



2019

Annual Activity Report

Annexes

**Office for Infrastructure
and Logistics in Brussels**



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ANNEX 1: Statement of the Head of Unit responsible for Risk Management and Internal Control¹

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

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

Brussels, 29 April 2020

"e-signed"

Marc Séguinot

Head of Unit responsible for Risk Management and Internal Control

¹ OIB's director entrusted this function to the Head of Unit responsible for domain leadership, programming, reporting and internal control.

² C(2017)2373 of 19.04.2017

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

This annex is the annex of section 2.2 "Other organisational management dimensions".

OIB staff structure

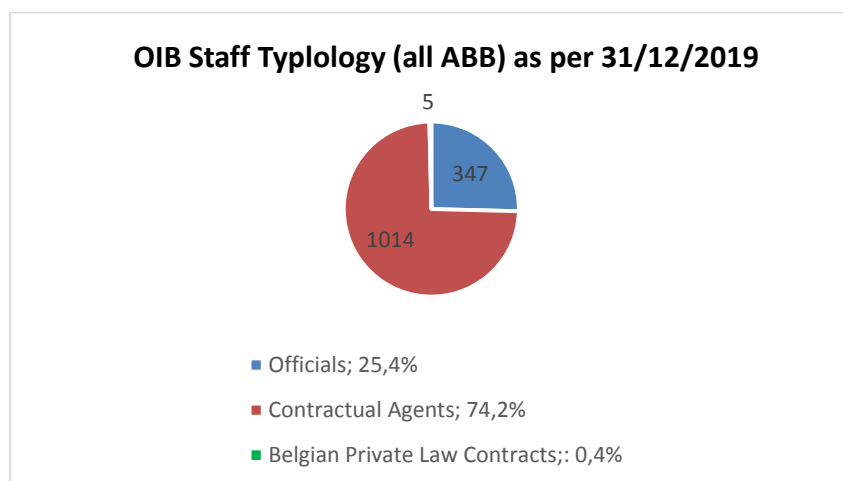
OIB is one of the largest services in the Commission in terms of staff numbers. Efficient human resources management is therefore of key importance for the successful execution of the operational activities and the services provided by the Office.

There has been a small increase in staff numbers from 1343 in 2018 to 1366 in 2019. The obligatory 5% staff cut was applied to OIB until 2018 (1% per year). The staff reduction for 2019 was manifested in the form 0.25% redeployment tax (1 AST post). For the staff linked to the Synergies and Efficiencies exercise, OIB continued to follow the planned yearly return of posts. For 2019 this consisted of 2 AST posts.

74.2% of OIB staff are contract agents (mostly FGI and FGII) of whom the majority have contracts of unlimited duration.

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

The management structure in OIB is relatively light with 14 units (with an average staff of +/- 100 and maximum of over 200) and a low number of AD staff 85 representing 6% of the total population of the Office). To be noted that one additional unit was created in March 2019. Most of the AD staff in OIB has management responsibilities and in recent years, a number of AST posts (3 in 2019) have been converted into AD posts in order to strengthen the overall management capacity of the Office. One additional Unit (OIB.04) was created in March 2019.



Human Resources by ABB activity at 31/12/2019				
Code ABB Activity	ABB Activity	Establishment Plan posts	Contractual agents & private law contracts	Total
ABB1	Building and related costs	120	177	297
ABB2	Equipment and services	172	780	952

³ The chapter is not applicable to OIB.

⁴ Please see chapter 2.2

ABB3	Administrative support	55	62	117
Total		347	1019	1366

1.1 Human resources – work programme

Objective : OIB deploys effectively its resources in support of the delivery of the OIB's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.		
Indicator 1: Percentage of female representation in middle management		
Source: OIB		
Baseline (2015)	Target (2020)	The latest known results (2019)
25% (3 posts out of 12)	40% (Commission average)	47% (7 out of 15 posts)
Indicator 2: Percentage of staff who feel that the Commission cares about their well-being		
Source: European Commission		
Baseline (2014)	Target (2020)	The latest known results (2018)
29%	37% (Commission average)	51% OIB
Indicator 3: Staff engagement index for OIB Staff		
Source: European Commission		
Baseline (2014)	Target (2020)	The latest known results (2018)
64%	74% (back to level 2013)	63% for OIB (69% EC) 2016: 60%

Main outputs in 2019:			
Description	Indicator	Target (2019)	The latest known results (2019)
1. Structure of OIB workforce	Percentage of female representation in middle management (currently: 41%)	To increase towards 40%	1 st Jan 2020: 47% (7 out of 15 posts)
<p>Key actions:</p> <p>1.1 Reductions in posts whilst maintaining the operational effectiveness of OIB (simplifications and rationalisation measures, and synergies, transfer or reductions of activities).</p> <p>1.2 Ensure proactive forward planning for functions on all levels, close monitoring of vacant posts and on-going recruitment procedures.</p>	<p>1.1 Identification of reductions foreseen within the time limits</p> <p>1.2 Identification of talent pool for managerial, AD and AST key positions.</p>	<p>1.1 Reduction of 9 out of 10 posts (4 AST /6 CA)</p> <p>1.2 100% achieved.</p>	<p>1.1 Accomplished: reduced 9 posts out of 10 foreseen for 2019: (4 AST/5 CA)</p> <p>1.2 Achieved with the appointment of HoU of OIB.RE.3 in March 2019.</p>
2. Career Development / talent management			

<p>Key action: 2.1 Training to develop leadership skills amongst all OIB's managers/team leaders as a follow up of the 360° exercise run in 2016-17. Participation in Commission-wide training for new managers.</p> <p>2.2 Professionalisation and consolidation of OIB staff competencies and skills: -Training for all OIB staff: the new bespoke 'OIB United' training course aims to enhance skills and competencies for all staff.</p>	<p>2.1 Regular Heads of Sector meetings to exchange best HR practices.. Training courses for new managers.</p> <p>2.2 Identification of specific learning & development needs in the 2020 strategic training framework for all OIB staff.</p>	<p>2.1 continuous</p> <p>2.2 Training delivered as planned and pilot of 'OIB United' training successfully completed.</p>	<p>2.1 Five meetings organised.</p> <p>2.2 Training on the annual pre-identified courses was delivered to staff throughout the year</p>
<p>3. Staff motivation and engagement</p>	<p>3.a) Staff engagement index (60% on the basis of the 2016 Commission staff survey) 3.b) Percentage of staff who feel that the Commission cares about their well-being (52% on the basis of the 2018 Commission staff survey).</p>	<p>3.a) 74% (back to 2013 levels)</p> <p>3.b) 37% (Commission average) By 2020</p>	<p>2018: 63% for OIB (69% EC)</p>
<p>Key actions: 3.1 The 'Values charter' is embedded in the culture of OIB: a working group 'Results4OIB' has the aim of developing concrete actions over a period of one year; the aim is to work on the attitudes and understanding between staff members that promote an environment conducive to well-being. After a presentation to managers on the absenteeism within OIB, at the management away day, managers decided to put the Charter of values at the heart of OIB's working culture. The follow-up of the 2018 Staff survey lead to the launch of the OIB Values campaign in Autumn.</p>	<p>3.1 Value chart is communicated to all staff via different channels.</p>	<p>3.1 Achieved – OIB Values communication campaign is launched</p>	<p>3.1 The charter is been handed out and explained to newcomers and is now the basis on which the OIB Values campaign is built.</p>

<p>3.2 The "Results for OIB" (R4OIB) group chaired by the deputy Head of Unit of OIB.01, continued its efforts to create and propose actions aimed at improving the working conditions and the well-being of OIB colleagues.</p> <p>3.3 'Fit@work' programme targeted to staff needs.</p>	<p>3.2 4-6 group meetings per year.</p> <p>3.3 'Fit@Work' actions in the building: 10 actions per week.</p>	<p>3.2 by 31/12/2019</p> <p>3.3 A variety of activities proposed on-site to all staff throughout the year.</p>	<p>3.2 2 meetings were organized and initiatives explored amongst which, the possibility of making an informal, voluntary inventory of skills and competencies that can be practical for colleagues in the developments of their skills. 'Results4OIB' working group explored the possibilities to have small information session by colleagues that have enhanced knowledge about topics of interest for the OIB mission. 'Results4OIB' will also assist in reaching out for gathering feedback on the staff survey results.</p> <p>3.3 Internal conference on Vitamin D and sun exposure and self-defence course for women took place in summer 2019.</p>
<p>4. Stabilise staff absenteeism</p>			
<p>Key action:</p> <p>4.1 Completion of the actions foreseen in the IAS audit action plan on management of absenteeism in Offices, i.e. envisage an adapted calculation of the OIB sickness absence reference rate - in collaboration with DG HR (medical service and AMC), continue to monitor sickness absence related to individual cases and speed up invalidity procedures in cooperation with the AMC and apply the measures identified in collaboration with HR services aiming to reduce sickness absence levels.</p>	<p>4.1 Measures in audit action plan implemented</p>	<p>4.1 100% implementation</p> <p>4.1 Keep stable</p>	<p>4.1 Implemented: A report with correlated rates has been developed by HR.A.3. That will allow to better filter out the data through-out different criteria. OIB.01 has done extensive analysis of various aspects of absences. The analysis' results</p>

			were presented to management in May 2019 and this feeds into further actions and strategies.
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Other outputs in 2019:

- Regarding staff motivation, OIB's actions for 2019, were partly based on the results of the 2018 Commission staff survey as well as the conclusions of the OIB Staff Forum of January 2018. In addition, the 360° management feedback exercise also continued to feed into a number of actions to increase staff engagement and satisfaction.
- Concerning matters of well-being, OIB's SIPP and HR BC work hand in hand with colleagues in DG HR's AMC 7 responsible for 'Fit@work' initiatives to provide a range of projects aimed at practical staff welfare (lunchtime conferences, yoga etc.).
- A series of follow-up initiatives to the 2018 staff forum continued to have a positive impact on actions such as, communication channels and tools, flexible working methods, staff well-being, and training for managers and non-managers alike (both practical and competency-based).
- OIB has not only continued to ensure the professionalisation of its staff by providing training courses for specific work profiles (nursery nurses, educators, drivers) but has also created a bespoke competency-based training course "OIB United" aimed at all staff and which primarily address proactivity, cross-departmental communication and competency-based skills. The pilot of this training took place successfully in November and December 2019.
- OIB has also increased the visibility of CA job vacancies and improved the promotion of training sessions in "MyOIB", on the flat screens throughout OIB and via the training network. An important part of internal communication also focused on the corporate HR priorities such as: HR modernisation, talent management, diversity and inclusion.

2. Information management aspects – work programme

Objective: Information and knowledge in OIB is shared and reusable by other DGs. Important documents are registered, filed and retrievable.

Indicator 1: Percentage of registered documents that are not filed⁵ (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)⁶ statistics*

Baseline (2014)	Target ⁷ (2020)	Latest known results (2019)
0.8%	0.5%	0.05% (2019 data) 0.07% (2018 data) 0.11% (2017 data) 0.13% (2016 data)

Indicator 2: Percentage of HAN files readable/accessible by all units in the DG

Source of data: *HAN statistics*

Baseline (2014)	Target (2020)	Latest known results (2019)

⁵ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#). The indicator is to be measured via reporting tools available in Ares.

⁶ Suite of tools designed to implement the [e-Domec policy rules](#).

⁷ Targets in the area of Information management aim to ensure gradual, stable progress.

50%	65%	53.76% (2019 data) 54.65% (2018 data) 53.06% (2017 data) 46.66% (2016 data)
Indicator 3: Percentage of HAN files shared with other DGs		
Source of data: <i>HAN statistics</i>		
Baseline (2014)	Target (2020)	Latest known results (2019)
0%	10%	6.52% (2019 data) 6.35% (2018 data) 6.75% (2017 data) 3.96% (2016 data)

Objective 4: Information and knowledge in OIB is shared and reusable by other DGs. Important documents are registered, filed and retrievable.
Main outputs in 2019:

Description	Indicator	Target 2019	The latest known results (2019)
1. High compliance with e-Domec rules maintained.	1.1 Percentage of registered documents that are not filed ⁸ (ratio).	1.1 0.3%	1.1 0.05%
	1.2 Percentage of HAN files readable/accessible by all units in the DG.	1.2 60%	1.2 53.76%
	1.3 Percentage of HAN files shared with other DGs.	1.3 8%	1.3 6.52%

Other outputs in 2019:

e-Domec:

The filing objectives were achieved and OIB is amongst the top five Commission services. Given the specific nature of OIB's activities and of the fact that a large number of files contain sensitive information, it was not possible to meet the target for 2019 for the sharing of files within OIB and with the Commission.

