

ANNEXES

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ANNEX 1: Statement of the Resources Director

"I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission¹, I have reported my advice and recommendations to the Director-General on the overall state of internal control in the DG.

I hereby certify that the information provided in Section 2 of the present AAR and in its annexes is, to the best of my knowledge, accurate and exhaustive."

Brussels, 17 March 2016

Signed

Fabrizia De Rosa

(Acting Director COMM.D)

¹ Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission; SEC(2003)59 - 21.01.2003.

ANNEX 2: Human and financial resources

2.1 Human Resources

HUMAN RESOURCES BY ABB ACTIVITY				
Code ABB Activity	ABB Activity	Establishment Plan posts	External Personnel	Total
Communication actions	Communication actions	442	422	864
Management	Management of the Directorate-General for communication	93	15	108
Policy strategy and coordination	Policy strategy and coordination for the Directorate-General for communication	104	4	108
	TOTAL	639	441	1080

General remark: the above data rely on the snapshot of Commission personnel actually employed in each DG/service as of 31 December of the reporting year. These data do not necessarily constitute full-time-equivalents throughout the year.

2.2 Financial Resources

Implementation of DG COMM's Global Envelope 2014 (C1 and C8) as at 31/12/15

DG	NOM	MONTANTS DEGAGES	LIGNE MERE	MISSIONS	REPRESENTATION	REUNIONS	CONFERENCES	COMITES	ETUDES	INFORMATIQUE	FORMATION	Total	Perte en crédits	% perte	% exécution	% d'annulation
16	C1 CREDIT		16,675.06	3,037,150.00	9,250.00	95,000.00	20,324.95	20,000.00		250,000.00	263,800.00	3,711,200.00				
16	C1 EXECUTION			3,037,150.00	7,014.78	95,000.00	20,324.95	20,000.00		249,788.32	261,774.46	3,691,052.51	C1	20,147.49	0.54%	99.46%
16	C8 ENGAGEMENT	392,851.82		366,021.31	806.38	20,127.57	8,210.55	12,903.41		238,893.26	91,103.89	1,130,918.19				
16	C8 PAIEMENT			365,900.31	246.03	20,127.57	8,210.55	991.00		238,893.26	87,794.12	722,162.84	C8	408,755.35	36.14%	63.86%
16	PERTE C8/Poste			121.00	560.35	0.00	0.00	11,912.41	0.00	0.00	3,309.77	408,755.35		428,902.84		11.56%

Implementation of DG COMM's Global Envelope 2015 (C1) as at 31/12/15

		FMC	Crédits	Engagement	Paiement	% EXECUTION
16	16.010211.00	COMM	100,000			
16	16.010211.00.01.10	COMM	2,535,034	2,535,034	2,214,837	
16	16.010211.00.01.30	COMM	3,639	3,639	952	
16	16.010211.00.02.20	COMM	8,400	8,400	4,977	
16	16.010211.00.02.40	COMM	26,000	26,000	23,186	
16	16.010211.00.03	COMM	-			
16	16.010211.00.05	COMM	762,000	761,722	16,960	
16	16.010211.00.06	COMM	259,745	258,568	156,834	
16 Total			3,694,818	3,593,363	2,417,746	97.25%

ANNEX 3: Final annual accounts and financial reports

Annex 3 Financial Reports - DG COMM - Financial Year 2015

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures (excluding Building Contracts)

Table 12 : Summary of Procedures (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2015 (in Mio €)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 11 Maritime affairs and fisheries					
11	11 06	European Maritime and Fisheries Fund (EMFF)	0.2	0.19883304	99.42 %
Total Title 11			0.2	0.19883304	99.42%
Title 13 Regional and urban policy					
13	13 03	European Regional Development Fund and other regional operations	2.1	2.1	100.00 %
	13 04	Cohesion Fund (CF)	0.9	0.8994	99.93 %
Total Title 13			3	2.9994	99.98%
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	46.46134619	44.292844	95.33 %
	16 02	Fostering European citizenship	0.015146	0	0.00 %
	16 03	Communication actions	75.02017765	74.4915035	99.30 %
Total Title 16			121.4966698	118.784348	97.77%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0.28471997	0.27800102	97.64 %
Total Title 26			0.28471997	0.27800102	97.64%
Total DG COMM			124.9813898	122.260582	97.82 %

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue). P0 appropriations are excluded

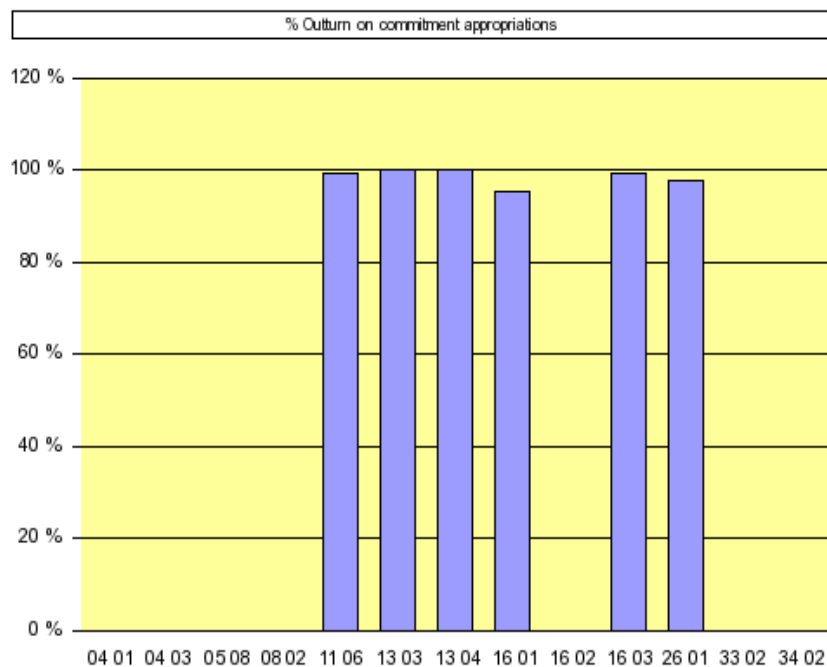


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2015 (in Mio €)					
Chapter			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	1	1	100.00 %
	04 03	Employment, Social Affairs and Inclusion	1.5	1.5	100.00 %
Total Title 04			2.5	2.5	100.00%
Title 05 Agriculture and rural development					
05	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	1.218884	1.218884	100.00 %
Total Title 05			1.218884	1.218884	100.00%
Title 08 Research and innovation					
08	08 02	Horizon 2020 - Research	4	4	100.00 %
Total Title 08			4	4	100.00%
Title 11 Maritime affairs and fisheries					
11	11 06	European Maritime and Fisheries Fund (EMFF)	0.105	0.105	100.00 %
Total Title 11			0.105	0.105	100.00%
Title 13 Regional and urban policy					
13	13 03	European Regional Development Fund and other regional operations	0.96444	0.96444	100.00 %
	13 04	Cohesion Fund (CF)	0.23556	0.23556	100.00 %
Total Title 13			1.2	1.2	100.00%
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	56.91518929	43.35040928	76.17 %
	16 02	Fostering European citizenship	0.46974795	0.45387845	96.62 %
	16 03	Communication actions	71.23272372	70.9071819	99.54 %
Total Title 16			128.617661	114.7114696	89.19%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0.41656111	0.24300495	58.34 %
Total Title 26			0.41656111	0.24300495	58.34%
Title 33 Justice					
33	33 02	Rights, Equality and citizenship	0.25	0.25	100.00 %
Total Title 33			0.25	0.25	100.00%
Title 34 Climate action					
34	34 02	Climate action at Union and international level	0.35	0.35	100.00 %
Total Title 34			0.35	0.35	100.00%
Total DG COMM			138.6581061	124.5783586	89.85 %

* 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 31/12/2015 (in Mio €)									
Chapter			2015 Commitments to be settled				Commitments to be settled from financial years previous to 2015	Total of commitments to be settled at end of financial year 2015 (incl corrections)	Total of commitments to be settled at end of financial year 2014 (incl. corrections)
			Commitments 2015	Payments 2015	RAL 2015	% to be settled			
			1	2	3=1-2	4=1+2/1	5	6=3+5	7
Title 04 : Employment, social affairs and inclusion									
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0	0.00	0	#DIV/0	0.00	0.00	1.00
	04 03	Employment, Social Affairs and Inclusion	0	0.00	0	#DIV/0	0.00	0.00	1.50
Total Title 04			0	0.00	0	#DIV/0	0	0	2.5
Title 05 : Agriculture and rural development									
05	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	0	0.00	0	#DIV/0	0.00	0.00	1.22
Total Title 05			0	0.00	0	#DIV/0	0	0	1.218884
Title 08 : Research and innovation									
08	08 02	Horizon 2020 - Research	0	0.00	0	#DIV/0	0.00	0.00	4.00
Total Title 08			0	0.00	0	#DIV/0	0	0	4
Title 11 : Maritime affairs and fisheries									
11	11 06	European Maritime and Fisheries Fund (EMFF)	0.19883304	0.01	0.19383304	97.49 %	0.00	0.19	0.10
Total Title 11			0.19883304	0.01	0.19383304	97.49%	0	0.19383304	0.1
Title 13 : Regional and urban policy									
13	13 03	European Regional Development Fund and other regional operations	2.1	0.00	2.1	100.00 %	0.00	2.10	0.96
	13 04	Cohesion Fund (CF)	0.8994	0.00	0.8994	100.00 %	0.00	0.90	0.24
Total Title 13			2.9994	0.00	2.9994	100.00%	0	2.9994	1.2
Title 16 : Communication									
16	16 01	Administrative expenditure of the 'Communication' policy area	44.27431806	34.08	10.19149874	23.02 %	0.04	10.23	10.45
	16 02	Fostering European citizenship	0	0.00	0	#DIV/0	0.00	0.00	0.83
	16 03	Communication actions	74.49150349	34.90	39.58929697	53.15 %	3.89	43.47	42.31
Total Title 16			118.7658216	68.99	49.78079571	41.92%	3.92151502	53.70231073	53.5943276
Title 26 : Commission's administration									
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	0.27800102	0.13	0.14355714	51.64 %	0.00	0.14	0.13
Total Title 26			0.27800102	0.13	0.14355714	51.64%	0	0.14355714	0.13184114
Title 33 : Justice									
33	33 02	Rights, Equality and citizenship	0	0.00	0	#DIV/0	0.00	0.00	0.25
Total Title 33			0	0.00	0	#DIV/0	0	0	0.25
Title 34 : Climate action									
34	34 02	Climate action at Union and international level	0	0.00	0	#DIV/0	0.00	0.00	0.35
Total Title 34			0	0.00	0	#DIV/0	0	0	0.35
Total DG COMM			122.2420556	69.12	53.11758589	43.45 %	3.92151502	57.03910091	63.3450527

