

# ANNEXES

## ANNEX 1: Statement of the Resources Director

*« Je déclare que, conformément à la communication à la Commission sur la clarification des responsabilités des acteurs-clé en matière d'audit et de contrôle interne à la Commission<sup>1</sup>, j'ai communiqué au Directeur général mes avis et recommandations sur l'état général du contrôle interne dans la DG.*

*Je certifie également par la présente que les informations fournies dans les parties 2 et 3 du présent rapport annuel d'activité et dans ses annexes sont, à ma meilleure connaissance, exactes et complètes. »*

*Bruxelles, le 26 mars 2014*

*signé*

*Carlos Alegria*

*Directeur "Ressources et Support"*

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<sup>1</sup> SEC(2003)59 of 21.01.2003.

## ANNEX 2: Human and Financial resources

Human Resources by ABB activity				
Code ABB Activity	ABB Activity	Establishment Plan posts	External Personnel	Total
31 01 07	Interpreting and linked activities	624	16	640
31 AWBL-01	Administrative support for the interpretation Directorate-General	46	9	55
31 AWBL-03	Support and assistance to conferences, events and meetings	54	25	79
31 AWBL-05	Policy strategy and coordination for the interpretation Directorate-General	16	3	19
	<b>Total</b>	<b>732</b>	<b>53</b>	<b>785</b>

# ANNEX 3: Draft annual accounts and financial reports



AAR2013\_SCIC\_ann  
ex3.pdf

## ANNEX 4: Materiality criteria

The threshold of 2 % was taken as reference for determining materiality for the following reasons :

- 62% of the 2013 commitments appropriations (and 89% of the payments made in 2013) were processed through automated procedures (payments of ACI contracts);
- For these payments, the error rate as reported by ex-post controls was 0.34%;
- The reimbursement of ACIs' sickness and accident insurance claims is the responsibility of an external insurance company, thereby transferring the risk.
- Procurement and grant management account for a limited budget where standard ex-ante and ex-post controls are implemented in order to ensure the necessary control environment is in place and all errors are fully reported.

## ANNEX 5: Internal Control Template(s) for budget implementation (ICTs)<sup>2</sup>

- 5.1 Execution of the central budget (100% administrative expenditure)
- 5.2 Procurement Direct
- 5.3 Conference Organisation under co-delegated procedure
- 5.4 Grant Management
- 5.5 Income Collection

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<sup>2</sup> In each case, the cost of control is compared against the budgetary commitment