Data Protection:

In addition, the following measures have been taken on board:

- Monthly newcomers meeting for new OIB staff and ad-hoc meetings for staff and units are organised to raise awareness and to update the contract and business management activities in order to be compliant with the data protection Regulation.
- Twice a year a training session and basic introduction to data protection is organised within OIB for all staff with the participation of the DPC, delegate of the DPO, EDPS.
- Each month an activity and progress report is sent to the Director of OIB and DPC of HR. The action plan is updated and communicated to the Heads of department.
- Regular meetings with the DPC of HR are organised in order to monitor the compliancy with the data protection Regulation and DPMS record update.

In order to address the establishment of a complete inventory of all OIB's processing operations in compliance with general principles (Art. 4 Reg. 2018/1725), OIB has completed the reporting "Questionnaire on the implementation of Commission's Data

⁸ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#). The indicator is to be measured via reporting tools available in Ares.

Protection Action Plan (C(2018)7432". Appropriate information has been provided to data subjects, the controller and processors regarding the processing operations and privacy statements. Information notices have been provided to all managers and data subjects with the text of the Data Protection Regulation, contract management and data breach management. Overall business screening within OIB was carried out for all activities with the operational staff to check the compliance of the business with the data protection Regulation. Moreover, contracts are updated with the latest versions of privacy statements following the best practices approach.

The privacy statements are stored in the records of the official DPMS database and are updated and compliant with the DPO standard models. Upon the availability of new corporate records or corporate privacy statements, the DPMS records will be updated. Based upon this screening, in a second phase in depth analysis is on-going regarding data deletion, (conform to the Data Retention Control list), data minimisation, data pseudomisation, data encryption and data protection.

As it is recommended that data encryption technology is put in place for transmission or storage of personal data in some specific cases, a DPIA may be necessary for some cases. Corporate IT solutions will be put in place for improving the overall data security (access control, encryption, raise awareness) reducing potential risks and avoid personal data breaches.

For each department (Heads of department) and units of OIB (Heads of unit) a PowerPoint presentation was given about data protection in order to raise awareness and responsibility.

OIB has not established specific internal rules governing the restrictions of data subjects rights. However the controller in the childcare facilities, has implemented special governing rules regarding the processing of personal data for its operational activities. The data subjects (parents) have been duly informed about this procedure (pictures of minors – in all childcare facilities).

Organisational matters:

- The assistants DPC of OIB have the full DPO certification and follow the full privacy and cybersecurity diploma track following a university training at the ECPC (European Centre for Privacy and Cybersecurity at the University of Maastricht).
- Additionally DPC assistant has followed a training and holds an expert certificate issued by the European Centre for Privacy and cybersecurity (data science) on big data management, cybersecurity, blockchain and data protection.

3. External communication

Specific objective 1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy.			
☒ Non programme-based			
Main outputs in 2019:			
Description	Indicator	Target 2019	The latest known results (2019)
1. Online communication on the Loi 130 Architectural Competition.	1. Web statistics	Upon the needs-in the course of year	1. 1. -13,824 visits with an average duration of 2 min 5 sec - 29,002 page views
Key actions: 1.1. Maintenance of the website within the framework contract of DG COMM. 1.2. Ensure news updates on the progress of the competition.	1.1-1.2 Delivered on time	1.1-1.2 Achieved	1.1 100 % delivery on time 1.2 100% delivery on time; the updates of the website ended in

			of September 2019
2. Presentation to the general public of the projects that participated in the Loi 130 Architectural Competition. Two interviews with the Commissioner Oettinger were delivered: https://myintracomm.ec.europa.eu/news/AuQuotidien/Pages/l130-project-oettinger-interview.aspx https://myintracomm.ec.europa.eu/news/AuQuotidien/Pages/loi-130-interview-oettinger.aspx	2. 100% realisation	Second half of 2019	2. Delivered as foreseen
Key actions: 2.1 Online presentation on the competition website (https://www.ec.europa.eu/loi130-competition) of the designs presented during the competition. 2.2. Organised an exhibition (from 2 until 28 September 2019) in Brussels (RP14 on Schuman Square) of the participating projects and their designers to the general public.	2.1. – 2.2 100% realisation	2.1- Second half of 2019 2.2 September 2019	2.1 100% realisation 2.2 722 exhibition visitors

Annual communication spending:

Baseline (2018)	Spending (2019)
1. The total budget 2017-2018 for website development and maintenance (26.000 EUR) is included in the overall budget for the organisation of the Loi 130 Architectural Competition. 2. In 2017 and 2018, 13.090 EUR was spent on the Loi 130 website.	1. The total spending for the exhibition has been 59,196.35 EUR. This includes the conception and production, layout, and printing of expo material as well as the set-up of the exhibition, logistics and the security. 2. In 2019, 10,196.20 EUR was spent on updating the website to be able to publish the competition results and give information about all participating designs and the expo.

4. Internal Control

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

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

Indicator 1: Estimated residual error rate

Source of data: OIB data

Baseline (2014)	Target (2020)	The latest known results (2019)
0% (no serious error)	Below the materiality criteria of 2%.	0.39% (no serious error)

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

Source of data: OIB data

Baseline (2014)	Target (2020)	The latest known results (2019)
€0	Below the materiality criteria of 2%.	€1.4Mio - €1.9Mio (estimate based on the 0.39% residual error rate and a prudent upper limit of 0.5%)
Indicator 3: Estimated future corrections		
Source of data: OIB data		
Baseline (2009-2014)	Target (2020)	The latest known results (2019)
€185k/year ⁹	None	€114,9k

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

Main outputs in 2019:

Description	Indicator	Target (2019)	The latest known results (2019)
1. Structured internal control coordination			
Key actions:			
1.1 Reviewed OIB's Risk Register.	1.1 Deliver in line with the annual schedule.	1.1 -1.2 Done	1.1 Desk review was carried out in June 2019 and dedicated workshop for the management in November 2019.
1.2 Implementation of the Internal Control Framework (ICF): ICF in place; reviewed its functionality through-out iCAT survey.	1.2 Completion status of the implementation of the revised internal control framework.		1.2 Delivered and weak points identified.
1.3 Ensured follow up of open IAS recommendations.	1.3 Number of critical and very important IAS recommendations overdue for more than 6 months.	1.3 None	1.3 One reco: Review a Kallas procedure related to real estate is on-going (very important recommendation).
1.4 Carried-out ABAC Access rights review.	1.4 Deliver as planned	1.4 During year	1.4 The review was delivered by the end of May 2019.

⁹ "Estimates future corrections" is an indicator based on DG BUDG methodology.

Main outputs in 2019 in the area of internal control:

In 2019 OIB created unit OIB.04 which provides reliable guidance and support to ensure that the OIB's Director, in his role of Authorising Officer by Delegation, has a reasonable assurance that the budget is implemented in line with the objectives of internal control, which include: effectiveness, economy and efficiency of operations, prevention, detection and correction of fraud, safeguarding assets, reliability of reporting as well as legality and regularity. OIB applies a structured coordination of internal control designed to provide reasonable assurance regarding the achievements of OIB's objectives.

In order to ensure that the control systems active in OIB are adapted to the evolving risks faced by the Office, special attention was paid to analysing their costs and benefits, in accordance with regulatory provisions. OIB's Risk Register was updated throughout the year in order to ensure that mitigating measures are implemented in a timely manner and to identify potential new risks. The annual risk assessment was organised in November 2019, allowing the management to review the key risks and to properly respond to them.

OIB's Internal Control Framework (ICF) was assessed through desk reviews and electronic survey adapted to OIB's needs to ensure the presence and functioning of all internal control components. The majority of surveyed staff and managers have given positive assessments for all questions asked. The results were communicated to the OIB Management and will continue to be followed-up during 2020. The specific indicators defined in the new Internal Control Framework of the Commission, first implemented in 2017, showed that all the principles and components of the framework were present and functioned as intended in 2019.

- OIB's internal control system was strengthened through regular control exercises such as the update of the Litigations Register, the analysis of access rights to financial systems, the follow-up of observations made in AOS reports, etc. Regular reports were prepared on the prevalence of exceptions in OIB and specific guidance was provided to the different actors involved. The Office was represented regularly in the horizontal networks active in the Commission, such as the Internal Control Coordinator network, the Strategic Planning and Procurement network, the anti-fraud prevention network, the network of financial units, the intellectual property right network, etc.
- The team ensured a timely preparation of the Strategic Planning and Programming (SPP) reporting documents, which included the 2018 Annual Activity Report (finalized in the beginning of 2019), the 2019 Mid-Term Review and Progress Report on internal control matters as well as the ensuring the start-up on the Strategic Plan 2020-2024 and 2020 Management Plan. The preparation process for the 2019 AAR was initiated, at the end of the year with the organization of (and the provision of documentation for) the bilateral meetings between the Director and OIB managers.
- Colleagues were in close contact with OIB units in order to deliver the information requested by various auditors and to facilitate their work, to monitor the implementation of audit recommendations and to certify the correctness of the information reported to the APC. The audits carried out in 2019 included ECA's annual Statement of Assurance and an IAS limited review on the Internal Control Framework. The Court of Auditors did not have any remark for OIB, at the date of this report.
- The Local Informatics Security Officer function contributed to strengthening the compliance of IT systems in OIB with the applicable regulatory framework as well as to timely addressing security-relevant incidents. A security plan for each IT system identifies the security requirements for it and describes the security measures applied. The OIB's Framework for Information Systems Security defining

the default security measures has been adopted at the end of the year 2016 and progress on their implementation is being monitored.

Ex-post control:

- The ex-post control team has focused on carrying-out the control programme approved in the beginning of the year in accordance with the EPC methodology. Its objective is to provide the AOD with a representative error rate and with reliable information, thereby allowing it to have the reasonable assurance that existing controls and procedures provide the necessary guarantees regarding the legality and regularity of underlying transactions.
- Two ex-post controls reports have been issued in 2019 and the third in February 2020, in accordance with the EPC manual. None of the 100 transactions, verified for 2019, was classified as having a serious level 1 error. Only level 2 and 3 errors were identified¹⁰. The reports have been prepared following consultations with units. Further efforts were made to provide clear reports, which are relevant for their target audience and the reporting objectives. A proper follow-up of recommendations is ensured.

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

Objective 2: Effective and reliable internal control system in line with sound financial management.																
Indicator 1: Conclusion reached on cost effectiveness of controls																
Source of data: OIB data																
Baseline (2014)	Target (2020)	The latest known results (2019)														
Yes	Yes	Yes														
Indicator 2: Payments handled after the contractual deadline.																
Source of data: OIB data																
Baseline (2012-2019)	Target (2020)	The latest known results (2019)														
<table border="1"> <caption>Payments handled after the contractual deadline (2014-2019)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>2.0%</td> </tr> <tr> <td>2015</td> <td>1.5%</td> </tr> <tr> <td>2016</td> <td>4.8%</td> </tr> <tr> <td>2017</td> <td>0.6%</td> </tr> <tr> <td>2018</td> <td>0.3%</td> </tr> <tr> <td>2019</td> <td>1.0%</td> </tr> </tbody> </table>	Year	Percentage	2014	2.0%	2015	1.5%	2016	4.8%	2017	0.6%	2018	0.3%	2019	1.0%	Keep stable	1.04 % (EC average: 4.97%)
Year	Percentage															
2014	2.0%															
2015	1.5%															
2016	4.8%															
2017	0.6%															
2018	0.3%															
2019	1.0%															

Objective 2: Effective and reliable internal control system in line with sound financial management.			
Main outputs in 2019:			
Description	Indicator	Target (2019)	The latest known results (2019)
1. Efficiency of controls			
Key action:			
1.1 Cost-effectiveness and efficiency of controls: - Maintain OIB's overall cost of control compared to expenditure.	1.1 Overall cost of control 1.2 Time to inform 1.3 Time to pay	1.1 Keep stable 1.2 Keep stable 1.3 Keep stable	1.1 3.3% of expenditure 1.2 Time to inform: 122 days 1.3 Time to pay: 17.6 days
2 Efficient budget execution.	Reinforce	In the course of	Systematic

¹⁰ Errors which by their nature do not pose serious threat to the financial or reputational status of the Office. Nonetheless, they have to be taken into account as their aggravation could lead to undesirable effects.

