



Annual Activity Report 2022

Office for Infrastructure and Logistics
in Brussels

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THE DG IN BRIEF

The Office for Infrastructure and Logistics in Brussels (OIB) was established to coordinate and carry out the Commission's infrastructure and logistics services in Brussels¹.

OIB is attached to the Directorate General for Human Resources and Security (DG HR). A Management Committee oversees the proper implementation of its activities. DG HR chairs and assists the Management Committee in the implementation of its tasks. The Director of the Office as Head of Service is responsible for implementing the mission of the Office. He is instated with the power of nomination (Appointing Authority (AIPN)) and exercises the function of Authorising Officer by Delegation (AOD). OIB provides services to the Commission, other EU institutions and Executive Agencies in Brussels and Ispra.

The key stakeholders:

- The Commissioner for Budget and Administration and his Cabinet;
- The College Members;
- Central Commission Services;
- EU Institutions located in Brussels and Ispra;
- Staff of the Commission and Executive Agencies.

Administrative structure:

OIB is structured around four departments with the following activities:

- Real Estate (RE): Buildings policy, building management and property projects, Eco Management and Audit Scheme (EMAS) activities and logistical support such as Logistic Proximity Teams (LPT) and the Space Design Team (SDT);
- Logistic Services (LS): Catering services, transport and mobility, workspace equipment, inventory management, mail and reproduction, historical archives, European Inter-institutional Centre (CIE) and catering and childcare infrastructures in Ispra;
- Childcare Services (CS): Nurseries and other child-care services;
- Resources, Policy Steering and Prevention (RPP): Human resources, communication, IT systems, finances, public procurement, domain leadership, planning and programming, internal control and the internal service for prevention and protection at work.

2022 Organisational changes:

- New organigramme entered into force as of 16.12.2022, creating the new Resources, Policy Steering and Prevention (RPP) department and changing the names of two existing departments².
- A new Head of LS Department was appointed on 01.02.2022 and the Head of Service was acting as Head of RPP Department as of 16.12.2022.

Management mode: OIB has a centralised direct management mode for its financial transactions and procurement.

¹ OIB was created on 1 January 2003 by Commission Decision C(2002)4368 of 6 November 2002.

² The Childcare Department, formerly named Centre of Small Children ('*Centre Petite Enfants*'), was renamed to 'Childcare Services' and the Department 'Operations and Services' was renamed to 'Logistic Services'.

EXECUTIVE SUMMARY

This annual activity report is a management report of the Head of Service of OIB to the College of Commissioners. Annual activity reports are the main instrument of management accountability within the Commission and constitute the basis on which the College takes political responsibility for the decisions it takes as well as for the coordinating, executive and management functions it exercises, as laid down in the treaties ⁽³⁾.

³ Article 17(1) of the Treaty on European Union.

A. Key results and progress towards achieving the Commission's general objectives and OIB's specific objectives

The mission of OIB is to ensure a functional, safe and comfortable workplace for Commission staff and to provide good quality support and logistic services, based on a client-oriented approach in an environmentally friendly and cost-effective way.

In 2022, OIB's actions and main outputs allowed to progress towards the specific objectives set out in its 2020-2024 strategic plan, which are:

- ✓ to manage the Commission's buildings and infrastructures efficiently and effectively in line with the highest environmental standards;
- ✓ to create the best possible working conditions for staff and provide good social infrastructures;
- ✓ to manage activities in a results-oriented and transparent way, in line with ethical requirements.

OIB contributes to the **seventh horizontal objective** of the President von der Leyen Commission and to the specific mandate addressed to the Commissioner for Budget and Administration, Mr Johannes Hahn, which covers the Commission's work to provide:

"A modern, high performing and sustainable European Commission"

In this context the challenges for OIB were to:

- ✓ Continue the rollout of the new Commission real estate strategy, demonstrating that the Commission is a frontrunner as a green public administration;
- ✓ Implement Dynamic Collaborative Spaces (DCS) offering flexible office space to colleagues;
- ✓ Reevaluate large real estate projects in line with the Brussels Capital Region urban planning strategy;
- ✓ Limit as far as possible the green house gas emissions beyond buildings, e.g. by the use of 'greener' corporate cars and via green mobility of staff. Reduce energy and water consumption and improve waste management;
- ✓ Ensure the implementation of a new catering offer, in line with Green Deal and the Greening the Commission Communication⁴ objectives;
- ✓ Maintain all EC infrastructures in Brussels and Ispra to meet environmental objectives;
- ✓ Continue to provide childcare services in line with children, parents and staff needs;
- ✓ Continue to implement the digital transformation and modernisation of OIB activities.

OIB continued the roll-out of **Dynamic Collaborative Spaces (DCS)** and successfully moved DG CLIMA, DG CNECT and one cabinet into this configuration during 2022. At the end of 2022, in total, 5.509 colleagues worked in DCS in Brussels. Preparatory work for moves of other services also took place in 2022.

⁴ C(2022)2230 of 05.04.2022

Following the end of the previous concession-based **catering** model, OIB internalised the catering service and extensively redeployed internal resources to support the (re-)opening of five restaurants and seventeen cafeterias. Furthermore, OIB resumed the use of the IT application facilitating catering orders (Presto) and further rolled out the cloud kitchen service. OIB supplemented its service provision by beginning to roll out a new generation of connected vending machines that provide a much greater variety of food offers to colleagues in Brussels.

Childcare services continued to be ensured in both Brussels and Ispra in line with children, parents and staff needs. In addition, OIB progressed towards improving the agility of its service provision. In-depth surveys were held with parents in Brussels and Ispra to identify opportunities for further improvement. Concurrently, OIB worked with the Office for Infrastructure and Logistics Luxembourg (OIL) to harmonise childcare rules. OIB also enhanced its cooperation with the European Schools in Brussels with the objective of implementing a targeted sustainability-oriented childcare policy in the coming years.

Throughout 2022, OIB continued to support all corporate efforts on environmental actions through **EMAS**⁵ and contributed to communication campaigns and actions, in particular on aspects related to housing, catering, mobility and greening.

In line with the Commission's response to the economic recovery which was heavily impacted by the pandemic and **Russia's war of aggression against Ukraine** and following the supply chain and energy crisis, OIB revisited the risk of high energy prices. These could potentially impact OIB's day-to-day business operations and service provision negatively. The OIB decided to strategically integrate this new dimension into its (future) service provision. OIB managed to cover the significant supplementary energy cost resulting from the war and the energy crisis by actively monitoring the options and thereby minimising the impact on its other activities in 2022.

During 2022 and in the context of the war, OIB also supported efforts to accommodate Ukrainian refugees in Brussels by welcoming children free of charge in its childhood facilities.

All OIB outputs to reach the objectives of the year are further detailed in parts 1 and 2 as well as in the dedicated annexes of this report.

⁵ Eco Management and Audit Scheme

B. Key performance indicators

Indicator	Baseline	Target 2024	Latest known results (31/12/2022)
Energy consumption optimised	Baseline (2019): 323.45 kWh/m ² EPB ⁶	Reduction by 10% of the energy consumption by 2025 according to the 'PLAGE' ⁷ legislation.	Reduction by 24% ⁸ 247.2 kWh/m ² EPB (normalized primary energy)
Occupancy rate of workstations in a Dynamic Collaborative Space environment	Baseline (2020): 70% ⁹	90%	No reliable data available
Number of staff placed in a dynamic office environment	Baseline (2020): 0	Increase	2022: 5.509 (out of 23.950) 2021: 4.499 ¹⁰ 2020: 0 (Covid-19 pandemic lockdown)
Staff satisfaction rate for the provision of childcare services	Baseline: Nurseries/Kin dergartens: 91% in 2019 Childminding facilities: ~90% in 2017	Maintain a high level of satisfaction	88 % overall 87 % for nurseries 95 % for kindergartens 87 % for afterschool childcare
The Residual Error Rate (RER)	Amount at risk - Residual Error Rate (RER) – lower than 2%	RER lower than 2%	1.6%

⁶ EPB: Energy Performance of Buildings

⁷ PLAGE: Plan Local d'Action pour la Gestion Énergétique

⁸ Final figures will be validated in September 2023

⁹ Based on a study conducted by DG HR in 2019 [SWD(2019)675], on average 7 workstations were assigned to 10 FTEs (due to, on average, 70% of workstations being occupied). 2024 Target foreseen: 9 workstations assigned to 10 FTEs

¹⁰ These figures are based on the number of Commission staff members with a job in Brussels and who are entitled to a workstation based on their job title or their statutory link. The data originates from COMREF/SYSPER as encoded by DG HR and based on the address of the staff member in COMREF/SYSPER it is determined from the OIB REMIS system if the staff member is working in collaborative space or not.

C. Key conclusions on financial management and internal control

In line with the Commission's Internal Control Framework OIB has assessed its internal control systems during the reporting year and has concluded that it is effective and the components and principles are present and functioning as intended. Please refer to annual activity report section 2.1.3 for further details.

In addition, OIB has systematically examined the available control results and indicators, as well as the observations and recommendations issued by the internal auditor and the European Court of Auditors. These elements have been assessed to determine their impact on management's assurance about the achievement of the control objectives. Please refer to Section 2.1 for further details.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated. The Head of Service, in his capacity as Authorising Officer by Delegation, has signed the Declaration of Assurance.

D. Provision of information to the Commissioner

In the context of the regular meetings during the year between OIB and the Commissioner on management matters, the main elements of this report and assurance declaration, have been brought to the attention of Commissioner Hahn, responsible for Budget and Administration.

1. KEY RESULTS AND PROGRESS TOWARDS ACHIEVING THE COMMISSION'S GENERAL OBJECTIVES AND SPECIFIC OBJECTIVES OF THE DEPARTMENT

Specific Objective 7.1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy needs.

Real Estate Strategy

The real estate policy, as presented to the College in February 2021 and taking into account the Greening the Commission Communication, was translated into the Multi-Annual building Policy Framework (MAPF) which was approved by the OIB's Management Committee in early June 2022, after consultation of all relevant stakeholders.

