



European  
Commission

# Annual Activity Report 2021

## Annexes

EUROSTAT

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## **ANNEX 1: Statement of the Directors in charge of Risk Management and Internal Control**

*I declare that in accordance with the Commission's communication on the internal control framework<sup>1</sup>, I have reported my advice and recommendations on the overall state of internal control in Eurostat to the Director-General.*

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

*31/03/2022*

*Emanuele Baldacci*

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<sup>1</sup> C(2017)2373 of 19.04.2017.

## ANNEX 2: Performance tables

<b>General objective 1</b> : A modern, high-performing and sustainable European Commission			
<b>Impact indicator:</b> Image of the European Union - % of respondents for whom the EU conjures very positive or fairly positive image <b>Source of the data:</b> Eurobarometer <sup>2</sup>			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
43% (EU 27)	Increase	Increase	45%
<b>Specific objective 1:</b> Eurostat remains the trusted point of reference for statistics and data on Europe, necessary for better policies, decisions and public debate in the European Union		Related to spending programme European statistical programme (part of the single market programme 2021-2027) <sup>3</sup>	
<b>Result indicator 1.1:</b> User trust in European statistics <b>Source of data:</b> <a href="#">Eurostat USS</a>			
<b>Baseline</b> (Average 2015-2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target was set to be at the same very high level of trust or better than in the previous five years)	<b>Latest known results</b> (2020)
94.6%	≥94.6% on average over the period	≥94.6% on average over the period	96.0%
<b>Result indicator 1.2:</b> Number of database sessions (1) <sup>4</sup> <b>Source of data:</b> The source is the <a href="#">monitoring reports on Eurostat electronic dissemination</a>			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target was set for the number of database sessions to increase over time)	<b>Latest known results</b> (2021)
2.9 million	4.0 million	4.4 million	4.9 million

<sup>2</sup>[Eurobarometer – Public opinion in the European Union \(europa.eu\)](#)


<sup>3</sup> [The Single Market Programme | European Commission \(europa.eu\)](#)

<sup>4</sup> The indicator is used also to monitor the performance of the specific objective of the European Statistical Programme (ESP) inside the Single Market Programme 2021-2027. As the ESP is the only programme of Eurostat, it is normal that some indicators are used in both the AAR and the monitoring of the ESP.


<b>Result indicator 1.3:</b> Degree of implementation of the activities planned for the specific objective 1			
<b>Source of data:</b> <a href="#">Eurostat planning and monitoring system</a>			
<b>Baseline</b> (2020)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target was fixed as an ambitious, but achievable share of implemented activities for this objective)	<b>Latest known results</b> (2021)
95.5%	≥95.0%	≥95.0%	96.0%
<b>Result indicator 1.4:</b> User friendliness (how easy it is to find a data)			
<b>Source of data:</b> <a href="#">Eurostat USS</a>			
<b>Baseline</b> (2020)	<b>Interim Milestone<sup>5</sup></b> (2022)	<b>Target</b> (2024 + target was set for user friendliness to be at the same very high level or better than in the previous USS)	<b>Latest known results</b> (2020)
91.9%	≥ baseline on average over the period	≥ baseline on average over the period	91.9%

(1) The methodology to calculate the indicator 1.2 and its targets had to be changed, compared to what was indicated in the SP 2020-2024. Eurostat has developed a new application to access the database called 'Data browser' replacing the old 'Data explorer'. This new application counts data extractions in a different way than the old one. In addition, the two applications have coexisted in the last two years, to give users time to get familiar with the new application until the old one will be retired in 2022. The most meaningful indicator is to count the 'Number of database sessions' using the official software (Piwik), which monitors all Commission websites. The number of database sessions can be counted independently of the application the external users use to visit the Eurostat dissemination databases, guaranteeing comparability over time. Part of the large increase in 2021, going beyond the target for 2024, may be due to users testing the new data browser to become familiar with its functionality before it replaces the older data explorer, and so the value may fall back in 2022 before increasing again.

<sup>5</sup> In case of short- or medium-term objectives (all targets are set to be achieved in less than 3 years) the milestones column should be deleted from the table.

<b>Main outputs in 2021:</b>			
<b>Initiatives linked to regulatory simplification and burden reduction</b>			
Output description	Indicator	Target	Latest known results (situation on 31/12/2021)
 Proposal for a Regulation of the European Parliament and of the Council on statistics on agricultural input and output (SAIO)	Legislative proposal adopted by the Commission	Q1/2021	Achieved
Regulation of the European Parliament and European Council amending Regulation (EC) No. 138/2004 on the economic accounts for agriculture in the Community	Legislative proposal adopted by the Commission	Q1/2021	Achieved
Proposal for a Regulation of the European Parliament and the Council amending Regulation (EU) 549/2013 and repealing 15 legal acts	Legislative proposal adopted by the Commission	End of 2021	Achieved
<b>Evaluations and fitness checks</b>			
Output description	Indicator	Target	Latest known results (situation on 31/12/2021)
Preparation of the actions for the new regulation on European statistics on population	Evaluation and impact assessment launched	Q2/2021	Achieved
<b>Other important outputs</b>			
Output description	Indicator	Target	Latest known results (situation on 31/12/2021)
Further development of partnerships with international organisations (IOs) in developing international	Administrative Arrangements with international organisations that are Eurostat key partners	By the end of 2021	Achieved

standards to ensure comparability of statistics across the globe	are reviewed and signed		
Eurostat will contribute to the setting of international statistical standards and promote EU values	Common EU positions will be established before the annual meeting of the UN Statistical Commission	By the end of March 2021	Achieved
Fostering partnerships and providing assistance to partners in enlargement countries, countries falling under the European Neighbourhood Policy (ENP), and in Africa	Successful running of dedicated programs of statistical cooperation – IPA, STEP and PANAFII programs	By the end of 2021	Achieved
Regular production of high-quality statistics on national accounts, balance of payments, consumer prices, real estate prices, purchasing power parities and statistics for administrative purposes	Data disseminated according to schedule	End of 2021	Achieved
Monthly release of European Statistical Recovery Dashboard	Timely release of the Dashboard according to the release calendar	End of 2021	Achieved
Additional indicators on labour and capital productivity	40 indicator series disseminated, including breakdowns by economic activity, regions and assets	End of 2021	Achieved
First time release of intra-EU supply, use and input-output tables (FIGARO)	Publication of time series 2010-2018	Q2/2021	Achieved
First time release of intra-EU supply, use and input-output tables (FIGARO)	Development of five new globalisation related indicators	End of 2021	Achieved
In the COVID-19 pandemic context,	Summary table on the COVID-19 measures'	End of 2021	Achieved

Eurostat is reacting with prioritised and streamlined data collections to follow the accounting consequences of the economic measures taken by EU governments in order to tackle the economic effects of the pandemic, as well as the recording of RRF flows	impact		
Regular production of Excessive Deficit Procedure (EDP) and Government Finance Statistics (GFS)	Dissemination/publication according to the Eurostat release calendar	End of 2021	Achieved
Continuous methodological developments in public finance	Timely statistical reply to policy needs	End of 2021	Achieved
Continuous methodological developments in public finance	More harmonised EDP/GFS data on statistical recording of government interventions to mitigate the economic and social impact due to the COVID-19 pandemic	End of 2021	Achieved
Regular production of high-quality statistics on agriculture, environment, fisheries, transport, energy, water and for regions and cities	Data disseminated according to schedule	End of 2021	Achieved
 Proposal for a Regulation of the European Parliament and of the Council on European fishery statistics, repealing	Legislative proposal adopted by the Commission	Q4/2021	Not achieved The legal work was delayed by a lack of resources, the congestion of legal files in the Council and EP in the area of



Regulation (EC) No 1921/2006, Regulation (EC) No 762/2008, Regulation (EC) No 216/2009, Regulation (EC) No 217/2009 and Regulation (EC) No 218/2009			agricultural statistics and a delay of an inter-dependent legal act spearheaded by another DG. New estimated target date Q2/2023 (subject to potential revision if the legal work on the other act is delayed)
Regulation of the European Parliament and the Council amending Regulation (EU) 2018/1091 on integrated farm statistics as regards the financial framework for the period 2021-2027	Legislative proposal adopted by the Commission	Q2/2021	Achieved
Implementation of the Integrated Farm Statistics (IFS) regulation (regulatory work and technical implementation)	Adoption of the implementing act for IFS 2023	Q4/2021	Achieved
Updating the annex of Regulation (EC) No 1185/2009 concerning pesticide statistics	Commission Regulation adopted	Q3/2021	Achieved
An update of the monitoring framework for the circular economy is due by Q4 2021 as announced in the Commission Circular Economy Action Plan which is part of the European Green Deal	Monitoring framework updated	Q4/2021	Not achieved The target of Q4/2021 was based on the assumption that the update at political level would not require a Commission Communication and staff working document. However, SecGen confirmed in October 2021 that these documents will be needed which results in a substantial delay not related to the

			statistical aspects. New deadline is currently end of March 2022.
Upgrading the European environmental accounts: Delegated act based on Regulation 691/2011 Art 3(3) to adapt them to the needs of the European Green Deal	Delegated act adopted	Q4/2021	Achieved
First transmission of plastic packaging waste statistics according to the definitions for the plastics-based own resource	Datasets transmitted by Member States	Q2/2021	Achieved
Delivering on the scoreboard of indicators associated to the European pillar of social rights	Data are updated as soon as available	100% update of the new data within 5 days of availability	Achieved
Commission Implementing Decision granting derogations to certain Member States from the application of Regulation (EC) No 862/2007 on Community statistics on migration and international protection	Decision adopted by the Commission	Q1/2021	Achieved
Delivering better quarterly labour market data	Publication of data at Q + 90	Publication of data	Not achieved The progress towards timeliness at Q+90 days was limited in 2021 by derogations to Regulation 2019/1700. However, a voluntary target was agreed for dissemination at Q+75 progressively, starting from data for 2022 Q2.
Delivering better	Quarterly detailed	Press release	Achieved

quarterly labour market data	press release		
Delivering better quarterly labour market data	Quarterly update of statistics explained	At least 2 statistics explained at Q+90 at the latest	Achieved
Increasing number of countries releasing social protection expenditure main indicators at T+10 months from T+22	Main indicators to be published for 21 Member States (14 in 2020)	Coverage up to 80% of countries available (50% in 2020)	Achieved
Regular and increased (COVID-related) dissemination of business and trade statistics, in particular Principal European Economic Indicators (PEEIs) (short term indicators on industry, on construction, on services, on wholesale and retail trade; international trade in goods)	Business and trade statistics are disseminated according to the Eurostat release calendar	Dissemination of the existing PEEIs and new experimental statistics in line with the legal requirements in place and the published Eurostat release calendar, i.e. monthly for monthly PEEIs and quarterly for quarterly PEEIs	Achieved
Implementation of the European business statistics (EBS) Regulation (regulatory work and technical implementation)	Adoption of the information and communication technologies implementing act for reference year 2022	End of Q3 2021	Achieved
Implementation of the European business statistics (EBS) Regulation (regulatory work and technical implementation)	Adoption of the delegated act for customs and tax authority information	Q3/2021	Achieved
Implementation of the	Adoption of the	Q3/2021	Achieved

European business statistics (EBS) Regulation (regulatory work and technical implementation)	implementing act for modalities of data provision and exchange of customs data		
Implementation of the European business statistics (EBS) Regulation (regulatory work and technical implementation)	Finalisation of the technical preparatory work related to the two new compulsory micro-data exchanges in the area of trade in goods statistics, i.e. the micro-data exchange (MDE) related to intra-EU trade in goods statistics and the customs data exchange (CDE) related to extra-EU trade in goods statistics	Q4/2021	Achieved
Implementation of the European business statistics (EBS) Regulation (regulatory work and technical implementation)	Structured approach to analyse and address asymmetries, mainly in intra-EU trade, in the context of the MDE, developed	Q4/2021	Achieved
Provision of high quality information on Multinational Enterprise Groups in the EuroGroups Register and through European Profiling	High quality business and trade statistics are disseminated according to the Eurostat release calendar	Production of the annual EGR frame by March 2021	Achieved
EBS Regulation 2019/2152 foresees the increased dissemination of statistics also relevant in the context of the COVID-19 crisis: bankruptcies and registrations of businesses and service production indicators	Business and trade statistics are disseminated according to the Eurostat release calendar (for the EBS requirements)	Official Quarterly bankruptcies and registrations of businesses disseminated, in line with the EBS legal requirements starting to apply in 2021	Achieved

EBS Regulation 2019/2152 foresees the increased dissemination of statistics also relevant in the context of the COVID-19 crisis: bankruptcies and registrations of businesses and service production indicators	Experimental indicators disseminated	Experimental monthly indicators on services (turnover and production) for certain COVID-19 relevant NACE disseminated in 2021	Achieved
Provision of high quality statistics on digitalisation through the survey on the use of ICT and e-commerce in enterprises and the use of ICT in households and by individuals	ICT statistics are disseminated in Eurostat's dissemination database, accompanied by news items and Statistics Explained articles	Dissemination of data for survey year 2021 in January 2022	Achieved
Provision of high quality statistics on digitalisation through the survey on the use of ICT and e-commerce in enterprises and the use of ICT in households and by individuals	ICT statistics are disseminated in Eurostat's dissemination database, accompanied by news items and Statistics Explained articles	Dissemination of data for survey year 2020 in January 2021	Achieved
Amendment of the Energy Statistics Regulation	Legislative proposal adopted by the Commission	Q4/2021	Achieved on 28 January 2022

<p><b>Specific objective 2:</b> Eurostat better meets user needs for relevant, timely and high-quality statistics, in particular by continuing to foster partnerships and by embracing innovative data sources and technologies.</p>	<p>Related to spending programme European statistical programme (part of the single market programme 2021-2027)<sup>6</sup></p>
<p><b>Result indicator 2.1:</b> Share of users not satisfied with the quality of data and services</p>	

<sup>6</sup> [The Single Market Programme | European Commission \(europa.eu\)](https://european-council.europa.eu/media/en/press-summaries/doc.asp?id=5447)

provided by Eurostat <b>Source of data:</b> <a href="#">Eurostat USS</a>			
<b>Baseline</b> (Average 2015-2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target set for user dissatisfaction to be at an even lower level than in the previous five years)	<b>Latest known results</b> (2020)
3.7%	≤3.5% on average over the period	≤3.5% on average over the period	2.9%
<b>Result indicator 2.2:</b> Statistical coverage <sup>7</sup> <b>Source of data:</b> <a href="#">Eurostat dissemination database</a>			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target set for the statistical coverage to increase, as Eurostat should produce more statistics over time)	<b>Latest known results</b> (2021)
423 million	Increase	Increase	485 millions
<b>Result indicator 2.3:</b> Timeliness of statistics: news releases <sup>8</sup> <b>Source of data:</b> Data of release of <a href="#">Eurostat's News releases</a>			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target set for the timeliness to be at least as good as in 2019)	<b>Latest known results</b> (2021)
83.3 (quarterly statistics) 35.6 (monthly statistics)	≤ baseline	≤ baseline	82.5 (quarterly statistics) 35.9 (monthly statistics) The very limited delay compared to

<sup>7</sup> The indicator is used also in the Programme Statement of the European Statistical Programme 2013-2020 and to monitor the performance of the specific objective of the new European Statistical Programme inside the Single Market Programme 2021-2027.