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

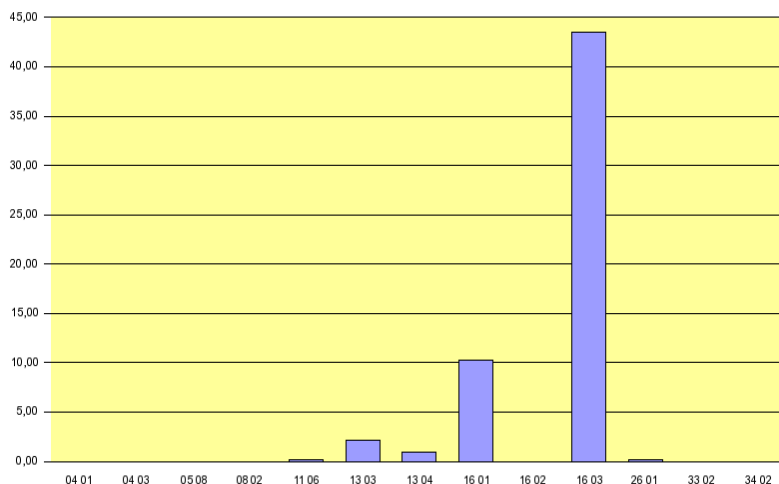


TABLE 4 : BALANCE SHEET

BALANCE SHEET	2015	2014
A.I. NON CURRENT ASSETS	34116088.96	35882296.47
A.I.1. Intangible Assets	8,982.41	12,850.80
A.I.2. Property, plant and equipment	34,107,106.55	35,869,445.67
A.I.5. LT Receivables	0.00	0.00
A.II. CURRENT ASSETS	6971557.09	8771661.83
A.II.2. Current Pre-Financing	439,619.70	1,442,134.73
A.II.4. Exchange Receivables	2,384,030.01	3,044,553.30
A.II.5. Non-Exchange Receivables	4,091,619.66	4,220,540.49
A.II.7. Cash and Cash Equivalents	56,287.72	64,433.31
ASSETS	41087646.05	44653958.3
P.II. NON CURRENT LIABILITIES	-15864500.11	-17120711.39
P.II.3. Long-term financial liabilities	-15,864,500.11	-17,120,711.39
P.III. CURRENT LIABILITIES	-14306678.52	-36477654.37
P.III.3. Short-term financial liabilities	-1,256,211.28	-1,256,211.28
P.III.4. Accounts Payable	-1,826,562.86	-4,990,698.80
P.III.5. Accrued charges and deferred income	-11,223,904.38	-30,230,744.29
LIABILITIES	-30171178.63	-53598365.76
NET ASSETS (ASSETS less LIABILITIES)	10916467.42	-8,944,407.46
P.I.2. Accumulated Surplus / Deficit	331175675.6	170810073
Non-allocated central (surplus)/deficit*	-342092143.1	-161865665.5
TOTAL	0.00	0.00

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

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

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL PERFORMANCE	2015	2014
II.1 REVENUES	802929.02	-3253967.43
II.1.1. NON-EXCHANGE REVENUES	-41882.17	-394214.48
II.1.1.5. RECOVERY OF EXPENSES	-41,882.17	-309,214.48
II.1.1.6. OTHER NON-EXCHANGE REVENUES		-85,000.00
II.1.2. EXCHANGE REVENUES	844811.19	-2859752.95
II.1.2.1. FINANCIAL INCOME	-1,388.22	-37,509.93
II.1.2.2. OTHER EXCHANGE REVENUE	846,199.41	-2,822,243.02
II.2. EXPENSES	105457754.6	163619570.1
II.2. EXPENSES	105457754.6	163619570.1
II.2.10. OTHER EXPENSES	36,601,876.71	43,494,846.77
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	66,118,144.79	112,267,159.95
II.2.5. EXP IMPLM BY OTHER ENTITIES (IM)	114,088.65	5,291,061.02
II.2.6. STAFF AND PENSION COSTS	2,601,054.22	2,560,944.61
II.2.8. FINANCE COSTS	22,590.18	5,557.74
STATEMENT OF FINANCIAL PERFORMANCE	106,260,683.57	160,365,602.66

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

TABLE 6: AVERAGE PAYMENT TIMES FOR 2015 - DG COMM

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
20	7	6	85.71 %	11.66666667	1	14.29 %	21
30	18760	18080	96.38 %	11.2795354	680	3.62 %	49.35588235
37	179	153	85.47 %	23.58823529	26	14.53 %	51.34615385
40	4	4	100.00 %	18.25			
45	6	5	83.33 %	17.6	1	16.67 %	154
50	52	52	100.00 %	27.42307692			
60	1416	1323	93.43 %	25.51322751	93	6.57 %	74.35483871
75	1	1	100.00 %	15			
90	6	6	100.00 %	11.16666667			
91	2	2	100.00 %	22			
120	2	2	100.00 %	11			

Total Number of Payments	20435	19634	96.08 %		801	3.92 %	
Average Payment Time	13.95101541			12.38168483			52.41822722

Target Times							
Target Payment Time (Days)	Total Number of Payments	Nbr of Payments within Target Time	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
20	406	320	78.82 %	11.003125	86	21.18 %	42.81395349
30	736	690	93.75 %	14.39710145	46	6.25 %	41.17391304
50	1				1	100.00 %	50

Total Number of Payments	1143	1010	88.36 %		133	11.64 %	
Average Payment Time	16.69378828			13.32178218			42.30075188

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	20	653	3.20 %	20435	#####	13.81 %	#####

Late Interest paid in 2015			
DG	GL Account	Description	Amount (Eur)
COMM	65010000	Interest expense on late payment of charges	0.00
COMM	65010100	Interest on late payment of charges New FR	19 197.49
			19 197.49

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2015

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	
50	17404.09	0	17404.09	17404.09	0	17404.09	0
51	49453.48	0	49453.48	49453.48	0	49453.48	0
52	1388.22	0	1388.22	1388.22	0	1388.22	0
57	3021105.76	1580497.6	4601603.36	2907717.73	1579650.02	4487367.75	114235.61
58	0	0	0	0	0	0	0
59	0.07	0	0.07	0.07	0	0.07	0
60	0	15865	15865	0	15865	15865	0
66	626790.54	278821.45	905611.99	608610.89	24844.98	633455.87	272156.12
Total DG COMM	3716142.16	1875184.05	5591326.21	3584574.48	1620360	5204934.48	386391.73

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

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2015	Error		Irregularity		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2005							1	3,103.00		
2011	1	31668.62			1	31,668.62	5	51,469.58	20.00%	61.53%
2012							3	23,131.96		
2013							25	129,910.35		
2014			7	24070.46	7	24,070.46	425	845,661.60	1.65%	2.85%
2015	2	1227.65			2	1,227.65	674	2,504,811.31	0.30%	0.05%
No Link							4	108,797.62		
Sub-Total	3	32896.27	7	24070.46	10	56,966.73	1137	3,666,885.42	0.88%	1.55%

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES									3	0.17		
NON ELIGIBLE IN COST CLAIMS	1	3000	1	1588			2	4588	131	462,410.57	1.53%	0.99%
CREDIT NOTES	65	1068507.71	3	11250.44			68	1079758.15	337	3,369,173.44	20.18%	32.05%
Sub-Total	66	1071507.71	4	12838.44			70	1084346.15	471	3831584.18	14.86%	28.30%
GRAND TOTAL	69	1104403.98	11	36908.9			80	1141312.88	1608	7498469.6	4.98%	14.46%

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2015 FOR COMM

	Number at 01/01/2015	Number at 31/12/2015	Evolution	Open Amount (Eur) at 01/01/2015	Open Amount (Eur) at 31/12/2015	Evolution
2011	5	4	-20.00 %	230,862.08	213,362.08	-7.58 %
2012	1	1	0.00 %	17,500.00	17,500.00	0.00 %
2013	2	2	0.00 %	23,114.39	23,114.39	0.00 %
2014	30	2	-93.33 %	1,604,015.49	847.58	-99.95 %
2015		24			131,567.68	
	38	33	-13.16 %	1,875,491.96	386,391.73	-79.40 %

TABLE 10 : RECOVERY ORDER WAIVERS IN 2015 >= EUR 100.000

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments

Total DG

Number of RO waivers

TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG COMM - 2015

Procurement > EUR 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Art. 135.1(a)	2	511,507.50
Total	2.	511,507.50

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

Procurement Procedures > € 60,000			
	Procedure Type	Count	Amount (€)
	Exceptional Negotiated Procedure after publication of a contract notice (Art. 135 RAP)	2	511,507.50
	Open Procedure (Art. 127.2 RAP)	22	142,029,311.50
	TOTAL	24	142,540,819.00

Grants and Prizes			
	Procedure Type	Count	Amount (€)
	Grants (Art 181 RAP)	13	1,241,165.07
	Prizes (Art 138 FR)	1	36,000.00
	TOTAL	13	1,241,165.07

TABLE 13 : BUILDING CONTRACTS

Total number of contracts :	4
Total amount :	2,115,974.19

Legal base	Contract Number	Contractor Name	Description	Amount (€)
Art. 134.1(h)	0746226	JONES LANG LASALLE LIMITED*	DUB BUILDING DILAPIDATION COSTS - 18 DAWSON STREET - JONES LANG LASALLE LIMITED	262,000.00
Art. 134.1(h)	0765040	ESPRIT INVESTMENTS LIMITED	DUB BUILDING LEASE- RENT, WORKS, SERVICE CHARGE FOR 1ST YEAR 2015 - ESPRIT (JONES ENGINEERING) LTD	1,161,616.88
Art. 134.1(h)	0765277	ESPRIT INVESTMENTS LIMITED	DUB BUILDING LEASE, SERVICE CHARGE AND FITOUT 9 YEARS FROM 2016- ESPRIT (FORMER JONES ENGINEERING)	522,883.71
Art. 134.1(h)	0769323	SPRAVA SLUZIEB DIPLOMATICEMU ZBORU U AS*SSDZ	BRA - SPRAVA SLUZIEB DIPLOMATICEMU ZBORU, A.S. - RENT OF OFFICE PREMISES & PARKING PLACES 2016 (169,473.60

TABLE 14 : CONTRACTS DECLARED SECRET

Total Number of Contracts :	
Total amount :	

Legal base	Contract Number	Contractor Name	Type of contract	Description	Amount (€)

No data to be reported

ANNEX 4: Materiality criteria

Materiality of the amount at risk is obtained dividing the total of the net amounts at risks, by the total value of payments made for a given AAB activity and the administrative budget. The Commission threshold for materiality is set at below 2%.

For DG COMM, the **materiality** of residual weaknesses identified (i.e. 'net' after mitigating and corrective measures taken) is assessed on the basis of qualitative and/or quantitative criteria, in line with the Standing Instructions for the preparation of the Annual Activity Report².

The **qualitative assessment** includes an analysis of the causes and the types of errors (including whether they are repetitive and/or systemic) to conclude on the nature, context and/or scope of the weaknesses identified. This may refer to significant control system weaknesses or critical issues reported by the Authorising Officers by Sub-Delegation (AOSD), the European Court of Auditors (ECA), the Internal Audit Service (IAS), the Internal Audit Capability (IAC), DG BUDG or OLAF.

The **quantitative assessment** aims at estimating any financial impact ("amount at risk") resulting from the errors detected. In line with the standard materiality threshold proposed by the Standing Instructions for the preparation of Annual Activity Reports, DG COMM has set the materiality level for the amount at risk resulting from the residual errors at 2% of payments made for the relevant ABB activity.

This analysis is one of the building blocks of the assurance, logically supporting the five statements included in the Declaration of Assurance in the Annual Activity Report:

- True and fair view
- Resources used for the intended purpose
- Sound financial management
- Legality and regularity
- Non-omission of significant information

Methodology used

The main objective of the controls performed by DG COMM is to ensure the legality and regularity of transactions implemented each year as well as sound financial management. For this purpose, DG COMM has put in place a control system based on ex ante and ex post controls. The results derived from the sample basis controls are used to assess the residual risk of error linked to quantifiable errors (financial impact) and non-quantifiable errors (administrative and procedural errors).

DG COMM takes into account the result of other controls, if available, performed by the European Court of Auditors (ECA), the Internal Audit Service (IAS), the Internal Audit Capability (IAC), DG BUDG or OLAF.

DG COMM manages a register of exceptions and non-compliance events where weaknesses spotted are recorded. Actions are then taken by the responsible Authorising Officers by Sub-Delegation (AOSD) in order to correct the weaknesses in the control system and to avoid the future recurrence of those errors.

² Ares(2015)6007497 - 22/12/2015.

Control layers

Controls are performed at different stages of the financial transaction files, from the drafting stage of procedures to the final implementation of actions.

Procedural controls

- All grant and procurement procedures, including those below EUR 60,000, are initially processed by the Operational Units and Representations concerned. They can contact the COMM.D3 Helpdesk for ad hoc advice as needed throughout the preparatory phase.
- A first in-depth ex ante review by the DG's specialised central team is performed on all grants and all procurement procedures above EUR 60,000, as well as reopening of competition under framework contracts, prior to the launch of procedures. In addition, revision of procedures under this threshold, at this stage, is performed on request of the responsible AOSD. These revisions are applied for Headquarters (HQ) and Representations (REPs).
- A second in-depth ex ante check is performed by the DG's specialised central team on all grants and on all procurement procedures above EUR 60,000, as well as on reopening of competition under framework contracts, before the award decision is taken. These checks are applied for HQ and Representations.