Smarter use of each square meter

The existing Housing Conditions Manual is being reviewed to reflect the goals of the real estate policy and allow for smarter use of office space. A sub-working group (joint committee¹¹) of the CPPT-BXL¹² Buildings group began to update the Manual in 2022.

Large construction projects: Conference Centre CC2.0, PALM nursery, L130 site

A change in the Brussels Capital urban planning strategy led to the redesign of some parts of the project of the building which will host the Conference Centre CC2.0. The project plans were adjusted to align with new rules that no longer allowed to build and develop voluminous multi-storey buildings in the European quarter. Due to this, the promoter was forced to apply for a new building permit in 2022.

OIB decided to sell the PALM site due to its insufficient endowment to address the needs of an up-to-date childcare facility and the increasingly poor condition of the building. The redevelopment of the L130¹³ site was abandoned after the project was cancelled.

Building occupancy and clustering of DGs

In September 2022, the Commission successfully exchanged buildings with the Committee of the Regions (CoR). As a result, CoR moved into the VM-2 building¹⁴ while the Commission received the B-68¹⁵ and TR74¹⁶ buildings in return. In 2022, OIB signed lease prolongations for LX40¹⁷, N105¹⁸ and KORT¹⁹. Furthermore, OIB implemented moves and space

¹¹ FR : *Comité Paritaire*

¹² Joint Committee for Prevention and Protection at Work (CPPT¹²)

¹³ L130 : Rue de la Loi 130

¹⁴ VM-2 : Van Maerlant 2, Rue Van Maerlant 2

¹⁵ B-68: Rue Belliard 68

¹⁶ TR74: Rue de Trèves 74

¹⁷ LX40 : Luxembourg 46, Rue du Luxembourg 46

¹⁸ N105 : Nerviens 105, Avenue des Nerviens

¹⁹ KORT: Industriepark Guldendelle Vinkstraat, 2, 3070 Kortenbergh

optimisations for DG CLIMA (BRE2²⁰ and BREY²¹), DG CNECT (L-51²²), one Cabinet in BERL²³ and DG REGIO (CSM1²⁴).

Sale of buildings

On 15 September 2022, a pre-information note on the sale of the buildings PALM, B-68¹⁵, TR74¹⁶, BU25, BU29-31-33 and SC11 was submitted to the budgetary authority. The decision to initiate the sale process was approved by the College in December 2022.

IT application for parking space reservation in buildings

Measures to reduce car parking spaces in buildings were taken in compliance with the COBRACE²⁵ regulation. The call for tender for a permanent IT reservation tool ('Where2Park') to manage the remaining parking slots and facilitate reservation led to the signing of a new framework contract. Rationalisation efforts began in September 2022 for BREY²¹, BRE2²⁰, CSM1, J-27²⁶, L107²⁷, L130¹³ and L-51²². The DGs that already use the tool are: EMPL (J-27); CLIMA, DEFIS, ENV, GROW, HR (BREY/BRE2); CNECT (L-51); AGRI (L130), ECHO (L130).

New European Bauhaus²⁸

In January 2022, OIB organised a New European Bauhaus (NEB) workshop in collaboration with the Brussels Region. The purpose was to obtain an overview of the stakeholder expectations with respect to this key initiative. As part of OIB's strategic partnership with the Brussels Region, OIB participates in the committee for the redevelopment of the Cinquantenaire park; this includes examining opportunities and avenues for an architectural competition or ideas competition under European Framework to partially cover the tunnel. The NEB principals (*beautiful, sustainable, together*) inspire the design of the new Visitor Centre in the Charlemagne building which opened in September 2022.



Specific Objective 7.2: Provide good quality office space to all Commission sites in Brussels.

Make each square meter nicer

²⁰ BRE2: Breydel building no 2, Avenue d'Auderghem 19

²¹ BREY: Breydel building, Av. D'Auderghem 45

²² L-51: Rue de la Loi 51

²³ BERL: Berlaymont, Rue de la Loi 200

²⁴ CSM1: Cours Saint Michel 1

²⁵ Brussels Code on Air, Climate and Energy Efficiency (*Code Bruxellois de l'air, du climat et la maîtrise de l'énergie*).

²⁶ J-27: Rue Joseph II 27

²⁷ L107: Rue de la Loi 107

²⁸ The New European Bauhaus initiative is part of the Commission real estate strategy in Brussels and provides a new channel of interaction in the relations of the Commission with local partners.

To improve the quality of available office space, preventive maintenance in line with the BEBA²⁹ programme continued in 2022. In accordance with the approach outlined under *Specific Objective 7.1*, the BEBA programme continues its focus on opportunities to convert buildings, or parts thereof, into DCS.



Practical works were implemented in BREZ²⁰, part of BREY²¹ and CSM1²⁴. Similar works were initiated in MERO³⁰ and BERL. Feasibility studies were launched to transform parts of ORBN³¹ and CHAR³². Works to adapt office space to flexible working environments are ongoing for PMO and DG REFORM (in MERO³⁰ building) and part of SG in BERL²³.

OIB has continued to play an active role in the Association of Staff with a Disability in the Commission (ASDEC)³³ and liaised with a network of ambassadors in 2022. All buildings in Brussels comply with legal prescriptions regarding accessibility for persons with disabilities.

Specific Objective 7.3: Modern logistics domain and related services through a united logistics approach.

As domain leader in logistics, OIB improved efficiency in service provision and enhanced customer orientation through simplification and rationalisation. OIB regularly participated in the Commission's Domain Leaders group and organised biannual meetings with public international organisations to discuss common challenges and share best practices. Since 2022, logistic services can be requested through the My IT Support (and Logistics) corporate tool via the Commission intranet. The option to introduce logistic incidents via a mobile application was added in February 2022. OIB customer satisfaction averaged around 84% throughout 2022. OIB completed the inventory of domain business processes in the Architecture of Integrated Information Systems (ARIS) tool to prepare a business process reengineering proposal. A scoreboard was developed which allows the monitoring of performance indicators to further modernise and streamline the OIB business processes.

Historical archives

The Historical Archives Task Force provided support to all EC services and in particular those that moved in the context of the new building strategy. More than 6.6 linear km of archives were eliminated in 2022. This included archives under management in the Kortenbergh repository and archives that moved to another location. The digitisation was enhanced with an additional 5 million pages. The development of a new system that offers a long-term

²⁹ *Bon état des bâtiments*/Good state of buildings. The programme also ensures that OIB provides an up-to-date, fit for purpose work environment for Commission staff, as well as safeguarding Commission assets and improving energy performance through periodic refurbishment and technical actions.

³⁰ MERO: MERODE 41, Avenue de Tervueren

³¹ ORBN: Espace Orban, Square Frère-Orban 8

³² CHAR: Charlemagne, Rue de la Loi 170

³³ This group represents and defends the views of staff with a disability to the administration, and makes proposals for developments in staff policies and services.

solution for paper and e-archive management continued in collaboration with SG and DG DIGIT.

Mail services

The development of a strategy for the digitisation of all mail and distribution of incoming mail via electronic means to services was postponed in 2021 due to the COVID-19 crisis. Based on the lessons learned during the pandemic and the identification of trends related to mail flows, the project was reactivated to reduce quantities of incoming and outgoing mail and develop a solution for the digitisation of the remaining out-going mail.

Visual design and print

High standard multimedia projects were further developed in 2022 with a 10% increase in demand for digital product solutions. The sustainable real estate and NEB strategies were implemented in the Charlemagne Visitor Centre where recycled materials were introduced in signage and decoration. In line with corporate environmental and 'paperless' policies, the number of printed A4 pages was reduced from 44 million in 2019 to 23 million in 2022.

OIB continued to offer an attractive workplace to staff with ergonomic furniture and modern equipment for DCS and home offices in close collaboration with DG HR and DIGIT.

Specific Objective 7.4: Reduction of the Commission's carbon and ecological footprint consistent with the objectives of the EU Green Deal, notably a climate-neutral Commission by 2030.

Make each square meter greener

OIB follows the legislation on the energy performance of buildings that originate from the provisions of the European Energy Directive (EED) and the **PLAGE**³⁴ legislation. OIB also follows up and ensures the reduction of parking places in the buildings, in line with the **COBRACE** regulation.

After the Commission adopted its own comprehensive action plan in April 2022, as part of the Greening the Commission Communication, OIB integrated the objectives linked to its activities in its own action plan³⁵. In order to improve the energy efficiency of buildings and in line with the circular economy approach, large-scale renovations were foreseen in some Commission's buildings. Based on a holistic approach, a dynamic thermal simulation study was launched in BREY and BRE2 to define works to be carried out (e.g. replacement of façade or roof insulation). In order to reduce electricity, gas and water consumption, six buildings were closed during the summer holidays. Similarly, most buildings were closed during the end-of-year holidays, in view of the low occupancy rate during that period.

³⁴ Brussels local action plan for energy management (« *Plan Local d'Action pour la Gestion Energetique* »)

³⁵ (i) continue implementing the Commission Green Deal objectives as well as the Communication on Greening of the Commission; (ii) implementation of the 'PLAGE' action plans to gradually reduce energy consumption of buildings; (iii) Define a biodiversity management plan to promote biodiversity on and around buildings and benefit from associated eco-systemic services.

The preparation of a new Mobility Plan, an action of the Greening Communication, was relaunched. The electric service bike fleet was reinforced by 10 e-bikes to a total of 85 (out of ~365 bikes). 16 cycling training sessions for promoting eco-friendly commuting were organised in the framework of the 'Velomai' and 'Mobility Week' events. Concurrently, despite known world car market difficulties (long delivery times, increased prices, OIB continued to renew the Commission service car fleet. By the end of 2022, the Commission fleet consisted of 74% of cleaner vehicles (full electric or plug in hybrid).