<sup>8</sup> The indicator is used also in the Programme Statement of the European Statistical Programme 2013-2020 and to monitor the performance of the specific objective of the new European Statistical Programme inside the Single Market Programme 2021-2027.

			the target for monthly statistics is similar to last year's timeliness, where the onset of the pandemic influenced data releases.
<b>Result indicator 2.4:</b> Number of new experimental statistics datasets published <sup>9</sup>			
<b>Source of data:</b> <a href="#">Eurostat's website section for experimental statistics</a>			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + Eurostat should publish at least 1 experimental statistics per year)	<b>Latest known results</b> (2021)
1	>0	>0	4
<b>Result indicator 2.5:</b> Degree of implementation of the activities planned for the specific objective 2			
<b>Source of data:</b> <a href="#">Eurostat planning and monitoring system</a>			
<b>Baseline</b> (2020)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target was fixed as an ambitious, but achievable share of implemented activities for this objective)	<b>Latest known results</b> (2021)
89.5%	≥95.0%	≥95.0%	85.3% A few of the projects encountered some delays. While the bulk of the work was done, not all outputs could be finalised due to the ongoing pandemic or the complexity of the projects. This is the

<sup>9</sup> The indicator is used also to monitor the performance of the specific objective of the European Statistical Programme (ESP) inside the Single Market Programme 2021-2027.

			<p>case for example for the population statistics production system, which will be finalised in March 2022, or the smart surveys hub for trusted smart statistics, where the run-time of the project was extended due to impact of COVID-19 pandemic and to take into account the maturity of technology, privacy and subject domain demand. Another example is the development of a chatbot (conversation software) for user support, where the new corporate software will be adapted to suit Eurostat's needs after a call for tenders did not lead to a contract for an individualised solution.</p>
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**Result indicator 2.6:** Proportion of proposed legislative revisions that include burden reduction measures

**Source of data:** Eurostat

<b>Baseline</b> (2020)	<b>Interim</b> (2022)	<b>Milestone</b>	<b>Target</b> (2024 + Target was set thinking that a large	<b>Latest known results</b> (2021)



		majority of the legislative revision should include burden reduction measures)	
75.0%	Positive trend	Positive trend	75.0%

<b>Main outputs in 2021:</b>			
<b>Other important outputs</b>			
Output description	Indicator	Target	Latest known results (situation on 31/12/2021)
The co-operation with research communities and qualified professionals in the fields of relevance for Trusted Smart Statistics (e.g. web intelligence and nowcasting) will be strengthened	Successful organisation of European Big Data hackathon	Q1/2021	Achieved
The co-operation with research communities and qualified professionals in the fields of relevance for Trusted Smart Statistics (e.g. web intelligence and nowcasting) will be strengthened	European Statistics Awards programme launched	Q3/2021	Achieved
Pilot implementation of EC Data platform	The Eurostat Web Intelligence Platform, i.e. an IT infrastructure for the ingestion and processing of web data sources (web pages, web API, etc.), is operational and used for compiling online job	80%	Achieved

	advertisement data and piloting new workflows		
ESS review on climate change related statistics	Report to ESS Committee	Q4/2021	Achieved
High-quality ESSC meetings and conclusions	Percentage of participants assessing the overall quality of the meetings/conclusions as very good or good	≥ 75%	Achieved
Nine peer reviews of Member States and EFTA countries and the peer review of Eurostat started and for some of them peer review reports available	List of recommendations from the peer reviews is available for all 9 peer reviews in Member States and EFTA countries and the peer review of Eurostat	End of 2021	Achieved
Communication campaign on ESS peer reviews is launched, to be concluded in 2023	Numbers of contacts made during the campaign in 2021	5.000	Not achieved The number of contacts made is the target for the entire communication campaign lasting from 2021-2023 (and not only just for 2021) and was also changed in spring 2021 when the the ESSC was consulted on the communication strategy. The target is now 1000, the indicator was changed again in the MP 2022 and now refers rather to the number of websites in NSIs for peer reviews.

A total of 8 centralised quality reviews and 14 decentralised quality reviews will be implemented in 2021 and reported on	Availability of 22 quality review reports and corresponding improvement actions are encoded in PMR	End of 2021	Achieved
Collaborative economy: regular production and exploring the development of further indicators	Set up a regular production of indicators	End of 2021	Achieved

<b>Specific objective 3:</b> Eurostat better communicates and better promotes European statistics and facilitates their use by policy-makers, citizens, businesses, researchers and the media.	Related to spending programme European statistical programme (part of the single market programme 2021-2027) <sup>10</sup>
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**Result indicator 3.1:** Number of Eurostat followers and engagement rate on social media<sup>11</sup>  
**Source of data:** Eurostat's [Facebook](#) and [Twitter](#) accounts

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target was set to a possible increase in the number of followers every year, while maintaining at least the same engagement rate as in 2019)	<b>Latest known results</b> (2021)
143949 (followers on Twitter) 42327 (followers on Facebook)	190017 (followers on Twitter) 90009 (followers on Facebook) ≥1.9% (engagement rate)	210111 (followers on Twitter) 120021 (followers on Facebook) ≥1.9% (engagement rate)	180027 (followers on Twitter) 88164 (followers on Facebook)

<sup>10</sup> [The Single Market Programme | European Commission \(europa.eu\)](#)

<sup>11</sup> The indicator is used also to monitor the performance of the specific objective of the European Statistical Programme (ESP) inside the Single Market Programme 2021-2027.

1.9% (engagement rate)			4.1% (engagement rate)
<b>Result indicator 3.2:</b> Number of visits to the Eurostat website (2) <sup>12</sup>			
<b>Source of data:</b> <a href="#">Eurostat website</a>			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + Target chosen thinking that the number of visits should increase over time)	<b>Latest known results</b> (2021)
15.2 million	19.0 million	20.0 million	17.5 million
<b>Result indicator 3.3:</b> Degree of implementation of the activities planned for the specific objective 3			
<b>Source of data:</b> <a href="#">Eurostat planning and monitoring system</a>			
<b>Baseline</b> (2020)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024 + target was fixed as an ambitious, but achievable share of implemented activities for this objective)	<b>Latest known results</b> (2021)
95.0%	≥95.0%	≥95.0%	100%

(2) The methodology to calculate the indicator 3.2 and so its targets had to be changed, compared to what was indicated in the SP 2020-2024, due to new corporate rules. To record the number of visits, Eurostat uses now the official software used by DG COMM (Piwik), which monitors all Commission websites. This software tracks users' behaviour but users can opt out of this tracking for privacy concerns. Therefore, the figures do not reflect all visits but they allow comparing between DGs.

<b>Main outputs in 2021:</b>			
<b>Other important outputs</b>			
Output description	Indicator	Target	Latest known results (situation on 31/12/2021)
Strengthen ESS	Number of projects	Minimum of 3	Achieved

<sup>12</sup> The indicator is used also to monitor the performance of the specific objective of the European Statistical Programme (ESP) inside the Single Market Programme 2021-2027.

cooperation in the field of strategic communications	proposed by the ESS Task Force on Strategic Communication in the priority communication areas for the ESS	projects proposed in 2021	
Strengthen ESS cooperation in the field of strategic communications	Number of meetings of the ESS Task Force on Strategic Communication	Minimum of 2 meetings to be held in 2021	Achieved
Joint Eurostat-ESS communication strategy	Draft strategy to raise awareness of the quality of European statistics, prepared	By the end of 2021	Achieved
Joint Eurostat-ESS communication strategy	Common approach on communication in a time of crisis, drafted	By the end of 2021	Achieved
Curated datasets obtained from Online Job Advertisements collected by scraping web pages and web application programming interfaces (APIs) will be produced regularly by the Web Intelligence Hub Platform and will be used for producing a set of experimental statistics	Publication of experimental statistics	Q3 2021	Achieved
The first workflow collecting data from the web on European Enterprise Group will be piloted	Pilot workflow in web intelligence hub	Q4/2021	Not achieved There was a delay in assessing the quality of webscraped data. The decision to implement a multinational enterprise workflow had to be postponed. Activities are still ongoing and a

			reassessment of activities will be performed in 2022.
New and authoritative methods for processing Mobile Network Operators data will be developed by Eurostat in collaboration with other national statistical institutes	Technical publications describing the proposed methods in the form of technical manuals, technical reports, statistical working papers or scientific papers	Q3/2021	Achieved
In the domain of trusted smart surveys, critical aspects of compliance with GDPR, IT-security, etc. will have been addressed before initiating proof of concepts for Household Budget Survey and Time Use Survey	Report addressing critical aspects related to application of trusted smart surveys published	Q4/2021	Achieved
Increase Eurostat presence across different dissemination channels	Number of recorded user sessions on the Eurostat website	16.5 million recorded user sessions	Achieved
Increase Eurostat presence across different dissemination channels	Number of Eurostat followers and engagement rate on social media	Twitter: 175.000 followers, 1.9% engagement rate; Facebook: 75.000 followers, 122.000 average monthly engagements; Instagram: 10.000 followers	Achieved
Implement the 2021 Dissemination programme	Degree of implementation	100%	Achieved
Disseminate flagship publications Key figures on Europe, SDGs, Regional Yearbook	Number of downloads for 2020 and 2021 editions (interactive and pdf)	Key figures Europe: 25.000; SDG : 50.000; Regional yearbook: 30.000	Achieved

Produce new interactive digital publications	Number of new interactive digital publications	3 new interactive digital publications in 2021	Achieved
Expand the range and reach of statistical literacy products	Number of views for Statistics Explained articles	Monthly average of 1.5 million views for Statistics Explained articles as a whole	Not achieved The monthly average number of views was slightly lower than expected with an average of 1.4 million views in 2021 compared to 1.5 million in 2020. However, figures were high in 2020 with the start of the Covid-19 pandemic and an increased interest of the general public in statistics. In 2022, viewing figures for Statistics Explained will be monitored closely to see whether the lower averages in 2021 are a new trend ("back to normal"). Also, we will look into ways of promoting Statistics Explained articles further.
Expand the range and reach of statistical literacy products	Number of views for Statistics 4 beginners section	Monthly average of 3.000 views for the Statistics 4 beginners section	Achieved
Expand the range and reach of statistical literacy products	Number of new Statistics Explained articles and new Statistics 4 beginners articles	30 new Statistics Explained articles and minimum 3 new Statistics 4 beginners articles	Achieved
Review the layout and look, navigation and structure of the Eurostat website	Degree of implementation of the review	50%	Not achieved The design phase has taken longer than anticipated. Progress is

			estimated at 30%. The overall target of completing 80% of the website review by the end of 2022 is maintained.
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## **ANNEX 3: Draft annual accounts and financial reports**

### **General comment relating to the Balance Sheet and the Statement of Financial Performance**

“The accounting situation presented in the Balance Sheet and Statement of Financial Performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.”