Financial transactions controls

- All financial transactions are checked ex-ante by the financial verifying agent and then subsequently checked by the responsible AOSD. These financial verifying agent checks are performed for HQ by COMM.D3 and within each Representation by trained staff in the Representations itself.
- An ex ante second-level verification is performed on a sample of financial transactions (commitments, payments and recovery orders), using the MUS-DICE corporate system. These sample controls are performed by HQ, COMM.D3, for REPs' transactions.³
- An ex post on-the-spot review of Units at HQ and of REPs was performed on a sample of financial transactions (on the basis of a 3-year planning to cover all REPs). If a financial transaction is linked to a low-value procedure (< EUR 60,000), this procedure is checked accordingly.

Prioritised internal control standards (as per Management Plan)

In addition, prioritised internal control standards, annually defined in the Management Plan, are checked and controlled in the Representations and Units.

³ In May 2012, revised centralised financial circuits were set up for DG COMM's Headquarters providing more opportunities for harmonisation and simplification while reducing the number of staff directly involved in the financial management process (Efficiency gains). Ex-post control on financial transactions of Headquarters started in 2013 in order to offset the suppressed ex-ante control level 2 (MUS) on financial transactions carried out in Headquarters. Ares(2012)338185 – 22/03/2012.

I. Qualitative criteria for defining significant weaknesses

The different parameters relevant in DG COMM for determining significant weaknesses are the following ones:

- **Significant control system weaknesses:** significant control system weakness detected during the period, in reports made by Authorizing Officers by Sub-delegation (AOSD).
- **Significant shortcomings in internal control standards** appearing in the yearly survey on Internal control standards implementation by management.
- **Critical issues outlined by the European Court of Auditors, the Internal Audit Service, DG BUDG, OLAF and overall opinion of the Internal Audit Capability.**

When assessing the significance of any weaknesses, the following factors are taken into account:

- the nature and scope of the weakness;
- the duration of the weakness;
- the existence of compensatory measures (mitigating controls which reduce the impact of the weakness)
- the existence of effective corrective actions to correct the weaknesses (action plans and financial corrections) which have had a measurable impact.

Should a significant weakness be identified, the amount at risk is quantified as far as possible.

In addition, weaknesses which have a significant reputational impact on DG COMM, or on the Commission, will be reported in the ICS 8 Register. External and internal audit reports and ex-post control reports irrespective of the amount of damage to DG COMM's administrative and operational budget will also be taken into consideration when deciding whether to issue a reservation on a reputational basis.

II. Quantitative criteria for defining reservations

To quantify the potential financial impact of errors detected, it is necessary:

- ✓ **STEP 1: To determine the residual error rate** by
 - Determining the percentage of error in the audited sample of the population;
 - Determining the level of exposure across the entire population (by applying the detected error rates to the whole value of the population and to deduct the amounts corresponding to any corrective actions taken that have already effectively reduced the exposure);
- ✓ **STEP 2: To determine the "amount at risk" in the current financial year's budget,** taking into account the payments made
- ✓ **STEP 3: To determine the (financial) materiality,** compared to the payments made for a given ABB activity. This step is considered at ABB activity level and further explained in chapter 2.4.1).

1. GRANTS

For the management of grants, the assessment of the residual error rate and amount at risk not detected by the supervision and ex-ante elements of the internal control system is carried out through an analysis of the accumulated results of the ex-post audits.

1.1 STEP 1: Residual Error Rate

1.1.1. Adequacy of the audit scope

Auditable population (scope of the analysis) = value of all grants (i.e. final cost claim) for which the cost claim was processed before 31st December of the reporting year (= "closed" grants).

Audited population = value of "closed" grants audited and for which the audit report was finalised before 31st December of the reporting year.

The controls operated on these operations may result in the detection of compliance errors or irregularities. These are to be classified in two categories for the purpose of assessing their impact on the assurance:

- **Payment (amount) errors:** i.e. cases where, eligible amount would have been different. In this case, as long as it remains uncorrected, the difference in amount is to be treated as an error with its consequences on the error rate;
- **Procedural (grant selection and award) errors** are those which seriously impair the application of the principles of "equal treatment and transparency" and "award proposal with the best quality in the light of the objectives and priorities set", i.e. cases where the grant beneficiary selected might have been different if the procedure would have been correctly applied. In these cases, the size of the error is, by default, set at 100% of the transaction amount and included into the calculation of DG COMM error rate. This is in line with ECA's approach and is necessary to comply with the principle of transparency and allow stakeholders to compare the Commission's error rate with the one published by the ECA.

1.1.2. Raw results of the audits finalised

Detected error (amount) = For audited grants, total grant value as initially paid after the ex-ante controls minus grant value as calculated after the ex-post control

Detected error rate (%) = Detected error divided by the grant value as initially paid after the ex-ante controls

1.1.3. Determination of the residual error rate

Uncorrected detected errors (amount) = All detected errors pending recovery

Residual error rate in the audited population (%) = Uncorrected amount divided by audited population

Residual error rate in the entire population = (uncorrected errors detected in the audited population plus detected error rate multiplied by the non-audited population) divided by entire population

1.2. STEP 2: Financial exposure from errors in terms of "amount at risk"

Amount at risk =

- (gross) 'amount at risk' = applying the (representative) detected error rate to the (full) "value" of the payments made (see above)
- (net) 'amount at risk' = (gross) 'amount at risk' minus any errors that have been corrected

Errors are reported:

For ex ante control: after conclusion is reached with the service involved in the affected operation or the exception event is registered in Ares

For ex post control: after the final report of control or non-compliance event are registered in Ares

Payment (amount) errors are considered as corrected when the corresponding recovery order or compensation payment is introduced in the ABAC accounting system.

2. PROCUREMENTS

2.1. STEP 1: Residual Error

Procurement-related errors can occur both in contracts awarded by the Commission and in contracts awarded by grant beneficiaries who subsequently submit the expenditure for reimbursement.

However, errors incurred by grant beneficiaries are covered under the sections related to grants, whereas this section only covers the errors potentially occurring in contracts awarded by DG COMM.

The controls performed on these operations may result in the detection of compliance errors or irregularities. These are to be classified in two categories for the purpose of assessing their impact on the assurance:

- **Payment (amount) errors:** i.e. cases where, the amount paid would have been different. In this case, as long as it remains uncorrected, the difference in the amount is to be treated as an error with its consequences on the error rate;
- **Procedural (contract selection and award) errors** are those which seriously impair the application of the principles of "open, fair, transparent competition" and "award to the best qualified bidder", i.e. cases where the contractor selected might have been different if the procedure would have been correct. In these cases, the size of the error is, by default, set at 100% of the transaction amount and included into the calculation of DG COMM's error rate. This is in line with the ECA's new approach and is necessary to comply with the principle of transparency and allow stakeholders to compare the Commission's error rate with the one published by the ECA.

2.2 STEP 2: Financial exposure from errors in terms of cumulative "amount at risk"

The financial exposure combines the value of the 2 types of errors:

- **Quantitative errors for payment (amount) errors:** the amount at risk is the real actual 'net'⁴ financial impact of the errors and its 'quantitative' materiality is considered for a potential financial reservation.
- **Non-quantitative substantial errors for procedural matters** (contract selection and award criteria). DG COMM applies the ECA approach of determining 100% value of contracts with serious infringements in the case(s) of:
 - No tendering or restricted tendering for the main or supplementary contracts (except where explicitly allowed by the legal framework);
 - Inappropriate assessment of bids affecting the outcome of the tender;
 - Substantial change of the contract scope;
 - Splitting of contracts in order to bring projects below the thresholds although they are related to the same economic objective(s).

Although the "error rate" from such procedural errors may be considered as up to 100% (i.e. in full transparency and in line with the ECA approach), DG COMM may choose to the DG BUDG guidance on the assessment of such errors when determining the actual budgetary and/or reputational impact. Therefore, the AOD may consider such errors being "systematic" (e.g. repetitive for a certain Representations; leading to a potential reputational reservation) or having "no actual financial impact" on the EU-budget (e.g. maintaining the 100% error rate, but choosing to consider the financial impact and the amount at risk as being 0 EUR).

Errors are reported:

For ex ante control: after conclusion reached with the service involved in the affected operation or exception event is registered in Ares.

For ex post control: after final report of control or non-compliance event are registered in Ares.

Payment (amount) errors are considered as corrected when the corresponding recovery order or compensation payment is introduced in the ABAC accounting system.

III. ABB-Materiality of the amount at risk

Materiality is assessed at the level of an ABB Activity.

The materiality of the amount at risk is obtained by dividing the total of the ('net') amounts at risk as defined following the methodology explained under this annex, by the total value of payments made, for a given ABB Activity.

⁴ Any correction actually made by the Commission should be deducted from the detected error.

An average error rate higher than 2% should lead to a reservation in the AAR, but this would need, in any case, to be further analysed.

Therefore, in the event that the average error rate is higher than the 2% materiality threshold at ABB level, the Directorate-General would assess the details of each ABB activity separately in order to identify the appropriate level *within* the ABB activity (e.g. programme etc.) at which a reservation needs to be issued and corrective measures applied to remedy the control weaknesses identified.

ANNEX 5: Internal Control Template(s) for budget implementation (ICTs)

Name the type of expenditure to which the ICT applies⁵ (grants direct management / procurement direct management / shared management / indirect entrusted management / Financial Instruments / Non-Expenditure Items⁶). The generic ICTs for the above expenditure types are published on BUDGweb.

1. Procurement (direct management)

Main control objectives: Ensuring legality, regularity, effectiveness and efficiency of procedures launched by DG COMM.

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 PER YEAR
<p>The needs/purpose of the procurement are not well defined consequently the resulting contract is inappropriate to meet the operational objectives.</p> <p>(Potentially) limited number of offers due to poor definition of tender specifications.</p>	<p>AOSD supervision and approval of specifications.</p> <p><u>Operational units initiate and verify all files.</u> HQ centralised helpdesk function is provided to the operational units (on a voluntary request basis) in order to give advice on the implementation of rules and procedures in accordance with financial regulation and its rules of implementation.</p> <p><u>Ex ante second/in-depth review</u> of public procurement procedures is</p>	<p>100% of specifications are scrutinised by AOSD and their Services.</p> <p>All procurement files and partial additional advice for some files depending on the needs of operational services.</p> <p>All procurement files superior to</p>	<p>Estimate of costs of staff involved in the activity and the cost of the external services (if applicable)</p>	<p>Number of questions replied</p> <p>Number and</p>

⁵ One ICT is required per type of expenditure managed by the DG. As regards cost benefits indicators for the external aid policy area, the aid delivery methods (procurement and grants, contribution agreements, budget support etc.), the management modes or distinct internal control systems or alternatively the different cooperation instruments could be used, as long as the relevant indicators are reported accordingly in the AAR under sections 2.1 and 2.2.

⁶ For specific types of expenditure that do not fit in the categories mentioned (e.g. Budget support) use the same template and name it accordingly.

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 PER YEAR
<p>The most economically advantageous offer not being selected due to an inaccurate evaluation process.</p>	<p>provided by specialised centralised team. The revision comprises the verification of files prior to the launch of procedures, whether open, restricted or low value procedures applying relevant rules and regulations.</p> <p><u>Ex-ante second/in-depth checks</u> are provided to ensure the quality control of the tender from publication, evaluation and award before signature of the contract. Missing documents and clarifications are requested. When necessary, recommendations to modify Evaluation Reports to ensure coherence between the points and the comments, as well as requests to correct calculation errors in the financial offers are transmitted to the AOSD.</p> <p>Opening and Evaluation Committees declaration of absence of conflicts of interests.</p> <p>Exclusion and selection criteria documented.</p> <p>Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision and/or Ombudsman complaint</p>	<p>EUR 60,000.</p> <p>All procurement files superior to EUR 60,000.</p> <p>100% when conditions are fulfilled.</p> <p>100% when conditions are fulfilled.</p> <p>100% when conditions are fulfilled.</p>		<p>amount of files revised</p> <p>Number and amount of files checked (by ex-ante controllers)</p>

1a) Financial transactions – Procurement

Main control objectives: Ensuring legality, regularity, effectiveness and fraud protection of financial transactions.