The 'Reduction-Reuse-Recycle' strategy was continued to upcycle old or obsolete furniture. Furniture in good condition that is adaptable to the new DCS working environment was reused. Other furniture was decommissioned for reuse and recycling operations. OIB either (1) recovered spare parts directly for refurbishments, or (2) disassembled old furniture to recycle materials, or (3) entrusted contractors to upcycle and convert furniture for future usage (e.g. small seats for canteens). If this was not possible, OIB (4) donated furniture to EU institutions, NGOs, schools or organisations in charge of welcoming Ukrainian refugees, or (5) entrusted its contractor Oxfam to remove the decommissioned furniture. Oxfam ensured the usage of the furniture in accordance with a policy of social and professional integration of disabled or disadvantaged people. All these actions combined contributed to limiting the percentage of remaining absolute waste material to about 10%.

Specific Objective 7.5: Respect of rules of Prevention and Protection at Work applicable to the Commission sites in Brussels.

In 2022, following internal audits and carried-out risk analyses, focusing most notably on fire risks for childcare facilities and workplace assessments, OIB continued to put in place preventive measures to maintain and improve safety in all buildings in Brussels. These included revisions of evacuation plans, quality safety checks, and provisions of equipment and first aid boxes. Training courses on ergonomics at work and at home and information sessions on prevention of psychosocial risks were carried out. OIB paid particular attention to indoor air and water quality levels in Commission buildings as part of the 2021 post COVID continuum measures.

The renewal of framework contracts for an external technical control service, works coordinator and a new external technical x-ray control service were concluded in 2022. Following the recommendations of the Belgian Federal Nuclear Agency, OIB coordinated and implemented the action plan for compliance with the legislation on the use of x-ray baggage control-devices and the radiology device of the medical service.

OIB participated in the Joint Committee for Prevention and Protection at Work (CPPT-BXL³⁶) and its subcommittees. OIB continued its involvement in the coordination and implementation of all 'fit@work', 'fit@home' actions and the 'Be-Well' Programme and participated in the "Equality task force" to further integrate aspects of equality in its activities.

³⁶ OIB furthermore participated in the CPPT for the Brussels Agencies and in the Organisational Health and Safety (OHS) Interinstitutional working group

Specific Objective 7.6: Provide good social infrastructure at Brussels and Ispra sites.

Brussels:

The Commission catering model was revisited in light of evolving needs and objectives of the Greening Communication. Until 2020, catering was organised following a concession-based model where the concessioner operated canteens, cafeterias and the online banqueting application. This approach was changed to a hybrid model where a larger part of the service, including purchasing, management and oversight of food preparation and of sites was internalised, while the workforce was largely externalised. The following services were developed by extensively redeploying internal OIB resources and reinforcing the catering unit:

- ✓ 5 restaurants: BERL²³, CHAR³², EEAS³⁷, L-41³⁸ and L130¹³ (the restaurant referred to as ‘Little Italy’ that serves pasta & pizzas).
- ✓ 17 cafeterias or cafeterias PLUS³⁹: B-28, BERL²³ (3), EEAS³⁶ (2), BRE2²⁰ (cafeteria plus), CHAR³², DM24, G-6, J-79, L-41³⁷, L107²⁷ (cafeteria plus), L130¹³, MERO³⁰ (cafeteria plus), PLB3⁴⁰ and SPA2⁴¹.
- ✓ Cloud kitchen services provided in 12 buildings: COV2⁴², DM24⁴³, G-12⁴⁴, J-30⁴⁵, J-70⁴⁶, MAD0⁴⁷, MO15⁴⁸, MO59⁴⁹, CDMA⁵⁰, N105⁵¹, SPA2 and SC11⁵².
- ✓ The PRESTO service also resumed. The delivery service is provided by OIB and is gradually being rolled out to reach all buildings.



On average, OIB served 2.800 meals in its restaurants during peak days (Tuesdays and Thursdays). This figure is to be compared to a range of 2.122-2.764 in 2019/2020 when the same locations were open as canteens and managed by concessioners (Ciano, Eurest). Informal feedback received from colleagues has been very positive, as an increase in the quality of the offer was noted.

Implementing **novel offerings**, OIB concluded a contract for connected (‘next generation’) vending machines. The contractor started to progressively replace current vending

³⁷ Capital, Rond Point Schuman, 9A

³⁸ Loi 41, rue de la Loi, 41

³⁹ Cafeteria PLUS serve limited selections of hot meals as well as cold foods (salads; sandwiches)

⁴⁰ Rue Philippe Le Bon 3

⁴¹ The Pavilion, Rue de Spa 2

⁴² Covent Garden 2, Place Rogier 16

⁴³ Demot 24, Rue Demot 24-26

⁴⁴ Genève 12 – Rue de Genève 12

⁴⁵ Britannia, Rue Joseph II 30

⁴⁶ Emerald Court, Rue Joseph II 70

⁴⁷ Tour Madou, Place Madou 1

⁴⁸ BLACK PEARL, 15, Rue Montoyer

⁴⁹ Montoyer 59, Rue Montoyer 59

⁵⁰ Mondrian (champ de Mars), Rue du Champ de Mars 21

⁵¹ Nerviens 105, Avenue des Nerviens 105

⁵² Millenium, Rue de la Science 11

machines during 2022. The new machines offer clients a variety of snacks, including sandwiches and hot and cold meals. They are connected to the contractors' database which ensures that the contractor is always aware of when vending machines need to be restocked and can better adapt to preferences and purchase patterns.

To complement the service further, conventions with three meal providers (Foodiz, Casper and Exki) to access their 'cloud kitchens' were concluded in August 2022. The offer currently covers 12 buildings (COV2, DM24, G-12, J-30, MADO, MO15, MO59, CDMA, N105, SPA2 and SC11). This concept allows staff to order their food and pay for it directly online in the morning and the meal providers will deliver it to the receptions of Commission buildings before 12:30. Due to lack of take-up, Casper withdrew services at the end of 2022. Foodiz and Exki (will) continue to provide (broadened) services beyond 2022.

The European Inter-institutional Centre (CIE) was called upon by the services of the various institutions and agencies to organise events to facilitate the return to work during 2022. 24 Directorates-General and services, the 6 executive agencies, the European Parliament and Council services organised 91 corporate events with a total of 4178 staff participating. During the 12 weeks of Easter and summer children day care, the CIE hosted the CPE with on average between 250 to 400 children per day. For the CIE's sports facilities, a total of 10.851 visits by 400 sports (wo)men with 3699 hours of paddel, 655 hours of tennis and 57 hours of soccer were registered. 9 cultural events, including 3 theatre repetitions (Le Picolle) and 6 chess tournaments gathered a total of 492 visitors.

Ispra:

The number of catering and banqueting activities saw a slight increase during the second semester of 2022. The catering sector implemented new EMAS actions for catering and banqueting activities, such as the "Taste it, don't waste it!" Eco Kit or the possibility to order tap water. The sector decided to postpone the launch of the satisfaction survey and instead collected individual feedback for each single event. It was considered more appropriate to proceed in a personalised way until the number of activities becomes more significant. The service furthermore started to work on the objective to rebalance the food offer, aiming to provide clients with equal vegetarian and non-vegetarian choices. The offer of vegetarian and plant-based dishes was increased, while the non-vegetarian offer was reduced.

Waste management measures implemented in 2022 included the ordering of smaller quantities to avoid food deterioration. While this led to an increased number of orders placed, the practice to place systematic replacements of food items was abandoned. At the same time, systematic scrutiny checks on the quality of delivered items based on stricter standards of freshness and expiry dates were introduced. The restaurant organised several on-the-spot visits for clients make them aware of the food processing circuits that transform leftovers into dishes, without compromising on nutritious quality or hygiene. All LS.3 personnel was furthermore trained in regards to the Greening the Commission Communication and waste management actions by the JRC Ispra EMAS team. Although the overall waste management procedure has not yet been implemented, an important step was taken by preparing a "food waste calculation" document that will contribute to the implementation of the procedure.

The Club House's restaurant saw its activity take-off in 2022, reaching almost a break-even point towards the end of the year. Similarly, attendance rates of the Club House's restaurant and structures, including the Sports Hall, are on track to normalise again. JRC owned residences saw a full-rate occupancy rate in 2022, proving that the service is still needed and much appreciated. Modernisation projects have been successfully deployed, including most of those previously postponed for COVID-related reasons or lack of budget. The ALER apartments under OIB.LS.3 management were no longer offered for rent in 2022. The working group in charge of the *Strategy for Commission lodgings on the Ispra site* report recommended the return of all apartments from ALER to the Italian administration.

Specific Objective 7.7: Provide good social childcare infrastructures at Brussels and Ispra sites.

Brussels:

The technical specifications for a new tender for partner nurseries and afterschool child minding were revisited in 2022. It was decided to postpone the launch by one year to allow renewed specifications in line with the new childcare strategy and delivery model. Regarding the further development of eKidWeb, regular meetings between business and IT staff took place during which specific workflows for enrolments were analysed.

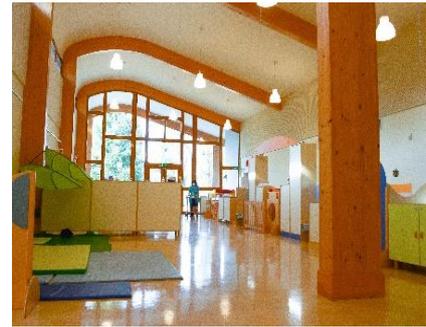
OIB has progressed towards improving its service agility by modernising its tools and governance bodies. The joint working group with the Office for Infrastructure and Logistics Luxembourg (OIL) continued its drafting exercise for the revision of nurseries/kindergartens and afterschool childcare rules. The second in-depth survey on childcare service provision, which will contribute to the adaptation of tender specifications, showed that while parental satisfaction rate with services provided has remained very high (88% on average), the option to have childcare facilities close to home or to the office is desired.