## 1.1 Execution of the central budget (100% administrative expenditure)

### Process 1: Payment of ACI contracts

Main control objectives: Fraud prevention (as in the PMO, the calculation of ACI remuneration is a fully automated procedure and the main risk of fraud is linked to the reimbursement of travel and subsistence expenses, where the majority of controls are concentrated); compliance (legality and regularity), effectiveness, efficiency and economy.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The recruitment or planning offices of the Institutions introduce the wrong information about the ACI contract into the DG SCIC internal payment system. An ACI contract is modified after the "conforme aux faits" was sent and the contract paid.	The system which allows the booking of meetings, allocation of interpreters, monitoring of meeting attendance and payment of ACI is fully integrated and therefore it is not possible to create fictitious entries at different levels. List of contracts for other Institutions are automatically injected into the payment system. Modification of the existing contract by the recruitment department is notified to the payment office.	<b>Coverage:</b> All interpreter bookings are entered into the Meetings and Interpretation Management system which is a single database for the whole of the DG.	<b>Costs:</b> The residual risk of fraud once this has been taken into account is extremely minimal and therefore there is no further cost assigned to this risk. <b>Benefits:</b> Fraud prevention; compliance and effectiveness and efficiency.	Occasional controls were performed as soon as the problem was flagged.
Due to the unpredictability of demand, the DG may have recruited too many ACIs in the long or medium term exercise.	Constant monitoring of demand and review of procedures regarding the long, medium and short-term recruitment exercises.		Meeting the demand for interpretation, whilst ensuring stand-by rates are kept within the targets in the MP are key objectives for SCIC to achieve its mission.  Therefore, the monitoring of demand is an ongoing task for the management within the Unit and Directorate - making the costs impossible to identify as a single, stand-alone action.	Modulated ACI recruitment to reduce staff stand-by on days of lesser activity.
DG SCIC performs the role of inter-	Reorganisation of the payment	<b>Coverage:</b> 100% of all payment	<b>Costs:</b> This re-organisation has	<b>Efficiency:</b> % of errors (in value)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
institutional payment office for ACI. However, due to differing procedures between the Institutions, there is a risk of error when handling payment requests.	team where the payment officers are grouped by Institution and therefore understand the payment rules linked to their specific area.	requests are filtered in this way.	given clear benefits and improved efficiency. However, as this is the ongoing work of all payment officers, it is not possible to enter the cost of control. <b>Benefits:</b> Efficiency – payments for one officer will follow the same rules.	in ACI payments detected by ex post control.
ACI presents a forged supporting document in order to claim higher or non-existent expenses.	Payment officers are trained to spot possible forged documents. Online access to the ticket booking system Amadeus can be used to confirm the authenticity of the airline ticket presented by the ACI.	<b>Coverage:</b> 100% of non-local contracts.  <b>Depth:</b> Training and further guidance is given to ensure controls are sufficient and up to date.	<b>Costs :</b> 3 FTE + 2 CA in Operational Unit (estimated 5% of their time)  <b>Benefits:</b> Fraud prevention; compliance and effectiveness and efficiency.	<b>Efficiency:</b> % of errors (in value) in ACI payments detected by ex post control reports.
The amount paid is incorrect or paid to the wrong ACI.	The reimbursable amount per each category of expenses is determined by the initiating agent according to the clear procedure. The flat rate character of allowances paid reduces the risk of error. Each payment is checked by the verifying agent and subject to an independent ex-post control on a sampling basis.	<b>Coverage / Frequency:</b> 100% of non-local contracts. Random sampling of approx. 1,2% of payments (in value) via ex-post control.	<b>Costs:</b> 3 FTE + 2 CA in Operational Unit (estimated 10% of their time) 1 FTE in Financial Unit (estimated 20% of their time)  <b>Benefits:</b> Prevention of fraud, compliance issues.	<b>Efficiency:</b> % of errors (in value) in ACI payments detected by ex post control reports.

## Process 2: Professional Training for Interpreters (Officials and ACIs):

Main control objectives: Prevention of fraud, Compliance (legality and regularity), Effectiveness, efficiency and economy

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators (2013)
<p>The decision for language training priorities does not sufficiently reflect the needs of the DG at the time of the language addition due to unpredictable structural/cyclical valuations in demand.</p>	<p><u>For officials:</u> Unit C3 defines language training priorities in consultations with Directorate A on the basis of objective criteria such as needs of new officials, existing offer of languages by staff and ACIs and training in universities and loss of passive languages due to retirement.</p> <p><u>For ACIs:</u> a selection committee decides which applications to accept on the basis of the HoU's recommendations and programming needs.</p>	<p>Due to extensive consultation, complete coverage and depth once a year.</p>	<p>For officials: Standard requests made via Commission systems which follow the usual validation/acceptance procedures.</p> <p>For ACIs: half a day for the selection committee plus time to prepare the files.</p> <p>Due to the fact the decisions are taken as part of the day to day work or in Committee, making the costs impossible to identify as a single, stand-alone action.</p> <p><b>Benefits:</b> Compliance (legality and regularity)</p>	<p><u>For officials:</u> Average number of passive languages by interpreter</p> <p><u>For ACIs:</u> number of languages added by ACIs after a language stay with the support of SCIC</p>
<p>Lack of or insufficient supporting documents, absence of legal and/or budgetary commitment for the reimbursement of expenses</p>	<p>Standard ex-ante control procedure with operational initiation and verification in Unit C3 and the financial initiation and verification in Unit S2</p>	<p><b>Coverage:</b> 100% of all files controlled</p>	<p><b>Cost:</b> 1 FTE in Operational Unit (estimated 20% of their time) 1 FTE in Financial Unit (estimated 10% of their time)</p> <p><b>Benefit:</b> Fraud prevention, compliance</p>	<p>Number of exceptions</p>