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 PER YEAR
<p>The products/services/works foreseen are not, totally or partially, provided and/or the amounts paid exceed the due amount.</p>	<p>Verification of the implementation of the Internal Control Standards for effective management – in HQ and Representations; Verification of financial transactions in HQ and Representations.</p> <p><u>For HQ:</u></p> <ul style="list-style-type: none"> Centralised financial cell performs all checks on all financial transactions, with strict segregation of duties between financial agents, following the dedicated checklist and providing guidance and reports to operational units in order to streamline the processes. <p><u>For Representations:</u></p> <ul style="list-style-type: none"> Decentralised financial circuits; Operational and financial checks performed in each Representation. Central 2nd level financial control (performed by HQ/COMM.D3). 	<p>Representative sample of financial transactions Verification of prioritized in the DG management plan internal control standards.</p> <p>All financial transactions.</p> <p>All financial transactions.</p> <p>A representative sample of financial transactions is checked.</p>	<p>Estimate of costs of staff involved in the activity and the cost of the external services (if applicable)</p>	<p>Number and amount of operations verified, for reporting year.</p> <p>Number and amount of operations verified, for reporting year.</p> <p>Number and amount of operations verified, for reporting year.</p> <p>Amount at risk and its materiality by budget line</p>

1 b) Ex post control - Procurement

Main control objectives: to ensure legality, regularity, effectiveness and fraud protection of financial transactions.

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 PER YEAR
The actions foreseen are not totally or partially, provided in accordance with procurement requirements foreseen in the contracts and/or non-eligible costs are paid to the contractors.	<u>On the spot ex-post controls</u> by centralised unit with own staff; detailed checks; risk-based selection of beneficiaries; final report finalised after contradictory procedure, decentralized decision by AOSD on the financial effect of the controls.	Control performed on a risk-based sample and on <i>ad hoc</i> request by Representations and Units.	Estimate of costs of staff involved in the activity and the cost of the external services (if applicable)	Number of procurement files controlled on the spot Detected error rate, financial impact, residual error rate

2. Grants (direct management): programming, selecting and awarding

Main control objectives: Ensuring legality, regularity, effectiveness and efficiency of procedures launched by DG COMM.

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 PER YEAR
<p><i>The needs/purpose of the calls for proposals do not adequately reflect the policy objectives, - possibly the eligibility, selection and award criteria are not adequate to ensure the successful evaluation of the proposals.</i></p> <p><i>Selecting and awarding:</i> The evaluation, ranking and selection 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 and subsequent calls for proposals.</p>	<p>Hierarchical validation within the authorizing department.</p> <p>Assessment by assigned staff.</p> <p><u>Operational units initiate and verify all files.</u> The HQ's centralised helpdesk function is provided to the operational units (on a voluntary request basis) in order to give advice on the implementation of rules and procedures in accordance with financial regulation and its rules of implementation.</p> <p><u>Ex-ante second/in-depth review</u> of public procurement procedures is provided by specialised centralised team. The revision comprises the verification of files prior to the launch of procedures applying relevant rules and regulations.</p> <p><u>Ex-ante second/in-depth checks</u> are provided to ensure the quality control of the tender from publication, evaluation and award before signature of the contract. Missing documents and clarifications are requested. When necessary, recommendations to modify Evaluation Reports to ensure coherence between the points and the comments, as well as requests to correct calculation errors in the financial offers are transmitted to the AOSD.</p>	<p>100% of proposals are evaluated.</p> <p>All grants files > EUR 60,000.</p> <p>All grants files.</p>	<p>Estimate of costs of staff involved in the activity and the cost of the external services (if applicable)</p>	<p>Number of questions treated during the preparation of a particular procedure in framework of the work programme</p> <p>Number of questions replied during the year.</p> <p>Number and amount of files revised</p> <p>Number and amount of files checked (by ex-ante controllers)</p> <p>Time to grant</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 PER YEAR
	Opening and Evaluation Committees declaration of absence of conflicts of interests.	100% when conditions are fulfilled.		
	Exclusion and selection criteria documented.	100% when conditions are fulfilled.		

2 a) Financial transactions - grants

Main control objectives: Ensuring legality, regularity, effectiveness and fraud protection of financial transactions.

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 PER YEAR
<p>The actions foreseen are not, provided in accordance with the grant agreement requirements and/or the amounts paid exceed that due.</p> <p>Financial transactions are not correctly registered in the accounting system (ABAC).</p>	<p>Verification of the implementation of the Internal Control Standards for effective management – in the HQ and Representations;</p> <p>Verification of financial transactions in HQ and Representations.</p> <p><u>For HQ:</u></p> <ul style="list-style-type: none"> Centralised financial cell performs all checks on all financial transactions, with strict segregation of duties between financial agents, following the dedicated checklist and providing guidance and reports to operational units in order to streamline the processes. <p><u>For Representations:</u></p> <ul style="list-style-type: none"> Decentralised financial circuits; Operational and financial checks performed in each Representation. Central 2nd level financial control (performed by HQ, COMM.D3). 	<p>All financial transactions.</p> <p>All financial transactions.</p> <p>A representative sample of financial transactions is checked.</p>	<p>Estimate of costs of staff involved in the activity and the cost of the external services (if applicable)</p>	<p>Number and amount of files revised</p> <p>Number and amount of operations verified for reporting year</p> <p>Amount at risk and its materiality by budget line</p>

2 b) Ex-post control – grants

Main control objectives: to ensure legality, regularity, effectiveness and fraud protection of financial transactions.

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 actions foreseen are not, totally or partially, provided in accordance with grant's requirements foreseen in the grant agreement and/or non-eligible costs are paid to the beneficiary.</p>	<p>On the spot ex post controls by centralised unit with own staff; detailed checks; risk-based selection of beneficiaries; final report finalised after contradictory procedure, decentralised decision by AOSD on the financial effect of the controls (Recovery orders, additional payments).</p>	<p>Control performed on a risk-based sample and on <i>ad hoc</i> request by Representations and Units.</p>	<p>Estimate of costs of staff involved in the activity and the cost of the external services (if applicable)</p>	<p>Number of grant beneficiaries controlled on the spot, in the year</p> <p>Number and amount of recovery orders issued in the year</p> <p>Detected error rate, Residual error rate</p>

ANNEX 6: Implementation through national or international public-sector bodies

Not Applicable

ANNEX 7: External assistance management report (EAMR) of the Union Delegations

Not Applicable

ANNEX 8: Decentralised agencies

Not Applicable

ANNEX 9: Evaluations and other studies finalised or cancelled in 2015

REFEREN CE NO OF ANNEX 4 MP2015	TITLE	REASON 1	SCOPE 2	TYPE OF EVALUATION OR OTHER STUDY			ASSOCIAT ED DGS	COSTS (EUR)	COMMENTS	REFERENCE	CANCELLED
				Focus 3	Author4	Type 5					
I. EVALUATIONS FINALISED OR CANCELLED IN 2015											
A. EVALUATIONS FINALISED IN 2015											
1	Europe Direct Contact Centre (EDCC)	0	Assess the operation of the EDCC with a view to informing the future procurement procedure to renew the EDCC Framework Contract	P/R	E	C		187,900		http://ec.europa.eu/smart-regulation/evaluation/search/download.do?documentId=14017597	
2	Evaluation of effectiveness of AV services	0	Fitness Check	P	E	C		180,475	Not published		
3	Share Europe Online pilot project	0	Decentralised social media	P/R	E	C		85,450		http://ec.europa.eu/smart-regulation/evaluation/search/download.do?documentId=13926211	
4	Corporate communication pilot project	LMFF	Evaluation required by decision SEC(2013)486	P/R	E	C	all	310,400		http://ec.europa.eu/smart-regulation/evaluation/search/download.do?documentId=14626837	
B. EVALUATIONS CANCELLED IN 2015											
	N/A										

II. OTHER STUDIES FINALISED OR CANCELLED IN 2015

A. OTHER STUDIES FINALISED IN 2015

15	Eurobarometer: Europeans in 2015	0	Eurobarometer gives statistically reliable information on public opinion in all 28 Member States. Scope = over 500 million people	P/R	E	C	400,000	To give a snapshot of public opinion after 3 months of the new College	http://bookshop.europa.eu/en/european-citizenship-pbNA0115666/
16	Standard Eurobarometer Spring	0					1,000,000	Biannual monitoring of public opinion for the College	http://bookshop.europa.eu/en/public-opinion-in-the-european-union-pbNA0115664/
17	Standard Eurobarometer Autumn	0	Eurobarometer gives statistically reliable information on public opinion in all 28 Member States. Scope = over 500 million people	P/R	E	C	1,000,000	Biannual monitoring of public opinion for the College	

B. OTHER STUDIES CANCELLED IN 2015

N/A									
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1 L - legal act, LMFF - legal base of MFF instrument, FR - financial regulation, REFIT, CWP - 'evaluate first', O - other (please specify in Comments)

2 specify what programme/regulatory measure/initiative/policy area etc. has been covered

3 P - prospective, R - retrospective, P/R - prospective and retrospective

4 E - external, I - internal, M - mixed (internal with external support)

5 FC - fitness check, E - expenditure programme/measure, R - regulatory measure (not recognised as a FC), C - communication activity, I - internal Commission activity, O - other - please specify in the Comments

ANNEX 10: Specific annexes related to "Management of Resources"

TABLE 1: EX ANTE SECOND LEVEL CONTROL OF FINANCIAL TRANSACTIONS IN THE REPRESENTATIONS

VALUE OF ERRORS	VALUE OF CHECKED TRANSACTIONS	TOTAL VALUE OF TRANSACTIONS	% OF VALUE CHECKED	PAYMENT (AMOUNT) ERRORS	PROCEDURAL (EXCLUSION, SELECTION, AWARD) ERRORS	DETECTED ERROR RATE	CORRECTIONS MADE (OF PAYMENT AND PROCEDURAL ERRORS)	RESIDUAL ERROR RATE
16.01 administrative expenditure of the communication - policy area	26,926,773	65,201,419	41%			0.0%	0	0.0%
16.02 communication actions	0	90,137	0%				0	
16.03 fostering european citizenship	8,265,810	62,073,651	13%	794	150,038	1.8%	60,794	1.7%
Others bl, ro, vat and liaison accounts	392,944	1,770,799	22%			0.0%	0	0.0%
TOTAL	35,585,528	129,136,007	28%	794	150,038	0.4%	60,794	0.4%

FREQUENCY OF ERRORS	NUMBER OF CHECKED TRANSACTIONS	TOTAL NUMBER OF TRANSACTIONS	% OF NUMBER CHECKED	PAYMENT (AMOUNT) ERRORS	PROCEDURAL (EXCLUSION, SELECTION, AWARD) ERRORS	FREQUENCY OF ERROR
16.01 Administrative expenditure of the Communication - policy area	368	14,184	2.6%	0	0	0.0%
16.02 Communication actions	0	72	0.0%	0	0	
16.03 Fostering European Citizenship	467	13,189	3.5%	3	5	1.7%
Others BL, RO, VAT and liaison accounts	34	1,193	2.8%	0	0	0.0%
TOTAL	869	28,638	3.0%	3	5	0.9%

TABLE 2: BEST CONSERVATIVE ERROR RATE ESTIMATE FOR SPENDING AREAS WITH NO ERROR DETECTED

for procurement on budget lines 16.01 and for other BL the best estimation is detected error rate 2014 in procurement on budget line 16.01	0.6%
for delegation agreement (16.03) the best estimation is middle of the range 0% and 2%	1.0%
for procurement on budget line 16.02 (no transaction checked) the best estimation is detected error rate 2015 in procurement on budget line 16.03	1.8%
for grants with eligible costs the best estimation is detected error rate in this kind of grants found in 2014 (Mazar's audit)	1.2%
for grants with lump sums there is no financial risk attached	0.0%

TABLE 3: CALCULATION OF AMOUNT AT RISK FOLLOWING RESIDUAL ERROR RATE*RESIDUAL ERROR RATE X VALUE OF AUTHORISED PAYMENT = AMOUNT AT RISK*