OIB also enhanced its cooperation with the European Schools. New agreements setting out the details of cooperation for the after-school centres for the coming four school years were concluded in December 2022. The strategy to integrate a green dimension in the childcare policy is part of the new agreement with the European Schools. Initiatives that contribute to positive environmental performance through learning strategies for children have been put in place, through the use of recycled material for handcrafting, green toys, land art, vegetable and flower gardening. The conclusion of a set of revamped conventions with parents' associations for the afterschool childcare meals and afternoon snacks now includes an increased sustainable approach vis-à-vis non disposable cutlery elements.

In response to the Russian war of aggression on Ukraine and supporting efforts to accommodate Ukrainian refugees in Brussels, OIB childcare services welcomed 30 children in the EC childcare facilities in Brussels. The provision of childcare services itself was not detrimentally impacted by the war.

Ispra:

Childcare structures host 88 nursery places and 105 afterschool places. The 2022 objective to keep the same number of places available was achieved. The sector launched a survey to all clients regarding intentions to use the childcare services following the definition of new working modalities. The survey was sent to more than 6.000 recipients via email (including 2.642 paying parents) and was published on Connected and MyIntracomm. 1.463



parents responded to the survey. The main conclusion is that the interest in the service remains very high (95%). Parents indicated that location is a primary criteria and more flexibility regarding the opening hours of the afterschool childcare is desired. Following the closure of the Beaulieu nursery in Brussels, and the redistribution of its furniture to other nursery facilities, the sector selected several items to furnish its own structures.

During the organisation of Eurolandia 2022, sustainability themes such as recycling were addressed. Children participated in various activities, using recycled materials collected on the JRC Ispra site (calendars, paper, boxes etc.). A new project was initiated at the end of 2022 which investigates a possible cooperation between the OIB Childcare sector and the European School in Varese.

2. MODERN AND EFFICIENT ADMINISTRATION AND INTERNAL CONTROL

This section covers the **operating** dimension of the annual activity report, explaining how the department delivered the achievements described in the previous section. It is divided into two subsections.

- Section 2.1 – Financial management and internal control results
- Section 2.2 – Modern and efficient administration – other aspects

The second subsection deals with: human resources, digital transformation and information management and sound environmental management.

2.1. Financial management and internal control

Assurance is provided on the basis of an objective examination of evidence of the effectiveness of risk management, control and governance processes.

OIB ensures that responsibilities are assigned appropriately throughout the organisation. The financial circuits have been designed taking into account the risks and with a view to optimising the use of available resources. OIB has both decentralised and centralised circuits in place:

- ✓ the fully centralised model for all payments, recoveries and for procurement equal or above €140k (for OIB.LS.3 at Ispra, this concerns only procurement equal or above 140k);
- ✓ the fully decentralised model for legal commitments, for procurement below €140k and for all OIB.LS.3 transactions at Ispra (excluding procurements equal to or above €140k);
- ✓ the partially decentralised model (with counterweight) for budgetary commitments;

This examination is carried out by management, who monitors the functioning of the internal control systems on a continuous basis, and by internal and external auditors. The results are explicitly documented and reported to the Head of Service. The following reports have been considered:

- ✓ Reports from the Authorising Officers by Sub-Delegation and their follow-up;
- ✓ The annual risk assessment contribution by the Head of Unit in charge of Risk Management and Internal Control;
- ✓ Reports from ex-post control;
- ✓ Reports on recorded exceptions and non-compliance events and any cases of 'confirmation of instructions' (Art 92.3 FR);
- ✓ Observations and the recommendations reported by the Internal Audit Service (IAS) and the European Court of Auditors (ECA);
- ✓ Reports on high-value procurement files that are sampled and scrutinised by the Administrative DGs' inter-service group on public procurement (GAMA⁵³).

⁵³ Groupe d'Analyse des Marchés Administratifs

The systematic analysis of the available evidence provides sufficient guarantees as to the completeness and reliability of the information reported and results in the full coverage of the budget delegated to the Head of Service of OIB.

This section covers the control results and other relevant elements that support management's assurance. It is structured into 2.1.1 Control results, 2.1.2 Audit observations and recommendations, 2.1.3 Effectiveness of internal control systems, and resulting in 2.1.4 Conclusions on the assurance.

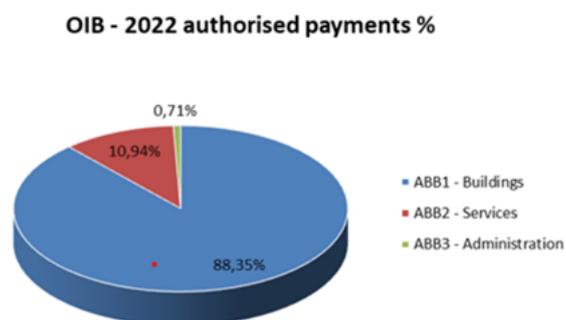
2.1.1. Control results

This section reports and assesses the elements identified by management which support the assurance on the achievement of the internal control objectives (ICO)⁵⁴. OIB's assurance building and materiality criteria are outlined in annual activity report annex 5. The annual activity report annex 6 outlines the main risks together with the control processes to mitigate them and the indicators used to measure the performance of the relevant control systems.

✓ Expenditure (payments made in the reporting year):

Total payments authorised for the year 2022⁵⁵ and the relative weight of each budget area:

Budget area	Authorised payments (€ million)
ABB1 – Buildings	362,6 (88,35%)
ABB2 – Services	44,9 (10,94%)
ABB3 – Administration	2,9 (0,71%)
Total OIB	410,4



✓ Recovery orders/revenues:

OIB delivers services to the Commission and other EU institutions and bodies with a view to improve efficiency across institutions. OIB charges its counterparts for the services that the Office provides. The associated legal bases are defined in contracts between OIB and its customers (Service Level Agreements (SLAs)). In 2022, € 77.97 million was invoiced as compensation for the services provided by OIB (charge-back procedure) and € 77.34 million was cashed before the end of the year⁵⁶. Due to the internalisation of catering, the number of recovery orders processed increased by 35% from 2.118 in 2021 to 2.861 in 2022.

⁵⁴ 1) Effectiveness, efficiency and economy of operations; 2) reliability of reporting; 3) safeguarding of assets and information; 4) prevention, detection, correction and follow-up of fraud and irregularities; and 5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (FR Art 36.2). The 2nd and/or 3rd Internal Control Objective(s) (ICO) only when applicable, given the DG's activities.

⁵⁵ On credits C1, C4, C5, E0 and C8, including credits cross-delegated from OIB to other DGs and credits co-delegated from other DGs to OIB, see table 2 in annex 3.

⁵⁶ Cashed recovery orders; see annex 7 provides further details.

✓ Cross delegations⁵⁷

In 2022, OIB received several cross (sub)-delegations from other Directorates-General (DG COMM, DG DEFIS, DG ENER, EPSO, DG JRC, OIL, PMO, OLAF, OP, DG RTD) of € 42.3 million (mainly covering buildings, logistics and supplies expenditures) and gave cross-delegations to other Directorates-General (DG COMM, DG DIGIT, DG HR, OIL and PMO) of € 87.5 million (see annex 7 for details).

The below **overall conclusion table** demonstrates the available main indicators per distinct control system:

Risk-type /activities	Procurement (e.g. <u>minor</u> or <u>major values</u> ; k€)	<u>Delegated credits</u> reported by OIB in financial reports k€	NEI ⁵⁸ , e.g. Revenues, Assets, liabilities, OBS ⁵⁹ ((in)tangible or <u>financial assets & liabilities</u>) k€	Independent info from auditors (IAS, ECA) on assurance or on new/overdue critical recommendations available?	Any reservation?
total (coverage)	410.407 ⁶⁰	Cross-sub-delegated from OIB: 0 Co-delegated by OIB : 90.551 ⁶¹	Assets: 830.528 ⁶² Liabilities: -732.666 ⁶³ Off Balance Sheet (OBS): 604.178.139 ⁶⁴ Revenues: 80.155 ⁶⁵	Yes	No
ICO-related indicators available	RER est. 1.6%, CES = yes, AFS = OK	RER est. 1.6%, CES = yes, AFS = OK	Clean Management Declaration, SAI = OK, TFV = yes	No critical issue	
ICO – Internal Control Objective RER – Residual Error Rate AFS – Anti Fraud Strategy			SAI – Safeguarding Assets & Information TFV – True and Fair View = Reliable Reporting CES – Cost-Effectiveness of Controls		

The controls on the execution of the budget revealed no events or control issues that could have a material impact on the achievement of the internal control objectives and therefore on assurance.

In terms of additional AAR reporting requirements within the scope of the 2018 Financial Regulation, no such cases⁶⁶ did occur in OIB in 2022.

⁵⁷ Budget implementation tasks entrusted to other services and entities.

⁵⁸ NEI: Non-Expenditure Items

⁵⁹ OBS: Off Balance Sheet, see annex 5bis

⁶⁰ This amount represents the total of payments on credits C1, C4, C5, E0 and C8, including credits cross-delegated from OIB to other DGs and credits co-delegated from other DGs to OIB, see table 2 in annex 3.

⁶¹ See annex 7 for details

⁶² Table 4 annex 3

⁶³ Table 4 annex 3

⁶⁴ Table 5bis annex 3, contingent liabilities and other significant disclosures

⁶⁵ Table 7 annex 3

1. Effectiveness of controls

In order to be considered effective, controls are expected to meet the internal control objectives ⁽⁶⁷⁾ and for each of those control objectives result in benefits.

a) Legality and regularity of the transactions

OIB uses internal control processes to ensure sound management of risks relating to the legality and regularity of the underlying transactions it is responsible for, taking into account the multiannual character of programmes and the nature of the payments concerned.

The control objective is to ensure that OIB has reasonable assurance that the total amount of any financial operation authorised during the reporting year found not in conformity with the applicable contractual or regulatory provisions, remains below 2% of authorised payments. The error rate in OIB is estimated on the basis of the results of its comprehensive ex-post control strategy. In order to reach this conclusion, OIB reviewed the results of the controls in place. Materiality is assessed in accordance with annex 5.