	monitoring of OIB's budget through regular/quarterly reporting on the budget evolution	year	revisions to respond to developing operational needs; Timely validation of budgetary commitments and execution of C9 de-commitments.
3. Efficiency in procurement management.	<p>3.1 Respect the procurement target schedules.</p> <p>3.2 Percentage of contracts signed on time.</p> <p>3.3 Opinions from GAMA.</p> <p>3.4 If necessary - updates of procedures according to new FR</p>	<p>3.1. Realisation of 100% of the schedules</p> <p>3.2. 100% as foreseen in the calendar</p> <p>3.3. No negative opinion</p> <p>3.4. 31/03/2019</p>	<p>3.1 73%</p> <p>3.2 33%</p> <p>3.3 No negative GAMA opinion</p> <p>3.4 Necessary updates are done for procurement templates on regular basis whenever necessary. No relevant to FR as no changes in 2019</p>
<p>4. IT systems adapted to the operational activities.</p> <p>The REMIS project (the management of OIB real estate¹¹):</p> <ul style="list-style-type: none"> - Phase II went into production in Q3 2019; - Phase III is on-going with a target for completion in Q4 2020; - Phase IV, the study phase was launched in Q2 2019 and the implementation will be launched before the end of the year and the completion is planned for Q4 2020. <p>The IT tools for child care (financial management, presence registration, etc.): -the new KiddyWeb Back Office (which made Loustic obsolete) went into production in Q1 2019.</p> <p>Replacing all the ColdFusion based applications by alternative systems or solutions¹²:</p>	<p>Users (system owners) overall satisfaction survey on degree of achievement of the set objectives.</p> <p>2015 survey: 76%</p> <p>2014 survey: 73%</p> <p>2016 survey: 85%</p> <p>2017 survey: 83%</p> <p>2018 Survey: 76%</p>	<p>Keep satisfaction rate stable</p>	<p>2019 Survey: 84%</p>

¹¹ The project resulting from IT rationalisation, aiming at migration of the current OIB real estate management Information System to the IT solution on real estate management currently used by OIL.

¹² DIGIT's decision to phase out ColdFusion technology in 2021 can result in the discontinuation of some of the applications developed in this technology, given the insufficient IT resources needed for migration: to ensure continuity of operations, these systems will have to be migrated to

<p>The migration of Historga is on-going and the final release is currently in the Acceptance environment., The migration of Scanning started in April 2019, and migration of Business Cards in September 2019.</p>			
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The 2019 key deliverables in the area of financial management, procurement and ICT are the following:

Cost effectiveness of controls:

Maintain OIB's overall cost of control in line with the average of the administrative services of the Commission. In 2019 OIB dedicated an estimated total of €12.7Mio to controls compared to €14.1 Mio in 2018. This corresponds to 3.3% of the 2019 expenditure compared to 3.8% in 2018.

The difference of the estimated cost of controls as compared to previous year derives mainly from the change in methodology for the estimation of the costs and does not reflect any substantial change in OIB's control strategy. In particular, in 2019 the cost estimates were based on the overall cost of an official or contractual agent for the Commission without differentiation of costs per subcategory.

Budgetary programming, financial reporting and access rights:

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

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

Financial management:

- OIB continued to maintain payment delays at a very low level, as a way to ensure compliance with regulatory requirements and to maintain our role-model position within Commission services. Bilateral workshops were organized with nearly all of the operational units, in order to rationalize the presentation of financial files and to streamline their processing. Checklists were further fine-tuned in order to make them more transparent and user-friendly. The target was to keep payments delays stable and for the whole year of 2019, the rate was 1.04%. It should be noted that at the level of the Commission late payments are around 4.97%.
- The sector continued its efforts to be able to activate e-Invoicing via PEPPOL. Systematic meetings with DG DIGIT (coordinator of the e-Invoicing project) and DG BUDG (system owner of the SAM application) were organized in order to finalize the technical preparations. Tests were carried out successfully. Significant delay on the preparative performed by DG DIGIT resulted in the opening of PEPPOL within the Commission in November 2019 only. In December 2019, OIB took the initiative to contact several important contractors (in terms of number of invoices) in order to put them "on-board" within PEPPOL early 2020.

alternative technologies before the phase-out of ColdFusion in 2021.

- Early 2019, a Coordination Task Force was set up within unit OIB.02, and subsequently also with representatives from OIB.04, which listed more than 30 horizontal pending issues, of which 25 were solved by the end of the year.
- The central financial Unit OIB.02 played an active role in both the preparation works and meetings concerning SUMMA (the Commission's next corporate finance system) and the different components of the vast e-Procurement project, insisting on the particularities of the different OIB departments and activities' contractual and financial management.
- OIB.02 has represented OIB in the SUMMA Steering Committee and the SUMMA Supervisory Board.

OIB's Finance network (chaired by the Central Finance sector) met once during the year, which contributed to sharing information on relevant topics and to remind participants of good practices. OIB's internal finance helpdesk continued to provide enhanced support to operational units. Finally, the dissemination of relevant messages, guidelines, suggestions etc. in the financial management area was streamlined through the periodic publication of a "Newsletter" to all finance correspondents in the whole of OIB and through informal discussion in the collaborative space CONNECTED.

Accounting controls and financial statements:

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

Procurement management developments:

- In 2019, the most important contracts signed in terms of value are: cleaning services; General contractor for maintenance and finishing works in the buildings of the Commission; Supply of office supplies, paper, computer and printing consumables. A competitive dialogue for a new conference building has been fruitfully conducted and received a positive opinion of the GAMA board, yet the award decision can only be signed after the approval of the budgetary authority, foreseen in the first semester 2020. The architectural design contest for Loi-130 has been successfully conducted and awarded.
- OIB's central procurement unit has represented OIB in the GPSB (eGrants and eProcurement Steering Board), and in two working groups: on eProcurement Business Process Preparation PPMT managed by JRC and on User Group eProcurement Business Process Submission and Evaluation managed by DG GROW, which aim to harmonize, standardize and automate practices and processes within different DGs, in order to manage the entire tender process electronically.

Local ICT systems:

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

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

- Administrative module was developed in KiddyWeb application to simplify the calculation of parental contributions, and became operational in January 2019. Moreover, the application simplifying encoding children presence (Kiddymob) will be extended in to the kindergartens Q1 2020. The automatisisation of 'Dépanages' childcare is in the process of being integrated in KiddyWeb.

In the domain of real estate, REMIS project (real estate portfolio management)¹³ continues:

- Phase 2 named "Space and move management" was implemented in September 2019. Phase 3 (management of the preventive, curative and evolutionary maintenance of technical equipment in Brussels - also including the management of contracts, quotes, stocks, penalties, tickets, assessment of the state of the premises) has been reusing IT application 'CarlSource'. The implementation of phase 4 (Environmental management, health and safety at workplace) will be launched before the end of 2019.

The decision by DIGIT to phase out in 2021 one of the main technologies used by OIB (ColdFusion) and in consequences, all the ColdFusion based applications by alternative systems or solutions compatible with DIGIT IT working environment, required from OIB to launch an IT application portfolio management exercise. For every application based in ColdFusion a cost/benefit analysis has been carried out to identify the applications that had to be migrated. Business Cases assessing the different alternatives for Business Cards, Scanning and KiddyWeb were drafted. One information systems (REG-EX) has already been decommissioned in 2019, after legacy data had been exported in an Excel sheet (as a back-up).

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

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

Source of data: OIB data

Baseline (2015)	Interim Milestone (2016)	Target (2020)	The latest known results (2019)
Development and implementation of OIB AFS took place in 2013-2014. The strategy was updated in 2017, following the latest guidance.	Regular follow up and ad-hoc actions whenever needed.	Review and update of OIB's anti-fraud strategy every 2-3 years, as set out in the AFS.	OIB AFS action plan fully implemented. Revision of the OIB AFS in line with the 2019 Commission Anti-Fraud Strategy is on-going.

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

Main outputs in 2019:

Description	Indicator	Target 2019	The latest known results (2019)
1. Anti-fraud measures			
Key action: 1.1 Implementation of the planned anti-fraud strategy measures in the Anti-Fraud Action Plan 2017-2020.	1.1 Percentage of implementation of actions planned for 2019 in the anti-fraud strategy.	1.1 100%	1.1 all actions foreseen for 2019 are implemented.

¹³ REMIS has become the reference real estate database (replacing lists updated manually) to feed the different communication channels (IntraComm, Europa, Where2Go) with information on Commission buildings in Brussels. It deals with: lease administration with registration of all contracts related to the lease of Commission buildings in Brussels; cost administration: building-level bookkeeping, registration of indexes; REMIS now reflects the periodic amount that needs to be paid to the owners of the rented buildings.

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

The revision of OIB's AFS took place in 2019 based on the 2019 Commission Anti-Fraud Strategy. The anti-fraud action plan was followed up in the course of the year and all actions have been implemented.

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

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports - DG OIB - Financial Year 2019

Table 1: Commitments

Table 2: Payments

Table 3: Commitments to be settled

Table 4: Balance Sheet

Table 5: Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6: Average Payment Times

Table 7: Income

Table 8: Recovery of undue Payments

Table 9: Ageing Balance of Recovery Orders

Table 10: Waivers of Recovery Orders

Table 11: Negotiated Procedures

Table 12: Summary of Procedures

Table 13: Building Contracts

Table 14: Contracts declared Secret

Table 15: FPA duration exceeds 4 years

Table 1: Commitments

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG OIB					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0,05	0,05	100,00 %
Total Title 09			0,05	0,05	100,00 %
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	4,9	3,08	62,87 %
Total Title 10			4,90	3,08	62,87 %
Title 13 Regional and urban policy					
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0,06	0,06	100,00 %
Total Title 13			0,06	0,06	100,00 %
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	0,39	0,39	100,00 %
Total Title 16			0,39	0,39	100,00 %
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	1,23	1,23	99,98 %
Total Title 24			1,23	1,23	99,98 %
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,05	0,05	100,00 %
Total Title 25			0,05	0,05	100,00 %
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	408,04	372,81	91,36 %
Total Title 26			408,04	372,81	91,36 %
Total DG OIB			414,72	377,66	91,07 %

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

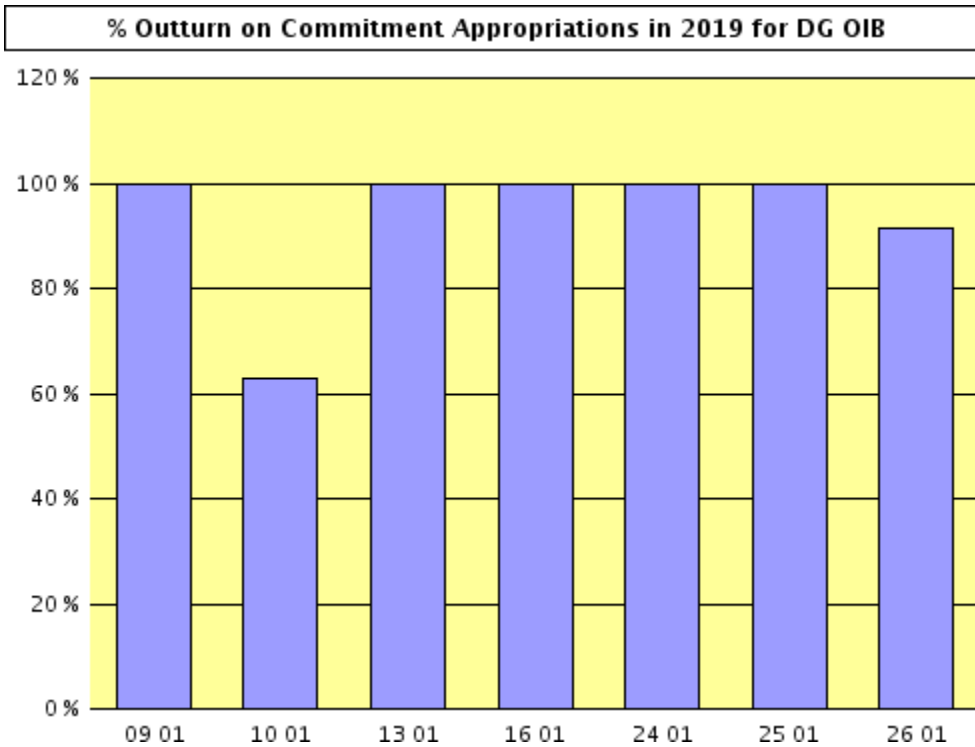


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2019 (in Mio €) for DG OIB					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0,05	0,06	121,70 %
Total Title 09			0,05	0,06	121,70%
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	4,9	3,2	65,34 %
Total Title 10			4,9	3,2	65,34%
Title 13 Regional and urban policy					
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0,06	0,05	89,38 %
Total Title 13			0,06	0,05	89,38%
Title 16 Communication					
16	16 01	Administrative expenditure of the 'Communication' policy area	0,39	0,3	76,51 %
Total Title 16			0,39	0,3	76,51%
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	1,23	1,68	136,42 %
Total Title 24			1,23	1,68	136,42%
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,05	0,04	86,99 %

Total Title 25			0,05	0,04	86,99%
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	471,86	377,72	80,05 %
Total Title 26			471,86	377,72	80,05%
Total DG OIB			478,54	383,06	80,05 %

* 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).