ABB- TOTAL VALUE OF PAYMENTS MADE	PROCUREMENT	GRANT	DELEGATION AGREEMENT	TOTAL
16.01 Administrative expenditure of the Communication - policy area	43,350,409			43,350,409
16.02 Communication actions	453,878			453,878
16.03 Fostering European Citizenship	58,673,968	12,083,719	149,494	70,907,182
other BL	9,866,889			9,866,889
TOTAL	112,345,145	12,083,719	149,494	124,578,359

AMOUNT AT RISK	PROCUREMENT	GRANT	DELEGATION AGREEMENT	TOTAL
16.01 Administrative expenditure of the Communication - policy area	0			0
16.02 Communication actions	0			0
16.03 Fostering European Citizenship	1,009,872	0	0	1,009,872
other BL	0			0
TOTAL	1,009,872	0	0	1,009,872

ABB-MATERIALITY OF THE AMOUNT AT RISK	PROCUREMENT	GRANT	DELEGATION AGREEMENT	TOTAL
16.01 Administrative expenditure of the Communication - policy area	0.0%			0.0%
16.02 Communication actions	0.0%			0.0%
16.03 Fostering European Citizenship	1.7%	0.0%	0.0%	1.4%
other BL	0.0%			0.0%
TOTAL	0.9%	0.0%	0.0%	0.8%

TABLE 4: CALCULATION OF AMOUNT AT RISK FOLLOWING WEIGHTED AVERAGE ERROR RATE**DETECTED OR ESTIMATED ERROR RATE X VALUE OF AUTHORISED PAYMENT = AMOUNT AT RISK**

ABB- TOTAL VALUE OF PAYMENTS MADE	PROCUREMENT	GRANT	DELEGATION AGREEMENT	TOTAL
16.01 Administrative expenditure of the Communication - policy area	43,350,409	0	0	43,350,409
16.02 Communication actions	453,878	0	0	453,878
16.03 Fostering European Citizenship	58,673,968	12,083,719	149,494	70,907,182
other BL	9,866,889	0	0	9,866,889
TOTAL	112,345,145	12,083,719	149,494	124,578,359

ABB-MATERIALITY OF THE AMOUNT AT RISK	PROCUREMENT	GRANT	DELEGATION AGREEMENT	TOTAL
16.01 Administrative expenditure of the Communication - policy area	<u>0.6%</u>			0.6%
16.02 Communication actions	<u>1.8%</u>			1.8%
16.03 Fostering European Citizenship	1.8%	<u>0.1%</u>	<u>1.0%</u>	1.5%
other BL	<u>0.6%</u>			0.6%
total	1.2%	0.1%	1.0%	1.13%

Average Recoveries and Corrections (%) Source: DG BUDG (ABAC recovery context) **0.75%**

AMOUNT AT RISK	PROCUREMENT	GRANT	DELEGATION AGREEMENT	TOTAL
16.01 Administrative expenditure of the Communication - policy area	<u>260,102</u>			260,102
16.02 Communication actions	<u>8,282</u>			8,282
16.03 Fostering European Citizenship	1,070,667	<u>9,391</u> ⁷	<u>1,495</u>	1,081,553
other BL	<u>59,201</u>			59,201
total	1,398,253	9,391	1,495	1,409,139

Expected recoveries and corrections related to the payments made **931,218**

7 COMM has two types of grant. The majority are lump sums for which the estimated error rate is 0%. The other grants are on the basis of real costs and the estimated error rate for these is 1.2%. When these two rates are applied to the amounts paid for the respective grants, the final estimated amount at risk is 9391 which corresponds to 0.1% of the total amount paid.

ANNEX 11: Specific annexes related to "Time-based effectiveness indicators for grants"

	Average Time to inform (days)	Average Time to grant (days)	Average Total time (days)	Total value of grants (€)	Number of grants
Austria	79	29	108	259,500	11
Belgium	89	20	109	297,000	12
Bulgaria	190	10	200	332,400	17
Croatia	72	13	85	247,600	13
Cyprus	57	18	75	98,085	4
Czech Rep	68	35	103	242,400	13
Denmark	82	14	96	107,000	5
Estonia	67	24	91	139,200	9
Finland	43	62	106	186,000	8
France	74	39	113	1,882,003	92
Germany	73	73	146	1,304,500	55
Greece	62	22	84	423,000	17
Holland	37	66	103	334,500	15
Hungary	28	55	83	381,600	20
Ireland	97	41	138	200,000	1
Italy	42	103	145	887,250	51
Latvia	50	50	100	168,400	9
Lithuania	22	44	66	200,000	10
Luxembourg	34	133	167	50,000	2
Malta	80	33	113	58,800	3
Poland	53	96	149	612,000	31
Portugal	104	7	111	468,500	19
Romania	40	51	91	610,800	31
Slovakia	74	24	98	228,400	12
Slovenia	89	7	96	220,500	9
Spain	72	81	153	1,323,055	62
Sweden	31	76	107	452,500	19
UK	77	61	138	658,835	34
GRAND TOTAL	67	55	122	12,373,828	584
EC benchmark	180	90	270		

Definitions

- time to inform: period between application deadline and date of informing applicants of the outcome of the procedure
- time to grant: period between date of informing applicants of the outcome of the procedure and date of signature of the grant agreement
- total time: time to inform + time to grant

ANNEX 12: Specific annexes related to "Cost benefit analysis"

PROCUREMENT	STAFF COSTS	OTHER COSTS	TOTAL COSTS	PAYMENTS MADE OR VALUE OF PROCUREMENT & GRANTS CONTRACTED OR VALUE OF CONTROLLED TRANSACTIONS	% TOTAL COSTS / PAYMENTS MADE OR GRANTS CONTRACTED OR CONTROLLED TRANSACTIONS	BENEFIT OF CONTROLS	NET COST OR BENEFIT (TOTAL COSTS - BENEFIT OF CONTROLS)	% NET COSTS OR BENEFIT / PAYMENTS MADE OR GRANTS CONTRACTED OR CONTROLLED TRANSACTIONS
procurement total costs	8,724,857	0	8,724,857	112,494,639	7.8%	709,873	8,014,984	7.1%
ex ante pre-contractual checks	2,373,562	0	2,373,562	158,209,557	1.5%	0	2,373,562	1.5%
ex ante financial and operational management	5,881,898	0	5,881,898	112,494,639	5.2%	597,337	5,284,560	4.7%
ex post control of financial transactions	469,398	0	469,398	18,675,671	2.5%	112,536	356,862	1.9%
GRANTS								
grant total costs	864,413	0	864,413	12,083,719	7.2%	358,143	506,271	4.1%
ex ante pre-contractual checks	471,215	0	471,215	12,711,041	3.7%	0	471,215	3.7%
ex ante financial and operational management	299,603	0	299,603	12,083,719	2.5%	149,769	149,834	1.2%
ex post control of financial transactions	93,596	0	93,596	1,317,437	7.1%	208,374	-114,778	-8.7%
ALL								
all total costs	9,589,271	0	9,589,271	124,728,359	7.7%	1,068,016	8,521,255	6.8%
ex ante pre-contractual checks	2,844,777	0	2,844,777	170,920,598	1.7%	0	2,844,777	1.7%
ex ante financial and operational management	6,181,500	0	6,181,500	124,578,359	5.0%	747,106	5,434,394	4.4%
ex post control of financial transactions	562,994	0	562,994	19,993,108	2.8%	320,910	242,084	1.2%

BENEFIT FROM CONTROLS	PROCUREMENT	GRANTS	TOTAL
* Recovery orders:	112,536	208,374	320,910
* Credit notes with beneficiary, documentation and procedural related errors and financial errors in claim	597,337		597,337
* Non eligible amount for grants		149,769	149,769
TOTAL	709,873	358,143	1,068,016

* Source: DG BUDG (ABAC recovery context)

Number of transactions processed	33,688
payments	27,886
commitments	5,465
recovery orders	337
average cost per transaction in terms of authorised payments	183

Corrective capacity DG COMM in 2015	0.86%
corrections	1,068,016
payments made	124,578,359

ANNEX 13: Specific annexes related to "Budget implementation tasks entrusted to others DGs and entities"

Cross-sub-delegations to other DGs

Cross-sub-delegation to DG COMPETITION:

Budget line: 16 03 02 04 General report and other publications

- o Amount for 2015: 0 in commitment appropriations
- o Amount committed in 2015: 0
- o Amount paid in 2015: EUR 7,514.95
- o Purpose of the cross-sub-delegation: Publication of reports, brochure and folders of DG COMP.
- o Application of the internal control system: The cross-subdelegation agreement requires the AOD having received the sub-delegation to report on the use of these appropriations. In his report, the AOD did not communicate any events, control results or issues which could have a material impact on assurance.

Cross-sub-delegation to the LEGAL SERVICE:

Budget line: 16 01 60 00 Purchase of information

- o Amount for 2015: EUR 70,300 in commitment appropriations
- o Amount committed in 2015: EUR 70,300
- o Amount paid in 2015: EUR 61,562.38
- o Purpose of the cross-sub-delegation: The cost of subscriptions, access to electronic information services and external databases, acquisition of electronic media (CD-ROMs etc.), and the training and support required for accessing this information.
- o Application of the internal control system: The cross-subdelegation agreement requires the AOD having received the sub-delegation to report on the use of these appropriations. In his report, the AOD did not communicate any events, control results or issues which could have a material impact on assurance.

Cross-sub-delegation to DG AGRI:

Budget line: 16 01 60 00 Purchase of information

- o Amount for 2015: EUR 0 in commitment appropriations
- o Amount for 2015: EUR 0
- o Amount paid in 2015: EUR 0
- o Purpose of the cross-sub-delegation: provide information to staff and support the sharing of knowledge and information.
- o Application of the internal control system: N/A

Cross-sub-delegation to OP:

Budget line: 16 03 02 04 General Report and other publications

- o Amount for 2015: EUR 1,100,000 in commitment appropriations
- o Amount committed in 2015: EUR 1,100,000
- o Amount paid in 2015: 1,220,531.90
- o Purpose of the cross-sub-delegation: Simplification of the administrative arrangement with OP for the production of our publications.
- o Application of the internal control system: The cross-delegation agreement requires the AOD of each DG to report on the use of these appropriations. In her report, the AOD did not communicate any events, control results or issues which could have a material impact on assurance.

Cross-sub-delegation to DIGIT:

Budget lines: 16.010211.00.05 Other Management expenditures

- o Amount for 2015: EUR 537 000 in commitment appropriations
- o Amount committed in 2015: EUR 536,826.93
- o Amount paid in 2015: EUR 16,959.60
- o Purpose of the cross-sub-delegation: migration of DG COMM sites to the "Next EUROPA" platform; Memorandum of Understanding COMM – 586 -00
- o Application of the internal control system: The cross-delegation agreement requires the AOD of each DG to report on the use of these appropriations. In his report, the AOD does not communicate any events, control results or issues which could have a material impact on assurance.

Cross-sub-delegation to the DG BUDG:

Budget lines:

1. 16 03 01 03 Information Outlets

- o Amount for 2015: EUR 0 in commitment appropriations
- o Amount committed in 2015: EUR 0
- o Amount paid in 2015: EUR 0

2. 16 03 01 04 Communication of the Commission Representations

- o Amount for 2015: EUR 63,646.02 in commitment appropriations
- o Amount committed in 2015: EUR 53,585.92
- o Amount paid in 2015: EUR 51,314.67
- o Purpose of the cross-sub-delegation: Support of DG BUDG external communication activities.
- o Application of the internal control system: The cross-subdelegation agreement requires the AOD having received the sub-delegation to report on the use of these appropriations. In his report, the AOD did not communicate any events, control results or issues which could have a material impact on assurance.

Cross-sub-delegation to the DG CNECT:

Budget line: 16 01 04 02 Support expenditure for communication actions

- o Amount for 2015: EUR 125,000 in commitment appropriations
- o Amount committed in 2015: EUR 125,000
- o Amount paid in 2015: none – 0
- o Purpose of the cross-sub-delegation: Support the multimedia actions of DG CNECT
- o Application of the internal control system: The cross-subdelegation agreement requires the AOD having received the sub-delegation to report on the use of these appropriations. In his report, the AOD did not communicate any events, control results or issues which could have a material impact on assurance.