Key processes

i) Building/Non-Building Procurement: from the assessment of needs to the selection of the suppliers – award decision;

ii) Financial transactions: from establishing the financial commitment to payment, contract monitoring and recoveries;

iii) Supervisory measures (including ex-post controls and management checks).

Overview of controls:

	Centralised circuit in OIB's units in Bxl	Decentralised circuit in OIB.LS.3 in Ispra (logistic infrastructure)
Procurement: Review and control before award (ex-ante)	OIB Central Financial and Procurement Unit for procurement > €140k (high value procurement); OIB Units for procurement below this threshold;	Central Financial and Procurement Unit for procurement > €140k (high value procurement); Unit OIB.LS.3 for procurement below this threshold;
Building	OIB follows rules set by article 266 and title XV of the Financial Regulation. In addition,	

⁶⁶ Cases of "confirmation of instructions" (new FR art 92.3); cases of financing not linked to costs (new FR art 125.3); cases of Financial Framework Partnerships >4 years (new FR art 130.4); cases of flat-rates >7% for indirect costs (new FR art 181.6); cases of "Derogations from the principle of non-retroactivity of grants pursuant to Article 193 FR" (new Financial Regulation Article 193.2).

⁶⁷ 1) Effectiveness, efficiency and economy of operations; 2) reliability of reporting; 3) safeguarding of assets and information; 4) prevention, detection, correction and follow-up of fraud and irregularities; and 5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (FR Art 36.2). The 2nd and/or 3rd Internal Control Objective(s) (ICO) only when applicable, given the DG's activities.

procurement	OIB applies the procedures stipulated in the Communication from Vice-President Kallas to the Commission on the definition of the methodology for prospecting and negotiating for buildings ⁶⁸ .	
OIB's Procurement Helpdesk	The legal and procedural support to OIB operational units. It contributes to the harmonisation of call for tenders' management in the Office. The support to operational units was provided through tailor made workshops.	
Procurement: Inter-service cooperation	OIB's Central Financial and Procurement Unit ensures inter-service and inter-institutional cooperation such as participation in GAMA, ILISWG ⁶⁹ , and the eProcurement working group managed by DG GROW and DG DIGIT aiming at harmonising procurement procedures across the Commission.	
Procurement: External verification	The GAMA ⁷⁰ advisory group provides its opinion on selected procurement procedures as an external verification. The absence of negative opinions from GAMA provides assurance that procurement controls are effective.	
IT tools in OIB Procurement	IT tools in use: PPMT ⁷¹ , MyWorkplace ⁷² , e-Submission ⁷³ , e-Tendering ⁷⁴ aiming at IT digitalisation in the Commission and lead to increase efficiency in the management of calls for tenders.	
Financial Initiation (ex-ante)	Central Financial Unit Coverage: 100%	Unit OIB.LS.3/Ispra Coverage: 100%
Financial Verification (ex ante)	Central Financial Unit Coverage: 100%	Unit OIB.LS.3/Ispra Coverage: 100%
Ex post control (supervisory desk reviews)	Central OIB ex post control; Risk-based sample;	Central OIB ex post control; Risk-based sample;

In 2022, GAMA reviewed six procurement procedures (chosen out of 15 files submitted), representing € 31.6 million. This review did not result in any negative remarks.

Financial transactions: Ex-ante controls focus on the compliance of budget implementation transactions (e.g. commitments and payments) with the rules and procedures in place (financial and other regulations, procedures, contractual clauses, etc.). Special attention is paid to data quality, coherence and completeness of supporting documents.

OIB recorded 46 exceptions and non-compliance events which were authorised ex-ante by the Authorising Officer and registered centrally. Deviations from a process or procedure provide the necessary flexibility to operate effectively under particular circumstances.

⁶⁸ C(2008)2299 adopted on 3 June 2008.

⁶⁹ Inter-institutional Infrastructure, Logistics and Internal Services Working Group

⁷⁰ Groupe d'Analyse de Marchés Administratifs: advisory group which manages non-building procurement procedures equal to or above the threshold established in the Directive 2014/24/UE (in 2022, €140.000 for supplies and services). Before the award decision, any tender above the threshold may be selected and examined by GAMA.

⁷¹ PPMT – Public Procurement Management Tool.

⁷² MyWorkplace is an interface to e-Submission; it allows the contracting authority to access received tenders and to proceed an opening session.

⁷³ eSubmission is an online system allowing Economic Operators to securely prepare and submit tenders and Contracting Authorities to receive, to open and to download tenders.

⁷⁴ eTendering is an online system allowing by electronic means the unrestricted and full access free of charge to the procurement documents to Economic Operators.

Related inherent operational risk had to be accepted in order to achieve policy objectives and in particular, to ensure continuation of the related activities. None of the cases were considered to have a negative impact on the assurance provided. In transitional business environments where operational routines are still being established, such as in the new domain of internalised catering service provision (see Part 1, Section 7.6.), OIB is aiming at reducing the number of exceptions. Structured mitigating measures per category of exception are in place, e.g. updated operational procedures, better communication between involved units and procurement planning. In addition, the OIB procedure on exceptions and non-compliance events has been discussed at management level and updated in 2022. A thorough analysis of the 2022 exception and non-compliance events was performed at the beginning of 2023. No significant weaknesses were identified during the reporting year.

Ex post controls are based on a stratified sample⁷⁵ of six types of transactions: payments, recovery orders, budgetary commitments and low, middle and high value procurement procedures.

Coverage of ex-post controls (in % of total amount)
<p>2022 average: 22%</p> <ul style="list-style-type: none"> - Strata 1 (Payments): 49.7% - Strata 2 (Payments & Recovery orders): 29.7% - Budgetary commitments: 1.4% <p>2021 data: Average: 36.8%; Payments: 38.6%; RO: 6%; Budgetary commitments: 33.6%;</p>

The ex-post sample for 2022 was composed of 66 transactions (representing 22% of the population of transactions⁷⁶), for a total of € 143.1 million controlled (in terms of value). The detected (weighted) error rate of representative transactions was 1.6% (€ 16.800). The controls detected one case with a non-quantified error caused by a missing budgetary commitment for the payment of an energy operator invoice. The detected

deficiency was reported as appropriate. Measures were taken to correct the error. The detected error rate was higher than in the previous year but it still remains below the materiality criteria of 2% of the budget implementation. OIB applies a conservative approach and calculates the 'amount at risk' by applying the (representative) detected error rate to the entire value of the authorised payments. OIB considers having no negative impact on assurance regarding the legality and regularity of financial transactions in 2022.

Benefits of controls:

The procurement procedures are largely regulatory requirements and internal provisions, which cannot be curtailed. Although related "quantifiable" benefits of controls are difficult to measure, important '**non-quantifiable**' benefits exist, which result from the controls applied during the implementation of OIB expenditure, such as the '**best value for money**' principle, the **compliance with the Financial Regulation** and other relevant regulatory provisions. They have a strong deterring effect, to avoid possible litigations or reduce a reputational risk. All benefits of controls are identified in the Relevant Control System in Annex 6.

⁷⁵ This sample is representative for payments and recovery orders. Results for these transactions can therefore be extrapolated to the entire population of the same type of transactions.

⁷⁶ Population of transactions amount: € 651.5 million

Conclusions: The analysis of the above mentioned control results, the assessment of the weaknesses identified and their relative impact on the legality and regularity have not unveiled any significant weakness which could have a material impact as regards the legality and regularity of the financial operations in OIB. Consequently, **OIB Management concludes based on the control results, their completeness and reliability, that the assurance about the control objective as regards legality and regularity has been achieved.**

OIB's portfolio consists of segments (Procurement and Revenue) with a low error rate, i.e. 0.5% for former years (2021/2020). For 2022, the detected error rate was 1.6% for administrative expenditure. This is due to the complexities of the related procedures, despite the efforts made in the related controls systems. In principle, the risk is addressed by corrective measures related to ex-post findings, the centralised financial circle for payments, recovery orders and procurement procedures exceeding € 140k and the performance of the related control system (see annex 6).

In addition, OIB has in place an effective mechanism for correcting errors through ex-ante and ex-post controls, resulting in preventive and corrective measures, respectively. During the reporting year the executed corrective capacity amounted to €363k representing 0.1% of the relevant expenditure. The benefit of ex-ante level control amounts to €113k, whilst recoveries and financial corrections following the results of ex-post and other controls amounted to €250k. In comparison to 2021 the corrective capacity remains stable. Please see table below for details:

	Preventive Measures (EUR)	Corrective measures (EUR)	In total
Implemented by the Commission	112.813,52€	249.990,45€	362.803,97€
<i>of which from EU controls</i>	112.813,52€	249.990,45€	362.803,97€
OIB total	112.813,52€	249.990,45€	362.803,97€

Details: see Table 8 in Annex 3

OIB ex-post controls detected one error leading to Detected Error Rate 1.6% with a value of quantified errors of € 1.23 million. The amount of payment was correct. The budgetary commitment was missing before the legal commitment (with an energy operator) entered into force. The case did not lead to a correction of the amount, but to strengthening the approval process.

Based on all the above, OIB presents in the following Table X an estimation of the risk at payment and risk at closure for the expenditure managed during the reporting year:

Table X: Estimated risk at payment and at closure (amounts in EUR million)

The full detailed version of the table is provided in annex 9.

OIB	Payments made	Relevant expenditure	Estimated risk (error rate %) at payment		Estimated future corrections and deductions		Estimated risk (error rate %) at closure	
	m EUR	m EUR	m EUR	%	m EUR	%	m EUR	%
Procurement	363.559	363.559	5.816	1.6	0	0	5.816	1.6
Revenue	46.848	46.848	0.750	1.6	0	0	0.750	1.6
OIB total	410.407	410.407	6.566	1.6	0	0	6.566	1.6

The estimated overall risk at payment for 2022 expenditure, €6.566 million is the AOD's best conservative estimate of the amount of relevant expenditure during the year, not in conformity with the contractual and regulatory provisions applicable at the time the payment was made. This expenditure will subsequently be subject to ex-post controls and a proportion of the underlying errors will be detected and corrected in subsequent years.

