

2018

Annual Activity Report

Annexes

**Office for Infrastructure and
Logistics in Brussels**

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ANNEX 1: Statement of the Head of Unit in charge of Risk Management and Internal Control¹

I declare that in accordance with the Commission's communication on the internal control framework², I have reported my advice and recommendations on the overall state of internal control in OIB to the Executive Director.

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

Brussels, 29/03/2019

"e-signed"

Pierre-Olivier Bindels

Head of Unit responsible for Risk Management and Internal Control

¹ OIB's director entrusted this function to the Head of Unit responsible for budget, public procurement, internal control and planning.

² C(2017)2373 of 19.04.2017.

ANNEX 2: Reporting – Human Resources, Better Regulation³, Information Management, External Communication⁴ and Internal Control

1. Human resources

1.1 OIB staff structure

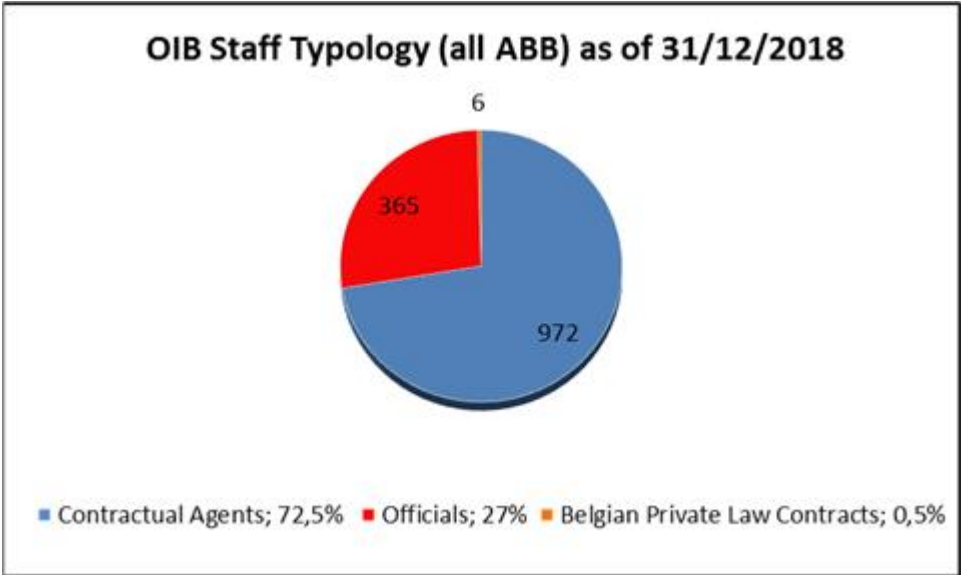
OIB is the sixth largest services in the Commission in terms of staff numbers. Efficient human resources management is therefore of key importance for the successful execution of the operational activities and the services provided by the Office.

In 2018 there was an increase in staff numbers from 1150 in 2017 to 1343 mostly due to the Synergies and Efficiencies Logistics exercise. The obligatory 5% staff cut was applied to OIB until 2018 (1% per year). The redeployment tax of 0.25% reduced the AST staff by 1. The colleagues within the Synergies and Efficiencies exercise in logistics (162) were placed at disposal on the 1/4/2017 and officially transferred on 01/01/2018.

72.5% of OIB staff are contract agents (mostly FGI and FGII) of whom the majority have contracts of unlimited duration.

The staff structure of OIB differs from most services and DGs of the Commission in that there are some very specific job profiles for staff carrying out the operational activities of the Office, such as: nursery nurses, educators, drivers, building superintendents and staff doing manual tasks.

At 0.8%, the percentage of local support and coordination functions (local overheads) in OIB in 2018 is well below the Commission average of 6.2%. In addition, it should be noted that the management structure in OIB is relatively light with only 13 units (with an average staff of +/- 100 and maximum of over 200) and a low number of AD staff 88 representing 6% of the total population of the Office). To be noted that one additional unit (OIB.03) was created in January 2018. Most of the AD staff in OIB has management responsibilities and in recent years a number of AST posts (3 in 2018) have been converted into AD posts in order to strengthen the overall management capacity of the Office. As a result, the number of AD staff amongst the officials working in OIB has increased slightly in recent years.



³ The chapter is not applicable to OIB.

⁴ Please see chapter 2.2

Human Resources by ABB activity at 31/12/2018				
Code ABB	ABB Activity	Establishment Plan posts	Contractual agents & private law contracts	Total
ABB1	Building & related costs	124	173	297
ABB2	Equipment and services	187	748	935
ABB3	Administrative support	54	57	111
Total		365	978	1343

1.1 Human resources - 2018 work programme

Objective : OIB deploys effectively its resources in support of the delivery of the OIB's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Indicator 1: Percentage of female representation in middle management

Source of data: OIB data

Baseline (2015)	The latest known results (31/12/2018)	Target (2020)
25% (3 posts out of 12)	38% (6 posts out of 16) (including OIB.03's HoU appointed June 2018)	40% (Commission target)

Indicator 2: Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey, conducted every 2 years

Baseline (2014)	The latest known results (31/12/2018)	Target (2020)
29%	2016: 36% 2018: 52% OIB = EC average	37% (Commission average)

Indicator 3: Staff engagement index for OIB Staff

Source of data: Commission staff survey, conducted every 2 years

Baseline (2014)	The latest known results (31/12/2018)	Target (2020)
64%	2016: 60% 2018: 63% OIB (69% EC average)	74% (back to level 2013)

Objective 1: OIB deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Main outputs in 2018:

Description	Indicator	The latest known results (2018)	Target
1. Structure of OIB workforce	1. Percentage of female representation in middle management	38%	1. 40% by 2020
Key actions: 1.1 Reductions in posts whilst maintaining the operational effectiveness of OIB, reductions (simplifications and rationalisation measures, synergies, transfer or reductions of activities).	1.1 Identification of reductions foreseen within the time limits	1.1 3 posts were rendered in 2018 according to the S&E logistics planning	1.1 100% achievement in line with foreseen schedule (1 AST post as redeployment

1.2 Ensured succession planning for key functions.	1.2 Identification of future mobility for managerial, AD and AST key positions and timely publication to fill these posts.	1.2 Accomplished: 1 out of 2 female HoU appointments	tax confirmed) 1.2 First appointment of 2 female managers by end 2019.
1.3 Enhanced managerial capacity of OIB by proposing to create a new unit.	1.3 Deliver as planned	1.3 OIB.03 unit was created on 16/01/2018	1.3 100% achievement
2. Career Development /talent management			
Key action:			
2.1 Organised training to develop leadership skills amongst OIB's managers down to team leader level as follow up of the 360° exercise run in 2016-2017.	2.1 Training courses organised by end 2018 for all managers	2.1 Masterclasses run with all managers, in at least in 3 areas marked for development in the 360° exercise Nine managers participated in individual coaching sessions (10h/person). Best practices management network created	2.1-2.2 100% done
2.2 Consolidation of competencies and skills of logistic staff redeployed to OIB in the framework of the Synergies & Efficiency logistics project.	2.2 Identification of specific learning needs and necessary training programmes.	2.2 Specific training plan created by RE.3 for LPT staff members including both internal and external training courses, on-the-job learning etc.	2.2 Training delivered to logistic staff as identified in the strategic training framework for 2018
3. Staff motivation and engagement			
Source: Commission staff survey			
	3.a) Staff engagement index (60% in 2016)	3.a) 2018: 63% EC: 69%	3.a) 2018: 65% (74% 2020 target = 2013 results)
	3.b) % of staff who feel that the Commission cares about their well-being (36% in 2016)	3.b) 2018: 52% OIB's results are equal to the Commission average	3.b) 2018: keep stable (37%, EC average, 2020 target)
Key actions:			
3.1 The 'Value chart' is embedded in the culture of OIB.	3.1 Value chart is communicated to	3.1 Value charter disseminated	3.1 by 31/12/2018

<p>3.2 The "Results for OIB" (R4OIB) group chaired by the Director continues its efforts by creating and proposing actions aimed at improving the working conditions and the wellbeing of OIB colleagues.</p> <p>3.3 '<i>Fit@work</i>' programme targeted to staff needs in the different buildings of OIB; Organise a 'Health Week' in cooperation with the Medical Service and PMO took place in April 2018.</p>	<p>all staff via different channels and discussed in unit meetings with the Ambassadors.</p> <p>3.2 Four to six group meetings per year.</p> <p>3.3 '<i>Fit@Work</i>' actions in place: 2 actions per day during 4 days, 1 action on Wednesdays.</p>	<p>(posters, videos, etc.) in Q1 2018, and discussed with staff</p> <p>3.2 Two meetings were held</p> <p>3.3 Health Week organised with PMO and Medical Service on 23-27 April 2018.</p>	<p>every unit have discussed the value chart</p> <p>3.2 by 31/12/2018</p> <p>3.3 Health Week organised in Q2 2018.</p>
<p>4. Stabilise staff absenteeism The sickness absence rate in OIB is not comparable with other DGs, because many of OIB employees perform their activities within a demanding environment (e.g. childcare nurses are constantly in close contact with infants, which increases their risk of disease; some staff carry out manual activities which stress their physical limits; the presence on constructions sites involves an increased risk of accidents).</p>			
<p>Key action: 4.1 Completion of the actions foreseen in the IAS audit action plan on management of absenteeism in Offices (calculation of the sickness absence reference rate - in collaboration with DG HR, excluding medical and social care, transport, buildings, supplies & catering), continue to monitor sickness absence levels in conjunction with the AMC and apply the measures identified with OIB managers aiming to reduce sickness absence levels.</p>	<p>4.1 Measures in audit action plan implemented</p> <p>4.1 2018 sickness absence reference rate</p>	<p>4.1 On-going</p> <p>4.1 Sickness absence reference rate: 7.8% (January-October 2018)</p>	<p>4.1 100% implementation</p> <p>4.1 Keep stable</p>

2. Internal Control – 2018 work programme

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

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

Indicator 1: Estimated residual error rate

Source of data: OIB data

Baseline (2014)	The latest known results (2018)	Target (2020)
0% (no serious error)	0.02% (no serious error)	Below the materiality criteria of 2%.

Indicator 2: Estimated overall amount at risk for the year for the entire budget under OIB responsibility.

Source of data: OIB data

Baseline (2014)	The latest known results (2018)	Target (2020)
€0	€0.07Mio - €1.8Mio (estimate based on the 0.02%)	Below the materiality criteria of 2%.

	residual error rate and a prudent upper limit of 0.5%)	
Indicator 3: Estimated future corrections		
Source of data: OIB data		
Baseline (2009-2014)	The latest known results (2018)	Target (2020)
€185k/year ⁵	€0	None

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

Main outputs in 2018:

Description	Indicator	The latest known results (2018)	Target 2018
1. Structured internal control coordination			
<p>Key actions:</p> <p>1.1 Delivered updated OIB's Risk Register.</p> <p>1.2 Assessed OIB's internal control system (presence and functioning of all the ICF components).</p> <p>1.3 Ensured the coordination of the IAS, the implementation of action plans and the provision of reporting.</p> <p>Security of IT local applications:</p> <p>1.4 Execute IT security review covering ten security policy objectives.</p> <p>1.5 Carried out ABAC Access rights review.</p>	<p>1.1 Deliver in line with the annual schedule.</p> <p>1.2 Assessment of the presence and functioning of all the ICF components</p> <p>1.3 Number of critical and very important recommendations from IAS overdue for more than 6 months.</p> <p>1.4-1.5 Deliver as planned</p>	<p>1.1-1.2 In accordance with the annual schedule - 100%</p> <p>1.3 One overdue very important recommendation; Implementation of audits (IAS and DG BUDG) – 73%; three recommendations carried over (input/action required from several units or Services); Reporting provided.</p> <p>1.4 Carry over (reallocation of priorities/ further information on the next page)</p> <p>1.5 Completed</p>	<p>1.1-1.2 100% accomplishment</p> <p>1.3 None</p> <p>1.4-1.5 in the course of year</p>

The 2018 key deliverables in the area of internal control and ex-post control are the following:

Internal control coordination:

OIB applies a structured coordination of internal control designed to provide reasonable assurance regarding the achievements of OIB's objectives.

- In order to ensure that the control systems active in OIB are adapted to the evolving risks faced by the Office, special attention was paid to analysing their costs and

⁵ "Estimates future corrections" is an indicator based on DG BUDG methodology.

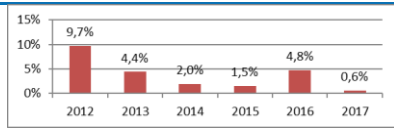
benefits, in accordance with regulatory provisions. OIB's Risk Register was updated throughout the year in order to ensure that mitigating measures are implemented in a timely manner and to identify potential new risks. The annual risk assessment was organised in November 2018, allowing the management to review the key risks and to properly respond to them.

- OIB's Internal Control Framework (ICS) was assessed to ensure the presence and functioning of all internal control components. The effectiveness of the implementation of the ICF was evaluated through, among others, electronic surveys adapted to OIB's needs. A large number of colleagues expressed their opinion regarding the functioning of the ICF: 66 managers and coordinators (75% of those invited) and 54 staff members (53% of those selected for the survey). This assessment exercise contributed to providing the AAR assurance regarding the operation of internal control systems in OIB. The specific indicators defined in the new Internal Control Framework of the Commission implemented in OIB in 2017 for all its principles showed that the framework functioned as intended in 2018.
- OIB's internal control system was strengthened through regular control exercises such as the update of the Litigations Register, the analysis of access rights to financial systems, the follow-up of observations made in AOS reports, etc. Regular reports were prepared on the prevalence of exceptions in OIB and specific guidance was provided to the different actors involved. The Office was represented regularly in the horizontal networks active in the Commission, such as the Internal Control Coordinator network, the Strategic Planning and Procurement network, the anti-fraud prevention network, the network of financial units, the intellectual property right network, etc.
- The team ensured a timely preparation of the Strategic Planning and Programming (SPP) documents, which included the 2017 Annual Activity Report (finalized in the beginning of the year), the 2018 Mid-Term Review and Progress Report as well as the 2018 Management Plan. The preparation process for the 2018 AAR was initiated, at the end of the year with the organization of (and the provision of documentation for) the bilateral meetings between the director and OIB managers.
- Colleagues were in close contact with OIB units in order to deliver the information requested by various auditors and to facilitate their work, to monitor the implementation of audit recommendations in OIB and to certify the correctness of the information reported to the APC. The audits carried out in 2018 included an ECA audit on the real estate policy of EU institutions, IAS audit on synergies and efficiencies and follow-ups of previous engagements: the BUDG validation of the local systems as well as the IAS audits on financial circuits, procurement, concept and reproduction and absenteeism. Special focus was given to providing timely contributions to the audit requests in the context of the discharge process carried out by the Court of Auditors. The annual report of the Court did not highlight any remark for OIB.
- Guidance was given to OIB colleagues on various legal, procedural and methodological issues.
- The Local Informatics Security Officer function contributed to strengthening the compliance of IT systems in OIB with the applicable regulatory framework as well as to timely addressing security-relevant incidents. As part of a five year (2017-2021) rolling exercise set by the 2016 OIB's Framework for Information Systems Security all security policy objectives are covered. In this context, in 2018 an IT security review covering ten of them has been launched. The focus in 2018 shifted towards new priorities related to the establishment of the OIB Logistics Proximity Teams and the implementation of certain Enhanced Security Measures. The objective of the five-year exercise does not change and consequently the state of internal control in OIB is not impacted.

Ex-post control:

- The ex-post control team has focused on carrying-out the control programme approved in the beginning of the year in accordance with the EPC methodology. Its objective is to provide the AOD with a representative error rate and with reliable information, thereby allowing it to have the reasonable assurance that existing controls and procedures provide the necessary guarantees regarding the legality and regularity of underlying transactions.
- Two ex-post controls reports have been issued in 2018 and the third in February 2019, in accordance with the EPC manual. None of 108 transactions, verified for 2018, was classified as having a serious level 1 error. Only level 2 and 3 errors were identified⁶. The reports have been prepared following consultations with units. Further efforts were made to provide clear reports, which are relevant for their target audience and the reporting objectives. A proper follow-up of recommendations is ensured.

Conclusion: The execution of the annual programme of work in the area of Internal Control and ex-post control has met its objective and has achieved the annual performance indicators and outputs in the reporting year.