Cross-sub-delegation to OIB:

Budget line: 16 01 03 03 Buildings and related expenditure

- o Amount for 2015: EUR 384,418.32 in commitment appropriations
- o Amount committed in 2015: EUR 384,418.32
- o Amount paid in 2015: 285.936,38
- o Purpose of the cross-sub-delegation: Office space for the Representation in Belgium
- o Application of the internal control system: The cross-delegation agreement requires the AOD of each DG to report on the use of these appropriations. In her report, the AOD did not communicate any events, control results or issues which could have a material impact on assurance.

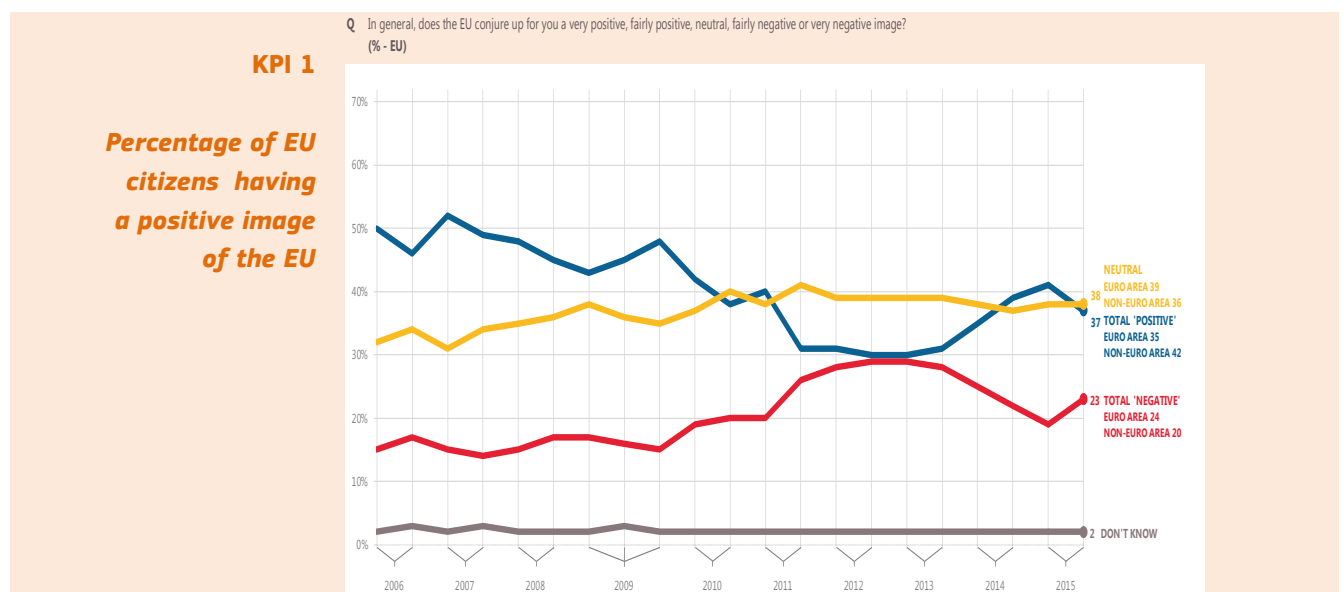
ANNEX 14: Performance tables

DG COMM GENERAL OBJECTIVE MANAGEMENT PLAN 2015

Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making process and they know about their rights in the EU.

- **Listen:** As an **executive service**, DG COMM ensures that high quality country specific information and analysis are fed into the College's decision making process.
- **Advise:** As a **corporate service**, DG COMM ensures that all relevant Commission's services contribute to a coherent and effective corporate communication on the Commission's priorities.
- **Engage:** As a **communication service**, DG COMM ensures that a simple, clear and understandable message focussed on Commission's priorities is communicated to the media and other multipliers and to EU citizens and engages with them.

RESULT/IMPACT INDICATOR	TARGET (OR MILESTONES)	LATEST KNOWN RESULTS AS PER ANNUAL ACTIVITY REPORT
Ultimate impact	Stable Positive image of the EU \geq 50% in 2020	37 % of EU citizens have a positive image of the EU in November 2015 Status as of 31 December 2015 Total "Positive": 37 % Neutral: 38 % Total "Negative": 23%



Policy related outputs

N.A.

DG COMM AS EXECUTIVE SERVICE

Specific objective EXECUTIVE SERVICE 1: Improving feedback to College, Cabinets and services through country specific political and economic information and analysis Non programme-based

Output indicator 1: Number of political and economic reports and analysis produced

Political reports and ESO reports from the Representations.

Source of data: Political reporting tool and statistics on (internal COMM.B data).

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020
940	Political reports: 669	500	500

Output indicator 2: The number of EDIC coordination meetings organised by Representations

Source of data: Response from question to be put to Representations.

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
Network coordination meetings organised by the Representations	57	30 (Events and Actions database)	50

Output indicator 3⁸: Number of feedback reports requested by Commission

Source of data: Information provided in specific reports by EDCC. As per the contract, the contractor may be asked for these reports by DG COMM on a regular or ad hoc basis, on specific policy areas and/or hot topics.

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
30	N/A ⁹	30 ¹⁰	30

Policy related outputs

N.A.

Specific objective EXECUTIVE SERVICE 2: College and Cabinets are well-informed via Eurobarometer surveys and media monitoring and analysis (as elements of informed decision making) Non programme-based

Output indicator 1: College, cabinets and services use of Eurobarometer¹¹ results for decision making or communication purposes

- Number of EB-presentations handed out / discussed in College meeting.
- Number of political executive summaries prepared for Cabinets.

Source of data: COMM.A1

⁸ Output indicators 3 is discontinued/replaced by monthly reports to Cabinet.

⁹ Output indicators 3 is discontinued.

¹⁰ Number of feedback reports requested depends heavily on political developments. Example: In 2015, the EDCC requested one feedback report related to the 10 Commission priorities.

¹¹ http://ec.europa.eu/public_opinion/index_en.htm

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020
<ul style="list-style-type: none"> 12 43 	<ul style="list-style-type: none"> 4 15 	<ul style="list-style-type: none"> 12 40 	<ul style="list-style-type: none"> 12 40

Result indicator 2: Cabinet survey on Eurobarometer use and production of Eurobarometer products

In the Eurobarometer programming for 2015 (Ares (2014)3269492 of 3.10.2014), an executive summary for the Cabinet concerned becomes an obligation. The survey among Cabinets will aim to assess whether the instrument is being well used and further improve the programming for 2016 and beyond.

- Overall rate of satisfaction

Source of data: COMMA1 survey.

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020
N.A.	N.A.	70%	75%

Result indicator 3: Satisfaction rate on the media monitoring services

Source of data: Internal COMMA3. Survey conducted by the end of 2015.

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020
N.A	76%	70%	75% overall satisfaction

Policy related outputs

Eurobarometer 83 and 84

DG COMM AS CORPORATE SERVICE

Specific objective CORPORATE SERVICE 1: Implementation of the digital transformation project by 2017 Non programme-based

Output indicator 1: Progress in the building of the Commission's new web presence (formerly "Number of Commission websites and webpages (content) cut)

The digital transformation programme aims to create one single coherent, relevant and cost effective web presence for the entire Commission by the end of 2017. As of 2015 the programme needs to change indicators, as it shifts from the rationalisation and research phase to the building phase. Following the publication of a beta version of the site, the current web content organised DG by DG will be transitioned into a thematic grouping 'classes' of content.¹²
Source of data: DG COMM A5 Digital Transformation Programme.

Baseline 31/10/2014	Status as of 31 December 2015	Milestone 2017	Target 2020
34.9% of websites cut for 11 pilot DGs 50.4% of webpages cut for 11 pilot DGs 20.5% of websites ¹³ cut for all DGs 26.7% of webpages ¹⁴ cut for all DGs	The beta version of the Commission's new web presence is 100% ready. 8 classes at 15% (8% overall completion)	15 classes transitioned 100 %	One coherent web presence for the entire Commission, to be continuously improved and maintained

Policy related outputs

N.A.

Specific objective CORPORATE SERVICE 2: To raise public awareness about the EU as a whole, its values and political priorities and its work to address current issues Non programme-based

Output indicator 1: Cumulative total number of people reached with the messages of an integrated communication campaign

"Reach" is one of two key performance indicators for the corporate pilot campaign in 2014-2015, as defined by the Communication Steering Board. It was chosen as being the most relevant quantitative measure, Measuring the number of "contacts" made by this information/awareness campaign.

Source of data: Eurobarometer survey, independent evaluation (Coffey/Deloitte), standard EC media-monitoring platform, Europa analytics (for website) and Engagor (for social media). This is supplemented by information from the campaign contractor as a second independent measure.

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020 ¹⁵
N.A. ¹⁶	115 000 000	10 000 000 ¹⁷	15 000 000 ¹⁸

¹² This is in line with the changes made to the Programme Statement of the 2016 Draft Budget.

¹³ Website: a set of pages sharing a common theme, navigation and design.

¹⁴ Webpage: content (e.g. text, video, and image) encoded in a HTML document.

¹⁵ Based on the offer from the current contractor.

¹⁶ The campaign has been launched at the end of November 2014 TV spots being aired as of 28.11.2014, so no data are available yet.

¹⁷ These figures depend on the outcome of contract negotiations.

¹⁸ See previous footnote.

Result indicator 2: Cumulative total number of people who are able to recall the messages of an integrated communication campaign

“Recall” is the second of two key performance indicators for the corporate pilot campaign, as defined by the Communication Steering Board. It was chosen as being the most relevant qualitative measure.

Source of data: Eurobarometer survey specific to the campaign and ex-post evaluation contractor data from focus groups.

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020 ¹⁹
N.A.	28 000 000	10 000 000 ²⁰	15 000 000 ²¹

Policy related outputs

The corporate communication pilot project successfully tested the use of the corporate clauses in the new generation of MFF programmes.

These clauses allowed the pooling of financial resources for communication, achieving economies of scale and improved overall performance against Key Performance Indicators of reach and recall.

Specific objective CORPORATE SERVICE 3: Via the External Communication Network DGs InfoComm Units exchange best practices, receive assistance on technical issues of communication tools and services and they align their sectorial communication strategies/plans to the corporate messaging	Non programme-based
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Result indicator 1: Number of communication plans for the 10 priorities
Number of monitoring dashboards in place

Source of data: COMMA1

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020
1 ²²	1 Communication Plan (#1 Investment Plan for Europe) 2 Dashboards (#6 TTIP and #9 EYfD)	10	10

Policy related outputs

N.A.

¹⁹ Based on the offer from the current contractor.

²⁰ These figures depend on the outcome of contract negotiations.

²¹ See previous footnote.

²² The first communication plan was defined in 2014 and is being implemented for the Investment Plan.

DG COMM AS COMMUNICATION SERVICE

Specific objective COMMUNICATION SERVICE 1: Ensure targeted media coverage of the Commission through relevant publications and continuous engagement with media

Non programme-based

Result indicator 1: Percentage of the top press releases consulted in EN with more than 10.000 online views

A measure for the relevance of press releases or other communication deliverables is to observe the number of their online page views. The objective is to increase the part of press releases with high page view rates.

Source of data: Rapid reporting – DG COMM A3

Baseline 2013	Status as of 31 December 2015	Target 2015 ²³
43% of the top press releases attain more than 10 000 view	75% of the top press releases attain more than 10 000 views	60% of the top press releases attain more than 10 000 hits

Result indicator 2: Number of multimedia productions downloads

The Audio-visual Portal of the Commission offers different services to media and citizens at large, such as the daily coverage of the EU institutions work (Europe by Satellite), and the audio-visual library where photo, audio and video files are stored. This indicator shows the amount of multimedia productions downloaded (photo, video and audio files) through the audio-visual Portal. The higher the number is, the more the Commission's audio-visual products are visible and the more they are used by the different users.

Source of data: AV Analytics and Web Analytics.

Baseline 31/10/2014	Status as of 31 December 2015	Milestone 2017	Target 2020 ²⁴
122 089	179 964	150 000	200 000

Result indicator 3: Number of TV uptakes from Europe by Satellite (in minutes)

Europe by Satellite provides broadcast quality, free-of-charge audio-visual material to media professionals. Images are downloaded and used by TV channels to report on EU current affairs. Usage by TV channels depends on many factors, such as the interest of the European media in EU events, as well as on other major events and breaking news at international and national level, but is a proxy for content relevance, timely delivery and overall quality of the service provided by Europe by Satellite (EBS).