**Process 3: Organisation of inter-institutional accreditation tests for ACI:**

Main control objectives: Prevention of fraud; Compliance (legality and regularity); Effectiveness, efficiency and economy.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>A person who did not attend the accreditation test or is not eligible for reimbursement of expenses receives payment.</p> <p>The amount of expenses reimbursed is incorrect.</p>	<p>The eligibility of candidates for reimbursement of expenses is checked against the conclusion sheet established by the test jury which includes a list of candidates present at the test.</p> <p>The reimbursable amount per each category of expenses is calculated by the initiating agent according to the clear procedure and help of the checklist.</p> <p>The ceilings for the reimbursement of travel expenses and flat rate allowances paid, to cover subsistence expenses, reduces the risk of error.</p>	<p><b>Coverage / Frequency:</b> 100% of payment requests received.</p> <p><b>Depth:</b> Standard checklists ensure all steps and controls are followed.</p>	<p><b>Costs:</b> 1 FTE (estimated 5% of their time)</p> <p><b>Benefits:</b> Control against possible fraud, compliance issues.</p>	<p><b>Fraud prevention/ compliance issues:</b> number of non-eligible claims refused.</p> <p>Number of complaints linked to incorrect payment of expenses</p>

## 1.2 Procurement Direct

### Stage 1: Needs Analysis and Planning

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity):

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate to meet the operational objectives</p> <p>Poor planning and organisation of the procurement process, including the planning of supervision and monitoring</p> <p>Inappropriate choice of procurement procedure and calculation of threshold</p> <p>The best offer/s are not submitted due to the poor definition of the tender specifications</p>	<p>AOSD supervision and approval of specifications</p> <p>Creation of framework contracts rather than individual procurement procedures in the areas of technical services and equipment and conference management.</p>	<p>100% of all specifications are signed off by the AOSD</p> <p>Meetings are conducted on a regular basis to ensure all procurement procedures are reviewed.</p>	<p><b>Costs:</b> In addition to standard procurement procedures, the DG manages 12 framework contracts. The controls in place are difficult to estimate as stand-alone costs or they are included in the time allocated to the FTEs in Stage 2 of this annexe.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>- Amount of rejection of unjustified purchases.</li> <li>- Efficiency</li> <li>- Fraud Prevention</li> </ul>	<p><b>Effectiveness:</b> Number of projected tender cancelled, Number of contract discontinued due to lack of use (poor planning).</p> <p><b>Effectiveness:</b> N° of 'open' or procedures where only one or no offers were received. N° of requests for clarification regarding the tender.</p>

**Stage 2: Preparation of the contract (Call for Tenders; Evaluation of tenders; award decision; budgetary commitment; legal commitment):**

Main control objectives: Effectiveness, efficiency and economy; Compliance (legality and regularity); Fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	<p>Meetings between operational and financial units to ensure all aspects are prepared and planned in advance.</p> <p><b>Formal evaluation process:</b> Opening committee and Evaluation committee (DG Interpretation does not have a specific panel and no external experts are invited to evaluation or selection committees)</p>	<p>100% of the offers analysed in the evaluation committees. <b>Depth:</b> all documents transmitted</p>	<p><b>Costs: Operational Units</b> Unit S4 – 2 FTE (estimated 30% of their time); Unit S4 – 1 FTE (estimated 10% of their time) Unit S5 – 3 FTEs (estimated 10% of their time); S6 – 2 FTEs (estimated 20% of their time)</p> <p><b>Finance Unit:</b> 1 FTE (estimated 20% of their time)</p>	<p><b>Effectiveness:</b> Numbers of 'valid' complaints or litigation cases filed.</p> <p><b>Efficiency:</b> Cost of successful tender minus cost of the most onerous one (or average cost).</p> <p>Average cost of a tendering Procedure</p>
	Opening and Evaluation Committees' declaration of absence of conflict of interests	100% of the members of the opening committee and the evaluation committee	<p><b>Benefits:</b> Compliance with FR. Difference between the most onerous offer and the selected one</p>	
	Exclusion criteria documented	100% checked. <b>Depth:</b> required documents provided are consistent	<p><b>Benefits:</b> Amount of contracts for which the control prevented the risk of litigation or fraud.</p>	
	Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision	100% when conditions are fulfilled	<p><b>Benefits:</b> Avoid contracting with excluded economic operators <b>Benefits:</b> Amount of procurements successfully challenged during standstill period</p>	