Objective 2: Effective and reliable internal control system in line with sound financial management.																
Indicator 1: Conclusion reached on cost effectiveness of controls																
Source of data: OIB data																
Baseline (2014)	The latest known results (2018)	Target (2020)														
Yes	Yes, positive conclusion	Yes														
Indicator 2: Payments handled after the contractual deadline.																
Source of data: OIB data																
Baseline (2012-2017)	The latest known results (2018)	Target (2020)														
 <table border="1"> <caption>Payments handled after the contractual deadline (2012-2017)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>9.7%</td> </tr> <tr> <td>2013</td> <td>4.4%</td> </tr> <tr> <td>2014</td> <td>2.0%</td> </tr> <tr> <td>2015</td> <td>1.5%</td> </tr> <tr> <td>2016</td> <td>4.8%</td> </tr> <tr> <td>2017</td> <td>0.6%</td> </tr> </tbody> </table>	Year	Percentage	2012	9.7%	2013	4.4%	2014	2.0%	2015	1.5%	2016	4.8%	2017	0.6%	0,26% (The Commission average: 7,58%)	Keep stable
Year	Percentage															
2012	9.7%															
2013	4.4%															
2014	2.0%															
2015	1.5%															
2016	4.8%															
2017	0.6%															

Objective 2: Effective and reliable internal control system in line with sound financial management.			
Main outputs in 2018:			
Description	Indicator	The latest known results (2018)	Target 2018
1. Efficiency of controls			
Key action:			
1.1 Maintained OIB's overall cost of control in line with the average of the administrative services of the Commission.	1.1 Overall cost of control	1.1 Stable 2018: €14.1Mio corresponding to overall cost of control of 3.8% of the total expenditure executed during the year. In 2017: €13.6M – 3.8%. The slight increase is due to higher staff and office related absorption rates.	1.1 Keep stable
2 Efficient budget execution.	2.1 Reinforce monitoring of	Systematic revisions to respond to	2.1 In the

⁶ Errors which in its nature do not pose serious threat to the financial or reputational status of the Office. Nonetheless, they have to be taken into account as their aggravation could lead to undesirable effects.

	OIB's budget through regular/quarterly reporting on the budget evolution	developing operational needs; Timely validation of budgetary commitments and financial reporting each trimester.	course of year
3. Efficiency in procurement management Procedural updates in place (including trainings) upon the adoption of the new FR & single rulebook as from January 2018 (documents, trainings and procedures).	3.1 Respect the procurement target schedules. 3.2 Percentage of contracts signed on time. 3.3 Opinions from GAMA ⁷ . 3.4 If necessary - updates of procedures according to new FR	3.1 44 % of the calls for tenders launched on time (p63) 3.2 38% (p63) 3.3 GAMA opinions 100% positive. 3.4 N/A	3.1 100% of the planned 3.2 100% of the planned 3.3 No negative opinion 3.4 H1 2018
4. IT systems adapted to the operational activities. The REMIS project (the management of OIB real estate ⁸): - Phase II is planned to go to production in Q3 2019; - Phase III is on-going with a target for completion in Q4 2019; - Phase IV will be launched in Q2 2019. The IT tools for child care (financial management, presence registration, etc.): - the development of KiddyWeb Back Office (which will make Loustic obsolete) was completed in 2018 with a target for rollout to production in Q1 2019. Replacing all the ColdFusion based applications by alternative systems or solutions ⁹ : The migration of Historga is on-going and the final release is planned for delivery in the Acceptance environment by March 2019, migration of Scanning is planned to start by April 2019, and migration of Business Cards by September 2019. Analysis of needs has been completed for	Users (system owners) overall satisfaction survey on degree of achievement of the set objectives. 2015 survey: 76% 2014 survey: 73% 2016 survey: 85% 2017 survey: 83%	2018 survey: 76%	Keep satisfaction rate stable

⁷ *Groupe d'Analyse de Marchés Administratifs*: advisory group which manages non-building procurement procedures above €144k. Before the award decision, any tender above the threshold established in the Directive 2014/24/UE (€144k in 2016) may be selected and examined by GAMA.

⁸ The project resulting from IT rationalisation, aiming at migration the current OIB real estate management Information System to the IT solution on real estate management currently used by OIL.

⁹ DIGIT's decision to phase out ColdFusion technology in 2021 can result in the discontinuation of some of the applications developed in this technology, given the insufficient IT resources needed for migration: to ensure continuity of operations, these systems will have to be migrated to alternative technologies before the phase-out of ColdFusion in 2021.

Presto, Business Cards and Dispatching. Business Cases for Dispatching, Presto and Business Cards were completed in 2018. Business Case for Scanning was submitted in December 2018.			
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The 2018 key deliverables in the area of financial management, procurement and ICT are the following:

Cost effectiveness of controls:

Maintain OIB's overall cost of control in line with the average of the administrative services of the Commission. In 2018, OIB dedicated approximately €14.1Mio to controls compared to €13.6Mio in 2017. This corresponds to 3.8% of the 2018 expenditure compared to 3.8% in 2017. The aim is to keep the rate stable. The difference of €0.5Mio is entirely due to higher staff and office related absorption rates, which rose by 3.5% for officials and 4.1% for contract staff. It is important to note that better controls have allowed OIB to register effectiveness improvements, measured in the shorter payment time (from 21 days in 2016 to 16 in 2017 and to 15 in 2018).

Budgetary programming, financial reporting and access rights:

The working programme was executed within the required deadlines. The DG BUDG hearing had positive results, allowing adequate resources despite the continued financial restrictions. The budgetary programming for 2018 was followed-up regularly to ensure timely updates depending on the priorities and the needs of the Office as well as to manage the funds allocated to OIB in a sound financial manner. Preparations for the 2019 budgetary programming and the 2020 budgetary plan were done within the required deadlines.

- Access rights were closely followed, ensuring that colleagues can access the necessary tools when needed, in compliance with regulatory provisions. The information lists with empowered actors were published regularly. Financial information was regularly provided to the management and published on MyOIB to ensure a close follow-up of budgetary implementation.

Financial management:

- Even more so than in 2017, OIB continued to maintain payment delays at a minimal level, as a way to ensure compliance with regulatory requirements and to maintain our role-model position within Commission services. Bilateral workshops were organized with nearly all of the operational units, in order to rationalize the presentation of financial files and to streamline their processing. Checklists were fine-tuned in order to make them more transparent and user-friendly. The target was to keep payments delays below 1%, which was achieved since the percentage for the whole year 2018 amounts to 0,26%. It should be noted that at the level of the Commission late payments are around 7,6%.
- Unit OIB.02 played an active role in contributing to the works of the "Efficiencies Methodology for e-Grants & eProcurement" Working Group (chaired by DIGIT) which allowed to define a projected staff evolution for OIB in line with realistic progress expectations in this important domain. Furthermore, the unit also actively participated in the "User group on contract management" (chaired by BUDG) which allowed to obtain a privileged role for OIB in the "Key User Group Workshops / Contract Management and Execution" (in preparation of ABAC2 / SUMMA), launched in December 2018.
- OIB's Finance network (chaired by the Central Finance sector) met once during the year, which contributed to sharing information on relevant topics and to remind participants of good practices. OIB's internal finance helpdesk continued to provide enhanced support to operational units. Finally, the dissemination of relevant messages, guidelines, suggestions etc. in the financial management area was streamlined through the periodic publication of a "Newsletter" to all finance correspondents in the whole of OIB.

Accounting controls and financial statements:

- Through the year, OIB carried-out periodical accounting controls to ensure the reliability and quality of the financial reporting. The information for the Financial Transparency System was published within the required deadlines. VAT reimbursement requests were submitted regularly. Guidance was provided to units regarding the proper accounting treatment & encoding of various transactions.

Procurement management developments:

- In 2018, the most important contracts signed in terms of value are: reserving places in crèches in Brussels; installation of visual aids and signs. A competitive dialogue for a new conference building and the architecture competition for L130 are still ongoing. The procedures for general maintenance of buildings and cleaning services are prepared to be launched.
- The OIB's procurement target schedules for high value tenders were difficult to meet, it was 44% of respected target schedules by the end of 2018 (vs 100% targeted). It is worth to mention however that this amount was higher than in 2017 (41%) and in 2016 (25%). It must be noted that the target schedules were defined ambitiously (corresponding to a minimum time to procure) in order to motivate and promote both, operational and administrative collaboration of all parties involved. The 'signature of contracts on time' performance was at the level of 38% by the end of 2018 versus 26% by the end of 2017. These delays did have no impact on the business continuity (no exception was necessary to extend a contract).

Local ICT systems:

Straightforward alignment with Commission corporate IT policies was respected in all cases. OIB has decided with OIL to cooperate in all common domains of activity:

- The call for tenders for the next framework contract supporting RE IT systems will be done in common with OIL;
- The replacement of current ColdFusion applications related to logistics (transport, catering, ...) and child care is being planned together.

OIB supported its core business by adapting the existing IT systems to the operational developments. Business Process Management (BPM) has continued to be used to analyse current workflows and optimise them with the aim of increasing productivity and efficiency.

Several IT projects have been implemented or planned with the aim of supporting activities:

- The registration of children presence in the nurseries is now done via a mobile application. This tool has been put in place this year (rollout November 2018) in the kindergarten sections. The presence data are automatically available to childcare services staff via a custom made web dashboard. This project has replaced the double encoding of paper presences sheets, decreasing the need for manpower and reducing errors and are available for the kitchen staff for reducing food waste.
- OIB has developed a new application to replace the 15+ year old system used to manage the contributions of parents for child-care. This system will also be adopted by OIL.
- Phase 2 of the REMIS¹⁰ has continued to be developed. Most of the functionalities have been delivered. The system is foreseen to become operational in 2019.
- Finally, the decision by DIGIT to phase out a core technology used at OIB (ColdFusion) has forced the Office to launch an IT portfolio rationalization **exercise. The planning for 2019-2021 was approved during the OIB general IT steering committee of 29 November 2018.**

Conclusion: The execution of the annual programme of work in the area of Finances, Procurement and ICT has met its objective and has achieved the annual performance

¹⁰ The project resulting from IT rationalisation, aiming at migration the current OIB real estate management Information System to the IT solution on real estate management currently used by OIL.

indicators and outputs in the reporting year.

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

Indicator 1: Updated anti-fraud strategy of OIB, elaborated on the basis of the methodology provided by OLAF

Source of data: OIB data

Baseline (2015)	Interim Milestone (2016)	The latest known results (2018)	Target (2020)
Development and implementation of OIB AFS took place in 2013-2014. The strategy has been updated in 2017, following the latest guidance,	Regular follow up and ad-hoc actions whenever needed.	OIB's AFS was updated in 2017 and the action plan was reviewed in 2018.	Review and update OIB anti-fraud strategy every 2-3 years, as set out in the AFS.

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

Main outputs in 2018:

Description	Indicator	The latest known results (2018)	Target 2018
1. Anti-fraud measures			
Key action: 1.1 Implementation of the anti-fraud strategy as planned for 2018.	1.1 a) Percentage of implementation of actions planned for 2018 in the anti-fraud strategy	1.1 a) All actions planned for 2018 were implemented. Recurrent actions are implemented on a continuous basis.	1.1 a) 100%
	1.1 b) Number of OLAF/IDOC cases (investigations concluded)	1.1 b) OLAF/IDOC cases: None	1.1 b) None

OIB ensured the application of the anti-fraud measures foreseen in its Anti-Fraud Strategy (AFS) aiming at the prevention, detection and reparation of fraud. The level of awareness among OIB staff was assessed in the context of the review of the effectiveness of the internal control framework. Systematic monitoring and reporting was issued.

An updated of OIB's AFS took place in 2017 based on the methodology provided by OLAF and the anti-fraud action plan was updated in 2018.

Conclusion: The application of effective anti-fraud measures, integrated in all activities of OIB, achieved the outputs planned for the reporting year, contributed to the minimisation of the risk of fraud in OIB and thus met its objective.

ANNEX 3: Draft annual accounts and financial reports

Annex 3 is only available as a PDF document, which is inserted after the finalization and transformation into PDF of the current document.

Annex 3 Financial Reports - DG OIB - Financial Year 2018**Table 1 : Commitments****Table 2 : Payments****Table 3 : Commitments to be settled****Table 4 : Balance Sheet****Table 5 : Statement of Financial Performance****Table 5 Bis: 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 (excluding Building Contracts)****Table 12 : Summary of Procedures (excluding Building Contracts)****Table 13 : Building Contracts****Table 14 : Contracts declared Secret****Table 15 : FPA duration exceeds 4 years**

Additional comments

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2018 (in Mio €)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0,04	0,04	100,00 %
Total Title 09			0,04	0,04	100,00%
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	5,09	3,69	72,56 %
Total Title 10			5,09	3,69	72,56%
Title 13 Regional and urban policy					
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0,05	0,05	100,00 %
Total Title 13			0,05	0,05	100,00%
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,05	0,05	100,00 %
Total Title 25			0,05	0,05	100,00%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	397,66	366,03	92,05 %
Total Title 26			397,66	366,03	92,05%
Total DG OIB			402,89	369,87	91,80 %

* 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).

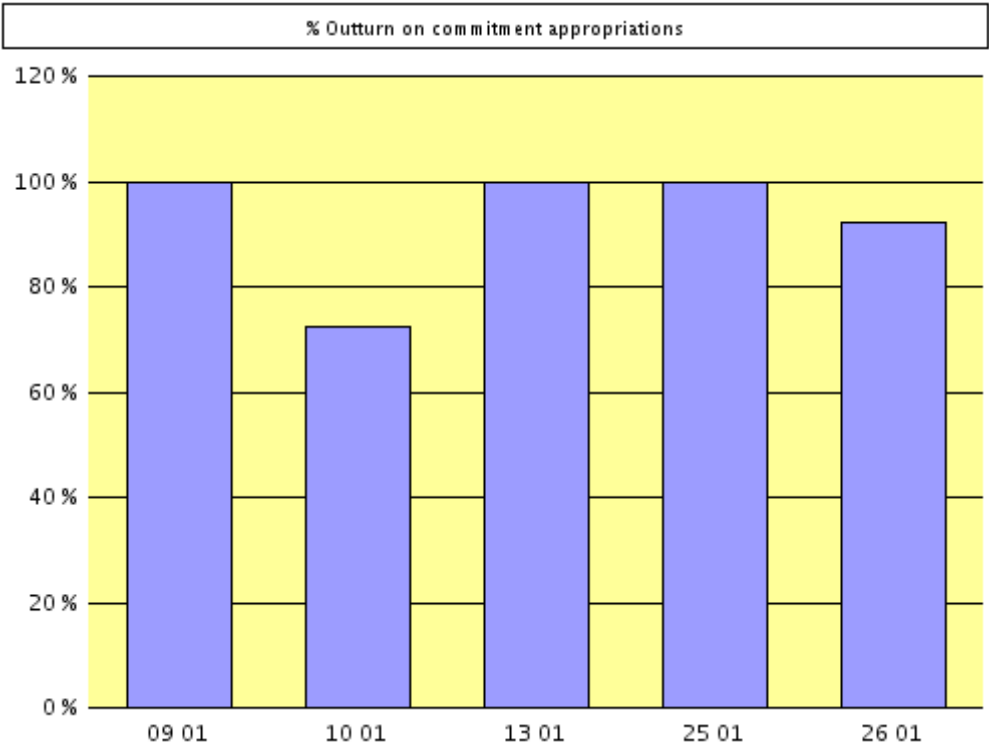
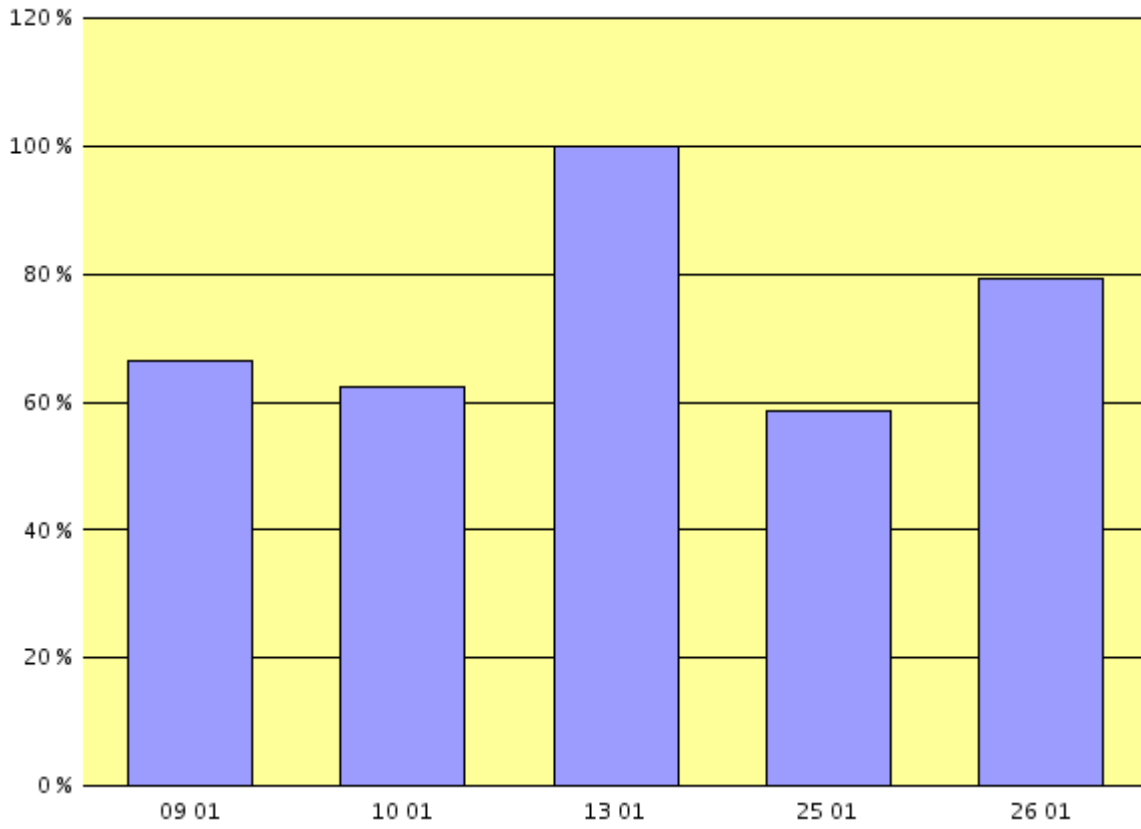


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2018 (in Mio €)

Chapter		Payment appropriations authorised *	Payments made	%	
		1	2	3=2/1	
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0,06	0,04	66,35 %
Total Title 09			0,06	0,04	66,35%
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	5,61	3,51	62,52 %
Total Title 10			5,61	3,51	62,52%
Title 13 Regional and urban policy					
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0,07	0,07	100,00 %
Total Title 13			0,07	0,07	100,00%
Title 24					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	1,15	2,2	190,93 %
Total Title 24			1,15	2,2	190,93%
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,08	0,04	58,64 %
Total Title 25			0,08	0,04	58,64%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	458,9	363,99	79,32 %
Total Title 26			458,9	363,99	79,32%
Total DG OIB			465,87	369,85	79,39 %

* 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).