Source of data: Tele-tracking provided by Civolution measuring 200 European TV channels.

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020 ²⁵
40 000	94 320	60 000	80 000

Policy related outputs

Media interest in the Commission “midday” press conference by inviting College members to this daily event
Regular appearance of the President, Vice Presidents and Commissioners

²³ Based on the available 2013 figures, a comprehensive objective was set for the first year of service of the new SPP.

²⁴ Current trend, boosted by strengthened dissemination actions through social media.

²⁵ The evolution of this indicator depends on many factors and is difficult to predict. A stable scenario based on the 2017 milestone, after full implementation of high definition, seems reasonable.

Specific objective COMMUNICATION SERVICE 2: Citizens are better informed about the EU, in particular about the EU priorities and their rights

Non programme-based

Result indicator 1: Satisfaction rate on queries replied by the EUROPE DIRECT Contact centre (average rate of evaluations done by users after each query, the maximum rate being 16)

Source of data: Ratings extracted from the EDCC citizens' enquiries database and submitted in monthly reports.

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
13.2 / 16	13.99	13.3 / 16	13.4 / 16

Result indicator 2: Percentage of visitors to the Commission very satisfied with the visits.

Source of data: Evaluation forms filled in by each visiting group

Baseline 2012	Status as of 31 December 2015	Milestone 2017	Target 2020
69%	80%	73%	77%

Result indicator 3: Percentage of participants at Representations and European Public Spaces events agree that the event improved their knowledge of EU issues

Representations include in their events a questionnaire for to get indication if the information has been useful and understood by participants.

Source of data: Based on responses to questionnaires distributed after events.

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
Start in 2014 ²⁶	77%	63%	65%

Result indicator 4: Back to School Pupils' knowledge on the EU issues increased after School visit

Source of data: Evaluation forms and feedback meetings

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020
80%	87%	90%	90%

Output indicator 5: Number of EDICs events implemented by EDICs

Source of data: Information provided by EDICs in their monthly reporting.

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
8 600	8800	9000	9000

Output indicator 6: Audiences reached via EDICs events (broken down per group reached).

Source of data: Information provided by EDICs in their monthly reporting based on the results of the obligatory evaluation of 50% of their activities.

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
950 000	1 400 000	1 200 000	1 200 000

Result indicator 7: Percentage of participants in events organised by EDICs fully agreeing that the event improved their knowledge of EU issues

Source of data: Information provided by EDICs in their monthly reporting based on the results of the obligatory evaluation of 50% of their activities.

Baseline 2011 ²⁷	Status as of 31 December	Milestone 2017	Target 2020
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²⁶ In 2014, COMM.B started collecting the satisfaction rate and improved knowledge rate in the Representations through the events and actions questionnaire. Due to new way of measuring the percentages for 2015 are still indicatives.

	2015		
60%	Question added to survey only for 2016 onwards	63%	65%

Result indicator 8: Number of enquiries treated by EDCC

Source of data: Information provided by EDCC in their regular reporting.

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020 ²⁸
113 000	116 475	160 000	180 000

Result indicator 9: Total number of visits to EUROPA website (inter-institutional and Commission domains including the Representations' and RAPID websites)

This indicator shows the volume of the traffic attracted to the content published on Europa. The higher the number of visits is the greater is the website's popularity is.

Source of data: SAS Analytics (corporate data collection tool).

Baseline 9/11/2014	Status as of 31 December 2015	Milestone 2017	Target 2020 ²⁹
410 million	511 million	550 million	670 million
Unique visitors: 258 million	234 million	300+ million	350+ million

Result indicator 10: Growth in number of followers/fans/subscribers of the EU Commission social media corporate accounts including the Representations

This indicator reflects whether the Commission's social media communication is of interest to a growing audience. This, in turn demonstrates the credibility and usability of the shared content.

Source of data: Engagor (corporate social media monitoring tool) and the data available on the social media platforms themselves.

Baseline 31/10/2014	Status as of 31 December 2015	Milestone 2017	Target 2020 ³⁰
Twitter: 291 110	510 631	500 000	750 000
Facebook: 393 162	537 017	700 000	800 000
Google+: 1 137 212	1 597 844	1 500 000	1 800 000
LinkedIn: 174 591	243 601	350 000	575 000
EUtube: 22 500	33 372	40 000	60 000
Twitter (Representations) 88 000	306 000	200 000	500 000
Facebook (Representations) 150 000	374 000	350 000	700 000

Result indicator 11: Engagement rate on social media

In the context of this management plan engagement is the social media activity sparked by the European Commission. It indicates how much the content and messages spread by the Commission resonate with the audience. Engaging content reaches a wider audience beyond the usual followers. It is promoted with a higher visibility on social media channels and makes a longer lasting impact on the audience. The engagement rate is calculated via "engagement per post" / "number of posts" within the last 6 months.

Source of data: Engagor.

²⁷ In September 2014 a new survey tool was launched which will enable monitoring EDICs satisfaction rate.

²⁸ A guess, since DG COMM cannot influence numbers, all depends on citizens' demand.

²⁹ Calculated as a statistical linear trend projection; series starting in 2010.

³⁰ Based on average daily growth.

Baseline 31/10/2014	Status as of 31 December 2015	Milestone ³¹ 2017	Target 2020 ³²
Twitter: 153,8	235	200	200
Facebook: 210,53	440	250	250
Google+: 95,71	67	110	120
Linkedin: 81,5	154	95	100
EUTube: 0,18	1,7	1,5	2

Output indicator 12: Number of on-line consultations of e-publications and distributed paper publications

Source of data: Europa website statistics and OP.

Baseline 2012	Status as of 31 December 2015	Milestone 2017	Target 2020
4 million	5 million	5 million	6 million

Output indicator 13: Number of total visits to Eurobarometer website

Eurobarometer is the only public opinion survey which provides data at EU level. It is considered as a unique, valuable source of information by many organisations and academia. The total number of visits to the Eurobarometer website is more relevant than the number of unique visits, which does not measure the quantity of data used. Eurobarometer has a relatively small number of frequent visitors from the media, academia and the research community. One in every 500 visits to Europa is to the Eurobarometer site.

Source of data: SAS Analytics (corporate data collection tool)

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020 ³³
1.2 million	1.3 million	1.2 million	1.2 million

Output indicator 14: Number of online consultations on Kids Corner and Teachers Corner³⁴

Source of data: COMM.C1 statistics.

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020 ³⁵
Kids' Corner: 10 million	9 677 000	15 million	17 million
Teacher's Corner: 800 000	1 370 000	1,5 million	2 million

Policy related outputs

N.A.

³¹ Maintaining good engagement level

³² Maintaining good engagement level.

³³ Stability due to the parallel launch of the open data portal.

³⁴ http://europa.eu/kids-corner/index_en.htm and http://europa.eu/teachers-corner/index_en.htm

³⁵ Based on the offer from the current contractor.

Specific objective COMMUNICATION SERVICE 3: Citizens express themselves towards and engage with EU Commissioners through Citizens' Dialogues, which stimulate citizens' interest in EU affairs and contribute to restoring trust in EU institutions.

Non programme-based

Result indicator 1³⁶: Share of participants agreeing that their voice is heard in the EU

Source of data: Based on information collected on site through voting devices or on responses to questionnaires distributed after events.

Baseline 2013 ³⁷	Status as of 31 December 2015	Milestone 2017	Target 2020
29%	41%	33%	35%

Result indicator 2: Percentage of participants agreeing that the event improved their knowledge on EU issues

Source of data: Based on information collected on site through voting devices or on responses to questionnaires distributed after events.

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
Start in 2015	70%	50%	60%

Output indicator 3: Multiply the effect of the dialogues via media coverage

Source of data: Media analysis

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
Number of articles/features: 1 515 ³⁸	719 ³⁹	1 550	1 700

Output indicator 4: Multiply the effect of the dialogues via social media

Source of data: monitoring social media; analysis of comments

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020
Number of active followers in social media :22 339	7 418 ⁴⁰	25 000	30 000
Statistics for traffic on CD website : 120 000	125 666	130 000	150 000
Number of times #eudeb8 hashtag was used : 54 959	25 829 ⁴¹	65 000	75 000
Potential reach of #eudeb8 hashtag: 190.6 million	2 469 000 ⁴²	200 million	220 million

³⁶ Indicator to be measured before and after the dialogue; and to be benchmarked against Eurobarometer.

³⁷ 2013 for the objectives related to spending programmes, but different years may be indicated for reasons related to data availability.

³⁸ This translates into 38 articles per dialogue.

³⁹ As media monitoring was only done at the level of the Commission Representations, the figure does not include media items from other Member States or from publications that were not covered by the available monitoring instruments.

⁴⁰ Defined as number of people performed in #EUdialogues conversations

⁴¹ As from January 2015 new hashtag #EUdialogues was used.

⁴² Defined as total number of impressions on tweets by @EU_Commission containing the hashtag #EUdialogues

Policy related outputs

The Commission organised in 2015 a total of 53 Citizens' Dialogues in 25 Member States which involved the President of the Commission and 19 Members of the College. The Dialogues were built around the Political Priorities of the Commission and focused during the year in particular on the Investment Plan, the Energy Union, the Digital Single Market and, during the second semester, on the refugee crisis/migration as well as TTIP.

Specific objective MANAGEMENT AND SUPERVISION OF THE REPRESENTATIONS: The Commission's network of Representations and regional offices is managed and supervised in a way that enables Representations to provide political and economic intelligence, media coverage and outreach activities focussing on the Colleges political priorities and working in partnership with the European Parliament Information Offices and the Member States⁴³

Output Indicator 1: Satisfaction of participants with the programmes offered of the regular meetings / trainings organised for the different networks and participants, as well as speakers.

Source of data: COMM B.2

Baseline 2014	Status as of 31 December 2015	Target 2015
Number of Head of Representation, Head of Administration, Political Reporter, Press Officer, European Semester Officer, Communication Officer meetings: 13	14	14
Satisfaction rate as of 2015	80% ⁴⁴	70%

Result Indicator 2: Representations social media presence is continuously developed and Share Online Project⁴⁵ is transformed into a more integrated approach (appointment and training of "digital leaders⁴⁶")

See also result indicator (Representations' followers) on page 22.

Source of data: COMM B.2

Baseline 2014	Status as of 31 December 2015	Target 2015
Number of meetings/trainings for digital leaders: 1	2	2
Share of Representations having included social media in the country strategy: 100%	100 %	100 %

Result Indicator 3: New political reporting tool is up and running as of January 2015 allowing for a better targeting of audiences for the intelligence reports and the country profiles⁴⁷ are regularly updated and available on My IntraComm

Source of data: COMM B.2

⁴³ Commission Work Programme, Management Plan, Annual Activity Report, and Bi-annual Management Report.

⁴⁴ Feedback categories: Excellent, very good, good, satisfactory, weak. For the purpose of this exercise we take categories "excellent" and "very good")

⁴⁵ Pilot project / Preparatory action developing social media capacity in EC Representations and EP Information Offices

⁴⁶ Members of Representations' staff responsible for digital communication, including social media.

⁴⁷ Total of country profiles published on My IntraComm: 126.

Baseline Outputs 2014	Status as of 31 December 2015	Target 2015
Number of Political Reports	669	500
Country profiles: satisfaction rate of users	N.A. ⁴⁸	70

Specific objective MANAGEMENT OF THE EUROPE DIRECT NETWORK: The Commission's Europe Direct network (Contact Centre and Information Centres) is managed and supervised in a way that enables the Contact Centre and the Information Centres to provide reliable question and answer service to citizens queries and the Information Centres provide an attractive offer of outreach activities focussing on the Colleges political priorities⁴⁹

Result indicator 1: Contractor's performance as measured by indicators defined in the EDCC⁵⁰ framework contract

Source of data: Regular reporting from EDCC, 2014 evaluation report

Baseline 2014	Status as of 31 December 2015	Milestone 2017	Target 2020
76%	N.A. ⁵¹	80%	76%

Output indicator 2: Cost per EDCC enquiry

Source of data: Specific reports from EDCC

Baseline 2013	Status as of 31 December 2015	Milestone 2017	Target 2020 ⁵²
EUR 44.30 per enquiry	42.84	Below EUR 40 per enquiry	Below EUR 40 per enquiry

Output Indicator 3: Number of training days x number of EDIC's participants

Source of data: COMM.C3 training planning data

Baseline 2014	Status as of 31 December 2015	Target 2015
7 days of training/1 500 participants	1 500	7 days of training/1 500 participants

⁴⁸ Survey will be conducted in 2016.