The conservatively estimated future corrections for 2021 expenditure amount to €0⁷⁷. The difference between those two amounts: risk at payment and estimated future corrections results in the estimated overall risk at closure (⁷⁸). The estimated overall risk at closure therefore equals the estimated overall risk at payment since there is no expectation of any future financial corrections. In comparison to last year, the future financial corrections remain stable (no change).

There is an increase in the estimated overall risk at closure in comparison to 2021: from €1.914 million in 2021 (representing 0.5% of the OIB's total relevant expenditure for 2021) to €6.566 million in 2022 representing 1.6% of the OIB's total relevant expenditure for 2022 (taking into account the estimated future corrections) due to detected error rate, which OIB applied to entire population of its 2022 budget.

For an overview at Commission level, OIB's estimated overall risk at payment, estimated future corrections and risk at closure are consolidated in the AMPR⁷⁹.

b) Fraud prevention, detection and correction

OIB has developed and implemented its own anti-fraud strategy since 2013, on the basis of the methodology provided by OLAF. It is updated once every 2-3 years. It was last updated on 14/12/2020 in view of the new Commission Anti-Fraud Strategy adopted in

⁷⁷ The adjusted average recovery and corrections percentage is based on the 7 years historic Average of Recoveries and financial Corrections (ARC), which is the best available indication of the corrective capacity of the ex-post control systems implemented by the DG over the past years. For details see annex 9, table X

⁷⁸ This is the AOD's best, conservative estimation of the expenditure authorised during the year that would remain not in conformity of applicable regulatory and contractual provisions by the end of implementation of the programme.

⁷⁹ Annual Management and Performance Report of the European Commission

2019. Its implementation is being monitored and reported to the management in the context of the annual activity report and the mid-term review. All necessary actions have been implemented.

OIB also contributed to the Commission anti-fraud strategy and OIB has no open OLAF's financial recommendations. The results achieved during the year thanks to the anti-fraud measures in place can be summarised as follows:

(i) all anti-fraud actions are implemented; (ii) the fraud awareness among management was raised through a risks assessment workshop, where fraud-related risks were discussed; (iii) OIB's OLAF correspondent attended all meetings of the Fraud Prevention and Detection Network (FPDNet) and kept OIB's management aware of any important developments in the field; (iv) the exception and non-compliance procedure in OIB was updated.

On the basis of the available information, OIB has reasonable assurance that the anti-fraud measures in place are effective in overall.

c) Other control objectives: safeguarding of assets and information, reliability of reporting

Due to the nature of its activities and the important level of fixed assets managed, the efficient management of the inventory safeguarding of assets is an important control objective for the Office. The third annual inventory tracking exercise was finalised in 2022 with a tracking rate (scanning) of 93.3% of all inventoried items.

OIB's accounting control programme consists of performing a large number of controls in order to assess the reliability of the accounting records and the accounting quality data (reconciliations and checks on accounting entries of the transactions related to expenses, fixed assets, and income where corrective action might be required and other miscellaneous controls).

The accounting controls also provide assurance as to the accuracy of the financial transaction processing. In 2022, the quality of OIB financial accounts remained high and no significant error was detected in the accounting controls performed.

The litigations register is reviewed regularly. In 2022, no new cases were registered. Seven former cases are on-going, without substantial progress (except for the case of BERLAMONT 2000 where several technical meetings took place). OIB is monitoring the developments together with the Legal Service.

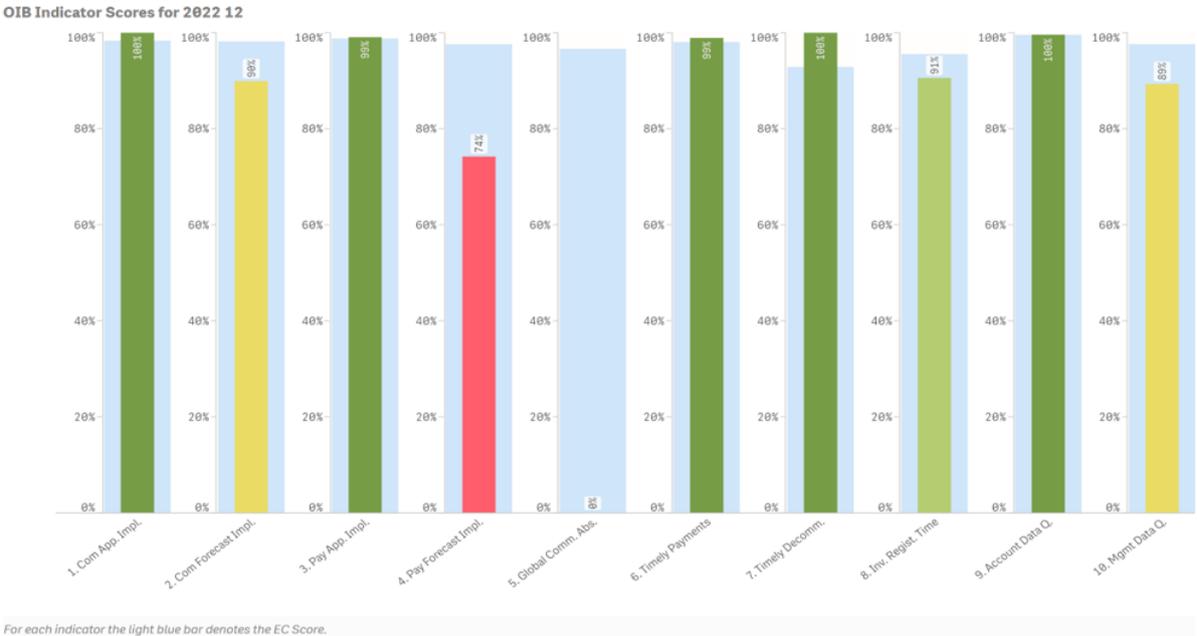
As Business Process Owner for Inventory & Logistics Management (ILM) in both the eProcurement and SUMMA programmes, OIB continued to play a key role in the design of an end to end solution for inventory and logistics management (including the design of controls for safeguarding of assets and reliable reporting). SUMMA is the future corporate financial platform and is expected to go live in early 2024. In early 2022, the SUMMA programme successfully launched a pilot for three agencies and the pilot version of the ILM functionalities are in use.

Benefits of control: Although quantifiable benefits of controls covering the safeguarding of assets and information as well as the reliability of reporting are difficult to measure, significant unquantifiable benefits such as fraud or corruption risk reduction, optimal stock management and avoidance of unnecessary purchases, deterrent and preventive effects and compliance with the Financial Regulation and other public procurement rules persist.

Given the control methods and measures in place as well as their completeness and reliability, OIB considers that reasonable assurance about the achievement of the internal control objective for safeguarding of assets is provided.

2. Efficiency of controls

In the Commission Financial Scorecard, OIB obtained mostly high scores:

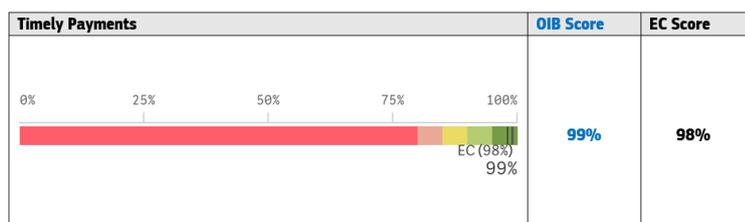


Two exceptions were noted:

2.) Commitment Forecast Implementation (90%): Due to savings achieved in 2022, OIB only committed €41.9 million in C4 credits instead of €64.9 million as forecasted. As these savings were not planned, the commitment forecast implementation turned out lower than planned. Out of the realised savings, €23 million was carried over to C5 credits of 2023 and consequently no credits were lost.

4). Payment Forecast Implementation (74%): the lower implementation of commitments following the realised savings referred to above also led to a lower implementation of payments than planned. As the credits concerned are non-dissociated, the payments which were not implemented in 2022 can be implemented using C8 credits in 2023.

Timely payments – statistics



The indicator ‘Timely Payments’ corresponds to OIB payments that were carried out within the legal deadlines (i.e. *the amount paid on time*). The indicator is reported in the Commission Financial Scorecard⁸⁰. The average payment cycle time was achieved in 99% of the cases. This score is higher than the EC score. The payment time was ~23 days in 2022 and remained stable compared to ~18 days in 2021.

Based on the above, OIB concludes that its financial circuit is functioning effectively

‘Time-to-inform’ (Art 194.2 FR):

OIB uses a “time-to-inform” indicator⁸¹ to measure the average duration of the procurement procedures, based on Public Procurement Management Tool (PPMT) data.

The indicator remained stable at 119 days in 2022 (111 for open procedures only) compared to 120 days in 2021 (115 for open procedures). Only two procedures exceeded 200 days due to the complexity of the evaluation process.

Initiatives taken during the year to improve control efficiency in financial management:

- ✓ Several ‘one-off’ initiatives were taken to rationalise the Office’s contract and finance management and contribute to the successful introduction of new procedures, tools and approaches (charge back of CIE⁸² activities, data quality, reporting, etc.).
- ✓ The central Budget, Finance and Public Procurement unit RPP.2 invests in the onboarding of contractors into e-Invoicing via PEPPOL. Technical preparations and testing were set up with the most important contractors who cover more than 50% of the incoming invoices on a yearly basis. Further incorporation into e-Invoicing resulted in an increase of the overall number of incoming electronic invoices by 72% (from 552 in 2021 to 950 in 2022).
- ✓ The OIB coordination task force established in 2019 focused its works on reviewing and solving pending financial issues. The pragmatic use of checklists was further explained to better streamline the processing of transactions. A series of training and refresher courses for OIB’s operational units on the correct encoding and presentation of financial transaction files was carried out during the year.