"% Outturn on payment appropriations"



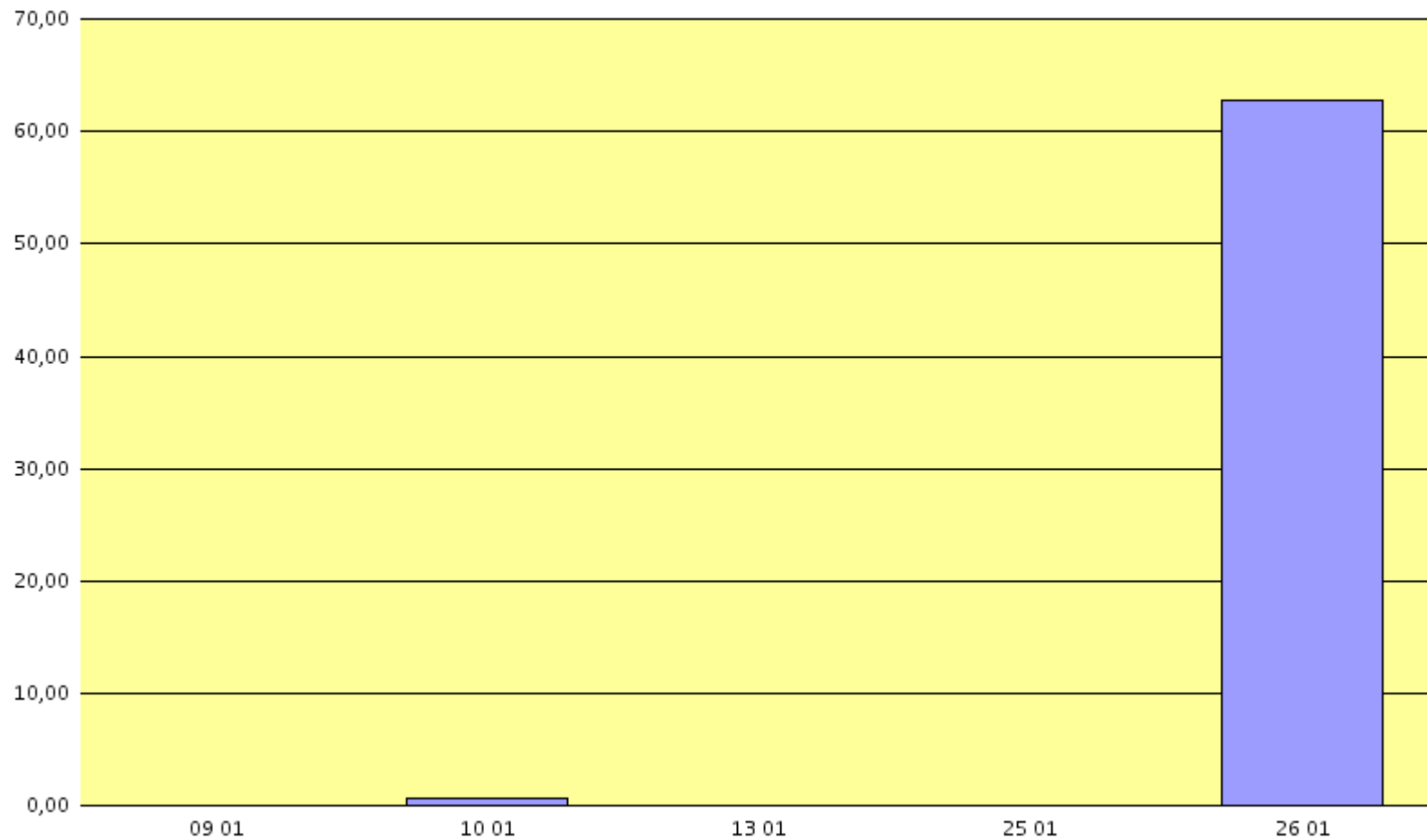
Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2018 (in Mio €)

Chapter			2018 Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2018	Total of commitments to be settled at end of financial year 2017
			Commitments 2018	Payments 2018	RAL 2018	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 09 : Communications networks, content and technology									
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0,04	0,02	0,02	45,03 %	0,00	0,02	0,01
Total Title 09			0,04	0,02	0,02	45,03%	0	0,02	0,01
Title 10 : Direct research									
10	10 01	Administrative expenditure of the 'Direct research' policy area	3,69	3,03	0,66	17,86 %	0,00	0,66	0,52
Total Title 10			3,69	3,03	0,66	17,86%	0	0,66	0,52
Title 13 : Regional and urban policy									
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0,05	0,05	0	0,00 %	0,00	0,00	0,03
Total Title 13			0,05	0,05	0	0,00%	0	0	0,03
Title 25 : Commission's policy coordination and legal advice									
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,05	0,02	0,03	62,44 %	0,00	0,03	0,03
Total Title 25			0,05	0,02	0,03	62,44%	0	0,03	0,03
Title 26 : Commission's administration									
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	366,03	303,34	62,7	17,13 %	0,00	62,70	63,45
Total Title 26			366,03	303,34	62,7	17,13%	0	62,7	63,45
Total DG OIB			369,87	306,46	63,41	17,14 %	0	63,41	64,04

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

"Breakdown of Commitments remaining to be settled (in Mio EUR)"



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



COMMISSION EUROPÉENNE
OFFICE POUR LES INFRASTRUCTURES ET LA LOGISTIQUE – BRUXELLES

OIB.02: Budget, marchés publics, contrôle interne et planification
OIB.02.003: Programmation, budget et coordination du contrôle interne

Bruxelles, le
OIB.02.003/GP

NOTE AU DOSSIER

Objet: Explications de la différence entre l'annexe 10 et les trois premiers tableaux de l'annexe 3 de l'AAR 2018

Le premier tableau de l'annexe 3, reprenant le montant de 369,87 M€ pour les engagements effectués par l'OIB pendant l'année 2018 (= Colonne 2 "Commitments made") ne correspond pas au montant des engagement budgétaires repris dans la dernière colonne "Grand total" de l'annexe 10, qui s'élève à 372.164.540,83 €. Comme les services subdélégant doivent rendre compte dans leur propre A.A.R., il faut additionner ce montant par le montant des engagements sur les crédits subdélégués à la DG COMM (99.691,68 €) et il faut en déduire la partie des crédits subdélégués à l'OIB par la DG COMM (364.300,00 €) et OLAF (2.030.840,81 €), nous arrivons à un montant total de 369.869.091,70 € qui est l'équivalent de 369,87 M€

Afin de trouver la correspondance entre le montant des paiements du deuxième tableau de l'annexe 3, qui s'élève à 369,85 M€ (= Colonne 2 "Payments made"), et les chiffres repris dans l'annexe 10, il faut procéder de la même manière, toutefois, en ajoutant également les paiements effectués sur des crédits C8, qui ne sont pas pris en compte dans l'annexe 10. Au montant de la dernière colonne "Grand total" de 307.779.209,38 € il faut additionner les paiements effectués sur les crédits subdélégués à la DG COMM (91.246,56 €) et en déduire les paiements effectués sur les crédits subdélégués à l'OIB par la DG COMM (362.699,76 €), ainsi que les crédits en paiement co-délégués (type III) au PMO (1.596.096,50 €). Ceci nous donne un total de 305.911.659,68 €. En ajoutant à ce montant les paiements C8 de 63.938.634,28 € nous arrivons à un montant total de 369.850.293,96 €, qui est l'équivalent 369,85 M€

Pour trouver la correspondance du montant du RAL de 63,41 M€ (= colonne 6 du troisième tableau de l'annexe 3), il faut faire la différence entre les montants engagés et payés colonne "Grand Total" de l'annexe 10 (64.385.331,45 €). En ajoutant le RAL sur les crédits subdélégués à la DG COMM (8.445,12 €) et en déduisant le RAL des crédits subdélégués par la DG COMM (1.600,24 €) et la DG OLAF (983.255,47 €), le résultat de ce calcul est égal à 63.408.920,86€. Ce montant est l'équivalent de 63,41 M€

Geert Paesmans

TABLE 4 : BALANCE SHEET OIB

BALANCE SHEET	2018	2017
A.I. NON CURRENT ASSETS	1.072.145.915,52	1.134.190.862,46
A.I.1. Intangible Assets	16.666,67	110.373,03
A.I.2. Property, Plant and Equipment	1.072.128.244,99	1.134.079.485,57
A.I.6. Non-Cur Exch Receiv & Non-Ex Recoverab	1.003,86	1.003,86
A.II. CURRENT ASSETS	3.767.145,28	5.822.839,13
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	3.257.313,12	5.319.602,93
A.II.4. Inventories	257.475,59	228.466,42
A.II.6. Cash and Cash Equivalents	252.356,57	274.769,78
ASSETS	1.075.913.060,8	1.140.013.701,59
P.I. NON CURRENT LIABILITIES	-980.417.413,92	-1.054.808.908,79
P.I.3. Non-Current Financial Liabilities	-980.417.413,92	-1.054.808.908,79
P.II. CURRENT LIABILITIES	-82.856.494,34	-79.152.909,66
P.II.2. Current Provisions		0,00
P.II.3. Current Financial Liabilities	-74.736.119,09	-70.150.762,81
P.II.4. Current Payables	-8.120.375,25	-9.002.146,85
P.II.5. Current Accrued Charges & Defrd Income	0,00	0,00
LIABILITIES	-1.063.273.908,26	-1.133.961.818,45
NET ASSETS (ASSETS less LIABILITIES)	12.639.152,54	6.051.883,14
P.III.2. Accumulated Surplus/Deficit	2.613.467.690,41	2.303.968.561,31
Non-allocated central (surplus)/deficit*	-2.626.106.842,95	-2.310.020.444,45
TOTAL	0,00	0,00

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 OIB

STATEMENT OF FINANCIAL PERFORMANCE	2018	2017
II.1 REVENUES	-43.307.390,29	-51.061.875,42
II.1.1. NON-EXCHANGE REVENUES	-16.800	-21.810
II.1.1.6. OTHER NON-EXCHANGE REVENUES	-16.800,00	-21.810,00
II.1.2. EXCHANGE REVENUES	-43.290.590,29	-51.040.065,42
II.1.2.1. FINANCIAL INCOME	-7,26	-56,45
II.1.2.2. OTHER EXCHANGE REVENUE	-43.290.583,03	-51.040.008,97
II.2. EXPENSES	378.474.160,11	360.561.004,52
II.2. EXPENSES	378.474.160,11	360.561.004,52
II.2.10. OTHER EXPENSES	305.432.099,99	284.525.732,37
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC	-29.009,17	203.327,61
II.2.6. STAFF AND PENSION COSTS	13.482.140,48	12.149.205,77
II.2.8. FINANCE COSTS	59.588.928,81	63.682.738,77
STATEMENT OF FINANCIAL PERFORMANCE	335.166.769,82	309.499.129,10

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.

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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 5bis : OFF BALANCE SHEET OIB

OFF BALANCE	2018	2017
OB.1. Contingent Assets	19.441.824,05	21.055.433,43
GR for performance	7.453.350,73	7.946.950,73
OB.1.4. CA Other	11.988.473,32	13.108.482,70
OB.2. Contingent Liabilities	-272.475,68	-327.189,33
OB.2.7. CL Legal cases OTHER	-272.475,68	-327.189,33
OB.3. Other Significant Disclosures	-513.768.727,96	-602.937.045,53
OB.3.3.7. Other contractual commitments	-16.859.600,22	-20.274.439,06
OB.3.5. Operating lease commitments	-496.909.127,74	-582.662.606,47
OB.4. Balancing Accounts	494.599.379,59	582.208.801,43
OB.4. Balancing Accounts	494.599.379,59	582.208.801,43
OFF BALANCE	0,00	0,00

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 6: AVERAGE PAYMENT TIMES FOR 2018 - DG OIB

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	6971	6953	99,74 %	14,55	18	0,26 %	78,5
45	362	361	99,72 %	15,93	1	0,28 %	52
60	75	75	100,00 %	40,09			

Total Number of Payments	7408	7389	99,74 %		19	0,26 %	
Average Net Payment Time	15,04			14,88			77,11
Average Gross Payment Time	17,81			17,63			88,89

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	28	745	10,06 %	7408	35.889.349,95	9,67 %	371.126.958,52

DG	GL Account	Description	Amount (Eur)

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 2018

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	7=3-6	
50	PROCEEDS FROM THE SALE OF MOVABLE AND IMMOVABLE PROPERTY	589.308,56	175.398,7	764.707,26	585.755,76	175.398,7	761.154,46	3.552,8
51	PROCEEDS FROM LETTING AND HIRING	18.447.398,31	3.364.700,97	21.812.099,28	15.353.739,07	3.364.700,97	18.718.440,04	3.093.659,24
52	REVENUE FROM INVESTMENTS OR LOANS GRANTED, BANK AND OTHER INTEREST	7,26	0	7,26	7,26	0	7,26	0
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	11.555.803,38	1.201.971,92	12.757.775,3	11.521.189	1.201.971,92	12.723.160,92	34.614,38
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	12.324.185,12	574.320,69	12.898.505,81	12.165.625,58	574.320,69	12.739.946,27	158.559,54
66	OTHER CONTRIBUTIONS AND REFUNDS	2.007.645,72	0	2.007.645,72	2.007.645,72	0	2.007.645,72	0
Total DG OIB		44.924.348,35	5.316.392,28	50.240.740,63	41.633.962,39	5.316.392,28	46.950.354,67	3.290.385,96

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

Annex 3 Financial Reports - DG OIB
Report printed on 14/03/2019

TABLE 8 : RECOVERY OF PAYMENTS
(Number of Recovery Contexts and corresponding Transaction Amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2018 Year of Origin (commitment)	Irregularity		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2016					1	2.400		
2017	4	7.860,29	4	7.860,29	39	115.335,57	10,26%	6,82%
2018					16	19.618,63		
No Link					1512	41.417.138,31		
Sub-Total	4	7.860,29	4	7.860,29	1568	41.554.492,51	0,26%	0,02%

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES	1	28,05	63	8.805,28			64	8.833,33	2.676	27.298.795,05	2,39%	0,03%
Sub-Total	1	28,05	63	8.805,28			64	8.833,33	2.676	27.298.795,05	2,39%	0,03%
GRAND TOTAL	1	28,05	67	16.665,57			68	16.693,62	4.244	68.853.287,56	1,60%	0,02%

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors. The provisional closure will be based on the recovery context situation at 31/01/2017.

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2018 FOR OIB

	Number at 1/01/2018	Number at 31/12/2018	Evolution	Open Amount (Eur) at 1/01/2018	Open Amount (Eur) at 31/12/2018	Evolution
2010	2		-100,00 %	30.000,00		-100,00 %
2011	1		-100,00 %	15.000,00		-100,00 %
2012	2		-100,00 %	30.000,00		-100,00 %
2013	1		-100,00 %	15.000,00		-100,00 %
2016	2		-100,00 %	2.414,00		-100,00 %
2017	275		-100,00 %	5.492.726,07		-100,00 %
2018		99			3.419.570,87	
	283	99	-65,02 %	5.585.140,07	3.419.570,87	-38,77 %

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

Annex 3 Financial Reports - DG OIB
Report printed on 14/03/2019

TABLE 10 : RECOVERY ORDER WAIVERS IN 2018 >= EUR 60.000

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
1	3233180076	3241803099	-86.664,00	EU executive agency G.C. ABAC		

Total DG OIB	-86.664,00
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Number of RO waivers	1
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There are 8 waivers below 60 000 € for a total amount of -91.136,05

The ~€86k transaction represents an adjustment of the percentage requested as provisional advance payment.