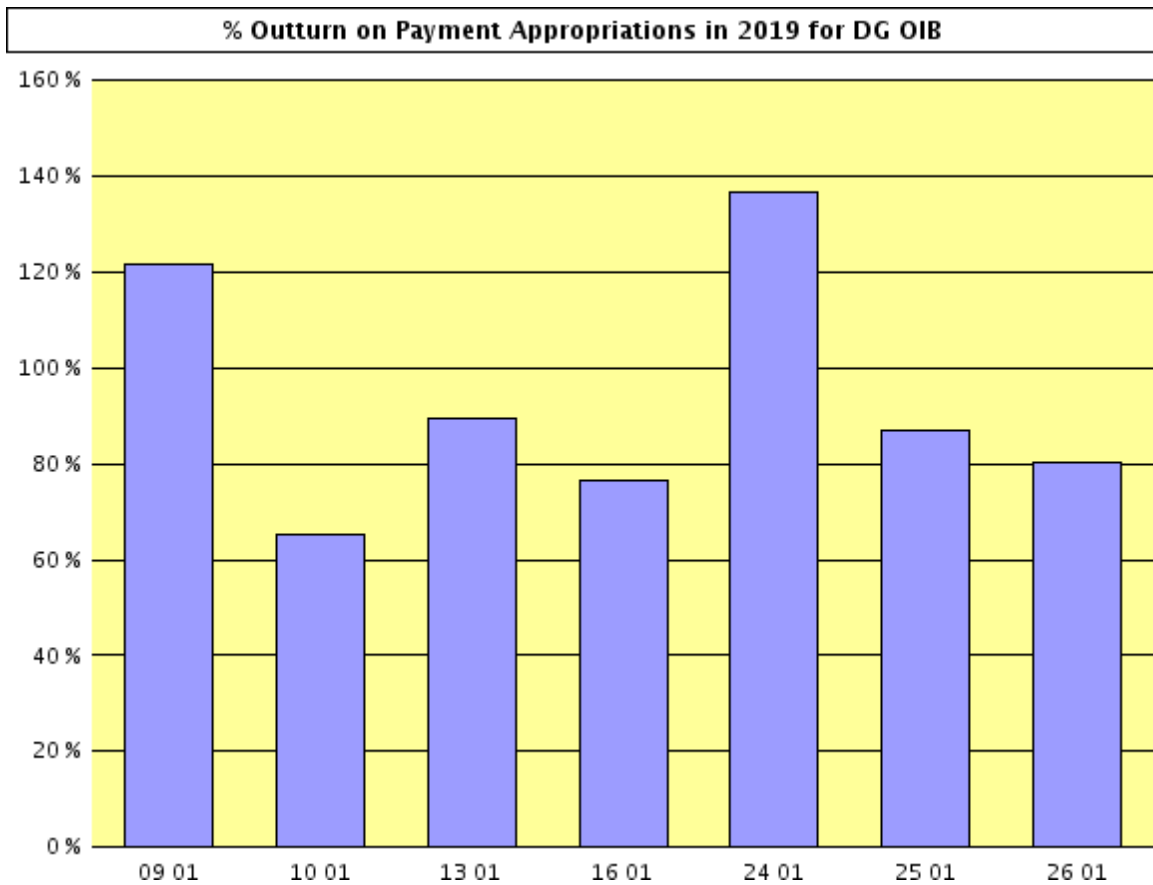


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG OIB									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0,05	0,04	0,01	17,10%	0,00	0,01	0,02
Total Title 09			0,05	0,04	0,01	17,10%	0,00	0,01	0,02

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG OIB									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
10	10 01	Administrative expenditure of the 'Direct research' policy area	3,08	2,56	0,51	16,69%	0,00	0,51	0,66
Total Title 10			3,08	2,56	0,51	16,69%	0,00	0,51	0,66

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG OIB									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
13	13 01	Administrative expenditure of the 'Regional and urban policy' policy area	0,06	0,05	0,01	10,62%	0,00	0,01	0,00
Total Title 13			0,06	0,05	0,01	10,62%	0,00	0,01	0,00

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG OIB									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
16	16 01	Administrative expenditure of the 'Communication' policy area	0,39	0,29	0,09	23,90%	0,00	0,09	0,00
Total Title 16			0,39	0,29	0,09	23,90%	0,00	0,09	0,00

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG OIB									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	1,23	0,70	0,53	43,01%	0,00	0,53	0,98
Total Title 24			1,23	0,70	0,53	43,01%	0,00	0,53	0,98

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG OIB									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0,05	0,01	0,04	75,45%	0,00	0,04	0,03
Total Title 25			0,05	0,01	0,04	75,45%	0,00	0,04	0,03

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG OIB									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	372,81	316,07	56,74	15,22%	0,50	57,23	62,24

Total Title 26	372,81	316,07	56,74	15,22%	0,50	57,23	62,24
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Total for DG OIB	377,66	319,74	57,93	15,34 %	0,5	58,42	63,94
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Breakdown of Commitments Remaining to be Settled (in Mio EUR) at 31/12/2019 for DG OIB

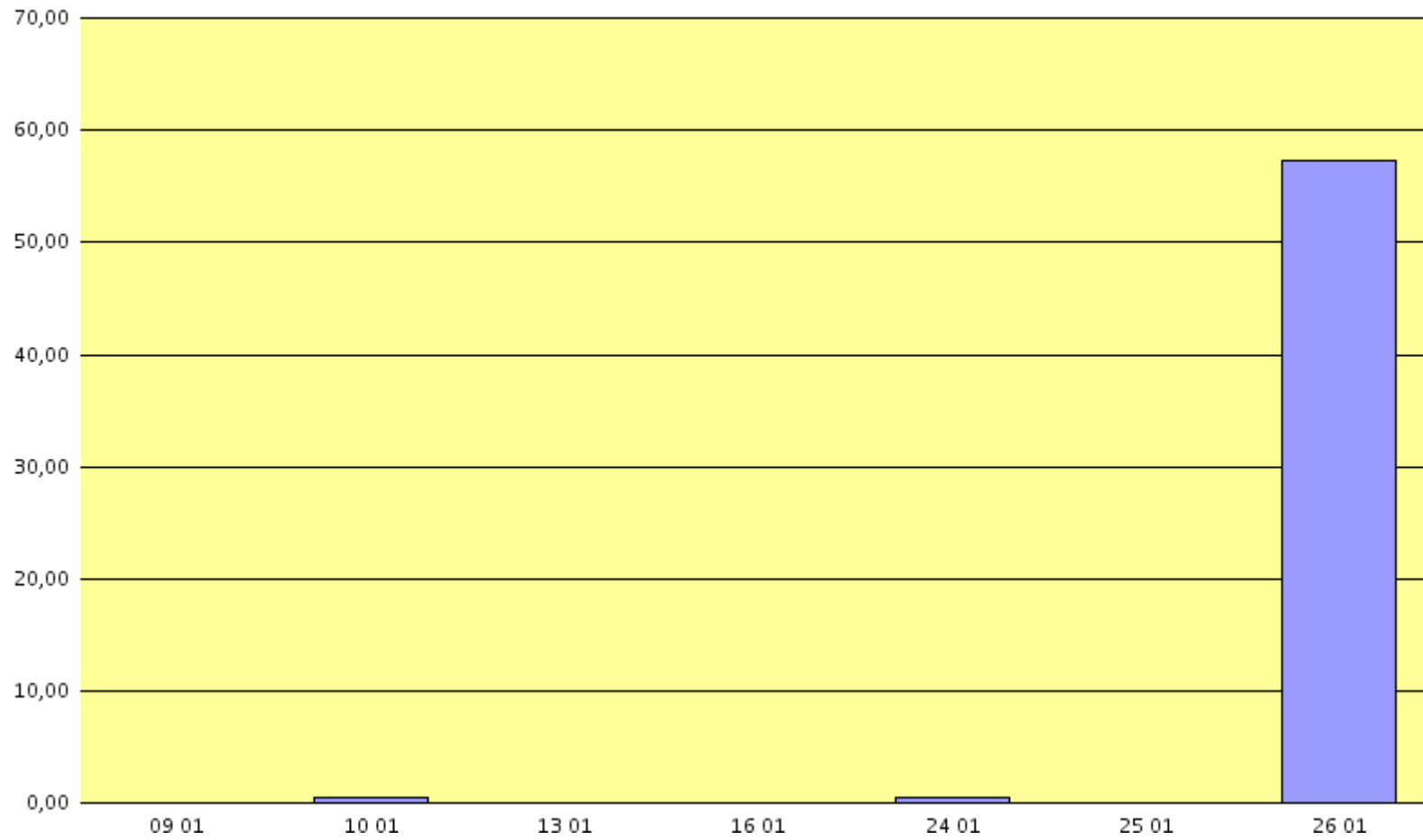


Table 4: Balance Sheet

BALANCE SHEET	2019	2018
A.I. NON CURRENT ASSETS	1.006.321.327,54	1.072.145.915,52
A.I.1. Intangible Assets	1.250,00	16.666,67
A.I.2. Property, Plant and Equipment	1.006.319.073,68	1.072.128.244,99
A.I.6. Non-Cur Exch Receiv & Non-Ex Recoverab	1.003,86	1.003,86
A.II. CURRENT ASSETS	4.175.073,79	3.767.145,28
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	3.886.620,85	3.257.313,12
A.II.4. Inventories	230.200,54	257.475,59
A.II.6. Cash and Cash Equivalents	58.252,40	252.356,57
ASSETS	1.010.496.401,33	1.075.913.060,8
P.I. NON CURRENT LIABILITIES	-900.265.643,28	-980.417.413,92
P.I.3. Non-Current Financial Liabilities	-900.265.643,28	-980.417.413,92
P.II. CURRENT LIABILITIES	-90.159.344,37	-82.856.494,34
P.II.3. Current Financial Liabilities	-80.465.295,94	-74.736.119,09
P.II.4. Current Payables	-9.694.048,43	-8.120.375,25
P.II.5. Current Accrued Charges & Defrd Income	0,00	0,00
LIABILITIES	-990.424.987,65	-1.063.273.908,26
NET ASSETS (ASSETS less LIABILITIES)	20.071.413,68	12.639.152,54
P.III.2. Accumulated Surplus/Deficit	2.948.634.460,23	2.613.467.690,41
Non-allocated central (surplus)/deficit*	-2.968.705.873,91	-2.626.106.842,95
TOTAL DG OIB	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.

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

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG OIB

STATEMENT OF FINANCIAL PERFORMANCE	2019	2018
II.1 REVENUES	-51.361.144,92	-43.307.390,29
II.1.1. NON-EXCHANGE REVENUES	-2.400	-16.800
II.1.1.6. OTHER NON-EXCHANGE REVENUES	-2.400,00	-16.800,00
II.1.2. EXCHANGE REVENUES	-51.358.744,92	-43.290.590,29
II.1.2.1. FINANCIAL INCOME		-7,26
II.1.2.2. OTHER EXCHANGE REVENUE	-51.358.744,92	-43.290.583,03
II.2. EXPENSES	380.387.958,08	378.474.160,11
II.2. EXPENSES	380.387.958,08	378.474.160,11
II.2.10. OTHER EXPENSES	308.445.581,38	305.432.099,99
II.2.2. EXP IMPLEM BY COMMISS&EX.AGENC	27.275,05	-29.009,17
II.2.6. STAFF AND PENSION COSTS	15.985.376,50	13.482.140,48
II.2.8. FINANCE COSTS	55.929.725,15	59.588.928,81
STATEMENT OF FINANCIAL PERFORMANCE	329.026.813,16	335.166.769,82

Explanatory Notes: None

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.