**Annex 3 Financial Reports - DG ESTAT - Financial Year 2021**

**Table 1 : Commitments**

**Table 2 : Payments**

**Table 3 : Commitments to be settled**

**Table 4 : Balance Sheet**

**Table 5 : Statement of Financial Performance**

**Table 5 Bis: Off Balance Sheet**

**Table 6 : Average Payment Times**

**Table 7 : Income**

**Table 8 : Recovery of undue Payments**

**Table 9 : Ageing Balance of Recovery Orders**

**Table 10 : Waivers of Recovery Orders**

**Table 11 : Negotiated Procedures**

**Table 12 : Summary of Procedures**

**Table 13 : Building Contracts**

**Table 14 : Contracts declared Secret**

**Table 15 : FPA duration exceeds 4 years**

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2021 (in Mio €) for DG ESTAT					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
<b>Title 01 Research and Innovation</b>					
01	01 02	Horizon Europe	0,04	0,04	100,00 %
<b>Total Title 01</b>			<b>0,04</b>	<b>0,04</b>	<b>100,00 %</b>
<b>Title 02 European Strategic Investments</b>					
02	02 04	Digital Europe programme	0,00	0,00	0,00 %
<b>Total Title 02</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00 %</b>
<b>Title 03 Single Market</b>					
03	03 01	Support administrative expenditure of the 'Single Market' cluster	1,01	0,39	38,44 %
	03 02	Single Market Programme	87,53	75,99	86,81 %
<b>Total Title 03</b>			<b>88,54</b>	<b>76,38</b>	<b>86,26 %</b>
<b>Title 04 Space</b>					
04	04 02	Space programme of the Union	0,73	0,73	100,00 %
<b>Total Title 04</b>			<b>0,73</b>	<b>0,73</b>	<b>100,00 %</b>
<b>Title 05 Regional Development and Cohesion</b>					
05	05 02	European Regional Development Fund (ERDF)	2,15	2,15	100,00 %
	05 03	Cohesion Fund (CF)	0,00	0,00	0,00 %
<b>Total Title 05</b>			<b>2,15</b>	<b>2,15</b>	<b>100,00 %</b>
<b>Title 06 Recovery and Resilience</b>					
06	06 06	EU4Health Programme	0,00	0,00	0,00 %
<b>Total Title 06</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00 %</b>
<b>Title 07 Investing in People, Social Cohesion and Values</b>					
07	07 01	Support administrative expenditure of the "Investing in People, Social Cohesion and Values" cluster	0,20	0,20	100,00 %
	07 02	European Social Fund Plus (ESF+)	5,57	2,63	47,15 %
	07 06	Rights and Values	0,12	0,12	100,00 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	0,45	0,44	98,18 %
<b>Total Title 07</b>			<b>6,34</b>	<b>3,39</b>	<b>53,47 %</b>
<b>Title 08 Agriculture and Maritime Policy</b>					
08	08 02	European Agricultural Guarantee Fund (EAGF)	3,58	3,58	100,00 %
<b>Total Title 08</b>			<b>3,58</b>	<b>3,58</b>	<b>100,00 %</b>
<b>Title 09 Environment and Climate Action</b>					
09	09 02	Programme for the Environment and Climate Action (LIFE)	6,81	6,81	100,00 %
<b>Total Title 09</b>			<b>6,81</b>	<b>6,81</b>	<b>100,00 %</b>

Title 10 Migration					
10	10 02	Asylum, Migration and Integration Fund (AMIF)	0,00	0,00	0,00 %
<b>Total Title 10</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00 %</b>
Title 12 Security					
12	12 02	Internal Security Fund (ISF)	0,00	0,00	0,00 %
<b>Total Title 12</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00 %</b>
Title 14 External Action					
14	14 02	Neighbourhood, Development and International Cooperation Instrument (NDICI)	0,00	0,00	0,00 %
<b>Total Title 14</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00 %</b>
Title 15 Pre-accession Assistance					
15	15 02	Instrument for Pre-accession Assistance (IPA III)	0,02	0,00	0,00 %
<b>Total Title 15</b>			<b>0,02</b>	<b>0,00</b>	<b>0,00 %</b>
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0,10	0,00	4,65 %
<b>Total Title 20</b>			<b>0,10</b>	<b>0,00</b>	<b>4,65 %</b>
<b>Total Excluding NGEU</b>			<b>108,32</b>	<b>93,08</b>	<b>85,94 %</b>
<b>Total DG ESTAT</b>			<b>108,32</b>	<b>93,08</b>	<b>85,94 %</b>

\* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the

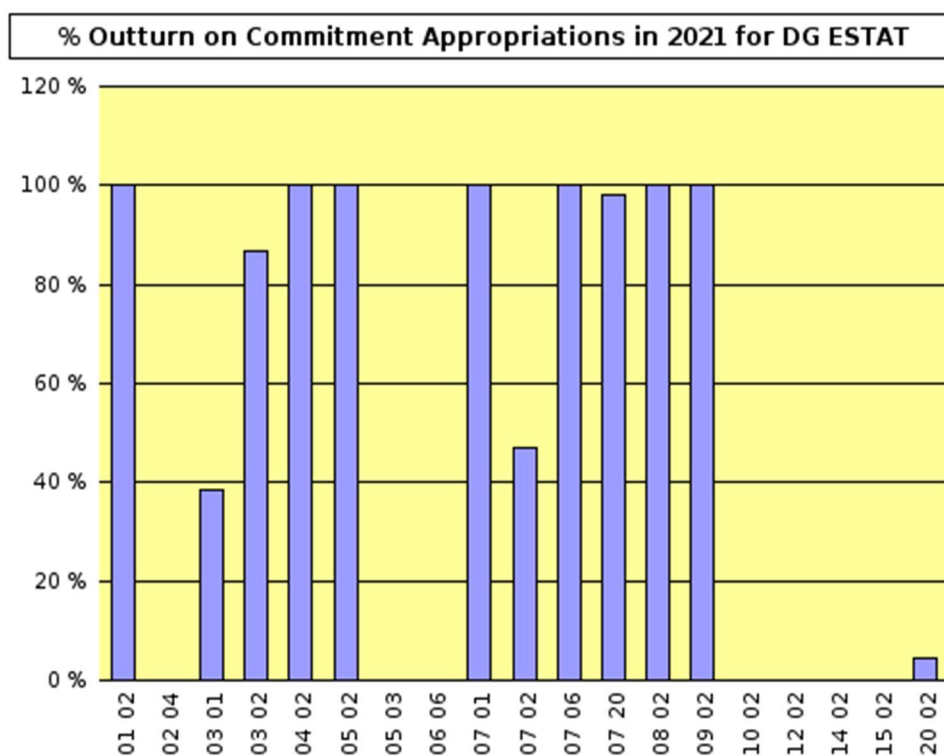


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2021 (in Mio €) for DG ESTAT					
			Payment appropriations authorised	Payments made	%
			1	2	3=2/1
<b>Title 01 Research and Innovation</b>					
01	01 02	Horizon Europe	2,44	2,48	101,81 %
<b>Total Title 01</b>			<b>2,44</b>	<b>2,48</b>	<b>101,81%</b>
<b>Title 02 European Strategic Investments</b>					
02	02 04	Digital Europe programme	0,00	0,89	0,00 %
<b>Total Title 02</b>			<b>0,00</b>	<b>0,89</b>	<b>0,00%</b>
<b>Title 03 Single Market</b>					
03	03 01	Support administrative expenditure of the "Single Market" cluster	1,20	0,28	22,98 %
	03 02	Single Market Programme	84,71	59,09	69,75 %
<b>Total Title 03</b>			<b>85,91</b>	<b>59,36</b>	<b>69,10%</b>
<b>Title 04 Space</b>					
04	04 02	Space programme of the Union	0,00	0,00	0,00 %
<b>Total Title 04</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00%</b>
<b>Title 05 Regional Development and Cohesion</b>					
05	05 02	European Regional Development Fund (ERDF)	0,85	0,85	100,00 %
	05 03	Cohesion Fund (CF)	0,04	0,04	100,00 %
<b>Total Title 05</b>			<b>0,89</b>	<b>0,89</b>	<b>100,00%</b>
<b>Title 06 Recovery and Resilience</b>					
06	06 06	EU4Health Programme	0,31	0,31	100,00 %
<b>Total Title 06</b>			<b>0,31</b>	<b>0,31</b>	<b>100,00%</b>
<b>Title 07 Investing in People, Social Cohesion and Values</b>					
07	07 01	Support administrative expenditure of the "Investing in People, Social Cohesion and Values" cluster	0,40	0,20	49,60 %
	07 02	European Social Fund Plus (ESF+)	1,17	1,17	100,00 %
	07 06	Rights and Values	0,18	0,18	100,00 %
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	0,60	0,58	97,38 %
<b>Total Title 07</b>			<b>2,34</b>	<b>2,13</b>	<b>90,82%</b>
<b>Title 08 Agriculture and Maritime Policy</b>					
08	08 02	European Agricultural Guarantee Fund (EAGF)	1,28	1,28	100,00 %
<b>Total Title 08</b>			<b>1,28</b>	<b>1,28</b>	<b>100,00%</b>
<b>Title 09 Environment and Climate Action</b>					
09	09 02	Programme for the Environment and Climate Action (LIFE)	0,00	0,00	0,00 %
<b>Total Title 09</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00%</b>

Title 10 Migration					
10	10 02	Asylum, Migration and Integration Fund (AMIF)	0,35	0,35	100,00 %
<b>Total Title 10</b>			<b>0,35</b>	<b>0,35</b>	<b>100,00%</b>
Title 12 Security					
12	12 02	Internal Security Fund (ISF)	0,22	0,22	100,00 %
<b>Total Title 12</b>			<b>0,22</b>	<b>0,22</b>	<b>100,00%</b>
Title 14 External Action					
14	14 02	Neighbourhood, Development and International Cooperation Instrument (NDICI)	4,04	4,04	100,00 %
<b>Total Title 14</b>			<b>4,04</b>	<b>4,04</b>	<b>100,00%</b>
Title 15 Pre-accession Assistance					
15	15 02	Instrument for Pre-accession Assistance (IPA III)	5,68	5,65	99,62 %
<b>Total Title 15</b>			<b>5,68</b>	<b>5,65</b>	<b>99,62%</b>
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0,14	0,00	0,33 %
<b>Total Title 20</b>			<b>0,14</b>	<b>0,00</b>	<b>0,33%</b>
<b>Total Excluding NGEU</b>			<b>103,58</b>	<b>77,59</b>	<b>74,91%</b>
<b>Total DG ESTAT</b>			<b>103,58</b>	<b>77,59</b>	<b>74,91 %</b>

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

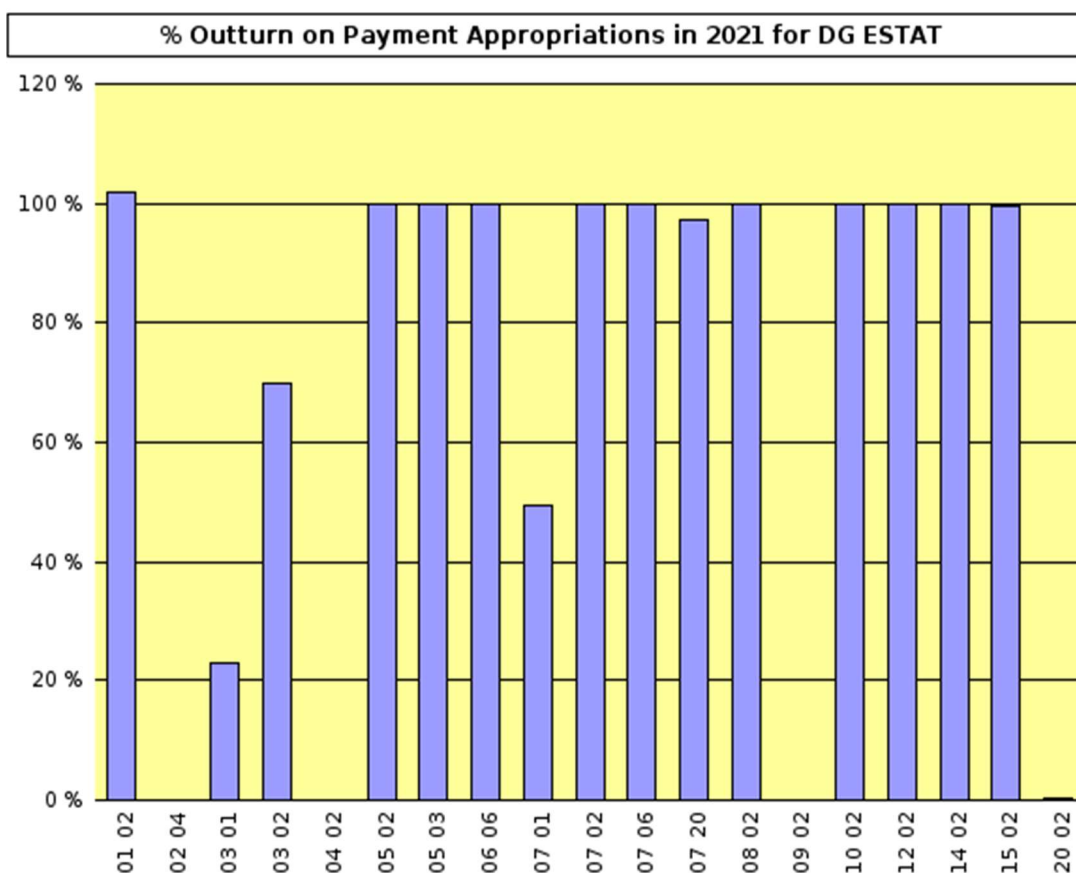
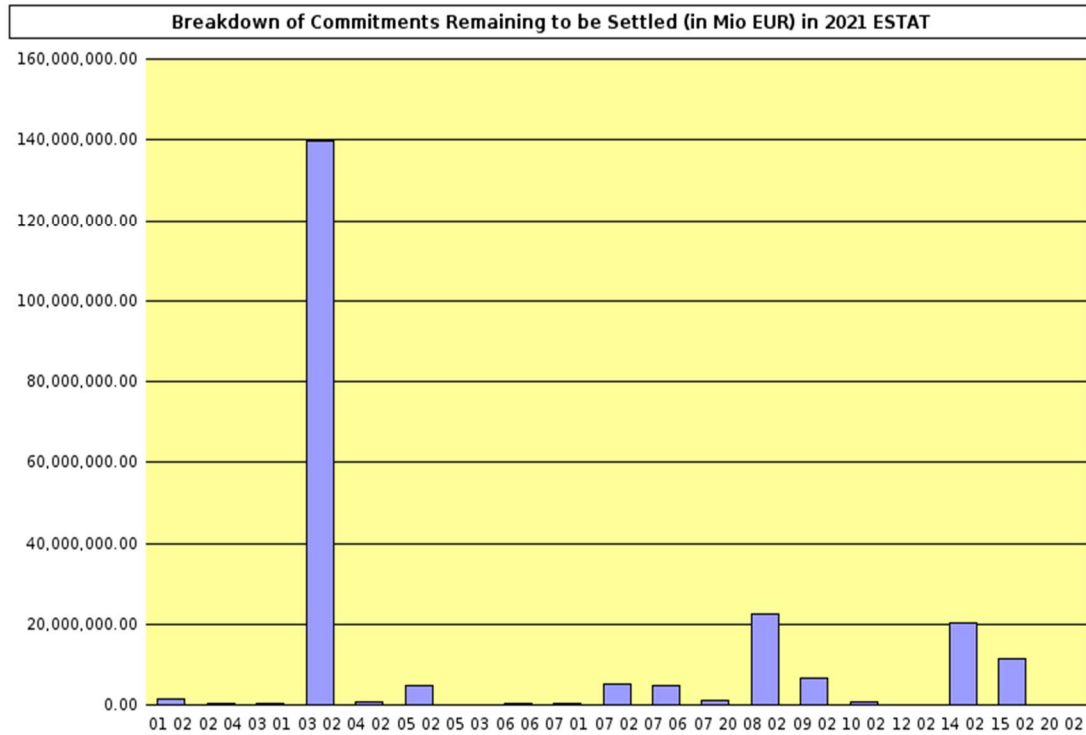