TABLE 11: CENSUS OF NEGOTIATED PROCEDURES - DG OIB -2018

Internal Procedures > €60,000

Procedure Local Key	Procedure Responsible Organisation DG Code	Procedure External Action Flag	Procedure Central Identifier	Negotiated Procedure Legal base	Procedure User Reference	Procedure Lot Awarded Amount (Eur)
SAM.4600001914	OIB	N	PR-00161321	Art. 134.1(b) (Without prior publication) Technical or artistic reasons, or reasons connected with the protection of exclusive rights	CONVENTION EEBXL III (2018-2019) IXELLES	103.315,46
SAM.4600001915	OIB	N	PR-00161322	Art. 134.1(b) (Without prior publication) Technical or artistic reasons, or reasons connected with the protection of exclusive rights	CONVENTION EEBXL IV (2018-2019) LAEKEN	105.330,50
SAM.4600001916	OIB	N	PR-00161323	Art. 134.1(b) (Without prior publication) Technical or artistic reasons, or reasons connected with the protection of exclusive rights	CONVENTION EEBXLI (2018-2019) UCCLE	68.344,95
SAM.4600001918	OIB	N	PR-00170121	Art. 134.1(b) (Without prior publication) Technical or artistic reasons, or reasons connected with the protection of exclusive rights	CONVENTION EEBXLI BERKENDAEL (2018-2019)	87.235,00
SAM.4600001932	OIB	N	PR-00241041	Art. 134.1(b) (Without prior publication) Technical or artistic reasons, or reasons connected with the protection of exclusive rights	OS1 - ENGAGEMENT PROVISIONNEL - PAIEMENT DROITS D'AUTEURS 2019	170.000,00
5			5	Total		534.225,91

Comment box:

Table 11 has been prepared manually based on the contracts signed by OIB in 2018.

TABLE 12 : SUMMARY OF PROCEDURES OF DG OIB EXCLUDING BUILDING CONTRACTS

Internal Procedures > €60,000

Procedure Legal base	Number of Procedures	Amount (€)
Exceptional Negotiated Procedure without publication of a contract notice (Art. 134 RAP)	5	534.225,91
Negotiated Procedure with at least five candidates below Directive thresholds (Art. 136a RAP)	12	1.664.698,91
Open Procedure (Art. 104(1) (a) FR)	14	121.164.400,00
Open procedure (FR 164 (1)(a))	3	59.622.900,00
Restricted Procedure (Art. 127.2 RAP)	1	237.015,79
Total	35	183.223.240,61

Additional Comments: Table 12 has been prepared manually based on the contracts signed by OIB in 2018.

TABLE 13 : BUILDING CONTRACTS

Legal base	Contract number	Contract name	Description	Amount (€)
Art. 134.1(g) RAP [FR 2012]	Building Code BU25	Vastint Belgium s.a.	convention de renom par Vastint au droit de jouissance des surfaces commerciales.	875.000,00
Art. 134.1(g) RAP [FR 2012]	Building code RP14	Schuman VIII s.a.	contrat de location du 14 décembre 2018	2.100.000,00

Additional Comments: Table 13 has been prepared manually based on the contracts signed by OIB in 2018.

TABLE 14 : CONTRACTS DECLARED SECRET

LC Responsible Organi	LC Contract/Grant Type	LC Date	Legal base	Contract Number	Contractor Name	Description	Amount (€)

TABLE 15 : FPA duration exceeds 4 years - OIB

None of your FPA (if any) exceeds 4 years

ANNEX 4: Materiality criteria

In order to decide whether a weakness is significant and must entail a reservation in the AAR, the Authorised Officer by Delegation of OIB bases his judgement on the following materiality criteria, which apply to the entire budget of OIB (no segmentation):

1. The weakness falls within the **scope** of the AOD annual declaration: it relates to the reasonable assurance regarding the legality and regularity of financial transactions, the true and fair view, the use of resources for their intended purposes, the sound financial management, the non-omission of significant information, the efficiency, the safeguarding of assets and the prevention and detection of fraud.

2. The weakness is assessed as significant in **qualitative** terms. Qualitative assessment includes an analysis of the causes and the types of error(s), considering also mitigating controls and/or corrective actions taken:

➤ Significant control system weaknesses

The following is considered: the nature of the weakness: does it relate to a key control element or imply the risk of errors or loss of efficiency; the scope of the weakness: is it isolated or systematic; the duration of the weakness; the compensatory measures: what mitigating controls effectively reduce the exposure; the corrective actions: what corrections have been made to eliminate/reduce the related exposure.

➤ Non-compliance with one or more internal control principles.

If any, actions to mitigate the weakness have been taken so that it does not have an impact on the declaration of assurance.

➤ Insufficient evidence from internal control systems or audit coverage.

If any, the impact of the lack of evidence should be considered and the evidence from other similar areas of the internal control system will be sought.

➤ Critical issues outlined by the ECA, IAS or OLAF.

The term "critical recommendation" includes recommendations rated by the auditor as "critical" as well as not "critical" but assessed as having a critical impact on the assurance. In addition, recommendations rated "very important" and for which there is a significant delay in the implementation of the action plan are assessed to determine how significant they are and what impact they have on the AOD annual declaration.

➤ Significant reputational events

The assessment of the impact of a reputational event is based on a professional judgment of experts in a given domain. Significance of the reputational events is measured as the impact on the Commission reputation. The judgment of the significance includes: (1) the nature of the impact on reputation, expressed in terms of political consequences (2) the scale of the awareness of the event (a measure of how many stakeholders¹¹ know about it (3) the duration of the impact on reputation (in months).

3. The weakness is assessed as significant in **quantitative** terms, i.e. the monetary value of the problem or the amount considered at risk is above the acceptable level. OIB applies the guidelines provided in the communication COM(2003)28 of 21st January 2003 which sets the recommended threshold of residual error rate to a maximum of 2% of the authorized payments¹².

➤ Significant occurrence of errors in the underlying transactions (legality and regularity)

➤ No major error with financial impact (> 2% of the payments) is raised by the internal control and reporting systems, by the ex-post controls and audit bodies.

¹¹ Member States, the Council and Parliament, the European Court of Auditors, contractors, the staff of the Institution (including pensioners and candidates/laureates of competitions), the media, and the wider general public.

¹² The 2% materiality threshold refers to the level of the residual rate of error. The residual error rate represents the rate of error remaining after corrections (recoveries, off settings) have been made.

4. Even if the weakness is assessed as being quantitatively not significant (i.e. financial impact < 2%), it still remains material if the **reputation** of the Commission or of the Office is impacted. Such reputational event for the Office could be for example a major security or safety incident in one building of the Commission, a serious issue in the childcare activities or an important fraud case in procurement (public tenders,...). Nevertheless, it is considered that these events have not materialised and continued mitigating measures are taken.

ANNEX 5: Relevant Control Systems for budget implementation (RCSs)

1. Building Procurement

A – Planning

Main control objectives: effectiveness, efficiency and economy; legality and regularity (compliance).

Main risks It may happen (again) that...	Mitigating controls ¹³	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • The needs are not well defined (operationally & economically) and the decision to procure is inappropriate to meet the operational objectives; • Complexity of the tender procedure (which may prevent market response, difficulty to choose a contractor, result in long procedure timing, be misapplied or entail cost increase); • Discontinuation of the services provided due to a late contracting (poor planning and organisation of the procurement process); • Financial risk for the Institutions; • Budget availability not sufficient to meet the objectives. 	<ul style="list-style-type: none"> • Internal instructions (sec(2004)62), financial Regulations art.266 and Communication from the EC on building policy and infrastructure in Brussels COM(2003)755; • Methodology on planning and selection process of building contractors; • Multi-annual policy framework (MAPF), which establishes the building needs (10 years planning); • Estimated needs published on the Commission's website & Official Journal; • Prospection notice (API-"avis de prospection immobilière") for each building procurement procedure; • AOSD supervision & approval; Validation by Real Estate Committee (OIB, DG HR, DG DIGIT, SG, OIL); • Objectives are defined in the Strategic Plan and Management Plan and monitored in the AAR & mid-term review; • All important issues regularly discussed at weekly management meetings; • Regular meetings on the implementation of the building policy held with the Commissioner and DG HR; • AOSD reports on financial matters, including building aspects twice per year. 	<p>Coverage: 100% - all building acquisition projects (including renting projects)</p> <p>Depth (intensity): Level 1 control: minimal administrative / arithmetic control with no reference to supporting documents (for registry of the procedures)</p>	<p>Costs:</p> <ul style="list-style-type: none"> - Cost of staff involved in the building procurement process; - Cost of systems / software. <p>Benefits:</p> <ul style="list-style-type: none"> - Building needs are properly planned and addressed; - Continuity of activity; - Compliance (Kallas communication); - Reduce the risks of litigation, of cancellation of a tender; - Transparency towards the market; - Better value for money; <p>Control indicators</p> <ul style="list-style-type: none"> - ratio of the Commission's real estate portfolio and surface needs authorised by the budgetary authority - percentage of overall projects delivered within deadline and budget

¹³ Some of these mitigating controls seem to be the source for the risks: e.g. FR art 203: complex and long procedure, MAPF and DG BUDG refusing to agree (except some years) and therefore needs are not well defined.

B –Needs assessment and definition of needs

Main control objectives: effectiveness, efficiency and economy; legality and regularity (compliance).

Main risks It may happen (again) that...	Mitigating controls ¹⁴	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • The best offers are not submitted due to the poor definition of the tender specifications • Complexity of the tender procedure (which may prevent market response, difficulty to choose a contractor, result in long procedure timing, be misapplied or entail cost increase); • Risk of discontinued services or legal action resulting from delayed procurement procedures, captivity or absence of competition. 	<ul style="list-style-type: none"> • Needs are identified in two ways: <ul style="list-style-type: none"> - according to the follow-up of the building contract terms and according to the staff evolution; - following a specific request linked to a specific need. • For each building procurement procedure, there is a prospection notice (API) including the technical and legal requirements, the list of conformity with MIT ("Manuel de l'Immeuble Type"), contract aspects and exclusion and prospection criteria. • Prospection reviewed and validated by the hierarchy (AOD) and approved by Real Estate Committee • Annual publication of the EC building needs (transparency) • All prospection notices published in the Official Journal and on the EC website. • Real Estate Committee validates the documents before publication; • Inter-Service Consultation for each project and information note to the Budget Authority • OIB is part of the Inter-Institutional Working Group (ILISWG) dealing with the evolution of the real estate market and the needs of the institutions. • Anti-fraud strategy and related anti-fraud controls. 	<p>Coverage: 100% - all building acquisition projects (including renting projects)</p> <p>Depth (intensity): Level 2 control: control with reference to corroborative information incorporating an element of independent oversight</p>	<p>Costs:</p> <ul style="list-style-type: none"> - People involved in the building procurement unit - External experts <p>Benefits:</p> <ul style="list-style-type: none"> - Safeguarding the reputation of the Commission and its assets; - Continuity of activity; - Compliance; - Reduce the risks of fraud, litigation and of cancellation of a tender; - Transparency. <p>Control indicators</p> <ul style="list-style-type: none"> - Percentage of overall projects delivered within deadline and budget - AOSD reports (include procurement issues) - Register of exceptions - Anti-fraud indicators - Recommendations from ECA, IAS

C –Selection of the offer and evaluation

Main control objectives: effectiveness, efficiency and economy; legality and regularity (Kallas communication, FR, IR, Procurement vademecum).

¹⁴ Some of these mitigating controls seem to be the source for the risks: e.g. FR art 203 = complex and long procedure, MAPF and DG BUDG refusing to agree (except this year) and therefore needs are not well defined...

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> The most economically advantageous offer not selected, due to a biased, inaccurate or 'unfair' evaluation process. Risk of unequal treatment of tenderers, litigation and bad reputation due to non-compliance with procurements rules, conflicts of interest, collusion, solidary responsibility etc. 	<ul style="list-style-type: none"> Conformity check between the offers and the requirements defined in the API; Analysis based on the prospection criteria: quality, effectiveness, location, feasibility, financial conditions; 3 offers are preselected and submitted to the Real Estate Committee; Negotiation phase with the selected candidates; Final decision taken by the AOD based on favourable opinion of the Real Estate Committee (DG HR, DG HR.DS, OIB, DIGIT); ISC Budgetary authority consulted for significant investments Project costs analysed throughout the entire cycle of the project, from the pre-selection until the closure phases Anti-fraud strategy and related anti-fraud controls; 	<p>Coverage: 100% - all building acquisition projects (including renting projects)</p> <p>Depth (intensity): Level 2 control: control with reference to corroborative information incorporating an element of independent oversight</p>	<p>Costs:</p> <ul style="list-style-type: none"> People involved in the building procurement unit External experts Other Commission Services Extending leases Litigation costs <p>Benefits: Avoidance of wrongly awarded tenders, thereby safeguarding EU funds and reputation.</p> <p>Control indicators</p> <ul style="list-style-type: none"> % of overall projects delivered within deadline and budget AOSD reports (include procurement issues) Register of exceptions Anti-fraud indicators Recommendations from ECA, IAS

2. Non-Building Procurement

A - Planning

Main control objectives: effectiveness, efficiency and economy; legality and regularity (compliance).

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> The needs are not well defined (operationally & economically) and the decision to procure is inappropriate to meet the operational objectives; Risk of discontinued services resulting from delayed procurement procedure (poor planning and poor organisation of the procurement process). 	<ul style="list-style-type: none"> A 4-year work program (rolling plan) is defined and followed through the IT application PPMT; This plan is approved by OIB's Director; Procurement Project Framework implemented since 2012 was reviewed in 2016 and updated in 2017 in line with PPMT application. 	<p>Coverage:</p> <ul style="list-style-type: none"> all procedures ≥ €144.000 (>€500.000 for works) conducted by central procurement unit all major objectives (SPP) IT steering twice per year <p>Depth (intensity):</p>	<p>Costs: Cost of staff involved in procurement procedures in operational and central units</p> <p>Benefits:</p> <ul style="list-style-type: none"> Reliable procurement planning avoids gaps in business continuity;

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	<ul style="list-style-type: none"> Objectives are defined in the MP and monitored in the AAR & mid-term review (SPP docs). Budget programming is approved at the beginning of the year and regular updates/revisions are carried out during the year; Procurement planning is regularly discussed at management meetings 	Level 3 control with reference to fully independent corroborative information	<ul style="list-style-type: none"> IT projects follow-up ensures that priorities are followed and processes are automatized; Rejection of unjustified purchases. <p>Control indicators</p> <ul style="list-style-type: none"> MP objectives followed through several indicators Regular monitoring of progress of procurement procedures and delays indicators Average time to procure Budget reporting

B –Needs assessment and definition of needs

Main control objectives: effectiveness, efficiency and economy; legality and regularity (compliance with FR, IR, vademecum on procurement); fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> The best offers are not submitted due to the poor definition of the tender specifications Complexity of the tender procedure which may: prevent market response, make difficult the choice of contractors, result in long procedure time, be misapplied or entail cost increase ; Risk of discontinued services resulting from delayed procurement procedure; Lack of contractors or dependency towards contractors. 	<ul style="list-style-type: none"> Tenders ≥ €144.000 (>€500.000 for works) are conducted by the central procurement unit for consistency with the Financial Regulation and for quality revision of the tender documents; The "orientation document" (containing the main elements of the tender) is approved by AOD; Contracts in cascade are used whenever appropriate Continuous support to technical units is provided ex. specific trainings ("How to write a coherent tender specifications") are held; manuals on the market procedures available on OIBNet and updated if needed, models of OIB tender documents available on OIBNet; Helpdesk to ensure consistency in replies to questions received; Anti-fraud strategy and related anti-fraud controls. A "Guide for tenderers" on how to participate on OIB's tenders is published online for all possible candidates; 	<p>Coverage:</p> <ul style="list-style-type: none"> all procedures ≥ €144.000 (>€500.000 for works) conducted by central procurement unit on a case by case basis regarding the complexity and contracts in cascade <p>Depth (intensity):</p> <p>Level 4 control: with reference to and including access to the underlying documentation.</p>	<p>Costs:</p> <p>Various people from the operational units and from the procurement central team are involved.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Increased competition and value for money; Legal certainty; Litigations avoided; Limit the risk of cancellation of a tender. <p>Control indicators</p> <ul style="list-style-type: none"> number of OLAF cases followed-up number of negative GAMA opinions number of procedures and contracts signed average time to procure

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	<ul style="list-style-type: none"> • Calls for tenders are published in the Official Journal, Europa website; targeted local publicity is used where appropriate; extra publicity via Euro Info Centres (EIC) in coordination with DG ENTR • Preliminary information sheet required (to reduce the risk of slicing) and registration of all procedures above €15.000 • Procurement central team gives also support and advice for procedures below €144.000. 	<p>Coverage:</p> <ul style="list-style-type: none"> - all tenders ≥ €1.000 (>€500.000 for works) conducted by central procurement unit - all tenders above €15.000 registered <p>Depth (intensity): Level 4 control: with reference to and including access to the underlying documentation.</p>	<ul style="list-style-type: none"> - recommendations from ECA, IAS - AOSD reports (include procurement issues) - Register of exceptions - Anti-fraud indicators <p>Costs: Cost of staff involved in procurement procedures in operational and central units.</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Increased competition; - Transparency; - Limit the risk of cancellation of a tender and of litigation. <p>Control indicators</p> <ul style="list-style-type: none"> - % of unsuccessful procurement procedures

C – Selection of the offer and evaluation

Main control objectives: effectiveness, efficiency and economy; legality and regularity (compliance with FR, IR, vademecum on procurement).