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

TABLE 5bis: OFF BALANCE SHEET for DG OIB		
OFF BALANCE	2019	2018
OB.1. Contingent Assets	16.529.261,17	19.441.824,05
GR for performance	4.887.149,88	7.453.350,73
OB.1.3. CA Other	11.642.111,29	11.988.473,32
OB.2. Contingent Liabilities	-97.946,85	-272.475,68
OB.2.7. CL Legal cases OTHER	-97.946,85	-272.475,68
OB.3. Other Significant Disclosures	-516.994.095,18	-513.768.727,96
OB.3.3.7. Other contractual commitments	-26.751.278,87	-16.859.600,22
OB.3.5. Operating lease commitments	-490.242.816,31	-496.909.127,74
OB.4. Balancing Accounts	500.562.780,86	494.599.379,59
OB.4. Balancing Accounts	500.562.780,86	494.599.379,59
OFF BALANCE	0,00	0,00

Explanatory Notes: None

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.

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

TABLE 6: AVERAGE PAYMENT TIMES in 2019 for OIB

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	6370	6304	98,96 %	16,44	66	1,04 %	45,56
45	371	368	99,19 %	18,36	3	0,81 %	57,67
60	168	165	98,21 %	46,04	3	1,79 %	100
75	1	1	100,00 %	6			
Total Number of Payments	6910	6838	98,96 %		72	1,04 %	
Average Net Payment Time	17,58			17,25			48,33
Average Gross Payment Time	20,03			19,71			50,31

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	32	528	7,64 %	6910	30.816.138,89	8,03 %	383.736.375,05

Late Interest paid in 2019			
DG	GL Account	Description	Amount (Eur)
OIB	65010100	Interest on late payment of charges New FR	1 267,07
			1 267,07

TABLE 7 : SITUATION ON REVENUE AND INCOME in 2019 for DG OIB

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	7=3-6
50	PROCEEDS FROM THE SALE OF MOVABLE AND IMMOVABLE PROPERTY	829.238,80	3.552,80	832.791,60	781.770,63	3.552,80	785.323,43	47.468,17
51	PROCEEDS FROM LETTING AND HIRING	16.461.730,79	3.093.659,24	19.555.390,03	12.944.990,38	3.093.659,24	16.038.649,62	3.516.740,41
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	18.768.726,44	34.614,38	18.803.340,82	18.424.099,68	34.614,38	18.458.714,06	344.626,76
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	13.590.761,17	158.559,54	13.749.320,71	13.506.059,65	156.226,07	13.662.285,72	87.034,99
58	MISCELLANEOUS COMPENSATION	14.166,11	0,00	14.166,11	14.166,11	0,00	14.166,11	0,00
66	OTHER CONTRIBUTIONS AND REFUNDS	2.517.810,35	0,00	2.517.810,35	2.517.453,73	0,00	2.517.453,73	356,62
Total DG OIB		52.182.433,66	3.290.385,96	55.472.819,62	48.188.540,18	3.288.052,49	51.476.592,67	3.996.226,95

TABLE 8: RECOVERY OF PAYMENTS in 2019 for DG OIB
 (Number of Recovery Contexts and corresponding Transaction Amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2019 Year of Origin (commitment)	Irregularity		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2015					1	15,74		
2017					4	9.657,74		
2018	4	30.725,13	4	30.725,13	33	110.449,59	12,12%	27,82%
2019	3	19.875,86	3	19.875,86	23	50.274,99	13,04%	39,53%
No Link	2	4.827,5	2	4.827,5	1815	48.317.144,27	0,11%	0,01%
Sub-Total	9	55.428,49	9	55.428,49	1876	48.487.542,33	0,48%	0,11%

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES	162	62.364,31			162	62.364,31	1.295	13.274.146,94	12,51%	0,47%
Sub-Total	162	62.364,31			162	62.364,31	1.295	13.274.146,94	12,51%	0,47%
GRAND TOTAL	171	117.792,8			171	117.792,8	3.171	61.761.689,27	5,39%	0,19%

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2019 for DG OIB

	Number at 1/01/2019	Number at 31/12/2019	Evolution	Open Amount (Eur) at 1/01/2019	Open Amount (Eur) at 31/12/2019	Evolution
2018	99	4	-95,96 %	3.419.570,87	2.333,47	-99,93 %
2019		72			4.016.697,33	
	99	76	-23,23 %	3.419.570,87	4.019.030,80	17,53 %

TABLE 10: Recovery Order Waivers >= 60 000 € in 2019 for DG OIB

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

Justifications: None RO waivers

TABLE 11: Negotiated Procedures in 2019 for DG OIB

Internal Procedures > € 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Annex 1 - 11.1 (a) - Follow-up of an open/restricted procedure where no (or no suitable) tenders/requests to participate have been submitted	5	617.636,24
Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market	1	810.000,00
Art. 134.1(b) (Without prior publication) Technical or artistic reasons, or reasons connected with the protection of exclusive rights	1	81.728,66
Total	7	1.509.364,90

TABLE 12: Summary of Procedures in 2019 for DG OIB**Internal Procedures > € 60,000**

Procedure Legal base	Number of Procedures	Amount (€)
Competitive procedure with negotiation (Annex 1 - 12.1)	1	1.262.000,00
Negotiated procedure low value contract (Annex 1 - 14.3)	1	61.202,14
Negotiated procedure middle value contract (Annex 1 - 14.2)	14	2.559.095,54
Negotiated Procedure with at least five candidates below Directive thresholds (Art. 136a RAP)	2	731.111,66
Negotiated procedure without prior publication (Annex 1 - 11.1)	6	1.427.636,24
Negotiated Procedure without publication of a contract notice Art. 126 IR	4	2.135.126,41
One-step procedure based on a call for expressions of interest - Vendors' list (Annex 1 - 13.3 (b) (i))	1	137.009,09
Open Procedure (Art. 104(1) (a) FR)	1	2.032.000,00
Open procedure (FR 164 (1)(a))	14	273.709.725,30
Total	44	284.054.906,38

TABLE 13: BUILDING CONTRACTS in 2019 for DG OIB**None****TABLE 14: CONTRACTS DECLARED SECRET in 2019 for DG OIB****None****TABLE 15: FPA duration exceeds 4 years - DG OIB****None**

ANNEX 4: Materiality criteria

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

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

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

➤ Significant control system weaknesses

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

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

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

➤ Insufficient evidence from internal control systems or audit coverage.

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

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

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

➤ Significant reputational events

The assessment of the impact of a reputational event is based on a professional judgment of experts in a given domain. Significance of the reputational events is measured as the impact on the Commission reputation. The judgment of the significance includes: (1) the nature of the impact on reputation, expressed in terms of political consequences (2) the scale of the awareness of the event (a measure of how many stakeholders¹⁴ know about it (3) the duration of the impact on reputation (in months).

3. The weakness is assessed as significant in **quantitative** terms, i.e. the monetary value of the problem or the amount considered at risk is above the acceptable level. OIB applies the guidelines provided in the communication COM(2003)28 of 21st January 2003 which sets the recommended threshold of residual error rate to a maximum of 2% of the authorized payments¹⁵.

¹⁴ Member States, the Council and Parliament, the European Court of Auditors, contractors, the staff of the Institution (including pensioners and candidates/laureates of competitions), the media, and the wider general public.

¹⁵ The 2% materiality threshold refers to the level of the residual rate of error. The residual error rate

- Significant occurrence of errors in the underlying transactions (legality and regularity)
- No major error with financial impact (> 2% of the payments) is raised by the internal control and reporting systems, by the ex-post controls and audit bodies.

"As from 2019¹⁶, a 'de minimis' threshold for financial reservations is introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of OIB's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed."

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

represents the rate of error remaining after corrections (recoveries, off settings) have been made.

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

ANNEX 5: Relevant Control System(s) for budget implementation (RCSs)

1. Building Procurement

A – Planning

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

Main risks It may happen (again) that...	Mitigating controls ¹⁷	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • The needs are not well defined (operationally & economically) and the decision to procure is inappropriate to meet the operational objectives; • Complexity of the tender procedure (which may prevent market response, difficulty to choose a contractor, result in long procedure timing, be misapplied or entail cost increase); • Discontinuation of the services provided due to a late contracting (poor planning and organisation of the procurement process); • Financial risk for the Institutions; • Budget availability not sufficient to meet the objectives. 	<ul style="list-style-type: none"> • Internal instructions (sec(2004)62), financial Regulations art.266 and Communication from the EC on building policy and infrastructure in Brussels COM(2003)755; • Methodology on planning and selection process of building contractors; • Multi-annual policy framework (MAPF), which establishes the building needs (10 years planning); • Estimated needs published on the Commission's website & Official Journal; • Prospection notice (API-"avis de prospection immobilière") for each building procurement procedure; • AOSD supervision & approval; Validation by Real Estate Committee (OIB, DG HR, DG DIGIT, SG, OIL); • Objectives are defined in the Strategic Plan and Management Plan and monitored in the AAR & mid-term review; • All important issues regularly discussed at weekly management meetings; • Regular meetings on the implementation of the building policy held with the Commissioner and DG HR; • AOSD reports on financial matters, 	<p>Coverage: 100% - all building acquisition projects (including renting projects)</p> <p>Depth (intensity): Level 1 control: minimal administrative / arithmetic control with no reference to supporting documents (for registry of the procedures)</p>	<p>Costs:</p> <ul style="list-style-type: none"> - Cost of staff involved in the building procurement process; - Cost of systems / software. <p>Benefits:</p> <ul style="list-style-type: none"> - Building needs are properly planned and addressed; - Continuity of activity; - Compliance (Kallas communication); - Reduce the risks of litigation, of cancellation of a tender; - Transparency towards the market; - Better value for money; <p>Control indicators</p> <ul style="list-style-type: none"> - ratio of the Commission's real estate portfolio and surface needs authorised by the budgetary authority - percentage of overall projects delivered within deadline and budget

¹⁷ Some of these mitigating controls seem to be the source for the risks: e.g. FR art 266: complex and long procedure, MAPF and DG BUDG refusing to agree (except some years) and therefore needs are not well defined.

Main risks It may happen (again) that...	Mitigating controls ¹⁷	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	including building aspects twice per year.		

B –Needs assessment and definition of needs

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

Main risks It may happen (again) that...	Mitigating controls ¹⁸	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • The best offers are not submitted due to the poor definition of the tender specifications • Complexity of the tender procedure (which may prevent market response, difficulty to choose a contractor, result in long procedure timing, be misapplied or entail cost increase); • Risk of discontinued services or legal action resulting from delayed procurement procedures, captivity or absence of competition. 	<ul style="list-style-type: none"> • Needs are identified in two ways: <ul style="list-style-type: none"> - according to the follow-up of the building contract terms and according to the staff evolution; - following a specific request linked to a specific need. • For each building procurement procedure, there is a prospection notice (API) including the technical and legal requirements, the list of conformity with MIT ("Manuel de l'Immeuble Type"), contract aspects and exclusion and prospection criteria. • Prospection reviewed and validated by the hierarchy (AOD) and approved by Real Estate Committee • Annual publication of the EC building needs (transparency) • All prospection notices published in the Official Journal and on the EC website. • Real Estate Committee validates the documents before publication; • Inter-Service Consultation for each project and information note to the Budget Authority • OIB is part of the Inter-Institutional Working Group (ILISWG) dealing with the evolution of the real estate market and the needs of the institutions. • Anti-fraud strategy and related anti-fraud controls. 	<p>Coverage: 100% - all building acquisition projects (including renting projects)</p> <p>Depth (intensity): Level 2 control: control with reference to corroborative information incorporating an element of independent oversight</p>	<p>Costs:</p> <ul style="list-style-type: none"> - People involved in the building procurement unit - External experts <p>Benefits:</p> <ul style="list-style-type: none"> - Safeguarding the reputation of the Commission and its assets; - Continuity of activity; - Compliance; - Reduce the risks of fraud, litigation and of cancellation of a tender; - Transparency. <p>Control indicators</p> <ul style="list-style-type: none"> - Percentage of overall projects delivered within deadline and budget - AOSD reports (include procurement issues) - Register of exceptions - Anti-fraud indicators - Recommendations from ECA, IAS

¹⁸ Some of these mitigating controls seem to be the source for the risks: e.g. FR art 266 = complex and long procedure, MAPF and DG BUDG refusing to agree and therefore needs are not well defined...