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
01	01 02	Horizon Europe	0,04	0,00	0,04	100,00%	1,51	1,55	4,05
<b>Total Title 01</b>			<b>0,04</b>	<b>0,00</b>	<b>0,04</b>	<b>100,00%</b>	<b>1,51</b>	<b>1,55</b>	<b>4,05</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
02	02 04	Digital Europe programme	0,00	0,00	0,00	0,00%	0,28	0,28	1,14
<b>Total Title 02</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00%</b>	<b>0,28</b>	<b>0,28</b>	<b>1,14</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
03	03 01	Support administrative expenditure of the Single Market cluster	0,39	0,10	0,29	74,38%	0,00	0,29	0,19
	03 02	Single Market Programme	75,99	5,61	70,38	92,62%	69,39	139,77	126,25
<b>Total Title 03</b>			<b>76,38</b>	<b>5,71</b>	<b>70,67</b>	<b>92,53%</b>	<b>69,39</b>	<b>140,06</b>	<b>126,44</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
04	04 02	Space programme of the Union	0,73		0,73	100,00%	0,00	0,73	0,00
<b>Total Title 04</b>			<b>0,73</b>		<b>0,73</b>	<b>100,00%</b>	<b>0,00</b>	<b>0,73</b>	<b>0,00</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
05	05 02	European Regional Development Fund (ERDF)	2,15	0,04	2,11	97,99%	2,84	4,95	3,74
	05 03	Cohesion Fund (CF)	0,00	0,00	0,00	0,00%	0,17	0,17	0,24
<b>Total Title 05</b>			<b>2,15</b>	<b>0,04</b>	<b>2,11</b>	<b>97,99%</b>	<b>3,01</b>	<b>5,12</b>	<b>3,98</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
06	06 06	EU4Health Programme	0,00	0,00	0,00	0,00%	0,26	0,26	0,61
<b>Total Title 06</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00%</b>	<b>0,26</b>	<b>0,26</b>	<b>0,61</b>

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
07	07 01	Support administrative expenditure of the "Investing in People, Social Cohesion and Values" cluster	0,20	0,00	0,20	100,00%	0,00	0,20	0,20
	07 02	European Social Fund Plus (ESF+)	2,63	0,00	2,63	100,00%	2,43	5,06	4,00
	07 06	Rights and Values	0,12	0,00	0,12	100,00%	4,75	4,87	4,98
	07 20	Pilot projects, preparatory actions, prerogatives and other actions	0,44	0,00	0,44	100,00%	0,60	1,04	1,22
<b>Total Title 07</b>			<b>3,39</b>	<b>0,00</b>	<b>3,39</b>	<b>100,00%</b>	<b>7,77</b>	<b>11,16</b>	<b>10,39</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
08	08 02	European Agricultural Guarantee Fund (EAGF)	3,58	0,00	3,58	100,00%	18,94	22,52	20,22
<b>Total Title 08</b>			<b>3,58</b>	<b>0,00</b>	<b>3,58</b>	<b>100,00%</b>	<b>18,94</b>	<b>22,52</b>	<b>20,22</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
09	09 02	Programme for the Environment and Climate Action (LIFE)	6,81		6,81	100,00%	0,00	6,81	0,00
<b>Total Title 09</b>			<b>6,81</b>		<b>6,81</b>	<b>100,00%</b>	<b>0,00</b>	<b>6,81</b>	<b>0,00</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
10	10 02	Asylum, Migration and Integration Fund (AMIF)	0,00	0,00	0,00	0,00%	0,56	0,56	0,96
<b>Total Title 10</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00%</b>	<b>0,56</b>	<b>0,56</b>	<b>0,96</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
12	12 02	Internal Security Fund (ISF)	0,00	0,00	0,00	0,00%	0,14	0,14	0,37
<b>Total Title 12</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00%</b>	<b>0,14</b>	<b>0,14</b>	<b>0,37</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
14	14 02	Neighbourhood, Development and International Cooperation Instrument (NDICI)	0,00	0,00	0,00	0,00%	20,16	20,16	24,20
<b>Total Title 14</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00%</b>	<b>20,16</b>	<b>20,16</b>	<b>24,20</b>



TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
15	15 02	Instrument for Pre-accession Assistance (IPA II)	0,00	0,00	0,00	0,00%	11,40	11,40	17,82
<b>Total Title 15</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00%</b>	<b>11,40</b>	<b>11,40</b>	<b>17,82</b>
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG ESTAT									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 02	Other staff and expenditure relating to persons	0,00	0,00	0,00	91,67%	0,00	0,00	0,03
<b>Total Title 20</b>			<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>91,67%</b>	<b>0,00</b>	<b>0,00</b>	<b>0,03</b>
<b>Total Excluding NGEU</b>			<b>93,08</b>	<b>5,75</b>	<b>87,33</b>	<b>93,82%</b>	<b>133,43</b>	<b>220,76</b>	<b>210,21</b>
<b>Total for DG ESTAT</b>			<b>93,08304463</b>	<b>5,75</b>	<b>87,33</b>	<b>93,82 %</b>	<b>133,43</b>	<b>220,76</b>	<b>210,21</b>



**TABLE 4 : BALANCE SHEET for DG ESTAT**

<b>BALANCE SHEET</b>	<b>2021</b>	<b>2020</b>
<b>A.I. NON CURRENT ASSETS</b>	11516902,97	12808518,26
A.I.1. Intangible Assets	11.516.902,97	12.808.518,26
A.I.2. Property, Plant and Equipment	0,00	0,00
<b>A.II. CURRENT ASSETS</b>	50608712,06	46818370,43
A.II.2. Current Pre-Financing	50.608.712,06	46.818.370,43
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	0,00	0,00
<b>ASSETS</b>	<b>62125615,03</b>	<b>59626888,69</b>
<b>P.II. CURRENT LIABILITIES</b>	-191713,25	-96065,99
P.II.4. Current Payables	-191.713,25	-96.065,99
P.II.5. Current Accrued Charges & Defrd Income	0,00	0,00
<b>LIABILITIES</b>	<b>-191713,25</b>	<b>-96065,99</b>
<b>NET ASSETS (ASSETS less LIABILITIES)</b>	<b>61933901,78</b>	<b>59.530.822,70</b>
P.III.2. Accumulated Surplus/Deficit	456.871.730,81	397391148,5
Non-allocated central (surplus)/deficit*	-518.805.632,59	-456921971,2
<b>TOTAL DG ESTAT</b>	<b>0,00</b>	<b>0,00</b>

**TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG ESTAT**

<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>2021</b>	<b>2020</b>
II.1 REVENUES	-3978242,7	-4481725,08
II.1.1. NON-EXCHANGE REVENUES	-5318463,63	-4966438,69
II.1.1.5. RECOVERY OF EXPENSES	-26.238,63	-5.402,69
II.1.1.7. OTHER NON-EXCHANGE REVENUES	-5.292.225,00	-4.961.036,00
II.1.2. EXCHANGE REVENUES	1340220,93	484713,61
II.1.2.1. FINANCIAL INCOME		-1.757,00
II.1.2.2. OTHER EXCHANGE REVENUE	1.340.220,93	486.470,61
II.2. EXPENSES	72600771,68	63962307,4
II.2. EXPENSES	72600771,68	63962307,4
II.2.10. OTHER EXPENSES	18.064.520,34	17.698.219,10
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	54.536.251,34	50.043.274,55
II.2.6. STAFF AND PENSION COSTS		-3.779.186,25
<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>68.622.528,98</b>	<b>59.480.582,32</b>

*Explanatory Notes (facultative):*

*Please enter the text directly (no copy/paste of formatted text which would then disappear when saving the document in pdf), use \\\"ctrl+enter\\\" to go to the next line and \\\"enter\\\" to validate your typing.*

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

**TABLE 5bis : OFF BALANCE SHEET for DG ESTAT**

<b>OFF BALANCE</b>	<b>2021</b>	<b>2020</b>
OB.1. Contingent Assets	2694091,8	2972132
GR for performance	230.285,00	230.285,00
GR for pre-financing	2.463.806,80	2.741.847,00
OB.2. Contingent Liabilities	0	0
OB.2.7. CL Legal cases OTHER	0,00	0,00
OB.4. Balancing Accounts	-2694091,8	-2972132
OB.4. Balancing Accounts	-2.694.091,80	-2.972.132,00
<b>OFF BALANCE</b>	<b>0,00</b>	<b>0,00</b>

*Explanatory Notes (facultative):*

*Please enter the text directly (no copy/paste of formatted text which would then disappear when saving the document in pdf), use \\\"ctrl+enter\\\" to go to the next line and \\\"enter\\\" to validate your typing.*

**TABLE 6: AVERAGE PAYMENT TIMES in 2021 for ESTAT**

Legal Times									
Maximum Payment Time (Days)	Total Nbr of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	1306	1300	99,54 %	13,65509	6	0,46 %	35,3333	300600,23	1, %
45	1	1	100,00 %	23				0	0, %
60	139	139	100,00 %	35,8777				0	0, %
90	234	232	99,15 %	51,65948	2	0,85 %	92	142099,94	1, %

Total Number of Payments	1680	1672	99,52 %		8	0,48 %		442700,17	1, %
Average Net Payment Time	20,91822641			20,78147			49,5		
Average Gross Payment Time	23,06418743			22,92335			52,5		

Suspensions							
Average Report Approval Suspension	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	21	212	12,62 %	1680	20.105.923,58	25,91 %	77.593.123,96

DG	GL Account	Description	Amount (Eur)

NB: Table 6 only contains payments relevant for the time statistics. Please consult its exact scope in the AAR Annex3 BO User Guide ( [https://myintracomm.ec.europa.eu/budgweb/EN/vabac/dwh/Pages/its-030-10-20\\_documentation.aspx](https://myintracomm.ec.europa.eu/budgweb/EN/vabac/dwh/Pages/its-030-10-20_documentation.aspx) ).

TABLE 7 : SITUATION ON REVENUE AND INCOME in 2021 for DG ESTAT								
Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
33	Other administrative revenue	15.060,00	0,00	15.060,00	15.060,00	0,00	15.060,00	0,00
60	Single market, innovation and digital	1.101.146,33	0,00	1.101.146,33	1.101.146,33	0,00	1.101.146,33	0,00
66	Other contributions and refunds	5.292.225,00	0,00	5.292.225,00	5.292.225,00	0,00	5.292.225,00	0,00
67	Completion for outstanding recovery orders prior to 2021	334,58	0,00	334,58	334,58	0,00	334,58	0,00
<b>Total DG ESTAT</b>		<b>6408765,91</b>	<b>0</b>	<b>6408765,91</b>	<b>6408765,91</b>	<b>0</b>	<b>6408765,91</b>	<b>0</b>

**TABLE 8 : RECOVERY OF PAYMENTS in 2021 for DG ESTAT  
(Number of Recovery Contexts and corresponding Transaction Amount)**

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2021	Irregularity		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Year of Origin (commitment)	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr
2015	2	1599,22	2	1599,22	2	1599,22	100,00%	100,00%
2016	4	10838,6	4	10838,6	5	85746,3	80,00%	12,64%
2017	5	13800,81	5	13800,81	5	13800,81	100,00%	100,00%
2018					1	15060		
2019					1	1000000		
<b>Sub-Total</b>	<b>11</b>	<b>26238,63</b>	<b>11</b>	<b>26238,63</b>	<b>14</b>	<b>1116206,33</b>	<b>78,57%</b>	<b>2,35%</b>

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS	11	28479,42			11	28479,42	25	130.301,39	44,00%	21,86%
CREDIT NOTES	85	2161554,15			85	2161554,15	94	9.385.103,98	90,43%	23,03%
<b>Sub-Total</b>	<b>96</b>	<b>2190033,57</b>			<b>96</b>	<b>2190033,57</b>	<b>119</b>	<b>9515405,37</b>	<b>80,67%</b>	<b>23,02%</b>
<b>GRAND TOTAL</b>	<b>107</b>	<b>2216272,2</b>			<b>107</b>	<b>2216272,2</b>	<b>133</b>	<b>10631611,7</b>	<b>80,45%</b>	<b>20,85%</b>

**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2021 for DG ESTAT**

	Number at 01/01/2021	Number at 31/12/2021	Evolution	Open Amount (Eur) at 01/01/2021	Open Amount (Eur) at 31/12/2021	Evolution

**TABLE 10 :Recovery Order Waivers >= 60 000 € in 2021 for DG ESTAT**

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
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<b>Total DG ESTAT</b>	
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<b>Number of RO waivers</b>	
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*Justifications:*  
*Please enter the text directly (no copy/paste of formatted text which would then disappear when saving the document in pdf), use "ctrl+enter" to go to the next line and "enter" to validate your typing.*

**TABLE 11 : Negotiated Procedures in 2021 for DG ESTAT**

**External Procedures > € 20,000**

<b>Negotiated Procedure Legal base</b>	<b>Number of Procedures</b>	<b>Amount (€)</b>
Annex 1 - 11.1 ( e ) - New services/works consisting in the repetition of similar services/works	1	88.000,00
<b>Total</b>	<b>1</b>	<b>88.000,00</b>

**Internal Procedures > € 60,000**

<b>Negotiated Procedure Legal base</b>	<b>Number of Procedures</b>	<b>Amount (€)</b>
Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market	1	82.000,00
Annex 1 - 11.1 ( e ) - New services/works consisting in the repetition of similar services/works	2	526.000,00
<b>Total</b>	<b>3</b>	<b>608.000,00</b>

The number of negotiated procedures (art. 11) compared to the total number of procurement procedures implemented in 2021 by Eurostat amounted to 38 percent in the reporting year, which represents a 25 points increase compared to 2020. In application of the formula, this increase comes from the number of procurement procedures not closed in 2021. In 2021 Eurostat launched the same number (4) of negotiated procedures (art. 11) as in 2020.