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • The most economically advantageous offer not selected, due to a biased, inaccurate or 'unfair' evaluation process. • Risk of fraud, unequal treatment of tenderers, legal action, financial penalties or bad reputation resulting from unethical staff behaviour, breach of confidentiality or non-compliance with the procurement rules. 	<ul style="list-style-type: none"> • A central register of procedures exists to ensure consistency with planning (for the HR family) • Tenders above ≥€144.000 are notified to GAMA (Group d'Analyse des Marches Administratifs). GAMA examines sampled files and gives an opinion. • For all tenders ≥€144.000, opening and evaluation committees are systematically appointed and evaluation committees is made up of at least three persons representing at least two organizational entities with no hierarchical link between them; • Evaluation based exclusively on the criteria set out in the tender specifications; • Early Detection and Exclusion System (EDES) is always consulted before taking a decision. 	<p>Coverage:</p> <ul style="list-style-type: none"> - all procurement procedures above €15.000 (registry) - risk based sampling combined with random sampling done by the GAMA group - All tenders ≥€144.000 (opening and evaluation committee) <p>Depth (intensity): Level 4 control: with reference to and including</p>	<p>Costs:</p> <ul style="list-style-type: none"> - OIB is a member of the GAMA group (2 people - part of their time) - participation in the meetings of desk officers from central and operational units for sampled files <p>Benefits:</p> <ul style="list-style-type: none"> - Increased legal certainty; - Compliance with FR, IR and vademecum on procurement; - Difference between the most onerous offer and the selected

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	<ul style="list-style-type: none"> • Compulsory trainings for all staff involved in procurement (technical, ethics & integrity); • All exceptions and non-compliance cases are documented and approved by the Authorising Officer • Anti-fraud strategy and related anti-fraud controls. 	access to the underlying documentation.	<p>one; - Potential irregularities / inefficiencies prevented; Risk of fraud or litigation reduced.</p> <p>Control indicators</p> <ul style="list-style-type: none"> - number of negative opinions from GAMA - recommendations from ECA, IAS - Register of exceptions - AOSD reports (include procurement issues) - Procurement reporting (status of procedures, delays vs planning) - average time to procure - % of unsuccessful procurement procedures - Anti-fraud indicators

3. Financial transactions

A – Expenditure implementation (commitment, validation, authorization and payment of expenditure)

Main control objectives: legality and regularity (compliance with FR & IR and with the contract signed), fraud prevention and detection, safeguarding of assets.

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • Products / services / works not in line with the contract clauses; • Amounts paid exceed what is contractually due; • Risk of late interest payment and discontinuity of business because contractor fails to deliver due to delayed payments; • Risk of fraud, litigation and bad reputation due to non-compliance with rules in force (FR & RAP, accounting, etc); 	<ul style="list-style-type: none"> • Close monitoring of every step in the payment process, in particular payment delays (i.e. through OIB's IT application ParaphOIB) 	<p>Coverage: All financial transactions</p> <p>Depth (intensity): Level 4 control: with reference to and including access to the underlying documentation.</p>	<p>Costs: All agents involved in financial transactions</p> <p>Benefits: Sound financial management and respect of contractual deadlines.</p> <p>Control indicators</p> <ul style="list-style-type: none"> - % of payments handled outside contractual delays - value of late interest payments

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> Risk of loss of assets. 	<ul style="list-style-type: none"> Four eyes principle: at least 2 people (and in a vast majority of the transactions 4 or 5) are involved in each financial transaction: initiating and verifying agents, both at operational and financial level; Delegation of powers (AOSD, CAF) published; Centralised financial circuit for payments and partially decentralised model for commitments; Supplementary controls are made by the IT application (ABAC SAM) for OIB budgetary and legal commitments, as well as for payments; a specific IT application (Regex) is used for the follow-up of exceptions; Accounting controls are carried out regularly (monthly, quarterly and yearly, depending on type of transactions); 	<p>Coverage: All financial transactions</p> <p>Depth (intensity):</p> <ul style="list-style-type: none"> Level 4 control: with reference to and including access to the underlying documentation. Level 3 control: with reference to fully independent corroborative information (i.e. database which justifies certain elements of the claim) 	<ul style="list-style-type: none"> average time to pay budget reporting <p>Costs: All agents involved in financial transactions & accounting staff</p> <p>Benefits:</p> <ul style="list-style-type: none"> Errors, frauds and potential litigations are prevented or minimized. Accounting errors are identified and corrected at an early stage <p>Control indicators</p> <ul style="list-style-type: none"> number of OLAF cases followed-up ECA's DAS recommendations IAS audit recommendations % of a posteriori payments Accounting quality AOSD reports (include financial issues)
	<ul style="list-style-type: none"> Regular tracking exercises of plant and machinery; Supplementary controls are made by the IT application (ABAC SAM) for assets; Accounting controls are carried out regularly (monthly, quarterly and yearly, depending on type of transactions); Daily cashiers controls in internally managed restaurants and cafeterias. 	<p>Coverage: All assets</p> <p>Depth (intensity): Level 4 control: with reference to and including access to the underlying documentation.</p>	<p>Costs:</p> <ul style="list-style-type: none"> Part of the time of the GBIs in the Commission The team responsible for this inventory The accounting staff. <p>Benefits: Community property safeguarded</p> <p>Control indicators</p> <ul style="list-style-type: none"> Value of non-located assets (percentage); Tracking rate.

B – Revenue Operations

Main control objectives: effectiveness, efficiency and economy; legality and regularity (compliance with FR & IR).

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> Risk that counterparties do not pay or do not pay in time; 	<ul style="list-style-type: none"> Direct centralised management mode (a central cell centralizes all requests for 	<p>Coverage: All recovery orders</p>	<p>Costs: All agents involved in the recovery</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • Risk of fraud and bad reputation due to non-compliance with rules in force (FR & RAP, accounting). 	<ul style="list-style-type: none"> recovery orders); • Key issues discussed during weekly management meetings; • Close monitoring of R.O planning over the year; • A specific procedure is in place regarding the planning of recovery orders related to SLAs; • Budget reporting includes revenue operations; • Recovery order delays are followed up and regularly reported to management; • Use of ABAC system to register all recovery orders • Each recovery order or forecast is submitted to the normal validation procedure as for expenditure (four eyes principle); • Regular exchange of information and notes with the counterparty to fix practical arrangements; • Recovery orders exceptions are kept in the register of exceptions. • AOSD reports on financial matters include recovery order issues; • Same level of controls and reporting as for expenditure. 	<p>Depth (intensity): Level 4 control: with reference to and including access to the underlying documentation.</p>	<p>of revenues</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Amount of the revenue generated. - Less Revenues cashed in with delays; - Errors and fraud are minimized. <p>Control indicators</p> <ul style="list-style-type: none"> - Amount of revenue generated; - Percentage of outstanding recovery orders; - Significant error detected by ex-post control on the revenue operations; - ECA, IAS audit recommendations; - Register of exceptions; - AOSD reports (with recovery order issues).

4. Supervisory measures

Main control objectives: legality and regularity (FR, IR, ICS), detection and correction of weaknesses

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • Risk of litigations and reputational damage due to non-compliance with legal provisions. • Risk of fraud, litigations and reputational damage due to non-compliance with legal provisions. • Risk of an error or non-compliance not prevented, detected or corrected by ex-ante 	<ul style="list-style-type: none"> • EPC covers a representative sample of financial transactions and procurement procedures (high and low value tenders) 	<p>Coverage: Representative sample (based on the methodology)</p> <p>Depth (intensity): Level 4 control: with reference to and including access to the underlying documentation.</p>	<p>Costs: Ex-post control team</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Correction of errors and continuous internal control improvements - Contributes to the reasonable assurance. <p>Control indicators</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
control prior to payment.			<ul style="list-style-type: none"> - % annual EPC programme execution; - % EPC recommendations implemented by units; - Number of significant errors found by EPC; - % of errors vs total checked.
	<ul style="list-style-type: none"> • Exceptions, open audit recommendations and significant AOSD issues are registered, followed up and sent twice a year to senior management so that actions can be taken to address weaknesses. • Recommendations from discharge are follow-up. • Litigations and the status of internal procedures are monitored through regularly updated inventories. • Compliance with Internal Control Framework is monitored regularly; • Anti-fraud strategy and related anti-fraud controls; • Risk management; • Monitoring of sensitive functions. 	<p>Coverage: Any transaction (if applicable)</p> <p>Depth (intensity): Level 3 control: with reference to fully independent corroborative information (e.g. databases)</p>	<p>Costs: Internal control team and concerned management</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Issues are followed up and addressed; - Processes and procedures improved; - Continuous improvement of the internal control system. - Contributes to the reasonable assurance.

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission – Not Applicable

ANNEX 7: EAMR of the Union Delegations – Not applicable

ANNEX 8: Decentralised agencies – Not applicable

ANNEX 9: Evaluations and other studies finalized or cancelled during the year – Not Applicable

ANNEX 10: Specific annexes related to "Financial Management"

➤ Table Y Overview of the estimated cost of controls at Commission (EC) level:

OVERALL estimated cost of control at EC level							
Ex ante controls			Ex post controls			Total	
EC total cost (in EUR)	funds managed (in EUR)	Ratio (%): <i>Total ex ante control cost in EUR ÷ funds managed in EUR</i>	EC total costs (in EUR)	total value verified and/or audited (in EUR)	Ratio (%): <i>Total ex post control cost in EUR ÷ total value verified and/or audited in EUR</i>	EC total estimated cost of controls (in EUR)	Ratio (%): <i>Total cost of controls ÷ funds managed</i>
13 804 260	369 850 000	3,7	336 850	304 802 045	0,1	14 141 110	3,8

➤ Financial circuits

The budget is largely implemented on a centralised basis; still, OIB has three financial circuits in place: the fully decentralised model for legal commitments, for procurement below €144k and for all OIB.OS.3 transactions at Ispra (excluding procurement equal or above €144k); the partially decentralised model (with counterweight) for budgetary commitments; the fully centralised model for all payments, recoveries and for procurement equal or above €144k (including for OIB.OS.3 at Ispra).

OIB.RE department has a sector which provides financial, budget, legal and procurement coordination for the three RE operational units. The sector manages operational initiation and verification of payments and recovery orders, legal and budgetary commitments. It manages procurement procedures inside the department (all below €500k for works and below €144k for furniture and services) and provides the management and the financial follow-up of the service level agreements signed by OIB (except for SLA signed for the services provided by the CPE).

For CPE department, unit CPE.3 is responsible for financial and procurement activities. The operational initiation and procurement management (below €144k) is embedded in the units of the department OS and in the horizontal unit OIB.02 is responsible for procurements equal or above €144k.

The circuits are based on the three basic models of Financial Circuits proposed by DG BUDG, which OIB adapted to its own needs and requirements. They are set up in conformity with the principles established by the Financial Regulation and its rules of application (in particular the principle of separation of responsibilities between initiation and verification).

Financial resources

Financial Resources by ABB activity (EUR million) - implementation of Commitment Appropriations (CA)				
Code ABB	ABB Activity	Operational expenditure	Administrative expenditure (*)	Total (**)
ABB.1	Real Estate	0,00	314.833.543,87	314.833.543,87
ABB.2	Services	0,00	45.692.196,89	45.692.196,89
ABB.3	Horizontal activities	0,00	1.763.841,06	1.763.841,06
Total		0,00	362.289.581,82	362.289.581,82

(*) Heading 5 appropriations managed by OIB (global envelope) XX 01 02 – OIB has no BA lines (XX 01 04, 05, 06) and only administrative expenditure.

(**) Excluding credits cross-sub-delegated and co-delegated to OIB by other DGs / Offices.

Payments versus commitments (C1, C4, C5 & E0 credits) on 31/12/2018, per ABB activity, were as follows:

ABB	Type of credit	Administrative Budget		CNECT co-delegated credits	COMM subdelegated credits	EPSO co-delegated credits	OIL co-delegated credits	PMO co-delegated credits	OLAF co-delegated credits (type III)	OP co-delegated credits	REGIO co-delegated credits	SG co-delegated credits	Grand Total
		budget opérationnel	budget de fonctionnement - 26.012201										
ABB.1		308.835.436,73	5.998.107,14	0,00	349.000,00	3.215.000,00	0,00	3.712.000,00	1.823.180,54	81.600,00	0,00	0,00	324.014.324,41
ABB.2		39.634.631,86	6.057.565,03	43.770,15	15.300,00	52.000,00	0,00	271.000,00	207.660,27	3.300,00	48.148,05	0,00	46.333.375,36
ABB.3		0,00	1.763.841,06	0,00	0,00	0,00	3.000,00	0,00	0,00	0,00	0,00	50.000,00	1.816.841,06
Commitments		348.470.068,59	13.819.513,23	43.770,15	364.300,00	3.267.000,00	3.000,00	3.983.000,00	2.030.840,81	84.900,00	48.148,05	50.000,00	372.164.540,83
ABB.1		264.276.907,86	5.935.931,40	0,00	347.400,00	3.204.000,00	0,00	3.327.755,07	886.227,87	81.200,00	0,00	0,00	278.059.422,20
ABB.2		25.593.383,72	2.762.632,08	24.059,25	15.299,76	51.888,20	0,00	263.526,16	161.357,47	3.299,88	48.148,05	0,00	28.923.594,57
ABB.3		0,00	774.412,59	0,00	0,00	0,00	3.000,00	0,00	0,00	0,00	0,00	18.780,02	796.192,61
Payments		289.870.291,58	9.472.976,07	24.059,25	362.699,76	3.255.888,20	3.000,00	3.591.281,23	1.047.585,34	84.499,88	48.148,05	18.780,02	307.779.209,38
ABB.1		85,57%	98,96%		99,54%			89,65%	48,61%	99,51%			85,82%
ABB.2		64,57%	45,61%	54,97%	100,00%	99,79%		97,24%	77,70%	100,00%	100,00%		62,42%
ABB.3			43,90%				100,00%					37,56%	43,82%
Payments vs Commitments		83,18%	68,55%	54,97%	99,56%	99,66%	100,00%	90,17%	51,58%	99,53%	100,00%	37,56%	82,70%

➤ **Credits cross-sub-delegated and co-delegated**

The following table provides the full list of credits cross-sub-delegated and co-delegated by OIB to other Commission Authorising Officers in 2018, according to the delegations of the Internal Rules and the cross-sub-delegations and co-delegations in place:

PMO	Salaries of statutory staff, national experts and costs for missions	Amount: €34.812.824,25 on B2018-26.012201.010100-C1-OIB>PMO budget line
		Execution:
		Commitment: €34.812.824,25
		Payment: € 34.812.824,25
		Amount: €856.794,51 on B2018-26.012201.010100-C5-OIB>PMO budget line
		Execution:
		Commitment: €856.794,51
PMO	Salaries of statutory staff, national experts and costs for missions	Payment: €856.794,51
		Amount: €28.981.986,22 on B20187-26.012201.010201-C1-OIB>PMO budget line
		Execution:
		Commitment: €28.981.986,22
		Payment: € 28.981.986,22
		Amount: € 1.566.403,06 on B2018-26.012201.010201-C4-OIB>PMO budget line
		Execution:
Commitment: € 1.566.403,06		
PMO	Salaries of statutory staff, national experts and costs for missions	Payment: € 1.566.403,06
		Amount: €4.532.132,91 on B2018-26.012201.010201-C5-OIB>PMO budget line
		Execution:
		Commitment: €4.532.132,91
		Payment: €4.532.132,91
		Amount: € 202.072,15 On B2018-26.012201.010211-C1-OIB:PMO budget line
		Execution:
Commitment: € 202.072,15		
PMO	Salaries of statutory staff, national experts and costs for missions	Payment: € 162.307,38
		RAL: € 39.764,77
		Amount: - (report from 2017 commitment not consumed) On B2018-26.012201.010211-C8-OIB:PMO budget line
		Execution:
		Commitment: € 23.414,51
		Payment: € 18.424,75
		RAL: € 4.989,76
PMO	Reimbursement of season tickets	Amount: € 1.371.842,23 on B2018-26.012204-C1-OIB:PMO budget line
		Execution:
PMO	Reimbursement of season tickets	Commitment: €1.371.842,23
		Payment: € 1.073.789,12
PMO	Reimbursement of season tickets	RAL: € 298.053,11
		Amount: € 191.955,30 on B2018-26.012204-C4-OIB:PMO budget line
PMO	Reimbursement of season tickets	Execution:

		<p>Commitment: € 60.000,00 Payment: € 60.000,00</p> <p>Amount: € 300.000,00 on B2018-26.012204-C5-OIB:PMO budget line Execution: Commitment: € 300.000,00 Payment: € 300.000,00</p> <p>Amount: - (report from 2017 commitment not consumed) on B2018-26.012204-C8-OIB:PMO budget line Execution: Commitment: €254.062,59 Payment: € 254.062,59</p>
DIGIT	IT support, software and telecommunications	<p>Amount: € 3.037.373,77 on B2018-26.012201.010300-C1-OIB>DIGIT budget line Execution : Commitment: € € 3.037.373,77 Payment: € 1.632.943,06 RAL: € 1.404.430,71</p> <p>Amount: - (report from 2017 commitment not consumed) on B2018-26.012201.010300-C8-OIB>DIGIT budget line Execution : Commitment: € 1.557.697,41 Payment: € 1.557.697,41</p>
HR	External Staff and training costs	<p>Amount: €330.000,00 on B2018-26.012201.010201-C1-OIB/HR budget line Execution: Commitment: €330.000,00 Payment: € 264.792,75 RAL: € 65.207,25</p> <p>Amount: € 116.000,00 on B2017-26.012201.010201-C4-OIB/HR budget line Execution: Commitment: € 116.000,00 Payment: € 70.689,62 RAL: € 45.310,38</p> <p>Amount: - (report from 2017 commitment not consumed) on B2018-26.012201.010201-C8-OIB/HR budget line Execution: Commitment: € 166.090,13 Payment: € 113.210,09 RAL: € 52.880,04</p> <p>Amount: € 238.520,00 on B2018-26.012201.010211-C1-OIB>HR budget line Execution: Commitment: € 238.520,00 Payment: € 117.748,07 RAL: € 120.771,93</p> <p>Amount: € 21.480,00 on B2018-26.012201.010211-C5-OIB>HR budget line Execution: Commitment: € 21.480,00</p>

