseline	Target	Latest known results
(2019)	(2024)	(2022)
316.1 tonnes	< Baseline	513 tonnes

Indicator 2: Environmentally friendly waste management

Source of data: Publications Office, Unit D.4 in cooperation with OIL

Baseline	Target	Latest known results
(2018)	(2024)	(2023)
SuperDrecksKëscht fir Betriber label for waste sorting methods	Maintain label	The label is still valid for the Mercier building occupied until July 2023

Main outputs in 2023:

Output	Indicator	Target	Latest known results 2023
Staff awareness actions about waste generation	Percentage of staff informed (intranet, emails, presentations, etc.)	100 %	100 %

Staff awareness actions to reduce water and energy use	Percentage of staff informed (intranet, emails, presentations, etc.)	100 %	100 %
Reducing CO2, equivalent CO2 and other atmospheric emissions	Percentage of staff informed (intranet, emails, presentations, etc.)	100 %	100 %
	CO2 (t) emissions from the Office's missions	Reduce the Office's CO2 emissions from missions compared to 2019 (%)	11.53 CO2 (t) -72 % compared to 2019 (41,15 CO2 (t))
Green Public Procurement for supplies and services	Percentage of relevant ⁽⁶⁾ high-value calls for tenders incorporating green procurement criteria	100 %	100 %
Organisation of sustainable events	Percentage of sustainable events	100 %	100 %

ANNEX 11: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

Not applicable.

ANNEX 12: EAMR of the Union Delegations

Not applicable.

ANNEX 13: Decentralised agencies and/or EU Trust Funds

Not applicable.

ANNEX 14: Reporting on the Recovery and Resilience Facility

Not applicable.

⁽⁶⁾ Depending on the nature of supplies and services, relevant calls for tender are those where green criteria can and should be used.