**TABLE 12 : Summary of Procedures in 2021 for DG ESTAT**

**External Procedures > € 20,000**

Procedure Legal base	Number of Procedures	Amount (€)
Negotiated procedure without prior publication (Annex 1 - 11.1)	1	88.000,00
Restricted procedure - As provided for in FR 164(1)(b) - Services/Supplies as from EUR 300 000 - Works as from EUR 5 000 000 - publication (Annex 1 - 38.1 (a))	2	11.481.024,00
<b>Total</b>	<b>3</b>	<b>11.569.024,00</b>

**Internal Procedures > € 60,000**

Procedure Legal base	Number of Procedures	Amount (€)
Negotiated procedure middle value contract (Annex 1 - 14.2)	2	221.900,00
Negotiated procedure without prior publication (Annex 1 - 11.1)	3	608.000,00
Open procedure (FR 164 (1)(a))	8	79.799.534,71
<b>Total</b>	<b>13</b>	<b>80.629.434,71</b>

**Additional Comments:**

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**TABLE 13 : BUILDING CONTRACTS in 2021 for DG ESTAT**

Legal Base	Procedure subject	Contract Number	Contractor Name	Contract Subject	Contracted Amount (€)

**TABLE 14 : CONTRACTS DECLARED SECRET in 2021 for DG ESTAT**

Legal Base	LC Date	Contract Number	Contract Subject	Contracted Amount (€)

**TABLE 15 : FPA duration exceeds 4 years - DG ESTAT**

*None of your FPA (if any) exceeds 4 years*

## ANNEX 4 : Financial Scorecard

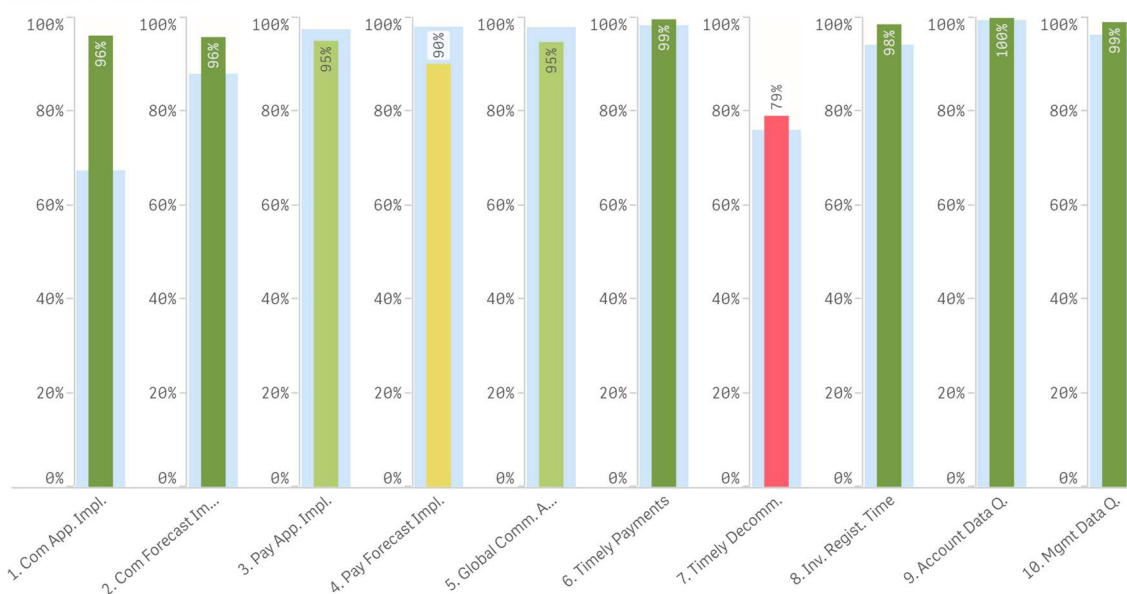
Annex 4 summarises the annual result of the standard financial indicators measurement; 10 standard financial indicators are presented below, each with its objective and result for the Commission service and for the EC as a whole (for benchmarking purposes)<sup>13</sup>:

- Commitment Appropriations (CA) Implementation
- CA Forecast Implementation
- Payment Appropriations (PA) Implementation
- PA Forecast Implementation
- Global Commitment Absorption
- Timely Payments
- Timely Decommitments
- Invoice Registration Time
- Accounting Data Quality
- Management Data Quality

For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator's value and the target is colour coded as follows:

- 100 – >95% of the target: dark green
- 95 – >90% of the target: light green
- 90 – >85% of the target: yellow
- 85 – >80% of the target: light red
- 80 – 0% of the target: dark red

ESTAT Indicator Scores 2021



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

<sup>13</sup> If the EC service did not perform any transaction in the area measured by the indicator or the information is not available in the central financial system, the indicator is not calculated (i.e. displayed as “-”) in this Annex.

Indicator	Objective	Comment <sup>14</sup>	ESTAT Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of Financial Year		96%	67%
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year		96%	88%
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of Financial Year		95%	97%
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year		90%	98%
5. Global Commitment Absorption <sup>15</sup>	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		95%	98%
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines	Eurostat's time-to-pay indicators show a slight increase in the reporting year. With the late adoption of the multi-annual financial framework and the annual work programme, the implementation of the programme could only start with a four-month delay, in May 2021 and resulted in an accumulated workload for the rest of the year. The slight increase in payment time is in line with the developments of other time-to indicators,	99%	98%

<sup>14</sup> An explanation behind the indicator result can be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is equal or below the target of 80%.

<sup>15</sup> Due to technical limitation, the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.

		all suggesting moderately slower operations in the reporting year.		
7. Timely Decommitments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle	As the indicator "Timely Decommitments" suggests, a number of commitments were flagged as suspicious, i.e. earmarked for de-commitment suggesting that all underlying payments were made. Verification of these listed commitments showed that not all de-commitments were overdue. A monitoring system has been put in place to improve the follow-up of these commitments. Eurostat has taken measures since the end of the reporting year, dealt with the budgetary commitments in question and de-committed unused amounts, where necessary. As a result, Eurostat's 'timely de-commitment' indicator rose to 94 % by the end of January 2022.	79%	76%
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		98%	94%
9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		100%	99%
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		99%	96%

## ANNEX 5: Materiality criteria

Since 2019<sup>(16)</sup>, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

In order to identify material weaknesses that need to be disclosed on the declaration of the AOD, Eurostat has taken into account the following quantitative and qualitative criteria, assessing whether the weakness is significant and should lead to the reporting of a reservation.

**Quantitative** criteria for defining significant weaknesses:

The Commission Communication (COM (2003) 28 final) from 21 January 2003 provides in its annex guidelines covering inter alia the concept of materiality. These guidelines propose an indicative materiality threshold of 2%:

*"The quantitative materiality threshold is 2%, i.e. when the amount of the transaction (in the broad sense) affected by the deficiency represents more than 2% of the budget allocated to the ABB activity of the service concerned."* According to the guidelines, DGs may deviate from the threshold of 2% if they deem that the nature of the risks and controls, based on the DG's assessment of the risk and control environment in which the DG operates, makes the standard threshold inappropriate.

Eurostat considers a weakness as material if the value of the error affected by the deficiency represents more than 2% of the payment(s) authorised.

The European Court of Auditors in its 2018 Annual Report and its review of the Commission's ex-post audits observed that the Commission's methodology for calculating the error rate leads to an understatement of the error rate the extent of which cannot be quantified. As a result, the Commission will adapt its methodology for the calculation of the ESP 2013-2020 error rate in line to the Court's observations starting with the implementation of the 2020 ex-post audit campaign. In order to address this issue, the error rates for the year 2019 onwards were calculated with an adapted calculation method that was proposed by Commission's Central Services in order to avoid understated error rates.

**Qualitative** criteria for defining significant weaknesses:

In assessing materiality, Eurostat takes into account of a number of qualitative criteria:

### 1. Significant control system weaknesses

Besides the verification of the legality and regularity of the underlying transactions, controls are also implemented to detect major system weaknesses for which the financial impact as such is not easy to calculate but which indicate weaknesses as to the design and

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(16) Agreement of the Corporate Management Board of 30/4/2019.

the effectiveness of the control systems. In order to assess the qualitative aspect of control system weaknesses, the following aspects are taken into account:

- Nature and scope of the weaknesses;
- Duration of the weaknesses;
- Compensatory measures;
- Corrective actions.

Eurostat regularly carries out assessments of the implementation of the internal control principles in order to detect weaknesses in its internal control framework. In addition, Eurostat performs ex ante and ex post controls on its financial transactions. Ex post controls on grant agreements are tailored to identify errors within the cost claims transmitted by Eurostat beneficiaries and shall classify them into isolated cases or systemic or repetitive weaknesses. Those controls can also identify weaknesses in the internal control system of beneficiaries and propose corrective actions. The duration and corrective actions are taken into account. As regards procurements, the control objective is to ensure that transactions are in conformity with applicable rules and regulations.

## 2. Insufficient audit coverage and/or inadequate information from internal control systems

Besides the audits and controls performed by the IAS and the ECA, Eurostat implemented a control framework that shall support management's assurance on the achievement of the financial management and internal control objectives. This framework is supported by a multi-annual control strategy. It shall prevent errors and produce reliable indicators of its results. The strategy provides a well-balanced approach between ex ante and ex post controls, assuring a sufficient number of controls in order to identify material weaknesses that could affect the declaration of assurance.

The achievement of this objective is supported by the fact that Eurostat concludes grant agreements with a relatively small number of beneficiaries, yet performing an adequate number of expenditure verifications on-the spot. On the other hand, Eurostat does not only rely on information gained by the performance of ex ante and ex post controls, but on a comprehensive set of control activities as well as information received by external sources.

## 3. Critical issues reported by the ECA, the IAS or OLAF

Any critical recommendation made by the ECA, the IAS or OLAF could lead to a reservation. Recommendations are generally assessed according their significance. If deemed necessary, mitigating actions are developed and translated into action plans. The implementation of those mitigating actions is constantly monitored and followed-up.

## 4. Assessment of reputational events

Events or weaknesses that may have reputational impact may lead to a reservation. Their significance is judged against the nature of the impact, the breadth of awareness and the duration of impact on reputation. For Eurostat, those risks are in particular linked with reliability and trustworthiness of data and statistics, safeguarding and protection of sensitive information and statistical data. Eurostat monitors all those aspects that could negatively impact its reputation. A set of mitigating actions and controls were set up in order to identify weaknesses to be disclosed on the declaration of the AOD.

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

### GRANTS – Direct management

#### Stage 1: Ex ante

#### A - Programming, evaluation and selection of proposals

#### A1) Preparation, adoption and publication of the Annual Work Programme and Calls for proposals

**Main control objectives:** Ensuring that the Commission selects the proposals that contribute the most towards the achievement of the policy or programme objectives (effectiveness); Compliance (legality & regularity); Prevention of fraud (anti-fraud strategy).

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>The annual work programme and the subsequent invitations to submit proposals do not adequately reflect the policy objectives, priorities, are incoherent and/or the essential eligibility, selection and award criteria are not adequate to ensure the evaluation of the proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Hierarchical validation within the authorising department.</li> <li>Inter-service consultation, including all relevant DGs.</li> <li>Adoption by the Commission.</li> <li>Explicit allocation of responsibility to individual officials reflecting the programming circuits.</li> <li>Checklist based verification for invitations to submit proposals.</li> <li>Implementation of anti-fraud strategy.</li> </ul>	<p><u>Coverage:</u></p> <ul style="list-style-type: none"> <li>100% projects included in AWP. 100% of invitations to submit proposals.</li> </ul> <p><u>Depth:</u></p> <ul style="list-style-type: none"> <li>In-depth analyses of the projects, including financial aspects. Checklist (proposals) includes a list of the requirements of the regulatory provisions identified.</li> </ul>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>Number of control failures; number of exceptions in EUR.</li> <li>Number of invitations for proposals successfully concluded/number of invitations for proposals planned in the MP/WP in %.</li> <li>Total number of awards/total call for proposals in %.</li> </ul> <p><u>Efficiency and economy:</u></p> <ul style="list-style-type: none"> <li>Cost of control (all stages in total) in EUR.</li> <li>Cost of control / value of payments executed during the year in %.</li> </ul>



## **A2) Selecting and awarding: Evaluation, ranking and selection of proposals**

**Main control objectives:** Ensuring that the most promising projects for meeting the policy objectives are among (a good balance of) the proposals selected (effectiveness); Compliance (legality & regularity); Prevention of fraud (anti-fraud strategy).