		Payment: € 21.480,00 Amount: - (report from 2017 commitment not consumed) on B2018-26.012201.010211-C8-OIB>HR budget line Execution: Commitment: € 69.078,45 Payment: € 68.423,53 RAL: € 654,92
	Security and Health & Safety	Amount: €1.075.000,00 on B2018-26.012201.010300-C1-OIB>HR budget line Execution: Commitment: €1.075.000,00 Payment: € 1.075.000,00
COMM	Task force Greece	Amount: €99.691,68 on B2018-26.01220%-C1-OIB/COMM budget line Execution: Commitment: € 99.691,68 Payment: € 91.246,56 RAL: €8.445,12 Amount: - (report from 2017 commitment not consumed) on B2018-26.01220%-C8-OIB/COMM budget line Execution: Commitment: €42.768,30 Payment: € 42.768,30

On the other hand, and for information, other credits were also cross-sub-delegated or co-delegated in 2018, on a permanent or on a temporarily basis, to OIB by the following DGs/Services:

- PMO for building, logistics and supplies expenditures (amount: € 3.983.000,00);
- EPSO for building, logistics and supplies expenditures (amount: € 3.267.000,00);
- OLAF for buildings and logistic services (amount: € 2.030.840,81);
- DG COMM for services delivered to the representation of the European Commission in Belgium (amount: € 364.300,00);
- JRC to cover a part of the functional costs of OIB at ISPRA (amount: € 5.088.465,80);
- OP for building, logistics and supplies expenditures (amount: € 84.900,00);
- DG CNECT for the reproduction of operational documents in the print shop of Beaulieu (amount: € 43.770,15);
- DG REGIO for the reproduction of operational documents in the print shop of Beaulieu (amount: € 48.148,05);
- SG for expenses related to the information system "ARCHIS" (amount: € 50.000,00).
- OIL for the development of the interface "IMPRESSIVE" (amount: € 3.000,00);

These co/sub delegated credits to OIB were included to the entire budget managed by OIB and submitted to the same range of internal controls as OIB's own budget. There is therefore no need for further detail on these cross-sub-delegated and co-delegated credits to OIB.

• **Ex-post control methodology**

The OIB ex-post control methodology is detailed in a specific manual and is based on a sample of six types of transactions which include budgetary commitments, payments, recovery orders, low value procurement procedures, middle value procurement procedures, and high value procurement procedures. Since 2013, the sample method has

been reviewed and is now 100% random and statistically representative for payments and recovery orders (using the MUS sample methodology), allowing to extrapolate the ex-post sample results to the entire population of the respective type of transactions. Additional transactions are sampled, based on specific risk factors as well as the full decentralised financial circuit of Unit OIB.OS.3 (Ispra).

Two interim reports are issued in June and October and the final report on ex-post control activity for the reporting year is issued in February of year n+1. In 2018, 100% of the work programme was completed.

In addition, each year the ex-post control team continues to follow-up the recommendations issued in previous years and not addressed immediately.

The numbers of checks carried out in 2018:

2018	Population of transactions		Verified transactions				Error Level 1)			
	Nr	Amount	Nr		Amount		Nr		Amount	
Budgetary commitments	440	334.370.534 €	8	2%	141.187.205 €	42%	0	0%	0	0%
Payments	7.424	369.672.453 €	50	1%	119.865.000 €	32%	0	0%	0	0%
Recovery orders	1.665	44.862.525 €	44	3%	35.994.548 €	80%	0	0%	0	0%
Low-value markets	206	712.474,78 €	4	2%	15.292 €	2%	0	0%	0	0%
High-value markets	33	120.166.202 €	2	6%	7.740.0000 €	6%	0	0%	0	0%
Total	9.768	869.784.188 €	108	1%	304.802.045 €	35%	0	0%	0	0%

➤ **Anti-fraud indicators**

In order to be able to track the results of fraud prevention and detection activities, OIB has developed different indicators which can reflect how OIB's anti-fraud strategy is effective in mitigating fraud risks. These indicators are as follows:

Affected activities		2018 results
Procurement	1) Nr. of negative GAMA opinions 2) Nr. of cases at the EU Court of Justice of regarding procurement procedures 3) Nr. of judgments not in favour of OIB received from the EU Court of Justice 4) Nr. of admissible complaints received by the Ombudsman	1) None 2) None 3) None 4) None
Outsourced activities	5) Compliance with social obligations: Nr. of operational units having formalised and evidenced controls	5) all units addressed this action.
Finance and inventory	6) Recovery context statistics 7) Inventory tracking rate over the course of the three year exercise (2017-2019)	6) ~0.3% qualified income budget recovery orders on total transactions in recovery context 7) 2018- 64% at 2/3 of the exercise
Information technologies	8) Nr. of IT security plans put in place/all OIB IT systems	8) all IT Security plans have been put in place
Support activities		
Ethics	9) Nr. of training sessions (workshops) organised on ethics/Nr. of staff trained 10) Assessment by management and staff on the effectiveness of ethics & integrity processes (different source of information)	9) 4 workshops / 16 staff trained 10) management 91%, staff 80%
Fraud risk assessment	11) Nr. of critical fraud risks in the Office	11) zero critical fraud risks
Internal control	12) Nr. of OLAF / IDOC cases (investigations concluded)	12) zero OLAF and IDOC cases in 2018
Audits	13) Nr. of remarks received from the ECA in the context of the DAS review 14) Percentage of internal or external audit recommendations implemented on time ¹⁵ 15) Nr. of 'Critical' or 'Very Important' audit recommendations overdue by more than 6 months according to their original implementation date 16) Nr. of recommendations with potential fraud notified by IAS to OLAF	13) zero remarks 14) 73% [See table under point 5] 15) 1 [concerns the Kallas real-estate procedure; complex recommendation requiring coordination with other Services] 16) None
Ex-post control	17) Percentage of expenditure with error level one (serious error) and quantifiable errors detected in the ex-post controls ¹⁶	17) 0% of expenditure with error level one; detected error rate 0.02% of representative transactions

¹⁵ Methodology explained in the note Ares(2017)1660358.

¹⁶ Ex-post control methodology Ares(2013)1509945.

➤ **Status of implementation of internal audit recommendations**

The following synthesis table details the present situation of: audits conducted in 2018 by IAS or DG BUDG and recommendations closed by OIB (or auditors where indicated**) for 2018 or still open from audits before 2018.

Topic of the audit	Carried out by...in...	Closed in 2018	In Progress (*)	Total
Procurement and building procurement process	IAS 2016-2017 [IAS follow-up 2018]	1**	1	2
Absenteeism	IAS 2015 [IAS follow-ups 2017, 2018 on-going]	0	1	1
Validation of local systems	DG BUDG 2014-2015 [DG BUDG follow-up 2015-2016, 2016-2017, 2017 and twice in 2018]	0	1 Re-open by DG BUDG	1
Concept and Reproduction	IAC 2013 [IAS follow-ups 2016, 2018]	2**	0	2
Financial circuits	IAS 2013 [IAS follow-up 2015], 2017-2018]	5**	0	5
TOTAL		8	3	11

(*) Outstanding recommendations with original expected implementation date expiring by end of 2018 or earlier

(**) closed by auditing bodies in 2018

➤ Procurement

OIB's management mode for procurement is direct centralised management.

Building Procurement

Buildings procurement procedures are established according to articles 266 and title VII (Public Procurement) of the Financial Regulation.

Building procurement in OIB is also based on the Communication from Vice-President Kallas to the Commission on policy for the accommodation of the Commission services in Brussels and Luxembourg COM(2007)501 and on the Communication from Vice-President Kallas to the Commission related to the definition of the methodology to be followed by the services of the Commission for prospecting and negotiating for buildings C(2008)2299.

Key figures:

➤ Total available surface of offices (m² 'hors sol'):

At the end of 2018, the Commission occupied a total of approx. 950.000 m² of above ground floor space of which approx. 800,000 m² are qualified as office space at the disposal of Commission services (excluding agencies).

➤ Average number of Commission buildings (Offices / Non offices):

The total above ground space is spread over 52¹⁷ office buildings and 10¹⁸ special purpose buildings (logistic, childcare facilities, conference centre, etc). The Commission also accommodates Executive Agencies in its own portfolio (J-59/J-70/SPA2/COVE/COV2). On top of that, the Executive Agencies use 2 separate buildings (W910 and COV2 (agencies contracts)).

➤ Number of persons housed in the offices:

The Commission number of staff housed in office space in Brussels was 25975 (OLAF, EEAS & executive agencies excluded) at the end of 2018. The total number of staff in Brussels housed in Commission buildings (including OLAF, EEAS, executive agencies, personnel without fixed desk) was 30,624 at the end of 2018.

➤ Number of API ("*Avis de Prospection Immobilière*") launched in 2018:

At the request of DG COMM, OIB launched a tender procedure for a new information centre to replace the current information centre in August 2017. One offer was received and after consultation of the Real Estate Committee the negotiations for the new lease were concluded and the contract was signed in December 2018.

OIB launched a procedure to obtain the return of rights for the use of a commercial area (342 m²) of the building BU25. The contract for the acquisition was signed in November through a "Convention de renonciation aux droits de jouissance des surfaces commerciales".

An information notice regarding Commission real estate needs between 80,000 and 150,000 m² for the period 2020-2024 was published in March 2018. Prospection data was received and was uploaded in a dedicated database. Consultation with the Brussels Real Estate Committee concluded and a positive opinion was received in December 2018 and a pre-information notice is planned to be sent to the Budgetary authorities in Q1 2019. Negotiations will start during the first quarter of 2019 to be concluded by the end of 2019.

Budgetary commitments 2018 for building procurement: about €247,5 Mio (C8: €6 Mio; C1: €229 Mio; C4: €6 Mio; C5: €6 Mio; E0: €0,5 Mio).

¹⁷ This includes buildings with office and special purpose space and FPI (EEAS building) and considers BU5/9 and BU29/31/33 each one as one building complex.

¹⁸ Excluding evaluation centre (FP7).

Non-Building Procurement

In 2018, OIB awarded around ~183.2 mil€ (including ~73.3mil€ for other institutions) compared to around € 201 Mio the previous year. This value corresponds to 35 contracts signed relating to 17 procedures equal or above € 144,000 versus 54 contracts signed in 2017.

The non-building procurement concerned 3 types of contracts: service, supply and works contracts.

Contracts duration: generally framework contracts are signed for a period of maximum 4 years. Exceptionally contracts cover a longer time span (reserving places in crèches in Brussels and purchase of a gluing machine - 10 years, supply of office materials and paper - 5 years, some service contracts for maintenance of purchased goods - 6 years). For that reason and depending on the year in which higher value contracts have to be renewed, the total value of procurement procedures may vary significantly from one year to another.

In 2018 OIB's payments covered 570 different counterparties, compared to 606 in 2017.

The following procurement procedures were concluded in 2018:

Procedure Typology

	2016		2017		2018	
	€	%	€	%	€	%
Restricted procedure	0	0	0	0	0	0
Negotiated procedure	53.976.000	51,2	11.739.000	5,9	0	0
Procedures managed by another Institution	0	0	0	0	0	0
Open procedure	51.543.207	48,8	188.879.400	94,1	183.223.240	100
Concession procedure	0	0	0	0	0	0
Total	105.519.207	100	200.618.400	100	183.223.240	100

ANNEX 11: Specific annex related to "Assessment of the effectiveness of the internal control systems"

The relevant elements are integrated in the other parts of the AAR.

ANNEX 12: Performance tables

REAL ESTATE ACTIVITIES

1. Buildings, infrastructure and space planning

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.		
<input checked="" type="checkbox"/> Non programme-based		
Specific objective 1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy.		
<input checked="" type="checkbox"/> Non programme-based		
Result indicator: Efficiency of surface allocation (EALL): Net office surface (m ²) / Number of workstations		
Source of data: MAPF 2015 – 2026		
Baseline (2015)	Latest known results (2018)	Target (2020)
Currently: 14 m ²	+/-13.5 m ² (Collaborative space deployment should influence the indicator in the near future)	12 m ²

The reduction of the average surface per person is possible through 1. the strict application of the housing conditions manual, if the geometry of the building allows it, 2. the use of shared offices and 3. the deployment of collaborative spaces.

The Housing Conditions Manual applies when repartitioning or space reorganization take place in DGs. The limits have been reached in this regard.

The use of shared offices is encouraged in case there is an increase in staff in the DGs where additional space is not available. However, as it touches the work organization of the DGs, this is done on a voluntary basis.

Finally, the collaborative space is systematically used when there is a request for additional workplaces for external service providers "intra-muros". The introduction of collaborative spaces for large surfaces (floors or buildings) has a longer lead-time as it requires the full commitment of the DG. This is the only solution today to allow a substantial reduction of the surface per workstation. As there was no large operation in 2018, it was not possible to significantly reduce the space per person last year. However, several projects are under preparation with DGs in 2019.

Specific objective 1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy.			
<input checked="" type="checkbox"/> Non programme-based			
Main Policy-related outputs in 2018:			
Description	Indicator	The latest known results (2018)	Target (2018)
1. Rationalisation of available office space			
Key actions:			
1.1 Optimisation of the use of available office space – during the reorganisation of DGs/Services - by strictly applying the Housing Conditions Manual (MCH). Additional gains in office surface are achieved as collaborative space layouts are applied whenever a justified request comes from a DG and if the building allows it.	1.1 DGs comply with the MCH standards	1.1 Application of the MCH is on-going	1.1 In the course of year

2. Availability of office space in a long term perspective ensured			
<p>Key actions:</p> <p>2.1 A new conference centre to be delivered as projected/replacement of CCAB: applications were received in March 2018; preliminary analysis was carried out in June and dialogue with candidates started in July 2018 and this phase was completed at the beginning of February 2019.</p> <p>2.2 Concluded the negotiations to prolong several leases due to expiration of contracts as of 2018. 2.3 Launched architectural competition for L130 redevelopment; OIB launched negotiations for purchase of the L-82 and L-78 buildings.</p> <p>2.4 Re-development of PALM.</p> <p>2.5 Re-development of BU29/31/33: preparation of the specifications for the architectural competition.</p> <p>2.6 VM-2: preparation of the procedure to find an architect/engineering office group.</p> <p>2.7 Prospection for a new information centre for DG COMM (see point 2.2 renewal of lease for RP14).</p>	<p>2.1 Competitive dialogue</p>	<p>2.1 Completed dialogue phase of the tender procedure</p>	<p>2.1 – On-going</p>
	<p>2.2 Report on m² extended and reduced cost</p> <p>2.3 Selection of the winning candidates</p> <p>2.4 Launch /deliver on time</p> <p>2.5-2.6 Launch on time</p> <p>2.7 On-going</p>	<p>2.2 Concluded negotiations to prolong leases of G-1, G-6 & G-12; concluded negotiations to renew lease of RP14</p> <p>2.3 On-going.</p> <p>2.4 The preparation of the programme is delivered; awaiting building permit (April 2019); Launch the works procedures in May 2019.</p> <p>2.5 The preparation is on-going</p> <p>2.6 The preparation is on-going</p> <p>2.7 Completed</p>	<p>2.2 to deliver in the course of year</p> <p>2.3 June 2019</p> <p>2.4 Delivery of the building permit by end of 2018</p> <p>2.5-2.6 On-going; launch - scheduled for mid-2019</p> <p>2.7 31/03/2019</p>
3. Availability of office space for the executive agencies ensured			
<p>Key actions:</p> <p>3.1 Rationalise the use of office space in the COV2 building to cover executive agencies' needs (EASME, REA & ERCEA) up to 2020.</p> <p>3.2 On-going prolongation of lease of buildings: MO34, DAV1 and KORT.</p>	<p>3.1-3.2 Deliver on time</p> <p>3.2 Continue negotiations</p> <p>3.3 Start negotiations</p>	<p>3.1 Negotiations with agencies /RTD/JRC on-going.</p> <p>3.2 Delivered.</p> <p>3.3 Negotiations on-going for MO34 and will start for DAV1 and KORT once the opinion of the Real Estate Committee has been received.</p>	<p>3.1-3.3 by 31/12/2018</p>

2. Quality of office space

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

☒ Non programme-based

Specific objective 2: OIB's service-oriented culture and client satisfaction is enhanced by offering good quality office space to all Commission sites in Brussels.

☒ Non programme-based

Result indicator: Commission staff satisfaction rate with the general quality of their office (space, light, noise, temperature etc.).