### Stage 3: Financial transactions & contract Execution:

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The products/services/works foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions	Operational and financial checks in accordance with the financial circuits.  Operation authorisation by the AO	100% of the contracts are controlled, including only value-adding checks	<p><b>Costs: Operational Units</b>            Unit S3 – 1 FTEs (estimated 5% of their time);            Unit S4 – 1 FTE (estimated 30% of their time)            Unit S4 – 1 FTE (estimated 10% of their time)            Unit S5 – 2 FTEs (estimated 5% of their time);            Unit S6 – 10 FTEs (estimated 10% of their time)</p> <p><b>Finance Unit:</b> 4 FTE (estimated 20% of their time)</p> <p><b>Benefits:</b> Amount of irregularities, errors and overpayments prevented by the controls</p>	<p><b>Effectiveness:</b> % error rate prevented (amount of errors/irregularities averted over total payments)            Number of control failures;            Number/amount of liquidated damages.  <b>Efficiency:</b>            Average cost per open project.            % cost over annual amount disbursed            Time-to-payment Late interest payment and damages paid (by the Commission).</p>

### Stage 4: Management Supervision:

Main control objective: Ensuring that any weakness in the procedures (tender and financial transactions) is detected and corrected

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or	Review of ex post results	100% at least once a year.  <b>Depth:</b> look for any systemic problem in the procurement procedure and in the financial transaction procedure and any	<p><b>Costs: Operational Units</b>            Unit S4 – 1 FTE (estimated 10% of their time)            Unit S5 – 1 FTEs (estimated 10% of their time);            Unit S6 – 2 FTEs (estimated 10%</p>	<p><b>Effectiveness:</b> Amounts associated with errors detected (related to fraud, irregularities and error). In % over total checked.            N° system improvements made.</p>

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
corrected by ex-ante control, prior to payment		weakness in the selection process of the ex post controls	of their time)  <b>Finance Unit:</b> 1 FTE (estimated 10% of their time)  <b>Benefits:</b> Amounts detected associated with fraud & error. Deterrents & systematic weaknesses corrected	<b>Efficiency:</b> Costs of the ex post controls and supervisory measures with respect to the 'benefits'. Average cost of an ex-post control
	Review of exceptions reported	100% at least once a year.  <b>Depth:</b> look for any weakness in the procedures (procurement and financial transactions)		
	Review of the process after each procedure	100%.  <b>Depth:</b> review any significant problem that occurred		

### 1.3 Conference organisation under co-delegated procedure:

#### Stage 1: Needs Analysis and Planning:

**Main control objectives:** Effectiveness, efficiency and economy;

Main risks It may happen that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The operational needs are not well defined, as SCIC is rarely in position to know well in advance which conferences will be organised under the co-delegation management mechanism.</p> <p>This leads to a difficult planning of the whole procurement processes and an overload of work for operational and financial units.</p>	<p>The AOSD has written to all Resource Directors requesting a six month planning notice of the events for which SCIC is likely to be asked to intervene.</p>	<p>Every 6 months letters will be sent to Resource Directors.</p>	<p><b>Costs:</b> It is not possible to assign costs to this action and as it has been put in place in 2013, the control indicators will be monitored during the following years to ensure the expected benefits are realised.</p> <p><b>Benefits:</b> Better planning of the procurement processes as opposite to high demand during peak periods. More even distribution of workloads for both the financial and operational units.</p>	<p>Replies from RDs in response to the note from the AOSD</p>