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>The evaluation of proposals is not carried out in accordance with the established procedures, the policy objectives, priorities and/or the essential eligibility, or with the selection and award criteria defined in the annual work programme.</li> </ul>	<ul style="list-style-type: none"> <li>Assignment of Evaluation Committees including, when necessary, members from sub-delegating DGs.</li> <li>Assessment by the Evaluation Committee.</li> <li>Hierarchical validation according to financial circuits.</li> <li>Checklists based verification (evaluation and award) ensuring compliance with the regulatory framework.</li> <li>Implementation of anti-fraud strategy.</li> </ul>	<ul style="list-style-type: none"> <li>100% of proposals were evaluated.</li> <li>The received applications were analysed from a technical point of view and from a budgetary point of view.</li> <li>Coverage: 100% of ranked list of proposals. Supervision of work of evaluators.</li> <li>100% in-depth evaluation of technical and budgetary aspects.</li> </ul>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>Number of control failures: number of exceptions.</li> </ul> <p><u>Efficiency and economy:</u></p> <ul style="list-style-type: none"> <li>Cost of control (all stages in total) in EUR ▪ Cost of control / value of payments executed during the reporting year (in %).</li> <li>Average time to inform applicants in days (in compliance with Art. 194 FR).</li> </ul>

## B - Contracting: Transformation of selected proposals into legally binding grant agreements

**Main control objectives:** Ensuring that the actions and funds allocation is optimal (best value for public money; effectiveness, economy, efficiency); Compliance (legality & regularity); Prevention of fraud (anti-fraud strategy).

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>The description of the action in the grant agreement includes tasks that do not contribute to the achievement of the programme objectives.</li> <li>The budget foreseen overestimates the costs necessary to carry out the action.</li> <li>Procedures do not comply with regulatory framework.</li> </ul>	<ul style="list-style-type: none"> <li>Hierarchical validation according to financial circuits.</li> <li>Signature of the grant agreement by the AO.</li> <li>Checklists based verification (operational and financial) ensuring compliance with the regulatory framework.</li> <li>Regular accounting controls are carried out, including controls and reporting on budget implementation.</li> <li>Implementation of anti-fraud strategy</li> </ul>	<ul style="list-style-type: none"> <li>100% of the selected proposals are scrutinised.</li> <li>Coverage: 100% of draft grant agreements.</li> </ul>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>Number of exceptions/non-compliance issues.</li> </ul> <p><u>Efficiency and economy:</u></p> <ul style="list-style-type: none"> <li>Cost of control (all stages in total) in EUR.</li> <li>Cost of control / value of payments executed during the reporting year in %.</li> <li>Average time-to-Grant (average time to sign grant agreements) in days (in compliance with Art. 194 FR).</li> </ul>

**C - Monitoring the execution: This stage covers the monitoring the operational, financial and reporting aspects related to the project and grant agreement**

**Main control objectives:** ensuring that the operational results (deliverables) from the projects are of good value and meet the objectives and conditions (effectiveness & efficiency); ensuring that the related financial operations comply with regulatory and contractual provisions (legality & regularity); prevention of fraud (anti-fraud strategy); ensuring appropriate accounting of the operations (reliability of reporting, safeguarding of assets and information).

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>The actions foreseen are not (or only partially) carried out in accordance with the technical description and the requirements foreseen in the grant agreement.</li> <li>The declared costs are not coherent with the amount of activities performed.</li> </ul>	<ul style="list-style-type: none"> <li>Operational and financial checks, based on checklists, in accordance with the financial circuits ensuring compliance with the regulatory framework.</li> <li>Authorisation by the AO.</li> <li>Use of standard excel template for contribution calculations.</li> <li>Regular follow-up of payment delays.</li> <li>Regular accounting controls are carried out, including controls and reporting on budget implementation.</li> <li>Implementation of anti-fraud strategy.</li> </ul>	<ul style="list-style-type: none"> <li>100% of the projects are verified.</li> <li>100% coverage by ex ante control of each payment request.</li> </ul>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>Number of projects with cost claim errors out of number of grants (in %).</li> <li>Number of exceptions/non-compliance issues.</li> <li>Amount of cost items rejected in EUR and in % related to total payments executed.</li> </ul> <p><u>Efficiency and economy:</u></p> <ul style="list-style-type: none"> <li>Cost of control (all stages in total) in EUR.</li> <li>Cost of control / value of payments executed during the reporting year in %.</li> <li>Average time to pay in absolute number of days.</li> <li>Time-to-pay pay within deadline related to payment accepted amount in time in %.</li> </ul>

## Stage 2: Ex post controls

**Main control objectives:** Measuring the effectiveness of ex ante controls by ex post controls; detect and correct errors or fraud remaining undetected after the implementation of ex ante controls (legality & regularity; anti-fraud strategy); addressing systemic weaknesses in the ex ante controls, based on the analysis of findings (sound financial management); ensuring appropriate implementation of audit results (legality & regularity, anti-fraud strategy); ensuring reliable reporting on ex post controls.

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E`s)
<ul style="list-style-type: none"> <li>▪ Ex ante controls fail to prevent, detect and correct erroneous payments or attempted fraud.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multi-annual control strategy adopted by Eurostat senior management based on risk-assessment(s).</li> <li>▪ Audits or desk-reviews of a sample of operations carried out by Eurostat staff or external audit service providers on the basis of professional standards.</li> <li>▪ Consider ex post findings for improving ex ante controls.</li> <li>▪ Integration of fraud-related elements in the risk assessment and in the ex post control work programme.</li> <li>▪ Validate audit findings and results with the beneficiaries audited.</li> <li>▪ If necessary, referring the file concerned to OLAF.</li> <li>▪ Simplification measures to reduce the risk of errors for grants.</li> <li>▪ Training dedicated to staff embedded in grants process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Random-based sample of beneficiaries to be controlled on an ex post basis.</li> <li>▪ All beneficiaries of Eurostat can be subject of ex post controls.</li> <li>▪ Control of 4 – 6 beneficiaries per year.</li> <li>▪ Detailed verification of cost claims transmitted to Eurostat.</li> </ul>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Detected error rate in %</li> <li>▪ Residual error rate in %</li> <li>▪ Amount of errors concerned in EUR</li> <li>▪ Number of fraud-related audit observations</li> </ul> <p><u>Economy:</u></p> <ul style="list-style-type: none"> <li>▪ Cost of ex post controls in EUR</li> </ul>
<ul style="list-style-type: none"> <li>▪ Errors, irregularities and cases of fraud detected are not (timely) implemented.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Systematic registration of all audit / control results (COMPASS/AUDEX/ARES)</li> <li>▪ Validation of recoveries in accordance with legislation and financial circuits.</li> <li>▪ Quarterly management reports on results of ex post controls.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coverage: 100% of final audit results <i>with a financial impact</i>.</li> <li>▪ Extension of findings of systemic nature into corrections of non-audited projects by the same beneficiary.</li> </ul>	<p><u>Efficiency:</u></p> <ul style="list-style-type: none"> <li>▪ Time-To-Recover</li> </ul> <p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number/value of audit results failed implementation</li> </ul>

## PROCUREMENTS (including BA budget) – Direct management

### Stage 1 – Procurement

#### A - Planning

**Main control objectives:** Ensuring that the decision to tender is optimal

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>The needs are not well defined (operationally and economically) and/or the decision to procure was inappropriate.</li> <li>Discontinuation of the services provided due to a late contracting.</li> </ul>	<ul style="list-style-type: none"> <li>Publication of intended procurements / Work programme.</li> </ul>	Coverage: 100% Depth*: Level 2	<u>Effectiveness:</u> <ul style="list-style-type: none"> <li>Cost of control (all stages in total) in EUR</li> <li>Cost of control / value of payments executed during the year in %</li> <li>Exceptions &amp; non-compliance issues</li> </ul>
	<ul style="list-style-type: none"> <li>Approval (and follow-up) of Work Program and Financing Decision by DM.</li> </ul>	Coverage: 100% Depth*: Level 2	<u>Efficiency and economy:</u>  <u>Costs:</u> <ul style="list-style-type: none"> <li>FTE linked to operational unit + central unit in EUR</li> </ul> <u>Benefits</u> <ul style="list-style-type: none"> <li>Qualitative: No litigation, compliance</li> </ul>

**NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected**

**\*Depth:** (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.).
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS.

## Stage 2 – Ex ante – Programming, needs assessment & definition of needs

**Main control objectives:** Ensuring that the call for tender is optimally done

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>The best offer/s are not submitted due to the poor definition of the tender specifications.</li> <li>Discontinuation of the services provided due to late contracting</li> </ul>	<ul style="list-style-type: none"> <li>Financial circuit: AOS approval and supervision of specifications.</li> </ul>	Coverage: 100% Depth*: Level 3	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>Cost of control (all stages in total) in EUR</li> <li>Cost of control / value of payments executed during the year in %</li> <li>Exceptions &amp; non-compliance issues</li> </ul> <p><u>Efficiency and economy:</u></p> <ul style="list-style-type: none"> <li>Costs: FTE linked to operational unit + central unit in EUR</li> <li>Benefits (qualitative): No litigation, compliance</li> </ul>
	<ul style="list-style-type: none"> <li>Financial circuit: All steps financial and operational specifications.</li> </ul>	Coverage: 100% Depth*: Level 4	

**NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected**

**\*Depth:** (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.).
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS.

### Stage 3 – Ex ante – Selection of the offer & evaluation of tenders

**Main control objectives:** Ensuring that the call for tender is optimally done

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>The most promising offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process.</li> </ul>	<ul style="list-style-type: none"> <li>Opening Committee and Evaluation Committee.</li> </ul>	Coverage: 100% Depth*: Level 4	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>Cost of control (all stages in total) in EUR</li> <li>Cost of control / value of payments executed during the year in %</li> <li>Exceptions &amp; non-compliance issues</li> </ul> <p><u>Efficiency and economy:</u></p> <ul style="list-style-type: none"> <li>Costs: FTE linked to operational unit + central unit in EUR</li> <li>Benefits (qualitative): No litigation, compliance</li> </ul>
	<ul style="list-style-type: none"> <li>Financial circuit: All steps financial and operational Evaluation report</li> </ul>	Coverage: 100% Depth*: Level 4	
	<ul style="list-style-type: none"> <li>Advisory "Market Committee" (in place as of March 2014)</li> </ul>	Coverage: Risk based Depth*: Level 4	
	<ul style="list-style-type: none"> <li>Declaration on absence of conflict of interests to be signed.</li> </ul>	Coverage: 100% Depth*: 4	
	<ul style="list-style-type: none"> <li>Exclusion criteria documented.</li> </ul>	Coverage: 100% Depth*: 4	
	<ul style="list-style-type: none"> <li>Standstill period.</li> </ul>	Coverage: 100% Depth*: N/A	

**NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected**

**\*Depth:** (definition of levels)

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.).
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS.

## Stage 4 – Supervisory measures

**Main control objectives:** Ensuring that any weaknesses in the procurement procedures are detected and corrected

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E`s)
<ul style="list-style-type: none"> <li>▪ An error or a non-compliance with rules and regulations or fraud is not detected.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multi-annual control strategy adopted by Eurostat senior management.</li> <li>▪ Annual control programme based on yearly risk analysis.</li> <li>▪ Integration of fraud-related elements in risk assessment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coverage: Whole process</li> </ul>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number of exceptions, non-compliance issues</li> </ul> <p><u>Economy:</u></p> <ul style="list-style-type: none"> <li>▪ Cost of control in EUR</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Ex post quality reviews on selection and award procedure.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk based selection of procurement procedures</li> <li>▪ Frequency: On demand.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Management of procurement is not improved in general.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of results of ex post quality review.</li> <li>▪ Review of exception reporting.</li> <li>▪ Update Process Improvement Methodology (PIM) for procurement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coverage: Whole process</li> </ul>	



## IT SECURITY AND DATA INTEGRITY

### Stage 1 (ex ante): Information Security Policy

**Main control objective:** Define and disseminate Eurostat information security policy

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E`s)
<ul style="list-style-type: none"> <li>▪ Eurostat staff is not aware of the Information security Policy.</li> <li>▪ IT security is not considered in day-to-day operations.</li> <li>▪ Design weaknesses in the development of Information processes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Awareness campaigns about the Eurostat Information security policy and their updates are conducted.</li> <li>▪ Train Eurostat staff on security policies.</li> <li>▪ Ensure that IT security plans are updated and provided for all new operational IS in GOVIS</li> </ul>	<p>Coverage: 100%</p> <p>Frequency: Yearly</p>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number of training sessions for newcomers.</li> <li>▪ Number of training sessions for staff.</li> <li>▪ Number of security plans provided.</li> </ul> <p>Benefit: Awareness of IT security. Clear procedures and responsibilities regarding IT security.</p> <p><u>Efficiency &amp; Economy:</u></p> <ul style="list-style-type: none"> <li>▪ Estimation of time required for Information security policy revision in FTE.</li> <li>▪ Estimation of time required for Training in FTE.</li> </ul>

## Stage 2 (ex ante): Protection of IT infrastructure and data integrity

**Main control objective:** Implement the controls as defined in the IT security policy

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E`s)
<ul style="list-style-type: none"> <li>▪ There is no inventory of assets and their security levels.</li> <li>▪ IT infrastructure is not available in case of major disaster.</li> <li>▪ Information is not available for statistical production.</li> <li>▪ Information is accessed and modified by non-authorised users.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The CMDB in DIGIT (Configuration Management Database) is updated with classification information.</li> <li>▪ IT Continuity Plan is regularly reviewed in line with the BC processes.</li> <li>▪ Through the SLA with DIGIT, receive regular KPIs on the health of the systems hosted in DIGIT.</li> <li>▪ Access control policy based on authorisation provided by DCROs (Data Collection Responsible Officers).</li> </ul>	<p>Coverage: 100%</p> <p>Frequency: Yearly</p>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number of assets classified in the CMDB.</li> <li>▪ Number of incidents regarding data integrity.</li> </ul> <p>Benefit: Operational IT infrastructure in support to statistical production with accesses to data on a "need to know" basis.</p> <p><u>Efficiency &amp; Economy:</u></p> <ul style="list-style-type: none"> <li>▪ Estimation of the access control management in FTE.</li> <li>▪ Cost of operation and security monitoring of the infrastructure in DIGIT.</li> </ul>