Source of data: the general staff opinion survey conducted by DG HR related to the services of PMO, OIB and OIL (the survey is addressed to all Commission staff and it is organised on a 2-year basis).

Criteria: % of staff satisfaction (*very satisfied + satisfied*) versus (*dissatisfied + very dissatisfied*)

Baseline (2005-2015)	The latest known results (2017 survey)	Interim Target (2018)
		Improve results, getting back to 2013 figures.

Result indicator: Commission staff satisfaction rate with the cleaning of their office & the building they work in.

Source of data: the general staff opinion survey conducted by DG HR related to the services of PMO, OIB and OIL (the survey is addressed to all Commission staff).

Criteria: % of staff satisfaction (*very satisfied + satisfied*) versus (*dissatisfied + very dissatisfied*)

Baseline (2005-2015)	The latest known results (2017 survey)	Interim Target (2018)
		Improve results, getting back to 2013 figures.

Specific objective 2: OIB's service-oriented culture and client satisfaction is enhanced by offering good quality office space to all Commission sites in Brussels.

Main Policy-related outputs in 2018:

Description	Indicator	The latest known results (2018)	Target (2018)
1. A good state of buildings and office space	Staff satisfaction with the general office quality	2017 survey: 72% for Individual office	Get back to 2013 levels (62%)
Key actions: 1.1 Execution of renovations /transformation on the basis of the "BEBA" ¹⁹ schedule: <ul style="list-style-type: none"> ➤ Technical installations: ➤ Replaced boilers in CHAR and L130. 	1.1 Deliver on time	1.1 Execution of works: <u>Technical installations:</u> Replacement of boilers/chillers - executed.	1.1 in the course of year

¹⁹ "A Good State of Buildings" policy.

<ul style="list-style-type: none"> ➤ Phase 2 of the installation of charging stations for electrical vehicles in selected buildings (B-28, BERL, MADO, CHAR, CSM1, F101, J-79, LX46, MADO, ORBN, PLB3, OVER and NOHE). ➤ Structural works: renovate the facades of L-86 (2nd phase) and CSM1. ➤ Renovation of the roofs in L130 and L-86. ➤ Installation of energy measuring system in buildings as required by law. ➤ Priority was given to WIFI installations in the buildings. ➤ Equipped 130 parking spaces with charging stations for electrical cars. ➤ The capacity for parking bicycles was increased to a total of 4022 places. <p>Pilot project of open protocol BMS (building management system) in SPA3.</p>		<p>Charging stations for electrical vehicles delivered in April 2018.</p> <p><u>Structural works:</u> Works at the facades: CSM1 completed; L-86 started in June 2018 and will be completed by end of April 2019.</p> <p><u>Roofs renovations:</u> L-86 tender procedure is on-going; L130 completed.</p> <p><u>Energy measuring system:</u> delayed (unsuccessful tender procedure)</p> <p><u>BMS:</u> Technical specifications being written.</p>	
2. Technical upgrade of the social facilities – support to the Commission's 'well-being' programme			
<p><u>Key action:</u> 2.1 Continue to support to 'Fit@work' activities: 18 new showers have been analysed and are being built in 8 buildings.</p>	<p>2.1 Operational on time, according to the schedule</p>	<p>2.1 Delivered J-59, L-15, L-86, MO59, BU24.</p>	<p>2.1 by 31/12/2018</p>
3. Buildings' accessibility to persons with reduced mobility			
<p><u>Key action:</u> 3.1 Potential upgrades in priority buildings improving accessibility to persons with reduced mobility (placement of podotactile tiles at the entrances of buildings, etc.)⁶; priority is given to buildings being renovated.</p> <ul style="list-style-type: none"> ➤ Placement of podotactile tiles both inside and outside buildings, etc.)⁶; Survey done in 80% of buildings for entrances. Permits requested for 12 buildings have been sent to local authorities for approval. ➤ New parking spaces for people with reduced mobility (PRM) were created. In 2018, 20 buildings were made compliant. The remaining buildings will be done in 2019. ➤ New tender procedure for works is on the way, contract should be signed 1st semester 2019. 	<p>3.1 Deliver on time</p>	<p>3.1 Completed upgrades in J-54; J-30. On-going: Improve access to auditoria in MADO and BREY.</p>	<p>3.1 by 31/12/2018</p>

3. Services provided to other EU institutions

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Non programme-based

Specific objective 3: On the basis of clearly defined Service Level Agreements (SLAs), other EU institutions and bodies benefit from an exchange of best practices, cooperation and service provision.

Non programme-based

Result indicator: Charge back the full costs incurred and recover on time the revenues resulting from SLAs.

Source of data: OIB's data

Baseline (2013-2015)	Interim Milestone (2017)	The latest known results (2018)	Target (2020)
Up to 90% of forecasted revenues are invoiced and cashed-in annually. The remaining 10% are charged with the final invoice in N+1.	E-sign the existing SLA applying the updated version. Start the follow up of the SLA in REMIS for 'charge-back' module.	80% of forecasted revenues invoiced between 1.01.2018 and 31.12.2018 (SLAs related to services provided by OIB)	Move to an automated (full or partial) financial follow-up and charge-back of the costs resulting from the SLA in force.

Specific objective 3: On the basis of clearly defined Service Level Agreements (SLAs), other EU institutions and bodies benefit from an exchange of best practices, cooperation and service provision.

Non programme-based

Main outputs in 2018:

Description	Indicator	The latest known results (2018)	Target (2018)
<p>1. Coordinate the agencies' requests for technical services</p> <p>Key action:</p> <ul style="list-style-type: none"> - By providing "Prices and Services Catalogues" available online. - By providing clear guidelines on the used methodologies for the calculation of the charged backed costs. - By improving and disseminating consistent and harmonized best practices among all agencies. - By organizing meetings (2-3/year depending on the needs) with the contact persons of the agencies to define their specific and practical needs and avoid an administrative burden <p>By ensuring an adequate monitoring of the "advance and final payments" of the SLAs.</p>	<p>1.1 Follow charge-back process in compliance with DG BUDG guidelines. Encode the SLA inventory in force in REMIS.</p> <p>1.2 Follow up on deadlines for issuing of debit notes.</p>	<p>1.1 Full charge-back process in compliance with DG BUDG guidelines will be gradually implemented in 2019. The encoding of SLA inventory in REMIS is on hold.</p> <p>1.2 Carry over to 2019 - lack of resources caused the delay.</p>	<p>1.1 In the course of the year</p>
<p>2.1 Transfer of ownership of parking area in the Berlaymont to the Belgian authorities:</p> <p>Key action:</p> <p>Convention between the Commission and the Belgium Federal Administration on the</p>	<p>2.1 Sign the convention (Delayed due to difficulties on final agreement from right holder for the transfer).</p>	<p>2.1 Sign the convention: the agreement has been received and following presentation to the Cabinet of</p>	<p>2.1 In the course of year</p>

transfer of ownership of parking area in the Berlaymont to the Belgian authorities (the Belgium federal/Beliris project related to the construction at Schuman railway/subway station) ²⁰ in place. (carry over)		Commissioner Oettinger the inter-service consultation will be launched during the first semester of 2019.	
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4. Implementation of EMAS principles applicable to buildings

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Non programme-based

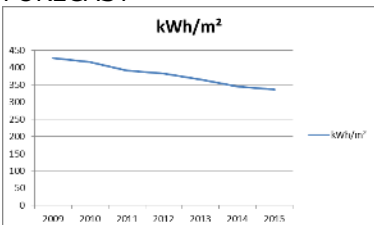
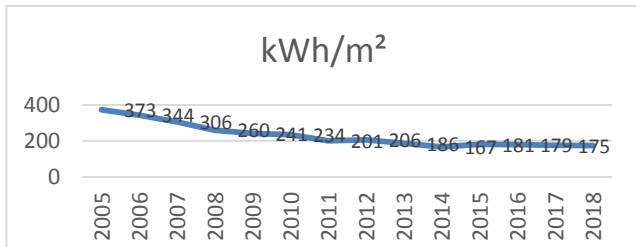
Specific objective 4: The environmental standards are met through the implementation of the Environmental Management Audit Scheme (EMAS).

Non programme-based

Result indicator: EMAS registered buildings
Source of data: OIB's data

Baseline (2015)	The latest known results (2018)	Target (2020)
62 EMAS registered buildings out of 65 in total. The external audit has been carried out on 3 new buildings and 9 buildings have been spot-checked.	The 2018 EMAS on-going registration exercise will reflect the abandon of buildings in the portfolio (HTWG, AN88, SC29/27 and B100) but will not yet include new additions to the portfolio as they are not fully aggregated (MERO, MO15).	All Commission buildings have EMAS registration. All buildings will have undergone at least one spot-check.

Result indicator: Energy consumption optimised.
Source of data: OIB's data

Baseline (2009-2015)	The latest known results (2018)	Target (2020)
Energy performance of EMAS registered buildings – 2015 FORECAST 	2018 preliminary data (final data will be available by the end of March 2019) 	-5% energy consumption

Result indicator: Water consumption optimised.
Source of data: OIB's data

Baseline (2009-2015)	The latest known results (2018)	Target (2020)

²⁰ The signature convention has been delayed for more than 6 years. It should be signed in line with the agreement of 2009 called "Protocol concerning the temporary use of zones of the 'Berlaymont' building necessary for the realisation of the multimodal 'Schuman' station ". It concerns the transfer of rights and payment for the 54 parking spaces and possible security works to be carried out in the BERL car park due to the new Schuman station.

<p>Water consumption per person of EMAS registered buildings - 2015 FORECAST:</p> <p>Water consumption per m² of EMAS registered buildings - 2015 FORECAST:</p>	<p>2018 preliminary data (final data will be available by the end of March 2018)</p>	<p>Keep evolution stable.</p>
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<p>Result indicator: Green Public Procurement criteria included into contracts.</p>		
<p>Source of data: OIB's data</p>		
<p>Baseline (2014)</p>	<p>The latest known results (2018)</p>	<p>Target (2020)</p>
<p>80% for contracts exceeding 60,000 €</p>	<p>Final 2018 data is not yet available. 93% for contracts exceeding 144,000 €</p>	<p>100% (where applicable)</p>

Specific objective 4: The environmental standards are met through the implementation of the Environmental Management Audit Scheme (EMAS).

Non programme-based

Main outputs in 2018:			
Description	Indicator	The latest known results (2018)	Target (2018)
<p>1. EMAS principles ensured in the Commission's buildings</p>	<p>Close follow-up and proactive resolution of the NC (Non-Conformities) opened by the EMAS internal and external audits carried out in 2016.</p>	<p>Out of the 23 NC issued in 2018, 12 have been closed, and 11 are in progress. 34 positive remarks were identified during the external and internal audits.</p>	<p>Improve 2017' performance</p>
<p>Key actions: 1.1 Prepared EMAS certification for further Commission buildings: all buildings in EMAS portfolio are certified.</p>	<p>1.1-1.9 Deliver on time</p>	<p>1.1 Delivered: The external audit took place in the week of 18 June 2018, focusing on the verification of the</p>	<p>1.1-1.9 by 31/12/2018</p>

<p>1.2 Prepared EMAS internal audit spot-checks for 8 to 10 buildings in 2018.</p> <p>1.3 Issued the requests to Brussels Environmental Authority (IBGE) on renewal of environmental permits for the buildings J-59, VM-2 and B232.</p> <p>1.4 On-going multiannual programme: on-going the Energy Audits on the performance of SPA2, SPA3, L102, COVE and L-56 buildings, and follow up on implementation actions.</p> <p>1.5 In line with the new "Site Coordination Role" set-up of a "Site Management Review" and diffusion of results.</p> <p>1.6 Organisation of the 2018 Energy Task Force and implementation of the energy saving measures decided on.</p> <p>1.7 Participation in the project for the installation of new waste sorting stations.</p>		<p>buildings J-27, J-70, L-56.</p> <p>All buildings in the portfolio are EMAS certified (62). No new buildings were added (they'll go through internal audit process in 2019).</p> <p>1.2 All spot-checks for EMAS internal audits were performed (buildings B232, B-28, BRE2, G-1, G-6, J-59, CSM1).</p> <p>1.3 The dossiers regarding the buildings J-59, VM-2 and B232 have been delivered to the Brussels Authorities (IBGE)</p> <p>1.4 On-going: After completion of the energy audits, follow up on implementation actions resulted from the Energy Audits on the performance of SPA2, SPA3, L102, COVE and L-56 buildings.</p> <p>1.5 Delivered: The meetings took place in 24 of January and 27 of September 2018</p> <p>1.6 The Task Force Energy meeting was held on 04/06/2018. The measures are being implemented according to the plan and established priorities.</p> <p>1.7 Pilot project launched in CSM1 in April 2018. To be followed up in several buildings in the first quarter of 2019 (MO15, B-28, J-99, J-79, BU24, BU-5, SPA3).</p>	
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<p>1.8 Streamlining the data collection procedure for the Environmental statement in line with the new EMAS cycle at the Commission.</p> <p>1.9 Follow up the 50+ OIB actions included in the Corporate EMAS annual action plan that support OIB's contribution to the corporate environmental performance objectives (2014-20), and review of mid-term results.</p>		<p>1.8 Delivered: the data collection process was streamlined to accommodate the new EMAS verification calendar. Environmental Statement drafted. The new EMAS regulation was adequately integrated in OIB procedures (context analysis, stakeholders evaluation, impact assessment).</p> <p>1.9 The follow-up of the measures continued, allowing for the midterm review of the objectives, which took place in the second semester of 2018, and approved at the EMAS Steering Committee of January 2019.</p>	
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2. The Commission staff awareness on the environmental issues

<p>Key actions:</p> <p>2.1 Carried out specific EMAS communication campaigns and awareness arising actions in cooperation with DG HR and EMAS network (2018 EMAS communication plan; mobility campaign; communication to the occupants of the buildings where technical improvements were made in 2015 -2017; improvement of communication on waste sorting in buildings; "Staff matters" articles).</p> <p>2.2 Delivered renewal of the annual EPB</p>	<p>2.1-2.3 Deliver on time</p>	<p>2.1 Cooperation with DG HR in campaigns regarding waste reduction and energy consumption. The policy on Single Use Plastics (such as paper cups replacing single use plastic ones, elimination of stirrers in vending machines, replacement of plastic cutlery and bowls by sustainable options) , has been the subject of several communication campaigns (using My Intracomm, OIBNet, Staff Matters, videos, posters and flyers).</p>	<p>2.1 -2.2 100% achievement in line with the foreseen schedule</p>
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certificates to display at the entrance of all buildings (legal obligation). 2.3 Developed a new format to display the consumption performance of buildings (internal EC profile on energy and water consumption and waste production and sorting).		2.2 Completed. 2.3 Delivered: the choice of format and data to display is concluded. The new Environmental Building Profile posters were displayed in all buildings in November 2018.	2.3 by 31/12/2018
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5. Prevention and Protection at Work rules applicable to the Commission sites

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 5: OIB's service-oriented culture and client satisfaction is enhanced by applying the Rules of Prevention and Protection at Work applicable to the Commission sites in Brussels.

Non programme-based

Result indicator: Percentage of realisation of the actions planned within the framework of five years 'Global Action Plan'.

Source of data: OIB data

Baseline (2015)	The latest known results (2018)	Target (2020)
Currently 10% of foreseen tasks accomplished	60% (data on 31/12/2018)	100% of entire plan

Specific objective 5: OIB's service-oriented culture and client satisfaction is enhanced by applying the Rules of Prevention and Protection at Work applicable to the Commission sites in Brussels.