C – Selection of the offer and evaluation

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

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

2. Non-Building Procurement

A - Planning

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

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> The needs are not well defined (operationally & economically) and the decision to procure is 	<ul style="list-style-type: none"> A 4-year work program (rolling plan) is defined and followed through the IT application PPMT; This plan is approved 	<p>Coverage:</p> <ul style="list-style-type: none"> - all procedures ≥ €144.000 (>€500.000 for works) 	<p>Costs:</p> <ul style="list-style-type: none"> Cost of staff involved in procurement procedures in

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>inappropriate to meet the operational objectives;</p> <ul style="list-style-type: none"> • Risk of discontinued services resulting from delayed procurement procedure (poor planning and poor organisation of the procurement process). 	<p>by OIB's Director;</p> <ul style="list-style-type: none"> • Procurement Project Framework implemented since 2012 was reviewed in 2016 and updated in 2017 in line with PPMT application. • Objectives are defined in the MP and monitored in the AAR & mid-term review (SPP docs). • Budget programming is approved at the beginning of the year and regular updates/revisions are carried out during the year; • Procurement planning is regularly discussed at management meetings 	<p>conducted by central procurement unit</p> <ul style="list-style-type: none"> - all major objectives (SPP) - IT steering twice per year <p>Depth (intensity): Level 3 control with reference to fully independent corroborative information</p>	<p>operational and central units</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Reliable procurement planning avoids gaps in business continuity; - IT projects follow-up ensures that priorities are followed and processes are automatized; - Rejection of unjustified purchases. <p>Control indicators</p> <ul style="list-style-type: none"> - MP objectives followed through several indicators - Regular monitoring of progress of procurement procedures and delays indicators - Average time to inform - Budget reporting

B –Needs assessment and definition of needs

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

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • The best offers are not submitted due to the poor definition of the tender specifications • Complexity of the tender procedure which may: prevent market response, make difficult the choice of contractors, result in long procedure time, be misapplied or entail cost increase ; • Risk of discontinued services resulting from delayed procurement procedure; • Lack of contractors or dependency towards contractors. 	<ul style="list-style-type: none"> • Tenders ≥ €144.000 (>€500.000 for works) are conducted by the central procurement unit for consistency with the Financial Regulation and for quality revision of the tender documents; • The "orientation document" (containing the main elements of the tender) is approved by AOD; • Contracts in cascade are used whenever appropriate • Continuous support to technical units is 	<p>Coverage:</p> <ul style="list-style-type: none"> - all procedures ≥ €144.000 (>€500.000 for works) conducted by central procurement unit - on a case by case basis regarding the complexity and contracts in cascade <p>Depth (intensity):</p>	<p>Costs: Various people from the operational units and from the procurement central team are involved.</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Increased competition and value for money; - Legal certainty;

<p align="center">Main risks It may happen (again) that...</p>	<p align="center">Mitigating controls</p>	<p align="center">Coverage, frequency and depth of controls</p>	<p align="center">Cost-Effectiveness indicators (three E's)</p>
	<p>provided ex. specific trainings ("How to write a coherent tender specifications") are held; manuals on the market procedures available on MyOIB and updated if needed, models of OIB tender documents available on MyOIB;</p> <ul style="list-style-type: none"> • Helpdesk to ensure consistency in replies to questions received; • Anti-fraud strategy and related anti-fraud controls. • A "Guide for tenderers" on how to participate on OIB's tenders is published online for all possible candidates; 	<p>Level 4 control: with reference to and including access to the underlying documentation.</p>	<ul style="list-style-type: none"> - Litigations avoided; - Limit the risk of cancellation of a tender. <p>Control indicators</p> <ul style="list-style-type: none"> - number of OLAF cases followed-up - number of negative GAMA opinions - number of procedures and contracts signed - average time to inform - recommendations from ECA, IAS - AOSD reports (include procurement issues) - Register of exceptions - Anti-fraud indicators
	<ul style="list-style-type: none"> • Calls for tenders are published in the Official Journal, Europa website; targeted local publicity is used where appropriate; extra publicity via Euro Info Centres (EIC) in coordination with DG ENTR • Preliminary information sheet required (to reduce the risk of slicing) and registration of all procedures above €15.000 • Procurement central team gives also support and advice for procedures below €144.000. 	<p>Coverage:</p> <ul style="list-style-type: none"> - all tenders ≥ €1.000 (>€500.000 for works) conducted by central procurement unit - all tenders above €15.000 registered <p>Depth (intensity):</p> <p>Level 4 control: with reference to and including access to the underlying documentation.</p>	<p>Costs:</p> <p>Cost of staff involved in procurement procedures in operational and central units.</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Increased competition; - Transparency; - Limit the risk of cancellation of a tender and of litigation. <p>Control indicators</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
			- % of unsuccessful procurement procedures

C –Selection of the offer and evaluation

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

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

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	controls.		<ul style="list-style-type: none"> - Procurement reporting (status of procedures, delays vs planning) - average time to inform - % of unsuccessful procurement procedures - Anti-fraud indicators

3. Financial transactions

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

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

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> • Products / services / works not in line with the contract clauses; • Amounts paid exceed what is contractually due; • Risk of late interest payment and discontinuity of business because contractor fails to deliver due to delayed payments; • Risk of fraud, litigation and bad reputation due to non-compliance with rules in force (FR & RAP, accounting, etc.); • Risk of loss of assets. 	<ul style="list-style-type: none"> • Close monitoring of every step in the payment process, in particular payment delays (i.e. through OIB's IT application ParaphOIB) • Four eyes principle: at least 2 people (and in a vast majority of the transactions 4 or 5) are involved in each financial transaction: initiating and verifying agents, both at operational and financial level; • Delegation of powers (AOSD, CAF) published; • Centralised financial circuit for payments and partially decentralised model for commitments; 	<p>Coverage: All financial transactions</p> <p>Depth (intensity): Level 4 control: with reference to and including access to the underlying documentation.</p> <hr/> <p>Coverage: All financial transactions</p> <p>Depth (intensity):</p> <ul style="list-style-type: none"> - Level 4 control: with reference to and including access to the underlying documentation. - Level 3 control: with reference to fully independent corroborative information (i.e. database which justifies certain elements of the claim) 	<p>Costs: All agents involved in financial transactions</p> <p>Benefits: Sound financial management and respect of contractual deadlines.</p> <p>Control indicators</p> <ul style="list-style-type: none"> - % of payments handled outside contractual delays - value of late interest payments - average time to pay - budget reporting <hr/> <p>Costs: All agents involved in financial transactions & accounting staff</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Errors, frauds and potential litigations are prevented or minimized. - Accounting errors are identified and corrected at an early stage <p>Control indicators</p> <ul style="list-style-type: none"> - number of OLAF cases followed-up - ECA's DAS recommendations

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	<ul style="list-style-type: none"> Supplementary controls are made by the IT application (ABAC SAM) for OIB budgetary and legal commitments, as well as for payments; a specific IT application (Regex) is used for the follow-up of exceptions; Accounting controls are carried out regularly (monthly, quarterly and yearly, depending on type of transactions); 		<ul style="list-style-type: none"> IAS audit recommendations % of a posteriori payments Accounting quality AOSD reports (include financial issues)
	<ul style="list-style-type: none"> Regular tracking exercises of plant and machinery; Supplementary controls are made by the IT application (ABAC SAM) for assets; Accounting controls are carried out regularly (monthly, quarterly and yearly, depending on type of transactions); Daily cashiers controls in internally managed restaurants and cafeterias. 	<p>Coverage: All assets</p> <p>Depth (intensity): Level 4 control: with reference to and including access to the underlying documentation.</p>	<p>Costs:</p> <ul style="list-style-type: none"> Part of the time of the GBIs in the Commission The team responsible for this inventory The accounting staff. <p>Benefits: Community property safeguarded</p> <p>Control indicators</p> <ul style="list-style-type: none"> Value of non-located assets (percentage); Tracking rate.

B – Revenue Operations

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

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<ul style="list-style-type: none"> Risk that counterparties do not pay or do not pay in time; Risk of fraud and bad reputation due to non-compliance with rules in force (FR & RAP, accounting). 	<ul style="list-style-type: none"> Direct centralised management mode (a central cell centralizes all requests for recovery orders); Key issues discussed during weekly management meetings; Close monitoring of R.O planning over the year; A specific procedure is in place regarding the planning of recovery orders related to SLAs; Budget reporting includes revenue operations; 	<p>Coverage: All recovery orders</p> <p>Depth (intensity): Level 4 control: with reference to and including access to the underlying documentation.</p>	<p>Costs: All agents involved in the recovery of revenues</p> <p>Benefits:</p> <ul style="list-style-type: none"> Amount of the revenue generated. Less Revenues cashed in with delays; Errors and fraud are minimized. <p>Control indicators</p> <ul style="list-style-type: none"> Amount of revenue generated; Percentage of outstanding

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	<ul style="list-style-type: none"> • Recovery order delays are followed up and regularly reported to management; • Use of ABAC system to register all recovery orders • Each recovery order or forecast is submitted to the normal validation procedure as for expenditure (four eyes principle); • Regular exchange of information and notes with the counterparty to fix practical arrangements; • Recovery orders exceptions are kept in the register of exceptions. • AOSD reports on financial matters include recovery order issues; • Same level of controls and reporting as for expenditure. 		<p>recovery orders;</p> <ul style="list-style-type: none"> - Significant error detected by ex-post control on the revenue operations; - ECA, IAS audit recommendations; - Register of exceptions; - AOSD reports (with recovery order issues).

4. Supervisory measures

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

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

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

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

ANNEX 7: EAMR of the Union Delegations – Not applicable

ANNEX 8: Decentralised agencies and/or EU Trust Funds – Not applicable

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

ANNEX 10: Specific annexes related to "Financial Management"

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

Title of the Relevant Control System (RCS)	Ex ante controls			Ex post controls			Total**	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
	EC total costs (in EUR)	funds managed (in EUR) ¹⁹	Ratio (%)* (a)/(b)	EC total costs (in EUR)	total value verified and/or audited (in EUR)	Ratio (%) (d)/(e)	EC total estimated cost of controls (in EUR) (a)+(d)	Ratio (%)* (g)/(h)
1) Building Procurement	€ 542 679	N/A	N/A	N/A	N/A	N/A	€ 542 679	N/A
2) Non-Building Procurement	€ 3 629 463	N/A	N/A	N/A	N/A	N/A	€ 3 629 463	N/A
3) Financial Transactions	€ 7 353 284	€ 383 060 000	1.92%	N/A	N/A	N/A	€ 7 353 284	1.92%
4) Supervisory Measures	N/A	N/A	N/A	€ 252 705	€ 304 800 000	0.08%	€ 143 305	N/A
OVERALL total estimated cost of control at EC level	€ 12 473 826*	€ 383 060 000	3.26%	€ 252 705	€ 304 800 000	0.08%	€ 12 726 531	3.32%

* Total cost of control also includes FTEs for Budget and Accounting; Coordination incl. Strategic Programming and Planning, internal control, assurance and quality management as well as Anti-fraud (€ 948 400). Since this is not attributable to a single RCS it was added to the overall value.

1. Financial circuits

The budget is largely implemented on a centralised basis; OIB has three financial circuits in place:

- the fully decentralised model for legal commitments, for procurement below €144k and for all OIB.OS.3 transactions at Ispra (excluding procurement equal to or above €144k);
- the partially decentralised model (with counterweight) for budgetary commitments;
- the fully centralised model for all payments, recoveries and for procurement equal or above €144k (including for OIB.OS.3 at Ispra).

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

¹⁹ Funds managed = payments made, revenues and/or other significant non-spending items such as e.g. assets, liabilities, etc.