The OIB central financial team of OIB.RPP.2, together with OIB.RPP.1, OIB.RPP.4 and OIB.LS.2, played an active role in the preparatory works and meetings concerning SUMMA (the new corporate financial platform which is expected to go-live in early 2024). OIB.RPP.2

⁸¹ The indicator has been defined as the time between the publication of the contract notice and signature of the award decision and providing relevant information to all parties involved.

⁸² Centre Interinstitutionnel Européen at Overjise; European Inter-institutional Centre.

also played an active role in the activities related to the eProcurement project, insisting on the particularities of the different OIB departments' and activities' contractual and financial management. An extensive SUMMA High Level Plan for 2023 was created as an outcome of these efforts.

3. Economy of controls

The objective of this section is to analyse the economy aspect of controls by estimating their costs and benefits in comparison to the budget managed. OIB has analysed the costs and benefits of its three main control processes, i.e. controls performed in relation to procurement procedures, (ex-ante) controls performed on all financial transactions and ex-post controls.

The highest cost was invested in controlling procurement procedures, corresponding to 3.2% of the total contract value⁸³; cost of control of financial transactions represented 2.2% of the total amount of financial transactions of the year and the cost for ex-post controls represented 0.8% of the total value of ex-post transactions controlled.

Since a quantitative estimation of all errors prevented and detected (cost of non-quality) is not available, it is not possible to quantify the related benefits, other than the amounts recovered as a result of these controls (see annex 3, table 8). It is thus not possible to determine the cost-effectiveness of controls by comparing costs with benefits in a quantitative way. It is necessary to consider the non-quantified benefits (e.g. reduced risk of fraud, prevention of conflict of interest, or reputational damage) and improved efficiency indicators (e.g. "time-to-pay" and "time-to-inform" indicators). An optimal relationship exists between the resources used and the outputs produced.

Quantification of the estimated cost - Source of data

In order to estimate the percentage of staff occupation assigned to each Relevant Control System (RCS), OIB defined the relevant percentage of tasks performed by its staff members, allocated to every RCS category defined. OIB estimated the related costs by using the average FTE costs (per category of staff) as communicated by DG Budget.

Methodology:

The cost-benefits of controls are analysed on the basis of an estimation of the costs of control in relation to the value of the related funds managed. The complexity of the workload, i.e. the level of expertise required to verify the regularity (e.g. eligibility, conformity, etc.) of processes and related risks thus plays an important role. OIB dedicated an estimated total of € 9.2 million to control financial transactions worth € 410.4 million corresponding to 4% of the 2022 expenditure and remains stable in comparison to the year 2021.

⁸³ Contract value for 2022: total value: € 137.8 million: 28 contracts were signed for a total value of €132 million plus €5.8 million of a concession contract.

<i>Relevant Control System</i>	<i>2022 € million</i>	<i>2021 € million</i>	<i>Delta between 2022 & 2021 € million</i>
- Procurement	4.4	4.5	-0.1
- Financial transactions	9.2	8.8	0.4
- Supervisory measures	1.05	0.6	0.45
- General coordination, budgeting, accounting	1.6	1.2	0.4
Overall cost	16.4	15.1	1.3
Payments made	410.4	382.7	27.7
Costs / payments made	4%	3.9%	0.1%

Evolution over time

The cost of controls' indicator remains stable in 2022, despite a refinement of the calculation method⁸⁴ which partially increased overall costs. It can be noted that the structure of control in the OIB units faced some important reallocations. The financial activities increased by 35 agents associated with financial control tasks and 11 FTEs⁸⁵ within supervisory, budgeting and accounting teams in comparison with the year 2021, nevertheless the overall cost remains stable and OIB considers in overall stability in its cost of controls. The detailed figures are reported in Table Y in Annex 7.

4. Conclusion on the cost-effectiveness of controls

Based on the most relevant key indicators and control results, OIB has assessed the effectiveness, efficiency and economy of its control system and reached a positive conclusion on the cost-effectiveness of the controls for which it is responsible.

It is difficult to perform an analysis of the relative efficiency of controls in the Office, based on relevant benchmarks with comparable methodologies within the Commission services, due to the fact that hard quantified data is limited and inherent differences exist between the estimates made in various services. However, OIB is regularly analysing its internal control processes and making the necessary adjustments to improve their efficiency.

Given the quantified and non-quantified elements described, the completeness and reliability of controls, OIB's management considers its controls are best suited to fulfil the intended control objectives efficiently and at a reasonable cost and therefore, OIB states its controls are cost effective and efficient.

⁸⁴ Detailed calculation considered the different staff categories of each FTE where in former years the staff costs was taken as an average (without including the building costs).

⁸⁵ Full Time Equivalent

2.1.2. Audit observations and recommendations

This section sets out the observations, opinions and conclusions reported by auditors – including the limited conclusion of the Internal Auditor on the state of internal control. Summaries of the management measures taken in response to the audit recommendations are also included, together with an assessment of the likely material impact of the findings on the achievement of the internal control objectives, and therefore on management's assurance.

European Court of Auditors (ECA)

In the context of the 2021 Discharge, the Statement of Assurance (SoA) audit is still ongoing and the final result is expected in September 2023. For the 2020 Discharge procedure, the SoA did not lead to any critical or significant observation. The European Parliament raised an 'important' level recommendation linked to service cars and needs for users to contribute to the service costs. OIB will contribute to a proposal for harmonised rules for the usage of official vehicles across the EU administration (with an implementation date by the end of 2024). This recommendation does not have a negative impact the assurance on the state internal control.

Internal Audit Service (IAS)

At the end of 2022, OIB had no open 'critical' or 'very important' IAS recommendations. The priority of one overdue recommendation related to the audit on procurement procedures (2016) was downgraded from 'very important' to 'important'. The recommendation concerns the need for an update of the 'Kallas' real estate procurement methodology. The applicable building procedure⁸⁶ constitutes the formalised rules for the management of real estate transactions. These rules are aligned with the provisions of the Financial Regulation and did not exist when the 'Kallas methodology' was adopted. Given the fact that the updated rules provide a detailed framework for the building procurement procedure in accordance with the Financial Regulation, OIB, together with other services, is investigating whether the 'Kallas methodology' is still required.

Regarding the limited conclusion on the state of internal control, IAS concludes that the internal control systems in place for audited processes are effective.

2.1.3. Assessment of the effectiveness of internal control systems

The Commission has adopted an Internal Control Framework based on international good practice, to ensure the achievement of its policy and management objectives. Compliance with the internal control framework is a compulsory requirement.

⁸⁶ Annex 20 of the Commission Decision C(2018) 5120 on the Internal Rules on the implementation of the general budget of the European Union (European Commission section) for the attention of the Commission departments - Handling of immovable property files.

OIB uses the organisational structure and the internal control systems suited to achieving its policy and internal control objectives in accordance with the internal control principles and has due regard to the risks associated with the environment in which it operates.

OIB has assessed its internal control system during the reporting year and has concluded that it is effective and the components and principles are present and functioning as intended.

Methodology

As required by the Internal Control Principle n°16, in 2022, OIB conducted a review of the compliance and effectiveness of its internal control system. The assessment was carried out against Internal Control Framework (ICF) through different sources:

- ✓ Evaluation of the 2022 Internal Control Monitoring Criteria (ICMC);
- ✓ Desk review of information from various sources, including two online questionnaires addressed to OIB Management and to a representative sample of staff (Internal Control Assessment Tool (iCAT) surveys);
- ✓ Meetings and exchanges of information with representatives of management and specialised staff members.

The assessment took into account: (i) the 2022 status of implementation of action plans that result from IAS and ECA audits; (ii) the analysis of exception and non-compliance reporting and the update of the related procedure; (iii) the monitoring of the implementation of OIB's anti-fraud strategy; (iv) an extensive review of the 2022 Risk Register.

OIB identified measures already taken to reduce the severity of the identified deficiencies and the impact of those measures on the overall IC system. The exercise did not result in the identification of any serious weaknesses, errors or actions that could jeopardise the overall effectiveness of OIB's internal control system.

Following the overall assessment performed, OIB concludes that the five internal control components and the 17 principles are present and functioning well.

2.1.4. Conclusions on the assurance

This section reviews the assessment of the elements already reported above (in Sections 2.1.1, 2.1.2 and 2.1.3), and the sub-conclusions already reached. It draws an overall conclusion to support the declaration of assurance and whether it should be qualified with reservations.

The information reported in Section 2.1 stems from the results of management monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a comprehensive coverage of the

budget delegated to OIB.

OIB manages direct centralised expenditure, which has a low inherent risk. For 2022, the majority of budget implementation indicators reached the targets for commitments and for payment times (with exception to the Payment Forecast Implementation indicator which was reached 74% due to realised savings). The majority (83%) of recovery orders issued in 2022 were cashed in and the quality of OIB's accounts remained at a high level. Moreover, the analysis provides that:

(i) Processes, systems and workflows for activities managed by the Office are documented in systematically updated procedures. The reports submitted by the authorising officers by sub-delegation cover both operational and financial objectives; (ii) No significant issue was reported in terms of the legality and regularity of the underlying transactions and sound financial management. The findings of the ex-post controls for 2022 were addressed accordingly, reducing their financial impact. This allows the authorising officer by delegation to sign his declaration on assurance; (iii) OIB implemented its anti-fraud strategy action plan as planned; The risk of fraud is well mitigated and anti-fraud awareness is raised widely in OIB through communication actions; (iv) All the identified risks are properly mitigated and managed and the risk assessment is carried out in the context of the Management Plan; (v) The controls in place to ensure the safeguarding of assets did not reveal any significant issue with material impact and were assessed as effective.

Management has obtained satisfactory evidence that the internal control system is present and well-functioning. It can be concluded that the internal control system implemented provides reasonable assurance as to the legality and regularity of underlying transactions as well as to the achievement of the other internal control objectives (true and fair view, resources used for the intended purpose, sound financial management, non-omission of significant information, efficiency of controls, prevention and detection of fraud, and the safeguarding of assets) for both expenditure and revenue operations.