Non programme-based

Main Policy-related outputs in 2018:

Description	Indicator	The latest known results (2018)	Target (2018)
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1. Regulatory responsibilities

Key actions: 1.1 Delivered risk analysis for the electrical installation. 1.2 Postponed OSHAS audits for water. 1.3 Delivered risk analysis of different workplaces in the EC.	1.1-1.3 Deliver as planned	1.1 100% 1.2 Carry over by DG HR since 2 years. 1.3 Delivered 100%	1.1-1.3 In the course of year
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2. Safety and Prevention at the Commission buildings

Key actions: 2.1 Exchanged communications with the safety advisors of the external contractors of the Commission; Specific attention to be given to particular working conditions e.g. the work at heights. 2.2 On-going risk analysis as regards the risk of fire in each building in Brussels (in	2.1 Organise annual meetings 2.2 Deliver 20% after	2.1 Delivered 2.2 Delivered 10%; awaiting	2.1-2.5 In the course of year
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the framework of five-year programme). 2.3 Delivered 4 evacuation plans. 2.4 Provided communications on Prevention and Protection at Work: posters, brochures to be displayed in the EC buildings. More information to be made available through webpage ' <i>fit@work</i> '. 2.5 Provided advice in the field of ergonomics.	review 2.3 Deliver as planned 2.4 Carry out the communication campaigns 2.5 Deliver as planned	feedback from the contractor. 2.3 Delivered in 100% 2.4 Delivered 2.5 Delivered	
3. "Well-being" programme at the Commission and at OIB			
Key actions: 3.1 Provided support to the working groups (1) " <i>Comité de Pilotage des RPS²¹</i> " to deal with psycho-social risk at work; (2) the CPPT (Committee for Prevention and Protection at Work) "asbestos" working group; and (3) "Standing desks". 3.2 Delivered consultations on installations of smoking areas for buildings in Brussels.	3.1-3.2 Contribute and follow up	3.1 Delivered 3.2 Delivered in 90%; finalisation is on-going.	3.1-3.3 In the course of year

LOGISTIC SERVICES

1. Quality services creating the best working conditions

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.																																
<input checked="" type="checkbox"/> Non programme-based																																
Specific objective 6: The sound financial management of the logistic services is ensured.																																
<input checked="" type="checkbox"/> Non programme-based																																
Result indicator: Commission staff satisfaction rate with the quality of office furniture and supplies. Source of data: the general staff opinion survey conducted by DG HR related to the services of PMO, OIB and OIL (the survey is addressed to all Commission staff). Criteria: % of staff satisfaction (<i>very satisfied</i> + <i>satisfied</i>)																																
Baseline (2005-2015)	The latest known results The 2017 survey	Interim Target (2018)																														
<p>Office furniture & supplies : in individual office</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfied (%)</th> </tr> </thead> <tbody> <tr><td>2005</td><td>58%</td></tr> <tr><td>2007</td><td>57%</td></tr> <tr><td>2009</td><td>63%</td></tr> <tr><td>2011</td><td>65%</td></tr> <tr><td>2013</td><td>68%</td></tr> <tr><td>2015</td><td>57%</td></tr> </tbody> </table>	Year	Satisfied (%)	2005	58%	2007	57%	2009	63%	2011	65%	2013	68%	2015	57%	<p>Office furniture - individual office</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfied (%)</th> </tr> </thead> <tbody> <tr><td>2013</td><td>68%</td></tr> <tr><td>2015</td><td>49%</td></tr> <tr><td>2017</td><td>60%</td></tr> </tbody> </table> <p>Office supplies - individual office</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfied (%)</th> </tr> </thead> <tbody> <tr><td>2013</td><td>68%</td></tr> <tr><td>2015</td><td>49%</td></tr> <tr><td>2017</td><td>65%</td></tr> </tbody> </table>	Year	Satisfied (%)	2013	68%	2015	49%	2017	60%	Year	Satisfied (%)	2013	68%	2015	49%	2017	65%	68% (back to 2013 results)
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²¹ Psycho-social risks

Specific objective 6: The sound financial management of the logistic services is ensured.

☒ Non programme-based

Main Policy-related outputs in 2018:

Description	Indicator	The latest known results (2018)	Target 2018
1. Synergies and Efficiencies of Logistics			
<p>Key actions:</p> <p>1.1 The "Space design team" made operational –the team is in charge of implementing the efficiency of the office space redesign, especially while a DG is reorganising or moving offices.</p> <p>1.2 Consolidation of Logistics Proximity Teams.</p> <p>1.3 Central mail / office supplies:</p> <ul style="list-style-type: none"> ➤ The point-to-point office supplies daily distribution model will evolve towards a weekly central distribution in a single drop point per building: the new framework contract that will result from the on-going procurement procedure (to be closed by the end of June with GAMA evaluation in July 2018) will bring the change in the delivery system i.e. delivery of office supplies by OIB (central function) once per week. This change will contribute to the efficiency and cost savings. ➤ One of the two special mail shuttles (distributing the Ministries and some RPs) are fully incorporated in the regular mail shuttles. 	<p>1.1 -1.2 Review of workflows for e.g. moves</p> <p>1.3 Deliver as planned</p>	<p>1.1 The workflows are operational.</p> <p>1.2 Delivered</p> <p>1.3 <u>Office supplies:</u> The procurement procedure aiming at the acquisition of office supplies was cancelled. The current framework contract has been extended. A new procedure will be launched in Q1 2019 resulting in a new contract by the end of Q2 or beginning Q3 2019. Storage premises are ready for the launch of activity.</p> <p><u>Mail shuttles:</u> The two special mail shuttles have been fully incorporated in the regular mail shuttles.</p>	<p>1.1 -1.3 in the course of year</p>
2. Structured inventory management			
<p>Key actions:</p> <p>2.1 Conducted an inventory cycle (second year out of 2017-2019).</p> <p>2.2 Withdrawn inventory tool: RFID migration.</p> <p>2.3 Delivered draft new Inventory Rules²²: launched an Inter-Service Consultation; based on ISC conclusions introduced the simplification and rationalisation of declassification procedures.</p>	<p>2.1 Tracking rate</p> <p>2.2 Number of goods relabelled with RFID</p> <p>2.3 Deliver on time</p>	<p>2.1 64%</p> <p>2.2 Suspended due to expected change in technological environment.</p> <p>2.3 Document drafted; Simplification of internal procedure for simple</p>	<p>2.1 60% by 31/12/2018</p> <p>2.2 20.000 items by 31/12/2018</p> <p>2.3 by 31/12/2018</p>

²² OIB is in charge of the Central Inventory Service (SCI) for the Commission. DGs having their own Inventory Management Service refer to the Central Inventory Regulations and Service.

		decommissioning is implemented as head start.	
3. Printing services improved			
<p>Key actions:</p> <p>3.1 'MyOIBprint' software operational.</p> <p>3.2 Development on the large format printing and signage:</p> <ul style="list-style-type: none"> ➤ Installed the plotter for large format of printing. ➤ Delayed: a call for tenders for the purchase of an UV printer and cutting equipment (cutting table) and for new pre-press equipment: revision of technical specifications-to be finalised in the course of 2019. 	3.1-3.2 Deliver as planned	<p>3.1 The software is operational.</p> <p>3.2 Delivered: The plotter for large formats printing was installed in the DAV building on 15 February 2018; Delayed publication of two calls for tenders - to be finalised in 2019</p>	3.1-3.2 in the course of year
4. New Staff Mobility Plan: Promote alternative means of transport			
<p>Key actions:</p> <p>4.1 Completed the 2017 '<i>Plan de Déplacement d'Entreprise</i>' (evaluation of transport means used by staff) as required by the Brussels Region legislation.</p> <p>4.2 Finalization of new Staff Mobility Plan and obtain approval.</p> <p>4.3 Integration of new service bikes and increase of the service bike fleet from around 250 to 300 (including electric bikes) (carry over²³).</p> <p>4.4. Organised cycling promoting campaigns and safe cycling trainings.</p>	<p>4.1 Mobility plan delivered</p> <p>4.2 Deliver on time</p> <p>4.3 Number of service bicycles in use</p> <p>4.4 Number of staff participating</p>	<p>4.1 Completed: delivered on 29/01/2018</p> <p>4.2. In progress. Discussions with Cabinet were pursued in the second half of 2018, also involving DG BUDG, DG HR and SJ. A new consultation of the Cabinet is to take place beginning 2019.</p> <p>4.3 Completed. Delivery of the 25 new e-bikes took place on 23 May 2018. Delivery of 200 new classical bikes took place at the beginning of June. Respective totals available of 35 and 300.</p> <p>4.4 Completed. 2018 Safe cycling trainings started in</p>	<p>4.1 by 31/01/2018</p> <p>4.2 by 31/12/ 2018 (subject to Cabinet decision)</p> <p>4.3 Approx. 300 classical bikes and ~ 25 electric bikes by 31/12/2018</p> <p>4.4 Approx. ~ 200 participants</p>

²³ The bicycles delivered based on successful tender finalised in 2017 were not compliant with tender specifications. There was a necessity of cancelling the procedure and launch a new tender. The delivery of new bicycles (from another tenderer) is foreseen in April 2018.

		<p>March 2018 and continued until end of October 2018. 'VeloMai' took place in May and 'Bike project' in June and October 2018.</p> <p>In total, 181 attended the safe cycling training courses, more than 2,700 took part in VeloMai and 51 participated in the 'Bike project'.</p>	for the year 2018
5. Sustainable archives management			
<p>Key actions:</p> <p>5.1 Digitisation of archives: procurement procedure launched for digitisation of SEC records. Renewal of scanners' park to increase internal digitisation capacity.</p> <p>5.2 Provided support to DGs management of files and reduced unnecessary paper archives transfers.</p> <p>5.3 Managed transfers of electronic documents for long-term preservation (a-REP).</p> <p>5.4 Valorisation of archives with high added value regarding its opening to the public.</p>	5.1-5.4 Deliver as planned	<p>5.1 On-going for digitisation of SEC records. New scanners' park in place.</p> <p>5.2 Delivered: 28 local visits organised with DG's/Agencies since beginning of 2018 (important decrease of transfers since 01/01/2018).</p> <p>5.3 Delivered: a-REP (digital repository for long-term preservation) in production. 5 million digital objects ingested and preserved in the repository (as at 31/12/2018).</p> <p>5.4 On-going: Archives of the Cabinet of President Jenkins (1977-1981) and President Thorn (1981-1985) described (next step is a digitisation and transfer to Florence). On-going: archives of the Cabinet Richard (1981-1985).</p>	5.1-5.4 by 31/12/2018

2. Quality catering services

General objective 1: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Non programme-based

Specific objective 7: Good social infrastructure (Restaurants, Selfs and Cafeterias facilities) is provided at Brussels and Ispra sites.

Non programme-based

Result indicator: Commission staff satisfaction rate with the provision of cafeterias and self-service restaurants

Source of data: OIB/DG HR 2018 annual survey

Criteria: % of staff satisfied versus dissatisfied

Baseline (2015)	The latest known results (2018)	Target (2020)
<p>Bxl Cafeterias: Satisfied - 66% Dissatisfied - 34%</p> <p>Bxl Self-service restaurants: Satisfied - 57% Dissatisfied - 43%</p> <p>2017 survey: Ispra cafeteria: Satisfied: 90.3% Dissatisfied: 9.7% Ispra Self-service restaurant Satisfied: 84% Dissatisfied: 16%</p>	<p>Bxl Cafeterias (2018): Satisfied: 68% Dissatisfied - 32%</p> <p>Bxl Self-service restaurants: Satisfied: 51% Dissatisfied: 49%</p> <p>Ispra cafeteria (2018 survey): Satisfied: 90% Dissatisfied: 9% Ispra Self-service restaurant Satisfied: 93% Dissatisfied: 5.5% Results exclude "don't know" answers.</p>	<p>Keep satisfaction rate stable.</p>

Specific objective 7: Good social infrastructure (Restaurants, Selfs and Cafeterias facilities) is provided at Brussels and Ispra sites.

Non programme-based

Main Policy-related outputs in 2018:

Description	Indicator	The latest known results (2018)	Target 2018
1. Quality services at Bxl/Ispra catering facilities	Staff satisfaction survey on catering services	The survey in Brussels was launched in September 2018; results are expected as from beginning 2019.	Keep stable
<p>Key actions:</p> <p>1.1 Delivered daily "fit@work" meal; enhanced the offer of healthy seasonal sustainable food.</p> <p>1.2 Refurbished Breydel's self-service restaurant free-flow area (carry over). Delivered re-looking of cafeterias in J-79 and N-105. New coffee corner delivered to BU-5.</p> <p>1.3 Organised two consumers' panels for cafeterias at BU-5 and BU-29.</p> <p>1.4 Withdrawn plastic single use materials in catering services (canteen and</p>	1.1 -1.4 Deliver as planned	<p>1.1 Delivered: 2018 data - 24% of all meals sold (2017 data-22%)</p> <p>1.2 Delivered: refurbishment of self- restaurant at BREY, cafeteria at J-79 and N105, coffee corner at BU-5.</p> <p>1.3 Two panels successfully organized.</p> <p>1.4 Withdrawn the</p>	1.1-1.4 by 31/12/2018

<p>cafeterias) in Bxl and Ispra.</p> <p>1.5 Externalized catering services in childcare facilities in GENEVE, COLE.</p> <p>1.6 Ispra self-service restaurant:</p> <ul style="list-style-type: none"> ➤ Introduced food waste measures; ➤ Delayed: ➤ Participate in refurbishment of the conference centre refectory: equipment has been ordered, installation is foreseen before end of 2019; ➤ Equip the enlarged Clubhouse kitchen facilities: foreseen before summer 2019; ➤ Realisation of project depends on JRC decision, which is pending: Implement a new system of access control in Clubhouse in cooperation with the JRC; ➤ Implement sustainable solution for personnel status of the Clubhouse. tender for a new staff contract to be launched in 1st semester 2019. 		<p>plastic single use materials.</p> <p>1.5 Contracted catering at childcare facilities.</p> <p>1.6 Food waste: measures are put in place; Refurbishment of refectory and equip the kitchen: delayed due to construction works carried out by JRC; Access to the restaurant: system is operational; the decision of JRC is awaited. Personnel issue at the Clubhouse: The local legislation is in force; the tender for a new staff contract will be launched in 1st semester of 2019.</p>	<p>1.5-1.6 in the course of year</p>
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CHILDCARE SERVICES

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Non programme-based

Specific objective 8: Good social childcare infrastructure is provided at Brussels and Ispra sites.

Non programme-based

Result indicator: Number of requests (received during the year) versus number of places available at childcare facilities.

Source of data: OIB data

Baseline (2015)	The latest known results (2018)	Target (2020)
<p>Nurseries: Ratio: 21% above the capacity (1622 requests vs 1341 places available) After-school childcare: Ratio: 12% above the capacity (1971 requests vs a capacity of 1760 places) Outdoor childcare: all demands were met.</p>	<p>Nurseries: 2018 ratio being at 4.1% without those who refused an offer (capacity end 2018 of 1512, demand above the capacity: 87 requests out of which 25 refused an offer). After-school childcare: Target of 2020 is met: the current capacity (2476) is 25,6 % above 2015 demand (1971 requests); Current capacity is higher than the demand (2476 places vs 2429 requests); 19 children on waiting list are exclusively those who refused a proposition of place. Taking this figure into</p>	<p>Offer equals demand (at 2015 levels).</p>

	consideration, the ratio for the afterschool would be of 0,8% (2429 requests received vs 2410 accepted) otherwise the capacity as a whole is 1.9% above the demand (2476 vs 2429).	
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Main Policy-related outputs in 2018:			
Description	Indicator	The latest known results (2018)	Target 2018
1. Response to the demand for Bxl childcare places	Gradual progress	Target achieved for afterschool; gradual progress in nurseries.	Offer = 2015 demand by 2020
<p>Key actions:</p> <p>1.1 Increase offer at the nurseries to meet demand.</p> <p>1.2 Increase offer at the afterschool childcare facilities to meet demand (e.g. through closer cooperation with the European schools (Bxl) and using specific contracts on the Brussels market).</p>	<p>1.1 Ratio: number of requests in the year vs available places</p> <p>1.2 Ratio: number of requests in the year vs available places</p> <p>1.2 Outsourcing of two sites: BU and GE</p>	<p>1.1 On-going, contracts in place since end 2017.</p> <p>1.2. as above</p> <p>1.2 Outsourcing of educational and pedagogical staff at PALM, VM, BU and GE accomplished.</p>	<p>1.1 to contract at least 500 places to ensure the continuity</p> <p>1.2 to optimise</p> <p>1.2 January 2018</p>
2. Improvements at Ispra childcare facilities	Capacity: 105 Places afterschool childcare; 88 nursery places.	105 afterschool childcare places; 88 nursery places	optimise demand & supply management
<p>Key actions:</p> <p>2.1 Optimisation of the allocation of places.</p> <p>2.2 Postponed – based on JRC decision - the move of the kindergarten childcare services from ALER to JRC' building. The plan was to be approved by JRC senior management in 1st quarter 2019.in December 2018 and confirmed. However, the timing has still to be confirmed.</p>	<p>Key actions:</p> <p>2.1 Optimisation of the allocation of places.</p> <p>2.2 Postponed – based on JRC decision - the move of the kindergarten childcare services from ALER to JRC' building. The plan was approved by JRC senior management in December 2018 and confirmed. The plan goes beyond 2020.</p>	<p>2.1 Keep stable</p> <p>2.2 Deliver as planned</p>	<p>2.1 Kept stable</p> <p>2.2 Deadline for realisation: 31/12/2020</p>
			<p>2.1 In the course of year</p> <p>2.2 by 31/12/2020</p>

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Non programme-based

Specific objective 9: Good social and sport infrastructure is provided at the European Inter-institutional Centre (CIE) in Overijse, Brussels and at Ispra sites.

Non programme-based

Result indicator: Users attendance of the sports facilities

Source of data: OIB data

Baseline (2013-2014)	The latest known results (2018)	Target (2020)
In 2013 CIE was available for sport and cultural events during the week. The Centre was closed in 2014, due to renovation works.	CIE' sport facilities are 100% functional, accessible 7 days per week.	Keep CIE functional
3,400 (Ispra)	Stable	Keep stable

Specific objective 9: Good social and sport infrastructure is provided at the European Inter-institutional Centre (CIE) in Overijse, Brussels and at Ispra sites.

Non programme-based

Main Policy-related outputs in 2018:

Description	Indicator	The latest known results (2018)	Target 2018
1. CIE Overijse operational	1.1 Annual number of participants in organised activities (min 10,000 visitors).	17 000 visitors / stable	1.1 Keep stable growth
2. Social infrastructure in Ispra operational	2.1 Annual number of participants in sporting activities (3.400 visitors).	Stable	2.1 Keep stable growth

All performance indicators are based on the reliability of data which is well-established and documented within DGs (OIB, DG HR). The used method or framework of criteria/benchmarks/parameters is available.