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

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

Financial resources

Financial Resources by ABB activity (EUR million) implementation of Commitment Appropriations (CA)				
Code ABB	ABB Activity	Operational expenditure	Administrative expenditure (*)	Total (**)
ABB.1	Real Estate	0,00	322.997.381,89	322.997.381,89
ABB.2	Services	0,00	43.686.254,29	43.686.254,29
ABB.3	Horizontal activities	0,00	1.786.956,16	1.786.956,16
Total		0,00	368.470.592,34	368.470.592,34

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

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

Payments versus commitments (C1, C4, C5 & E0 credits) on 31/12/2019, per ABB activity, were as follows:

ABB	Administrative Budget		CNECT co-delegated credits	COMM co-delegated credits	COMM subdelegated credits	EPSO co-delegated credits	OIL co-delegated credits	PMO co-delegated credits	OLAF co-delegated credits (type III)	OP co-delegated credits	REGIO co-delegated credits	SG co-delegated credits	to PMO co-delegated credits (type III)	to HR subdelegated credits	Grand Total
	budget opérationnel	budget de fonctionnement - 26.012201													
ABB.1	316.731.942,81	5.967.482,27	0,00	371.500,00	1.332.000,00	3.260.000,00	0,00	3.740.000,00	1.007.680,00	90.900,00	0,00	0,00	0,00	297.956,81	332.799.461,89
ABB.2	38.771.712,17	4.914.542,12	50.802,86	15.400,00	0,00	50.000,00	0,00	266.000,00	226.672,80	3.700,00	57.808,14	0,00	1.957.407,50	0,00	44.356.638,09
ABB.3	0,00	1.786.956,16	0,00	0,00	0,00	0,00	0,00	0,00	0,00	3.000,00	0,00	50.000,00	217.834,53		2.057.790,69
Commitments	355.503.654,98	12.668.980,55	50.802,86	386.900,00	1.332.000,00	3.310.000,00	0,00	4.006.000,00	1.234.352,80	97.600,00	57.808,14	50.000,00	2.175.242,03	297.956,81	381.171.298,17
ABB.1	279.333.902,26	5.346.425,19	0,00	279.027,46	0,00	3.097.280,63	0,00	3.570.685,29	538.420,73	66.163,77	0,00	0,00	0,00	0,00	292.231.905,33
ABB.2	24.598.384,79	1.662.055,87	42.116,42	15.399,56	0,00	49.475,90	0,00	154.497,87	165.095,93	3.699,06	51.669,85	0,00	1.517.690,22	0,00	28.260.085,47
ABB.3	0,00	749.466,84	0,00	0,00	0,00	0,00	0,00	0,00	0,00	3.000,00	0,00	12.274,01	169.963,01	0,00	934.703,86
Payments	303.932.287,05	7.757.947,90	42.116,42	294.427,02	0,00	3.146.756,53	0,00	3.725.183,16	703.516,66	72.862,83	51.669,85	12.274,01	1.687.653,23	0,00	321.426.694,66
ABB.1	88,19%	89,59%		75,11%	0,00%			95,47%	53,43%	72,79%				0,00%	87,81%
ABB.2	63,44%	33,82%	82,90%	100,00%		98,95%		58,08%	72,83%	99,97%	89,38%		77,54%		63,71%
ABB.3		41,94%										24,55%			45,42%
Payments vs Commitments	85,49%	61,24%	82,90%	76,10%	0,00%	95,07%	0,00%	92,99%	56,99%	74,65%	89,38%	24,55%	77,58%	0,00%	84,33%

2. Credits cross-sub-delegated and co-delegated

The following table provides the full list of credits cross-sub-delegated and co-delegated by OIB to other Commission Authorising Officers in 2019, according to the delegations of the Internal Rules and the cross-sub-delegations and co-delegations in place:

PMO	Salaries of statutory staff, national experts and costs for missions	<p>Amount: € 33.919.022,46 on B2019-26.012201.010100-C1-OIB>PMO budget line Execution: Commitment: € 33.919.022,46 Payment: € 33.919.022,46</p> <p>Amount: € 849.593,80 on B2019-26.012201.010100-C5-OIB>PMO budget line Execution: Commitment: € 849.593,80 Payment: € 849.593,80</p> <p>Amount: € 31.150.649,23 on B2019-26.012201.010201-C1-OIB>PMO budget line Execution: Commitment: € 31.150.649,23 Payment: € 31.150.649,23</p> <p>Amount: € 2.393.543,92 on B2019-26.012201.010201-C4-OIB>PMO budget line Execution: Commitment: € 2.393.543,92 Payment: € 2.393.543,92</p> <p>Amount: € 3.918.554,16 on B2019-26.012201.010201-C5-OIB>PMO budget line Execution: Commitment: € 3.918.554,16 Payment: € 3.918.554,16</p> <p>Amount: € 53.234,53 on B2019-26.012201.010201-C1-OIB:PMO budget line Execution: Commitment: € 53.234,53 Payment: € 53.234,53</p> <p>Amount: € 164.600,00 On B2019-26.012201.010211-C1-OIB:PMO budget line Execution: Commitment: € 164.600,00 Payment: € 116.728,48 RAL: € 47.871,52</p> <p>Amount: - (report from 2018 commitment not consumed) On B2019-26.012201.010211-C8-OIB:PMO budget</p>
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		<p>line Execution: Commitment: € 39.764,77 Payment: € 35.572,72 RAL: € 4.192,05</p>
	Reimbursement of season tickets	<p>Amount: € 1.657.407,50 on B2019-26.012204-C1-OIB:PMO budget line Execution: Commitment: € 1.657.407,50 Payment: € 1.517.690,22 RAL: € 139.717,28</p> <p>Amount: € 300.000,00 on B2019-26.012204-C4-OIB:PMO budget line Execution: Commitment: € 300.000,00 Payment: € 0,00 RAL: € 300.000,00</p> <p>Amount: - (report from 2018 commitment not consumed) on B2019-26.012204-C8-OIB:PMO budget line Execution: Commitment: € 298.053,11 Payment: € 298.053,11</p>
DIGIT	IT support, software and telecommunications	<p>Amount: € 3.382.121,67 on B2019-26.012201.010300-C1-OIB>DIGIT budget line Execution : Commitment: € € 3.382.120,54 Payment: € 2.153.813,25 RAL: € 1.228.307,29</p> <p>Amount: € 5.813,30 on B2019-26.012201.010300-C4-OIB>DIGIT budget line Execution : Commitment: € 5.813,30 Payment: € 0,00 RAL: € 5.813,30</p> <p>Amount: - (report from 2018 commitment not consumed) on B2019-26.012201.010300-C8-OIB>DIGIT budget line Execution : Commitment: € 1.399.779,71 Payment: € 1.347.628,71 RAL: € 52.151,00</p>
HR	External Staff and training costs	<p>Amount: € 380.000,00 on B2019-26.012201.010201-C1-OIB>HR budget line Execution: Commitment: 380.000,00 Payment: € 340.081,06 RAL: € 39.918,94</p>

		<p>Amount: € 28.129,06 on B2019-26.012201.010201-C4-OIB>HR budget line Execution: Commitment: € 28.129,06 Payment: € 0,00 RAL: € 28.129,06</p> <p>Amount: - (report from 2018 commitment not consumed) on B2019-26.012201.010201-C8-OIB>HR budget line Execution: Commitment: € 77.683,80 Payment: € 77.683,80</p> <p>Amount: € 269.000,00 on B2019-26.012201.010211-C1-OIB>HR budget line Execution: Commitment: € 269.000,00 Payment: 114.369,96 RAL: € 154.630,04</p> <p>Amount: € 80.807,00 on B2019-26.012201.010211-C4-OIB>HR budget line Execution: Commitment: € 80.807,00 Payment: € 80.807,00</p> <p>Amount: - (report from 2018 commitment not consumed) on B2019-26.012201.010211-C8-OIB>HR budget line Execution: Commitment: € 115.481,53 Payment: € 115.481,53</p>
	Security and Health & Safety	<p>Amount: € 1.075.000,00 on B2019-26.012201.010300-C1-OIB>HR budget line Execution: Commitment: € 1.075.000,00 Payment: € 1.075.000,00</p>
	Welcome Centre Berlaymont	<p>Amount: € 297.956,81 on B2019-26.012203-C1-OIB/HR budget line Execution: Commitment: € 297.956,81 Payment: € 0,00 RAL: € 297.956,81</p>
COMM	Task force Greece	<p>Amount: € 119.969,37 on B2019-26.01220%-C1-OIB>COMM budget line Execution: Commitment: € 119.969,37 Payment: € 103.677,30 RAL: € 16.292,07</p> <p>Amount: € 47.412,54 on B2019-26.012202-C4-OIB>COMM budget line Execution:</p>

		Commitment: € 47.412,54 Payment: € 47.412,54 Amount: - (report from 2018 commitment not consumed) on B2019-26.01220%-C8-OIB>COMM budget line Execution: Commitment: € 7.720,27 Payment: € 7.720,27
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On the other hand, and for information, other credits were also cross-sub-delegated or co-delegated in 2019, on a permanent or on a temporarily basis, to OIB by the following DGs/Services:

- PMO for building, logistics and supplies expenditures (amount: € 4.006.000,00);
- EPSO for building, logistics and supplies expenditures (amount: € 3.310.000,00);
- OLAF for buildings and logistic services (amount: € 1.234.552,80);
- DG COMM for services delivered to the representation of the European Commission in Belgium (amount: € 386.900,00);
- DG COMM for implementing the RP14 Europa Experience project (amount: € 1.332.000,00)
- JRC to cover a part of the functional costs of OIB at ISPRA (amount: € 4.895.657,61);
- OP for building, logistics and supplies expenditures (amount: € 97.600,00);
- DG CNECT for the reproduction of operational documents in the print shop of Beaulieu (amount: € 50.802,86);
- DG REGIO for the reproduction of operational documents in the print shop of Beaulieu (amount: € 57.808,14);
- SG for expenses related to the information system "ARCHIS" (amount: € 50.000,00).
- OIL for the development of KiddyWeb application and the purchase of the Logipax application for the fleet management (amount: € 150.000,00);

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

3. Ex-post control methodology

The OIB ex-post control methodology is detailed in a specific manual and is based on a sample of six types of transactions which include budgetary commitments, payments, recovery orders, low value procurement procedures, middle value procurement procedures, and high value procurement procedures. Since 2013, the sample method has been reviewed and is now 100% random and statistically representative for payments and recovery orders (using the MUS sample methodology), allowing to extrapolate the ex-post sample results to the entire population of the respective type of transactions. Additional transactions are sampled, based on specific risk factors as well as the full decentralised financial circuit for OIB.OS.3 (Ispra).

Two interim reports were issued in June and October 2019 and the final report on ex-post control activity for the reporting year is issued in February of year n+1. In 2019, 100% of the work programme was completed:

- in the case of payments as regarding number of transactions = all MUS-sampled transactions has been verified;
- in the case of recovery orders as regarding of number of HITS = 47 foreseen in the programme, done > 50 hits via transactions verified (due to the reduction in ex-post team since the end of 2019, it was impossible to finalised all MUS sampled recovery orders).

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

The numbers of checks carried out in 2019:

2019	Population of transactions		Verified transactions				Non-compliant results (Error Level 1)			
	Nr	Amount - €	Nr		Amount - €		Nr		Amount - €	
Payments	6920	382.308.808€	48	0,69%	105.852.144	27,69%	0	0%	0	0%
Recovery orders	1.722	51.619.188€	45	2,61%	36.170.713	70,07%	0	0%	0	0%
Budgetary commitments	411	351.110.651€	7	1,70%	147.539.795	42,02%	0	0%	0	0%
Low-value markets	0	- €	0	-	0,00	-	0	0%	0	0%
High-value markets	0	- €	0	-	0,00	-	0	0%	0	0%
Total	9.053	785.038.647 €	100	1,10%	289.562.652 €	36,89%	0	0%	0	0%

4. Anti-fraud indicators

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

Affected activities		2019 results
Procurement	1) Number of negative opinions from GAMA	1) None
	2) Number of cases at the Court of Justice of the EU regarding procurement procedures	2) None
	3) Number of judgments not in favour of OIB received from the Court of Justice of the EU	3) None
	4) Number of admissible complaints received by the Ombudsman	4) None
Outsourced activities	5) Compliance with social obligations: number of operational units having formalised and evidenced controls	5) all units addressed this action.
Finance and inventory	6) Recovery context statistics	6) 0.05% qualified income budget recovery orders on total transactions in recovery context.
	7) Inventory tracking rate over the course of the three year exercise (2017-2019)	7) Realisation by the end of 2019: 93,1%
Information technologies	8) Number of IT security plans put in place/all OIB IT systems	8) All IT Security plans have been put in place. An update with the new ITSRM ² (IT Security Risk Management Methodology) methodology is to be planned for 2020 and 2021.
Support activities		
Ethics	9) Number of training sessions (workshops) organised on ethics/number of staff trained	9) 4 workshops/ 24 staff trained.
	10) OIB's Ethics Guide comprehensively updated in 2019	10) Guide now in line with Commission rules on external activities.
	11) Percentage of positive assessment by management and staff on the effectiveness of ethics & integrity	11) Management 96%, staff 64%

	processes (different source of information)	
Fraud risk assessment	12) Number of critical fraud risks in the Office	12) Zero critical fraud risks.
Internal control	13) Number of OLAF / IDOC cases (investigations concluded)	13) Zero OLAF/IDOC cases in 2019.
Audits	14) Number of remarks received from the ECA in the context of the DAS review 15) Percentage of internal or external audit recommendations implemented on time ²⁰ 16) Number of 'Critical' or 'Very Important' audit recommendations overdue by more than 6 months according to their original implementation date 17) Number of recommendations with potential fraud notified by IAS to OLAF	14) Zero remarks from the ECA. 15) 50% (see table on next page). 16) 1 open reco: [concerns the Kallas real-estate procedure; complex recommendation requiring coordination with other Services] 17) None
Ex-post control	18) Percentage of expenditure with error level one (serious error) or/and quantifiable errors detected in the ex-post controls ²¹	18) 0% of expenditure with error level one; detected error rate 0.39% of representative transactions.