### Stage 3 (ex post): Access to IT infrastructure and data

**Main control objective:** Monitor the access to IT infrastructure

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E`s)
<ul style="list-style-type: none"> <li>▪ Illegal access to information.</li> <li>▪ Statistical information cannot be disseminated through the Eurostat website.</li> <li>▪ Statistical information is corrupted during transfer from Member States.</li> <li>▪ Wrong information or sensitive information is published.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Follow-up of access rights, functional user rights and local administrator rights.</li> <li>▪ Real-time monitoring of Eurostat website.</li> <li>▪ Use of encryption for transfer of sensitive information in EDAMIS.</li> <li>▪ Incident reporting mechanism for errors on the Website.</li> <li>▪ In-depth analysis and monitoring of access controls and IT assets (servers, applications) logs implemented.</li> </ul>	<p>Coverage: all accesses to IT assets, all Eurostat data collections.</p> <p>Frequency: Daily, monthly for the analysis of logs.</p>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number of sensitive data collections encrypted during transport.</li> <li>▪ Number of incidents reported for the website.</li> <li>▪ Monthly reports of incidents in Eurostat environment.</li> </ul> <p>Benefit: Protection of Eurostat environment. Ensure continuous publication of statistical information towards users.</p> <p><u>Efficiency &amp; Economy:</u></p> <ul style="list-style-type: none"> <li>▪ Monitoring website Software and estimation of the support provided in FTE.</li> <li>▪ Estimation of staff involved in monitoring.</li> <li>▪ Cost of Log management and Security Reporting by DIGIT access rights in FTE.</li> </ul>

## SAFEGUARDING OF SENSITIVE INFORMATION

### Stage 1 (ex ante): Management of sensitive information in Eurostat

**Main control objectives:** Identification and definition of sensitive information in Eurostat

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E`s)
<ul style="list-style-type: none"> <li>▪ Sensitive information is not correctly understood / identified</li> </ul>	<ul style="list-style-type: none"> <li>▪ Definition of sensitive information in Eurostat. Yearly inventory of sensitive information as declared by Eurostat units.</li> <li>▪ Definition of protection measures to be applied for sensitive information.</li> <li>▪ Periodic information to Staff.</li> </ul>	<p>Coverage: 100%</p> <p>Frequency: Yearly</p>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number of units reporting use of sensitive and classified information</li> <li>▪ Number of modifications from former inventory</li> </ul> <p>Benefit: Better knowledge of the location and use of sensitive information. Better understanding of the concept and management of sensitive information by staff.</p> <p><u>Efficiency &amp; Economy:</u></p> <ul style="list-style-type: none"> <li>▪ Estimation of staff involved in inventory of all information managed by Eurostat units and its classification (in FTE).</li> </ul>

## Stage 2 (ex ante): Protection of sensitive information in Eurostat

**Main control objectives:** Define roles and responsibilities and protection measures for sensitive information

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E`s)
<ul style="list-style-type: none"> <li>▪ Sensitive information is not correctly managed by Eurostat staff.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Association of a DCRO (Data Collection Responsible Person) for each of the identified sensitive information collection. The DCRO is responsible for the protection of the collection and for giving access to it on a "Need to Know" basis.</li> <li>▪ Signature of a declaration of confidentiality by all Eurostat staff.</li> </ul>	<p>Coverage: 100%</p> <p>Frequency: Yearly with periodic updates if needed</p>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number of DCROs, and DCRO backup and sensitive information collections.</li> <li>▪ All Staff signing declarations (0 discrepancy between staff list and declaration list).</li> <li>▪ Number of training sessions on security and sensitive information.</li> </ul> <p>Benefit: Clearer responsibilities of units and staff regarding sensitive information management.</p> <p><u>Efficiency &amp; Economy:</u></p> <ul style="list-style-type: none"> <li>▪ Specific staff (DCRO) has additional duties (in FTE).</li> </ul>

### Stage 3 (ex ante): Access to sensitive information

**Main control objectives:** Monitoring and control of access to sensitive information

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>▪ All Eurostat staff can have access to all sensitive information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ LISO is allowing access to sensitive information to staff identified by DCRO on a "Need to Know" Basis.</li> <li>▪ Sensitive information is protected either by encryption or by being stored in Eurostat secured environment.</li> <li>▪ Use of SECEM2 for transmission of sensitive information using email is mandatory.</li> <li>▪ Use of encrypted S drive for storing sensitive information by units.</li> </ul>	<p>Coverage: 100% of sensitive information is protected</p> <p>Frequency: Daily authorisation</p>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number of access rights processed and recorded</li> <li>▪ Number of folders/units stored on the S drive</li> <li>▪ % of SECEM2 certificates active</li> </ul> <p>Benefit: Access to sensitive collections is controlled and sensitive information is encrypted.</p> <p><u>Efficiency &amp; Economy:</u></p> <ul style="list-style-type: none"> <li>▪ Management of access by LISO, management of policies for S drive encryption by LISO, administrative procedure launched by DCRO for providing access to individual staff. (in FTE)</li> </ul>

## Stage 4 (ex post): Monitoring of accesses to sensitive information

**Main control objectives:** monitoring of accesses to sensitive information

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> <li>▪ Breach of sensitive information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Periodic monitoring of accesses on identified sensitive information.</li> <li>▪ Periodic revision of the database with access rights and association to Eurostat staff mobility.</li> </ul>	<p>Coverage: All identified sensitive information</p> <p>Frequency: Monthly for the reports provided by DIGIT</p>	<p><u>Effectiveness:</u></p> <ul style="list-style-type: none"> <li>▪ Number of alerts provided in monthly reporting.</li> <li>▪ Number of revisions of the access rights database.</li> <li>▪ Number of incidents related to confirmed breach of confidentiality.</li> <li>▪ Number of encrypted files.</li> </ul> <p>Benefit: periodic monitoring of accesses.</p> <p><u>Efficiency &amp; Economy:</u></p> <ul style="list-style-type: none"> <li>▪ monitoring and reporting by DIGIT (in EUR).</li> </ul>

## GNI

The controls performed by Eurostat regarding the GNI are disclosed by the AOD responsible for the related Revenue in the AAR prepared by DG BUDG.

## ANNEX 7: Specific annexes related to "Financial Management"

### Reliability of reporting (GNI)

The DG of the Commission in charge of the budget (DG Budget) is the authorising service with regard to own resources. However, Eurostat is the Commission service in charge of checking the implementation of the Gross National Income (GNI) Regulation. The GNI verification work is carried out using a multi-annual verification cycle based on periodic inventories (description of sources and methods used to compile GNI) sent by the countries, as well as an annual verification of GNI questionnaires and reports on quality underlying the data revisions.

The main indicators used in this activity are presented below. These indicators are broken down by input, output and results for the multi-annual and annual verification. They underpin the legality and regularity of underlying transactions concerning own resources based on GNI.

Countries: EU27+EFTA4+UK

N°	Indicators	2020	2021
<b>Multiannual verification</b>			
<b>Input</b>			
<b>1</b>	Inventories received, including revised versions	8	17
<b>2</b>	Inventories to be checked	31	31
<b>3</b>	Amount of inventory pages to be checked	17.844	17.790
<b>4</b>	Number of inventories translated by the Commission, including revised versions	0	
<b>Output</b>			
<b>5</b>	Number of questions or requests for additional data sent to the countries concerning multiannual verification (including in preparation of the visits)	1.052	1.676
<b>6</b>	Missions carried out	0	8
<b>7</b>	Missions carried out with participation of observers from other countries	0	5
<b>8</b>	Number of person-mission days carried out	0	38
	a) Eurostat	0	30
	b) Observers from other countries	0	8
<b>9</b>	Direct verifications	0	14
<b>10</b>	Mission reports presented to the GNI Expert Group	0	7
<b>11</b>	Open action points at the end of year	87	76
<b>12</b>	Number of action points and/or reservations on which verification work was carried out during the year	139	170
<b>13</b>	Number of documents presented to the GNI Expert Group relating to the GNI verification process and methodological issues	36	40



N°	Indicators	2020	2021
<b>Results</b>			
14	Number of general reservations – end of year	1	0
15	Number of transversal reservations – end of year	140	140
16	Number of transaction specific reservations – end of year	157	121
<b>Annual verification of GNI Questionnaires and Reports on Quality</b>			
<b>Input</b>			
17	GNI Questionnaires and Reports on Quality received (first submissions)	31	31
18	Number of revised GNI Questionnaires received in the course of verification (subsequent submissions)	13	14
19	Number of revised Reports on Quality received in the course of verification (subsequent submissions)	31	46
20	Total amount of Reports on Quality pages to be checked (original and subsequent submissions altogether)	1.416	2.137
21	Number of Reports on Quality translated by the Commission, including revised versions	0	0
<b>Output</b>			
22	Number of questions sent to the countries in the course of verification of the GNI Questionnaires and Reports on Quality	403	289
23	Total number of GNI Questionnaires verified (original and subsequent submissions altogether)	45	46
24	Total number of Reports on Quality verified (original and subsequent submissions altogether)	62	77
25	Answers to DG Budget requests for the GNI OR data	3	2
26	Visits from Court of Auditors	1	7
<b>Results</b>			
27	Number of process-specific reservations – end of year	5	0
28	Number of Member States for which a positive opinion of the GNI Expert Group on the appropriateness of the GNI data for own resource purpose has been adopted	28	28
<b>Impact (for both multiannual and annual verification)</b>			
29	Number of countries that revised GNI due to their work on action points and/or reservations	16	14
30	Number of action points and/or reservations that lead to revisions of GNI	61	61

## Audit observations and recommendations (2.1.2)

### *Audit work performed by IAS during the year*

During 2021, IAS performed an **“Audit on Preparedness for the new European Statistical Programme (Single Market Programme) under the new Multi-annual Financial Framework (MFF)”**. In its closure note from 06/10/2021, IAS concluded that DG ESTAT has put in place an adequate framework to prepare for the new ESP<sup>17</sup> under the new MFF and has designed the necessary elements to implement it successfully. No recommendations were issued.

On 15/09/2021, IAS started an **“Audit on Effectiveness and efficiency of Eurostat’s performance management system”**. The audit is still ongoing and foreseen to be finalised during the year 2022.

On 25/02/2021, IAS presented the **“Final consulting report on ‘Globalisation risk’ in Eurostat”**. As consulting engagement the report did not issue any recommendations, but issues for consideration.

Furthermore in 2021, IAS followed up the implementation of the “very important” recommendation one and the “important” recommendation n°3 of the **“Audit on Effectiveness of Eurostat’s cooperation with external stakeholders”**. Recommendation n° 1 referred to cooperation arrangements with Eurostat’s external stakeholders, while recommendation three referred to the performance management framework. Both recommendations have been reported by Eurostat as implemented and “ready for review” in April 2021. On 09/09/2021, IAS concluded that both recommendations have been adequately and effectively implemented and therefore closed them.

### *Situation of the open “very important” recommendations issued by IAS:*

#### **"Audit on HR Management in Eurostat"**

In its final audit report on "HR Management in Eurostat", IAS issued on 26/01/2021 eight “very important” recommendations referring to the development of a local HR strategy, an integrated HR planning process, annual HR plan, a task mapping exercise, a skills mapping exercise, a workload assessment, an analysis of staff allocation, and the monitoring and reporting of HR operational indicators, in line with the DG HR Guidance for developing a local HR strategy.

Eurostat developed an action plan for the implementation of each of these recommendations, which was agreed by IAS on 18/03/2021.

During 2021 Eurostat implemented four “very important” recommendations relating to HR strategic management, the HR planning process, the HR plan, and HR monitoring and

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<sup>17</sup> The ‘new’ ESP is currently the specific objective of the SMP related to European statistics

reporting. The situation of the four still open “very important” recommendations is as follows:

#### Recommendation No 4: Task mapping

Eurostat should set up a comprehensive task mapping exercise to identify all the tasks to be performed and the related resources by enhancing the existing screening exercise with the definition of clear purpose/objectives, the provision of clear instructions on how to define the tasks and assess the resources so that the data encoded are comparable throughout the directorates and can be consolidated at DG level. Eurostat should also identify and disseminate tools for mapping the tasks that can be used by all directorates/units in order to provide comparable data on the types of tasks and the allocation of resources to activities.

#### Recommendation No 5: Skills mapping

Eurostat should prepare the mapping of skills available in the service and those that are missing to define the gaps and the structural actions necessary to fill them. These actions should be integrated in the HR strategy and in the HR plan.

#### Recommendation No 6: Workload assessment

Eurostat should measure and monitor the workload of the staff, based on robust indicators covering all activities of the DG and should remind all staff to encode the actual working hours in Sysper, in order for the management to have reliable information on the workload and to take informed and effective decisions in order to address possible imbalances.

#### Recommendation No 7: Staff allocation

Taking into consideration the results of the workload assessment, Eurostat should analyse the current allocation of staff to units and directorates to make sure that possible imbalances are removed and that adequate staff is assigned to the priorities of the Directorate-General.

### **Progress on the implementation of the recommendations No 4, 5, 6 and 7**

The implementation work on the remaining four recommendations is still ongoing. In order to gain most value added and to have the latest best practice of HR experts, Eurostat opted for a negotiated procedure to get high level consultancy for strategic issues in the domain of HR management, in particular skills mapping, task mapping and linking the results of the task mapping exercise to workload indicators. The contract is already running since November 2021 and first results will be available in the first quarter 2022. Final elements will be provided in June 2022. The HR plan 2022 including staff allocation issues will be discussed and adopted in January 2022.

### ***Audits performed by the European Court of Auditors during the year 2021***

The European Court of Auditors started in 2020 the performance audit “**Does the Commission effectively provide for high-quality European statistics?**” with Eurostat

as the main auditee. The audit is still ongoing and the Special Report is foreseen to be published during the year 2022.

The European Court of Auditors restarted its performance audit on the GNI verification process: **“Did the Commission manage the 2016-2019 GNI verification cycle effectively and efficiently?”** with Eurostat as main auditee; DG BUDG is associated to this audit. A first preparatory meeting concerning this audit was held already in January 2020. The audit was put on hold in March 2020, for other priorities set by ECA during the Covid-19 pandemic, and has been re-started in April 2021. The audit is still ongoing and the Special Report is foreseen to be published during the year 2022.