⁴⁹ Commission Work Programme, Management Plan, Annual Activity Report, and Bi-annual Management Report.

⁵⁰ Europe Direct Contact Centre (EDCC): The information service for the general public, answering EU-related questions by e-mail, telephone, and web chat in all EU official languages. The EDCC was launched during the UK Presidency in June 1998. In particular over the last 2 years, the volume of questions has been increasing significantly.

⁵¹ Not applicable due to change of contractor in 2015.

⁵² Based on current state of knowledge in market.

Specific objective STRATEGIC PLANNING: The Commission’s planning and programming process (SPP/ABM cycle) is implemented so that the DGs objectives are aligned with the DG’s mission statement and the Commission’s key priorities and the DG contributes with its activities to the overall COM strategy in an effective, efficient and timed, coherent and accountable manner⁵³

Result Indicator 1: DG's/Directorate's/Unit's performance indicators meaningful support and facilitate the management and monitoring of the DG's activities.

Source of data: ICAT questionnaire 2014

Baseline 2014	Status as of 31 December 2015	Target 2015
67.68%	N.A. ⁵⁴	N.A. ¹³²

Specific objective INTERNAL COMMUNICATION: DG COMM has information flows in place which ensure the accessibility of all relevant information. Structured opportunities for staff to be heard are in place. Staff engagement is high. A mix of channels and tools for Internal Communication and staff engagement encourages management and staff to directly communicate, participate, share information and feedback

Result Indicator 1: DG COMM participation rate in the Commission’s staff opinion survey

Source: DG HR breakdown of results of 2014 staff opinion survey

Baseline 2013	Status as of 31 December 2015	Target 2015
DG COMM participation rate in Commission staff survey: 44% ⁵⁵	No staff survey held by DG HR in 2015	53%

Specific objective INTERINSTITUTIONAL COORDINATION: Dialogue and cooperation channels with the other Institutions are established and maintained so that budgetary procedure and the handling of DG COMM priority files smooth and efficient through the institutional system⁵⁶

Output Indicator 1: Senior Management Satisfaction with a total number of parliamentary questions⁵⁷, petitions and Ombudsman cases received and percentage of replies provided in time and respecting quality criteria⁵⁸

Source of data: Internal COMM.02 and BASIL statistics

Baseline 2014	Status as of 31 December 2015	Target 2015
Senior management is fully satisfied with services provided	Senior management is fully satisfied with services provided	Senior management is fully satisfied with services provided

⁵³ Commission Work Programme, Management Plan, Annual Activity Report, and Bi-annual Management Report.

⁵⁴ Taking into account that the questions were different in the ICAT questionnaire 2015, the data is not comparable.

⁵⁵ https://myintracomm.ec.europa.eu/hr_admin/en/staff-survey/Pages/Results2013.aspx

⁵⁶ Beyond Pre-GRI, EP / in particular CULT, AFCE, budget committees and MEP questions, Council/WPI, national parliaments, Ombudsman & petitions, IGI.

⁵⁷ SG Blacklist.

⁵⁸ SG drafting guidelines.

Specific objective EVALUATIONS: DG COMM plans its evaluations according to the requirements of ICS 14 and the Commission's Evaluation Standards and its evaluations are carried out in a timely manner and corresponding to best practices

Result Indicator 1: Evaluation reports are used by management in practice

Source of data: ICAT questionnaire 2014

Baseline 2014	Status as of 31 December 2015	Target 2015
69.23%	N.A. ⁵⁹	80%

Result Indicator 2: Evaluations results are communicated in such way that they ensure maximum use of the results and that they meet the needs of decision-makers and stakeholders

Source of data: ICAT questionnaire 2014

Baseline 2014	Status as of 31 December 2015	Target 2015
67.86%	N.A. ⁶⁰	80%

Specific objective MEDIA MONITORING: Media Monitoring and analysis of media are used by the College, Cabinets and Services as an element of informed decision-making

Result Indicator 1: Media items provided in the Daily Press Review⁶¹/Daily News Summary⁶² (DPR/DNS)

Source of data: JRC

Baseline 2014	Status as of 31 December 2015	Target 2015
285 000 (Jan-Nov 2014)	197 000	175 000 ⁶³

⁵⁹ Taking into account that the questions concerning ICS14 were different in the ICAT questionnaire 2015, the overall satisfaction rate for ICS 14 "Evaluation of activities" is 78.72% (from a total average of 81.70 % for all ICSs). The satisfaction rate is higher for those whose activities were evaluated during the last 18 months: two thirds of them are fully satisfied, compared to only one fourth of those, whose activities were not evaluated recently.

⁶⁰ Taking into account that the questions concerning ICS14 were different in the ICAT questionnaire 2015, the overall satisfaction rate for ICS 14 "Evaluation of activities" is 78.72% (from a total average of 81.70 % for all ICSs). The satisfaction rate is higher for those whose activities were evaluated during the last 18 months: two thirds of them are fully satisfied, compared to only one fourth of those, whose activities were not evaluated recently.

⁶¹ Daily Press Review (DPR): it contains a selection of media items from all Member States (and four third countries), with short summaries in English, by portfolio. Short introductions in English present the main topics of the day.

⁶² Daily News Summaries (DNS): Summaries in English of national news based on a large number of written and audiovisual media items classified by countries and policy areas. They give an overview of the coverage by policy areas in individual Member States.

⁶³ The number of media items provided for the DPR/DNS have been reduced in order to streamline the content of press reviews and for budgetary reasons.

Result Indicator 2: Agency wires selected in the Latest Agency News (LAN)⁶⁴

Source: Internal COMM.A3

Baseline 2014	Status as of 31 December 2015	Target 2015
43 300 (Jan-Nov 2014)	47 280	45 000

Result Indicator 3: Adaptation to changes in the structure and practices of SPP/CABs. Provide timely (earlier) delivery of media monitoring products

Source: Internal COMM.A3

Baseline	Status as of 31 December 2015	Target 2015
N.A.	100%	90% of Daily Press Review available before 8.00 90% of selection/summaries of the media coverage for the President before 8:30 (working days)

Specific objective HUMAN RESOURCE MANAGEMENT: Recruit, train, assess, motivate, retain and redeploy highly qualified staff so that effective and efficient operation of DG COMM as well as promotion of equal opportunities within DG COMM are ensured

Result Indicator 1: % of permanent staff leaving the DG before two years of employment

Source of data: Extrapolated figures (01/01/2014- 31/12/2015)

Baseline 2014	Status as of 31 December 2015	Target 2015
0.4 %	0.24 %	<2%

Result Indicator 2 : Staff satisfaction of the service and advice /assistance of the local HR Unit

Source of data: Directorate D 2015 Satisfaction survey- Ares(2016)5566120

Baseline 2014	Status as of 31 December 2015	Target 2015
77.8 %	74.37	75% ⁶⁵

⁶⁴ Latest Agency News (LAN) provides an internal selection of most recent press agency wires. An alert service on the most relevant newswires is provided internally from 07:00 to 20:00.

⁶⁵ In terms of constantly decreasing staff resources, it is to be considered as high level of satisfaction as assessed and consolidated in internal survey.

Specific objective FINANCIAL MANAGEMENT: Plan, perform, monitor and report on the spending of financial resources so that sound financial management is ensured throughout the DG's activities

Result Indicator 1: Budget execution by commitments with respect to the annual forecast – operational budget

Source of data: DG COMM Budget implementation report December 2015

Baseline 2014	Status as of 31 December 2015	Target 2015
98.37 %	99.93%	Close to 100 %

Result Indicator 2: Budget execution by payments with respect to the annual forecast – operational budget

Source of data: DG COMM Budget implementation report December 2015

Baseline 2014	Status as of 31 December 2015	Target 2015
99.94%	99.95%	More than 90 %

Result Indicator 3: Payments executed within contractual payment deadlines

Source of data: Business Objects report "Payment_Times_Statistics" for DG COMM.

Baseline 2013	Status as of 31 December 2015	Target 2015
97.4%	96.0%	More than 95 %

Specific objective LEGALITY AND REGULARITY OF OPERATIONS: Implement, maintain and report on an effective and reliable internal control system so that: reasonable assurance can be given that resources assigned are used according to the principle of sound financial management and the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions

Result Indicator 1: Satisfaction of DG COMM management with the effectiveness of internal control systems (Results of ICAT –internal control assessment tool)

Source of data: DG COMM ICAT survey.

Baseline 2014	Status as of 31 December 2015	Target 2015
75% ⁶⁶	81.7 ⁶⁷	More than 80%

Result Indicator 2: Satisfaction of Operational Units and Representations with the services of the D3 local helpdesk (support on procurement and grant processes)

Source of data: Directorate D 2015 Satisfaction survey - Ares(2016)5566120

Baseline 2014	Status as of 31 December 2015	Target 2015
65%	72.43%	More than 75%

⁶⁶ DG COMM ICAT survey carried out in October 2014.

⁶⁷ DG COMM ICAT survey carried out in November 2015.

Specific objective INFRASTRUCTURE MANAGEMENT: Ensure effective management of the DG's infrastructure (IT, mail, delivery and for the Representations: security and buildings) and become an environmentally responsible organisation

Result Indicator 1: Satisfaction of users (HQ and Representations) with IT applications developed by the IT Unit and with IT Infrastructure & services (HQ and Representations) not managed by DG DIGIT.

Source of data: Directorate D 2015 Satisfaction survey-Ares(2016)5566120

Baseline 2014	Status as of 31 December 2015	Target 2015
76.6 %	74.72%	More than 75%

Result Indicator 2: Representations' satisfaction with the logistics services (infrastructure, security, safety and health provided by Unit D1

Source of data: Directorate D 2015 Satisfaction survey- Ares(2016)5566120

Baseline 2014	Status as of 31 December 2015	Target 2015
82.2 %	80.0 %	More than 75% ⁶⁸

Specific objective DOCUMENT MANAGEMENT:

The electronic document management system in place in DG COMM is efficiently used by all staff, allowing retrieval of any document electronically registered, filed or conserved at any moment in time.

Documents of historical or administrative value are preserved and files sent to the historical archives. Analysis, if possible including synthesis documents which are made available to services in DG COMM (organisational learning).

Result Indicator 1: Number of documents registered and filed per year

Source of data: Annual DMO statistics reported to SG

Baseline 2014	Status as of 31 December 2015	Target 2015
99.5%	99.5%	99.5%

Result Indicator 2: Number of access to document requests handled per year and in time (reattributed, negative reply, partially made accessible and positive reply as well as number of appeals)

Source of data: Annual DMO statistics reported to SG

Baseline 2014	Status as of 31 December 2015	Target 2015
100% ⁶⁹	100% ⁷⁰	100%

⁶⁸ In terms of constantly decreasing staff resources, it is to be considered as high level of satisfaction as assessed and consolidated in internal survey.

⁶⁹ 87 requests received, 61 reassigned, 19 positive replies, 3 negative replies, 1 appeal received by SG, 4 devoid of purpose.

⁷⁰ 44 requests received, 22 reassigned, 14 positive replies, 2 partial replies, 5 negative replies, 0 appeal received by SG, 1 devoid of purpose.

Result Indicator 3: Number of transfers to Historical Archives / Number of destroyed archives per year

Source of data: Annual DMO statistics reported to SG

Baseline 2014	Status as of 31 December 2015	Target 2015
43 meters transferred / 32 meters destroyed	87,3 meters transferred / 171,2 meters destroyed	115 meters transferred / 20 meters destroyed

Result Indicator 4: Number of inventories completed per year

Source of data: Handover DG COMM

Baseline 2014	Status as of 31 December 2015	Target 2015
8	6	8