#### Stage 2: Preparation of the contract (Call for Tenders; Evaluation of tenders; award decision; budgetary commitment; legal commitment):

**Main control objectives:** Effectiveness, efficiency and Economy; Compliance (legality and regularity); Fraud prevention and detection

Main risks It may happen that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The offer best meeting our requirements is not selected due to poor technical specifications, unclear or</p>	<p>- Ensuring that both technical specifications and evaluation/award criteria are systematically double</p>	<p>100% of the terms of reference and award criteria discussed and endorsed.</p>	<p><b>Costs:</b> 1 FTE in Operation (estimated 20% of their time Unit). 1 FTE in Financial Unit (estimated 10% of their</p>	<p>Number of complaints or litigation cases</p>

Main risks It may happen that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
inadequate award criteria.	checked. - Ensuring that all steps of the evaluation process are followed and the procedures are correctly applied		time)  <b>Benefits:</b> Compliance with FR; Prevent the risk of litigation and fraud, ensuring selection of the best offer	

**Stage 3: Financial transactions & contract Execution:** Ensuring that the implementation of the contract is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The products/services/works foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract.	Close monitoring and checking of operational steps involved in the fulfilment of the contract. This includes BATs (bon à tirer), regular meetings with the supplier and a detailed coordination meeting where services to be provided are discussed well enough before the conference/event.	100% of the contracts are monitored and coordination meetings are always organised prior to the event.	<b>Costs:</b> 5 FTEs at operational level (estimated at 30% of their time)  <b>Costs:</b> 1 FTE at the financial level (20% of their time)  <b>Benefits:</b> Amount of errors and non-compliant services are reduced to almost 0.	% Error rate = amount of errors/total payments

**Stage 4: Management Supervision:** Ensuring that any weakness in the procedures (tender and financial transactions) is detected and corrected

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
An error or non-compliance with regulatory and contractual provisions,	Ex ante controls	100% files are reviewed ex-ante by the financial unit.	<b>Costs:</b> 1 FTE person at the financial level (estimated at 30% of their time).	Number of recording of exception or non-compliant notes

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
including technical specifications, or a fraud is not prevented, detected or corrected by ex-ante control, prior to payment	Review of exceptions reported	100% at least once a year. <b>Depth:</b> look for any weakness in the procedures (procurement and financial transactions)	<b>Benefits:</b> to reduce errors and non-compliant procedures	Number of "Avis negatif" Number of remarks on the check-lists
	Review of the process after each procedure	100%. <b>Depth:</b> review any significant problem that occurred		



## 1.4 Grant Management:

*The management of both grants and bursaries from Universities and students studying conference interpretation.*

### Stage 1: Programming, evaluation and selection of 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	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The evaluation, ranking and selection of proposals is not carried out in accordance with the established procedures, the policy objectives, priorities and the essential eligibility, or with the selection and award criteria defined in the annual work programme and subsequent calls for proposals.</p>	<p>Assessment is done by staff (programme officer) and by an inter-institutional evaluation committee. When evaluating the applications, the Committee members use an evaluation grid which implements the eligibility and award criteria as published in the call for proposals.</p>	<p>100% of proposals from Universities and students are evaluated in a two-step process, starting with a first screening of each project/student, complemented with more detailed information which is requested before the final meeting of the Evaluation Committee.</p>	<p><u>Costs:</u> Screening of proposals and student requests (including verification of supporting documents, requests for further information and preparation of the files for the committee.</p> <p>2 FTEs in Operational Unit (estimated 25% of their time)</p> <p>The cost associated with the committee is not possible to quantify as it runs for 1 or 2 days per year and can involve different staff from different units and/or directorates.</p>	<p>Number of complaints compared to the number of applications:</p>