Furthermore, the European Court of Auditors started in 2020 the performance audit **“Does the Commission's management of external consultancy services ensure value for money?”**. This audit covers Central Services (SG, DG BUDG, DG HR) and selected Commission services including Eurostat (DG NEAR, DG JRC, DG SRSS, DG GROW, DG ENV, DG EMPL, DG ESTAT, DG BUDG, DG AGRI and REA). The audit is ongoing and the Special Report is foreseen to be published during the year 2022.

### **Further audits performed by the European Court of Auditors during the year 2021 involving Eurostat:**

- Special Report 07/2021: “EU space programmes Galileo and Copernicus: services launched, but the uptake needs a further boost” (published on 21/04/2021)
- Special Report 10/2021: “Gender mainstreaming in the EU budget: time to turn words into action” (published on 26/05/2021)
- Special Report 13/2021: “EU efforts to fight money laundering in the banking sector are fragmented and implementation is insufficient” (published on 28/06/2021)
- Special Report 17/2021: “EU readmission cooperation with third countries: relevant actions yielded limited results” (published on 13/09/2021)
- Special Report 21/2021: “EU funding for biodiversity and climate change in EU forests: positive but limited results” (published on 04/10/2021)
- Special Report 25/2021: “ESF support to combat long-term unemployment: Measures need to be better targeted, tailored and monitored” (published on 08/12/2021)
- Review 02/2021 – “EU actions to address low digital skills” (published on 23/02/2021)
- Review 04/2021 - “EU actions and existing challenges on electronic waste” (published on 20/05/2021)
- Performance audit on “Cross-border cooperation programmes in the neighbourhood”
- Performance audit on “EU support to intermodal freight transport”
- Performance audit on “Circular economy”
- Performance audit on “Soil protection and manure management”
- Performance audit on “Use of big data for policy analysis of the Common Agricultural Policy”
- Performance audit on “Sustainable urban development”

- Performance audit on “Support to mitigate unemployment Risk in an Emergency (SURE)”
- Performance audit on “Trade - Authorised Economic Operators (AEO) in the EU”
- Review on “Energy taxation”
- Discharge 2020
- Discharge 2021
- Follow-up of Special Report 09/2018 “Public Private Partnerships”

**Table Y - Overview of DG's/EA's estimated cost of controls at Commission (EC) level:**

**NB. The absolute values are presented in million EUR.**

**Table Y - Overview of ESTAT's estimated cost of controls at Commission (EC) level**  
The absolute values are presented in EUR

**EXPENDITURE**

ESTAT	Ex ante controls***			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR*	EC total costs	related payments Made	Ratio (%)** (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%)** (g)/(b)
Grants & Procurements	8.686.981,45 €	77.593.123,96 €	11,20%	131.325,00 €	3.907.516,40 €	3,36%	8.818.306,45 €	11,36%
DG horizontal control tasks	941.175,00 €	- €	0,00%	- €	- €	0,00%	941.175,00 €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
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	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
<b>OVERALL total estimated cost of control at EC level for expenditure</b>	<b>9.628.156,45 €</b>	<b>77.593.123,96 €</b>	<b>12,41%</b>	<b>131.325,00 €</b>	<b>3.907.516,40 €</b>	<b>3,36%</b>	<b>9.759.481,45 €</b>	<b>12,58%</b>

**NON-EXPENDITURE ITEMS \*\*\*\***

ESTAT	Ex ante controls***			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR*	EC total costs	related amounts	Ratio (%)** (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%)** (g)/(b)
<b>Only applicable for DGs with non-expenditure items</b>								
IT Security & data integrity	164.487,00 €	- €	N/A	148.190,00 €	- €	N/A	312.677,00 €	N/A
Safeguarding of sensitive information	195.990,00 €	- €	N/A	96.420,00 €	- €	N/A	292.410,00 €	N/A
	- €	- €	N/A	- €	- €	N/A	- €	N/A
	- €	- €	N/A	- €	- €	N/A	- €	N/A

\* if the control costs are not attributable to a single RCS and may relate to a 'mix' of expenditure, revenue, assets/liabilities, etc, they may be grouped

\*\* ratio possibly "Not Applicable (N/A)", e.g. if a RCS specifically covers an Internal Control Objective such as safeguarding sensitive information, reliable accounting/reporting, etc

\*\*\* any 'holistic' control elements (e.g. with 'combined' ex-ante & ex-post characteristics) can be reported in the ex-ante column provided that a footnote clarifies this (their nature + their cost). Example: MS system audits in shared management.

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

## **ANNEX 8: Specific annexes related to "Assessment of the effectiveness of the internal control systems"**

### **Assessment of the internal control system (section 2.1.3)**

Eurostat management assessed the effectiveness of the internal control system and its results following the methodology established by DG BUDG in the "Implementation Guide of the Internal Control Framework of the Commission".

In a three-step approach, Eurostat:

- 1) Established the internal control monitoring indicators including baselines and target values for the reporting year;
- 2) Established and updated the "Register of Internal Control Strengths and Deficiencies" throughout the year 2021. The following sources have been taken into account:
  - Results of the monitoring of the IC indicators;
  - Audit findings and recommendations (IAS audits, ECA audits);
  - Discharge recommendations;
  - Exceptions and non-compliance events;
  - Ongoing monitoring of the implementation of control and anti-fraud strategies;
  - Results of monitoring of implementation of mitigating and improvement actions related to audits, discharge recommendations, risks and implementation of anti-fraud strategy;
  - Results of the annual verification of access rights to ABAC;
  - Significant issues from the yearly dissemination error management report;
  - Significant issues disclosed in AOSD declarations at the end of the year 2021.
- 3) Analysed the recorded entries and, where necessary, reassessed the severity, taking into account for example progress made in the implementation of action plans. The reassessed entries were the basis of the assessment of the principles, the components, and the internal control system as a whole.

## ANNEX 9: Specific annexes related to "Control results" and "Assurance: Reservations"

### 1) Annex related to "Control results" - Table X: Estimated risk at payment and at closure

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

**Table X : Estimated risk at payment and at closure**

DG ESTAT -1	'payments made' (2021,MEUR) -2	minus new prefinancing [plus retentions made] (in 2021,MEUR) -3	plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2021,MEUR) -4	'relevant expenditure' (for 2021,MEUR) -5	Detected error rate or equivalent estimates -6	estimated risk at payment (2021,MEUR) -7	Adjusted Average Recoveries and Corrections (adjusted ARC, %) -8	estimated future corrections [and deductions] (for 2021,MEUR) -9	estimated risk at Closure (2021,MEUR) -10
Grants	32,05	- 11,90	6,68	26,83	0,46% - 0,46%	0,12 - 0,12	0,03% - 0,03%	0,01 - 0,01	0,12 - 0,12
Procurements	45,07	- 0,96	1,31	45,41	0,50% - 0,50%	0,23 - 0,23	0,00% - 0,00%	0,00 - 0,00	0,23 - 0,23
Administrative credits	0,47	0,00	0,00	0,47	0,50% - 0,50%	0,00 - 0,00	0,00% - 0,00%	0,00 - 0,00	0,00 - 0,00
<b>DG total</b>	<b>77,59</b>	<b>- 12,86</b>	<b>7,98</b>	<b>72,71</b>		<b>0,35 - 0,35</b>	<b>0,01% - 0,01%</b>	<b>0,01 - 0,01</b>	<b>0,34 - 0,34</b>
					<b>Overall risk at payment in %</b>	<b>0,49% - 0,49%</b> (7) / (5)		<b>Overall risk at closure in %</b>	<b>0,47% - 0,47%</b> (10) / (5)

#### Notes to the table X

(1) Relevant Control Systems differentiated per relevant portfolio segments and at a level which is lower than the DG total.

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

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

(3) New pre-financing actually paid by out by the department itself during the financial year (i.e. excluding any pre-financing received as a transfer from another department). as per note 2.5.1 to the Commission annual accounts thus excluding "Other advances to Member States" which are covered on a purely payment-made basis (note 2.5.2). Pre-financing paid/cleared" are always covered by the Delegated DGs, even for Cross-SubDelegations.

(4) Pre-financing actually cleared during the financial year (i.e. their 'delta' in the Financial Year 'actuals', not their 'cut-off' based estimated 'consumption').

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

(6) In this column, we disclose the detected error rates or equivalent estimates. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (e.g. *administrative expenditure, operating subsidies to agencies*), the rate which should be used is 0.5% as a conservative estimate, unless the DG has a more precise estimate based on evidence.

(8) The adjusted average recovery and corrections percentage is to some extent based on the 7 years historic Average of Recoveries and financial Corrections (ARC), which is the best available indication of the corrective capacity of the ex-post control systems implemented by the DG over the past years. The AOD *has adjusted* this historic average *from 2.53% for all financial transactions or Eurostat to 0.03%* related to grant agreements. As no ex post controls are carried out on procurement transactions and administrative credits [no recoveries were made for procurements and administrative credits], the ex post future corrections for those segments are assumed to be 0.00% as a best and most conservative estimate.



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

<b>Objective: Eurostat employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business</b>			
<b>Indicator 1: Number and percentage of first female appointments to middle management positions</b>			
<b>Source of data:</b> SEC(2020)146			
Baseline 2019) 17 out of 31 female middle managers (55%)	Target (2022) + (2024)  2022: 2 first female appointments 2024 (still to be defined)	Latest known results (2021) 2 first female appointments in 2021 3 female appointments since target set	
<b>Indicator 2: Eurostat staff engagement index</b>			
<b>Source of data:</b> Commission staff survey [data to be provided by DG HR]			
Baseline (2018) 70%	Target (2021) maintain above the Commission average (72% in 2021)	Latest known results (2021) 78% compared to Commission average of 72%	
<b>Main outputs in 2021:</b>			
<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b>
An established HR strategy, aligned to the priorities of the DG, comprising work force planning and recruitment, staff development, as well as learning and development	Strategy defined with stakeholders and approved by senior management	Adopted in early Q2 2021	Achieved
Gender Equality at all	Eurostat's Equality Action Plan and implementation	Adoption in 2021 yearly reporting	Plan adopted in October 2021

management levels by the end of 2024	of actions	about the progress of implementation actions	Followed by respective communication on Cybernews and articles to raise awareness of staff about equality and diversity
Gender Equality at all management levels by the end of 2024	Nomination of Deputies to the Directors (55% female representation)	Once all Directors are appointed in 2021	December 2021: Achieved
Boosting staff engagement and staff commitment	Percentage of staff declaring in staff survey that they feel well supported	ESTAT's own pulse survey in June 2021 about gradual return to the office Regular meetings with all staff in all Directorates	69.4% response rate 35% prefer to work one full day in the office, followed by two full days (28%) and three full days (15%). Achieved for all Directorates in 2021

**Objective: Eurostat is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and datadriven Commission**

**Indicator 1:** Degree of implementation of the digital strategy principles by the most important IT solutions

**Source of data:** Eurostat

Baseline (2018) Eurostat production systems: 50% EDAMIS: 94% Dissemination chain: 88%	Target (2021) Eurostat production systems: 56% EDAMIS: 94% Dissemination chain: 92%	Latest known results (2021) Eurostat production systems: 59% EDAMIS: 83% Dissemination chain: 83% Thoroughfull review of the indicators, led to more accurate and realistic values
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**Indicator 2:** Percentage of Eurostat's key data assets for which corporate principles for

data governance have been implemented			
<b>Source of data:</b> Eurostat's data correspondent and its support in Unit B4			
Baseline (2019) 75%	Target (2021) 85%	Latest known results (2021)  Achieved	
<b>Indicator 3:</b> Percentage of staff attending awareness raising activities on data protection compliance			
<b>Source of data:</b> Eurostat			
Baseline (2018) 25% of staff	Target (2021) 75% of staff	Latest known results (2021) 75% of staff Estimation, based on the relevant feedback from both EULearn and the DPO office, showing high training participation rates for 2021.	
<b>Main outputs in 2021:</b>			
Description	Indicator	Target	Latest known results
New modern data exchange infrastructure	Percentage of transmissions received using EDAMIS 4	100%	Achieved
Modernisation of legacy applications	All domains from OLAP migrated to other production systems. Coldfusion applications migrated to a supported technology. Analysis of the statistical production systems	70%	Not achieved Migrations from OLAP are not yet completed. There is still 1 Coldfusion application (TRIS) not yet migrated to another supported technology, although support for this specific CF version will last till end of 2022. Analysis of the statistical production systems will start on 2022 (project run by

			A3 starting this year)
Implementation of ESS standards for the exchange of reference metadata and quality report	Percentage of mandatory data transmissions covered by reference metadata and quality reports based on the SIMS standard	90%	Achieved
<b>Objective: Eurostat takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work</b>			
<b>Indicator 1: Number of EMAS announcements sent through Cybernews</b>			
<b>Source of data: Eurostat (Cybernews)</b>			
Baseline (2019) 16	Target (2021) 19	Latest known results (2021) The number of announcements in Cybernews has exceeded 19, which was the target set. On average, 1 Cybernews article on the environment has been published every 2 weeks.	
<b>Indicator 2: Number of environmental suggestions received through the Eurostat EMAS network, the Eurostat EMAS mailbox or the EMAS correspondent mailbox</b>			
<b>Source of data: Several mailboxes</b>			
Baseline (2019) 3	Target (2021) 10	Latest known results (2021) The target has been overachieved, with around 13 to 15 suggestions received in the EMAS inbox. Additional suggestions were received during the 2 webinars on zero-waste organised during 2021. Furthermore, an	

		important list with suggestions is under preparation as a part of Eurostat's commitment to reduce its own carbon footprint.
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**Main outputs in 2021:**

Description	Indicator	Target	Latest known results
Printed publications	Number of printed copies of publications	Less than 3.000 prints for Flagship publications 25.000 prints for calendar (A0 format)	Achieved