In conclusion, based on the elements reported above, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Head of Service, in his capacity as authorising officer by delegation has signed the Declaration of Assurance.

2.1.5. Declaration of Assurance

Declaration of Assurance

I, the undersigned,

Head of Service of OIB

In my capacity as authorising officer by delegation

Declare that the information contained in this report gives a true and fair view ⁽⁸⁷⁾.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and 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.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution or those of the Commission.

Brussels, date 14/04/2023

[signed]

Marc Becquet

2.2. Modern and efficient administration – other aspects

2.2.1. Human resource management

OIB continued towards increasing **female representation** in its middle management; at the end of 2022, 9 out of 17 middle management positions were occupied by women (53%), while one position was vacant since 16 December. To prepare women for middle management functions, OIB also prioritised balanced representation of women in deputy head of unit positions. 6 out of 14 deputy head of unit positions were filled by women (43%). OIB also continued its investment in female talent by participating in the Female Talent Development Programme (FTDP) with 1 participant. The execution of the **local OIB**

⁸⁷ True and fair in this context means a reliable, complete and correct view on the state of affairs in OIB.



HR policy was reinforced based on the OIB values: *kindness, teamwork, confidence, recognition and transparency*. The results of the 2021 Commission-wide staff survey were analysed and discussed. Based on the input of colleagues, a series of follow-up actions were presented to staff who voted for the actions they considered most pertinent. This became the **'we**

reunite@oib' campaign to bring colleagues back together after the pandemic. The campaign has 5 pillars: (i) **we collaborate**: regular town hall meetings, video summaries of meetings; (ii) **we care**: OIB values week highlighting one core value, 'OIB in motion' task force⁸⁸; (iii) **we enrich our workspace**: OIB photo wall with pictures of colleagues; (iv) **we reconnect**: meet the manager, after work event, creation of a global Teams group; (v) **we boost talent**: career guidance activities, basic IT tips, tricks and training.

Internal communication with staff was ensured via OIB TV which promotes OIB business and achievements. The weekly *'OIB this week'* overview sent by mail compiles success stories, placing colleagues and projects in the spotlight, and providing links to conferences and learning and development topics. The toolkit to preserve cohesion amongst colleagues and support communication during teleworking periods was continued throughout 2022. In January 2022, it was shared with the rest with the Commission via its internal webpage. Following the recognition initiative **'OIB Oscars'** launched in 2021, the winners of the 139 nominations were announced during the OIB Oscars award (online) ceremony in early 2022.

2.2.2. Digital transformation and information management

OIB follows the **Corporate Digital Strategy** principles and applies them in all new developments and main updates. In 2022, OIB improved its IT landscape, accelerating the modernisation and digitisation of the Office. The OIB IT project portfolio is up-to-date and comprehensively managed in GovIS2⁸⁹, aligned with corporate IT principles and IT security rules: all new projects are presented to the ITCB⁹⁰ and updated IT security plans are available or being drafted for all IT systems.

Regarding the data management policy, OIB has designated Local Data Controller (LDC) and has established an inventory of internally available and externally requested data for the EC data catalogue.

Progress has been made towards the elaboration of the four-year replacement plan for the technology that is to be phased out (ColdFusion applications). The project has now reached 90% implementation and it concerns renewal of the three most important IT solutions of the OIB: REMIS (building management); eKidWeb (management of childcare facilities); and Presto (catering requests).

⁸⁸ 'OIB in Motion' (the group composed of one representative per OIB's unit) was initially created to ensure a smooth transition of the move of OIB from CSM1 to B-28. Currently, this task force deals with issues raised by staff and gives feedback on the actions already completed to ensure the wellbeing of all.

⁸⁹ Governance Information System (version 2)

⁹⁰ Information Technology and Cybersecurity Board

The REMIS v2 system has been further developed through the release of the desk reservation module ('Where2Desk') for staff in Dynamic Collaborative Space in January 2022 and further improvements on building maintenance management are being finalised. The new system 'CARES', which replaces 'Presto' and modernises catering activities went live for Brussels sites in January 2023 for Ispra in February 2023. The self-restaurants management software (CMIS⁹¹ and TPVR⁹²) went live for the first locations in 2022. The re-development of eKidWeb, common to OIL, was continued and specific OIB adaptations were developed since 2022. Another system replacing a ColdFusion OIB-OIL system is the application which ensures the management of the Commission's car fleet and related activities ('EC Transport') which went live in February 2023.

Other IT projects that progressed significantly, include:

- ✓ A parking space reservation tool ('Where2Park') was piloted in 2022 on a few buildings and will be further rolled out in 2023 after Corporate IT Board validation.
- ✓ IT software pilots for the building energy management processes were launched and are expected to provide results in 2023.
- ✓ Management dashboards and reporting tools are now available for key business processes and will further expand in the course of 2023 to create a holistic Business Intelligence Platform.
- ✓ OIB has digitalised its service catalogue, making use of the existing EC tools My IT Support (MITS) and Service Management Tool (SMT).

OIB manages its IT portfolio according to the EC **corporate IT governance** principles, especially in regards to cyber security. 10 security plans were completed as of 31st December 2022 and another 10 are ongoing, to be finalised early 2023. The implementation rate of the corporate principles for data governance for OIB's key data assets amounts to approximately 30%. The excel table with data assets has been established and should be updated to take into account the new ITC applications and contracts. 2 data stewards will be appointed in 2023 for the local data management. In the domain of records management, the use of the Qualified Electronic Signature by all OIB services has greatly supported the full digitalisation of document management in 2022.

The DataStrategy@EC and the EC Digital Strategy design for a **data-driven Commission**, as defined by the Secretariat-General, requires enabling staff at every level to utilise data to make better decisions. Since OIB is part of the DG HR family, OIB follows the **rolling action plan 2022-2024**, as approved by the Information Management Steering Board (IMSB).

OIB ensures rigorous follow-up and respect of the **data protections rules**. The OIB Data Protection Coordination (DPC) team interviewed all operational units and sectors of OIB (over 30 meetings) regarding the required training programme for its staff. The DPC team made a full inventory of all business activities that required specific training on practical

⁹¹ CMIS : Canteen Management Information System

⁹² TPVR : Terminaux Points de Vente Restauration

data protection themes with a focus on compliance with data protection rules and on the prevention of data breaches. An internal training programme organised by the DPC team for all services concerned was established. The training courses will be based upon risk assessment principles⁹³. During 2022, more than 40 DPMS⁹⁴ records were partially reviewed and updated following the risk assessment procedure.

2.2.3. Sound environmental management

OIB takes full accountability for its environmental impact in all its actions and actively promotes measures to reduce the impact of its operations. In the context of the ‘Greening of the Commission’ policy⁹⁵ and in line with the environmental management policy of the Commission (EMAS), OIB continued to implement sustainable actions in all its areas of activity, including real estate policy, management of buildings, goods and services, as well as to childcare services. Part 1 contains details of several actions demonstrating this, illustrating that environmental priorities are increasingly ‘mainstreamed’: (i) OIB participated in energy saving initiatives throughout the year, reducing the temperature to 19°C in all its buildings; (ii) actions related to reduction of emissions to air (in total, OIB promoted 18 mobility/cycling actions for staff with over 1.000 participants throughout the year, including safe cycling training courses, bike repair workshops and mobility conferences); (iii) focus on waste management (waste sorting stations installed in all OIB buildings); (iv) green public procurement (electronic submission of tenders via the e-Submission application – for all types of high value procedures and green criteria included in the procurement were achieved in 100%). To support the EMAS communication to staff, OIB’s ‘Green Platform’, tailored to the EMAS issues, was revised in April 2022 and regularly updated throughout the year in view of promoting and sharing knowledge across the Commission. OIB issued regular e-newsletters on its environmental actions.



2.2.4. Examples of economy and efficiency

The following initiatives were introduced to improve the economy and efficiency within OIB’s activities:

- ✓ Introduction of the possibility for European Commission staff to register requests and incidents through the ticketing application My IT Support (and Logistics) (MITS). In



⁹³ The mid-term results for awareness-raising activities were low in 2022 due to limited resources. Nevertheless, actions have been taken to redress and significant progress has been made to reach the mandatory corporate target on awareness-raising. It is foreseen that ~40 training courses will have been carried out for all OIB services by the end of 2023

⁹⁴ Data Protection Records Management System

⁹⁵ New strategy by DG HR: The Commission adopted a Communication and an action plan on Greening the Commission, laying out how it will become climate-neutral by 2030, C(2022) 2230 final

addition, incidents can be introduced through a mobile application. The new procedure increases timeliness of reporting, decreases the workload of the helpdesk and improves the transparency on delivery times, response rates and customer feedback on OIB services.

- ✓ The OIB Score project allows OIB management to visualise KPIs in Power BI and measure the efficiency of its key business processes. As an example of this, the EMAS reporting was made more efficient and the CS department could better allocate their childcare service capacities.
- ✓ Implementation of Qualified Electronic Signature (QES) across all OIB services to sign all documents requiring a legally binding signature.
- ✓ Proactive on-boarding of contractors into invoicing, which allows for automatic encoding of invoice date in our accounting systems.
- ✓ SAM (OIB's local contractual and financial management system) trainings delivered for both newcomers and experienced staff (as a refresher), in order to reduce the number of encoding errors and to facilitate the processing of financial transactions.
- ✓ The enhancement of the SPOC (Single Point of Contact) for SAM issues and problems in order to streamline and speed up problem solving.
- ✓ During 2022, as part of the preparation for the implementation of SUMMA, the new corporate financial platform which is expected to go-live in early 2024, OIB representatives participated actively in workshops and in the design of the solution with the objective to increase the efficiency of the business processes (mainly in the field of Inventory and Logistics Management in which OIB has a leading role).