**Stage 2: Grant Management – Ex post controls:**

**Main control objectives:** Measuring the effectiveness of ex-ante controls by ex-post controls; addressing systemic weaknesses in the ex-ante controls, based on the analysis of the findings (sound financial management)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The ex-ante controls (as such) fail to prevent, detect and correct erroneous payments or attempted fraud.</p>	<p>Ex-post control strategy: All final reports are desk reviewed by the programme officer and random checks are carried out to identify possible 'suspicious' items. Final grant payments (in most cases 50% of the awarded grant) are only made after satisfying documentation/explanation has been received. Also, during the grant period DG SCIC obtains reports from its pedagogical assistants on the implementation of the co-financed action. Possible ex-post findings are taken into consideration for improving ex-ante controls.</p>	<p>100% of subsidised projects are subject to ex-post controls.</p> <p>As 90% of the grants awarded are low value grants, on-the-spot audit missions are therefore only performed when strictly needed in order to keep a correct balance between cost and benefit of such controls.</p>	<p><b>Costs:</b> 1 FTE in the operational unit (estimated 20% of their time) 2 FTE in the financial unit (estimated 10% of their time)</p> <p><b>Benefits:</b> sound financial management, prevention of fraud.</p>	<p>Number of exceptions reported:</p> <p>Number of errors discovered in ex-post checks: target is to keep this below 10%.</p>

## 1.5 Income Collection

**Main control objectives:** Effectiveness, efficiency and economy; Compliance (legality and regularity); Sound financial management

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>Actual meeting costs are not reflected in the cost of an i-slot</p> <p>The management of resources in a context of unpredictable demand</p>	<p>Constant monitoring of demand and review of procedures regarding the long, medium and short-term recruitment exercises</p>		<p>Meeting the demand for interpretation, whilst ensuring stand-by rates are kept within the targets defined in the MP, are key objectives for SCIC to achieve its mission.</p> <p>Therefore, the monitoring of demand is an ongoing task for the management within the Unit and Directorate – making the costs impossible to identify as a single, stand-alone action.</p>	<p>Modulated ACI recruitment to reduce staff stand-by on days of lesser activity</p>
<p>Accuracy of billing (enquiries, complaints from clients about hours/language regime billed)</p>	<p>Single, integrated, up to date database – MIM (Meeting and Interpretation Management) which holds the data on all bookings of meetings, interpretation, therefore enabling a complete and efficient collection of information to ensure the correct invoice is sent to clients.</p> <p>Ex-ante control (before billing) S2 – verification of invoice against actual meeting/ interpretation that took place and modification, where necessary of the invoice using a module of MIM, Coral.</p>	<p>100% of all meetings and interpretation requirements are entered into MIM.</p> <p>100% of all invoices are controlled before sent to clients</p>	<p><b>Costs:</b> 2 FTEs (80%); 1 FTE (10%)</p> <p><b>Benefits:</b> reduce number of questions and appeals made by clients relating to the invoices received.</p>	<p><b>Effectiveness &amp; efficiency:</b></p> <p>Total number of i-slots billed during the year</p> <p>Total number and total value of corrections actually made:</p>
<p>Recovery (billing) delays</p>	<p>Introduction of SLAs introducing clear rules and</p>		<p><b>Costs:</b> SLAs are created as and when needed with the clients of</p>	<p>Recovery delay</p>

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	guidelines on payments.		the DG. As this work is ongoing, it is not possible to isolate the control factor of these costs. <b>Benefits:</b> ensuring the DG functions in accordance with the SLAs and sound financial management	

**ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission**

**ANNEX 7: AARs of Executive Agencies**

**ANNEX 8: Decentralised agencies**

*Not applicable*

## ANNEX 9: Performance information included in evaluations<sup>3</sup>

As surveys do not qualify as evaluations, no information is requested here on DG Interpretations' 3<sup>rd</sup> Customer Satisfaction Survey (CSS) and its 3<sup>rd</sup> IT helpdesk Survey which were organised out in 2013.

However, the results of the CSS which is carried out among participants in meetings of the European Commission, the Council of the European Union and the European Economic and Social Committee allow us to measure the quality of interpretation and provide us with one of our five KPI.

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<sup>3</sup> Surveys, rolling reviews, data collection, public consultations, legal implementation reports or other types of studies do not qualify as evaluations and do not need to be taken up in this Annex.