²⁰ Methodology explained in the note Ares(2017)1660358.

²¹ Ex-post control methodology Ares(2013)1509945.

5. Status of implementation of internal audit recommendations

The following synthesis table details the present situation of: audits conducted in 2019 by IAS or DG BUDG and recommendations closed by OIB (or/and auditors where indicated**) for 2019 or still open from audits before 2019.

Topic of the audit	Carried out by...in...	Closed in 2019	In Progress (*)	Total
Procurement process in OIB	IAS 2016-2017 IAS follow-up launched 2018	0	1	1
Absenteeism	IAS 2015 [follow-up 2019]	1	0	0
Synergies and Efficiencies review	IAS 2019	0	6	6
Limited review on ICF in OIB	IAS 2019	0	1	1
Validation of local systems	DG BUDG 2014/2015 BUDG Follow-up 2015, 2016, 2017, 2019	1	0	0
TOTAL		2	8	10

The implementation status:

- Two audit recommendations were closed;
- Audit recommendation related to building procurement process, is under the lead of DG HR;
- Audit recommendations related to Synergies and Efficiencies are address to all domain leaders and corporate services, under the lead of DG HR; great progress already achieved;
- Audit recommendation on limited review on ICF in OIB, 'important' level recommendation, requires the necessity for additional indicators related to structures and reporting lines, recruitment of competent staff and the external communication on internal control. The implementation measures are on the way.

The above elements, do not have a significant impact on the state of internal control in OIB.

6. Procurement

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

Building Procurement

Buildings procurement procedures are established according to articles 266 and title XV (Administrative appropriations) of the Financial Regulation.

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

Key figures:

- Total **available surface of offices** (m² 'hors sol'): 795 000m²

At the end of 2019, the Commission occupied a total of approx. 1 million m² of above ground floor space of which approx. 795,000 m² are qualified as office space at the disposal of Commission services (excluding agencies).

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

The total above ground space is spread over 51²² office buildings and 10²³ special purpose buildings (logistic, childcare facilities, conference centre, etc.). The Commission also accommodates Executive Agencies in its own portfolio. On top of that, the Executive Agencies use 4 separate buildings (J-59/SPA2/J-70, W910 and COVE/COV2).

- Number of **persons housed** in the offices:

The number of staff housed in office space in Brussels was 24,565 (OLAF, EEAS & executive agencies excluded) at the end of 2019.

- **Number of API** ("Avis de Prospection Immobilière") launched in 2019: None
- **Budgetary commitments 2019** for building procurement: about €244,6 Mio (C8: €1,2 Mio; C1: €219,9 Mio; C4: €10,9 Mio; C5: €12,2 Mio; E0: €0,4 Mio)

²² This includes office space in DAV, COLE and FPI (EEAS) and considers BU29/31/33 as one building complex.

²³ Excluding parking buildings, evaluation centre (FP7) and RP14 (shared with Council).

7. Non-Building Procurement

In 2019, OIB awarded around €252 Mio (including €14 Mio for other institutions) compared to around € 201 Mio the previous year. This value corresponds to 1 design contest and 20 contracts signed relating to 17 procedures equal or above € 144,000 (except one middle value procedure) versus 35 contracts signed in 2018.

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

Contracts duration: Generally framework contracts are signed for a period of maximum 4 years. Exceptionally contracts cover a longer time span (i.e.: to cover the lifetime of some supplies; to enable important investments at the beginning of the contract; to include the period of phasing out/phasing in i.e. in case of transfer of staff etc.). For that reason and depending on the year in which higher value contracts have to be renewed, the total value of procurement procedures may vary significantly from one year to another.

Contractors:

In 2019 OIB's payments covered 643 different counterparties, compared to 570 in 2018.

The following procurement procedures were concluded in 2019:

Procedure Typology						
	2017		2018		2019	
	€	%	€	%	€	%
Restricted procedure	0	0	0	0	4.722.000,00	1,8
Negotiated procedure	11.739.000,00	5,9	0	0	4.024.812,72	1,6
Procedures managed by another Institution	0	0	0	0	0	0
Open procedure	188.879.400,00	94,1	180.787.300,00	100	242.273.000,00	96,2
Design contest	0	0	0	0	900.000	0,4
Total	200.618.400,00	100	180.787.300,00	100	251.919.812,72€	100

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

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

ANNEX 12: Performance tables

REAL ESTATE ACTIVITIES

1. Buildings, infrastructure and space planning

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.		
<input checked="" type="checkbox"/> Non programme-based		
Specific objective 1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy.		
<input checked="" type="checkbox"/> Non programme-based		
Result indicator: Efficiency of surface allocation (EALL): Net office surface (m ²) / Number of workstations		
Source of data: MAPF 2015 – 2026		
Baseline (2015)	Target (2020)	Latest known results (2019)
Currently: 14 m ²	12 m ²	+/-13.40 m ² (The achievement of the target is highly dependent on the collaborative space deployment and the optimisation of the use of office space)

The reduction of the average surface per person was hampered by the following factors:

1. As foreseen reduction was based on much wider deployment of collaborative space across Commission services, this alternative did not meet the approval of majority of political DGs and without a political decision to facilitate this transformation, it was very difficult to promote this solution.

2. The shift to the use of additional personnel (contractual agents and externals):

The use of shared offices is encouraged in case where there is an increase of staff in the DGs and additional space is not available. However, as it has an impact on the organization of work in the DGs, therefore it could be done only on a voluntary basis. Finally, the collaborative space is systematically used when there is a request for additional workplaces for external service providers "intra-muros". The introduction of collaborative spaces for large surfaces (floors or buildings) has a longer lead-time as it requires the full commitment of the DG. This is the only solution today to allow a substantial reduction of the surface per workstation.

3. The Housing Conditions Manual applies if the geometry of the building allows it, and when repartitioning or space reorganization take place: certain limits were reached in this regard.

Nevertheless, this issue has been treated with a great importance and as a result, the Commission adopted a new approach²⁴ (starting as of 2020) introducing the changes in organisation of work requiring better adaptations to the business and staff needs, using the best out of developments in technologies and fitting to budget implications. It's implementation will be led by a governance body (steering committee), to be set-up for this purpose.

As regards to the capacity of the local real estate market, OIB faces difficulties to achieve its real estate objective of meeting real estate needs. The Brussels market is unable to supply sufficiently large functional buildings to cover required office space. OIB depends primarily on third parties to develop their projects at their own risk before signing lease

²⁴ the Communication to the Commission C(2019)7450 "The Workplace of the Future in the European Commission" of 16 October 2019.

contracts.

Specific objective 1: The Commission's buildings and infrastructures are managed in line with the Commission Building Policy.			
<input checked="" type="checkbox"/> Non programme-based			
Main Policy-related outputs in 2019:			
Description	Indicator	Target (2019)	The latest known results (2019)
1. Rationalisation of available office space			
Key actions:			
1.1 Optimisation of the use of available office space – during the reorganisation of DGs/Services - by strictly applying the Housing Conditions Manual (MCH). Additional gains in office surface were achieved applying collaborative space layouts whenever a justified request comes from a DG and if the building allows it.	1.1 DGs comply with the MCH standards	1.1 In the course of year	1.1 DGs that were re-organised: DG BUDG, building BRE2 (13 floor); DG RTD, building ORBAN (11 floor).
2. Large real estate projects			
Key actions:			
2.1 A new conference centre: competitive dialog closed contract to be signed in Q2 2020.	2.1 Competitive dialogue	2.1 May 2020	2.1 Evaluation of offers finalised in May 2019.
2.2 Finalised the selection of winners of the architectural competition for L130 redevelopment.	2.2 Selection of the winners	2.2 July 2019	2.2 Delivered: the three prize winners were selected beginning of July 2019.
2.3 On-going re-development of PALM.	2.3 Deliver on time	2.3 On-going: works scheduled to start end-2020	2.3 Obtained building permit; Received authorisation from DG BUDG; Launched the tender for works beginning of January 2020.
2.4 Re-development of BU29/31/33: preparation of the specifications for the architectural competition on hold - while awaiting the late adoption of new town planning rules (PAD Herrmann-Debroux), to be expected mid-2020.	2.4 Launch on time	2.4 On hold: launch tender - scheduled for end-2020	2.4 Preparation of the documents for launching the tender on hold, awaiting the late adoption (expected mid-2020) of new town planning rules (Hermann Debroux area) from local authorities.
2.5 Delivered prospection for a new information centre for DG COMM; finalisation of works is on-going.	2.5 Deliver on time	2.5 deliver by 31/03/2019	2.5 Delivered; lease signed. Call for tenders for works published in June 2019. Renovation works are on-going and should be finished in September 2020.
3. Ensured office space for the executive agencies			
Key actions:			
3.1 Rationalisation of the use of office space in the COV2 building to cover executive agencies' needs (EASME, REA & ERCEA) up to	3.1 Deliver on time	3.1-3.2 by 31/12/2019	3.1 Delivered: arrangements in the building according to

<p>2020 has been carried out in 2019. Small adjustments are on-going for REA. New RTD Task Force was installed on the 4th floor (50 persons).</p> <p>3.2 On-going negotiations for prolongation of lease of buildings: MO34, BU24, BU-1 and BU-5/9 (Budgetary Authority level). DAV1 and KORT is in the preparatory phase (Real Estate Committee level).</p>	<p>3.2 Finalise negotiations</p>		<p>the needs are done.</p> <p>3.2 Delayed: Negotiations should be finalised end of June 2020 to proceed the procedure via Inter-Service Consultations and to obtain the approval of the Budgetary Authorities.</p>
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Real Estate outputs of 2019:

Buildings' acquisition rules:

The Commission is also preparing a substantial revision of the Kallas methodology for building acquisition, in order to streamline the process based on the best practices and lessons learned during the past years. Improved interpretation of the set procedure is in preparation between OIB and DG HR.

Delayed projects:

New Conference centre: Contract to be signed in Q2 2020 instead of Q2 2019. Owing to the visibility of the file, the change of the Commission, the importance of the Green New Deal, EC internal approval processes took longer than initially expected.

PALM project: Obtaining the building permit took a few months longer than originally estimated. Also, the internal approval of the budget took longer than expected, as cost-benefit analysis had to be performed. In this analysis, some figures (cost of personnel CPE) needed to be clarified between OIB, DG BUDG and PMO. Consequently, the publication of the call for tender was delayed by approximately 6 months.

Information centre for DG COMM: Several elements increased the delay: the project designed by DG COMM required building permits (for the change in the façade), in addition to this, DG COMM changed the first agreed concept to a new one, simpler concept, causing additional delays.

MO34/prolongation of lease: the owner took a long time to confirm his final position for the future lease of the building i.e. short prolongation or a long-term prolongation. His position was finally communicated to the EC in December 2019 and concluded a short (max 1 year) prolongation.

BU1/5/9 prolongation of lease: On-going negotiation between two players for 3 buildings therefore the issue is sensitive and might lead to certain disadvantages. Note on possible solutions was sent to the Budgetary Authority at the beginning of March 2020.

DAV1/KORT: The prolongation file is on-going at the level of the Real Estate Committee. The future building long-term solution for the logistics would need to be explored.

REMIS²⁵ implementation to facilitate and improve space and move management:

OIB manages the documentation of the building portfolio. This implies the control of the as-built documents, updating drawings following transformation works in buildings and scanning paper drawings. To facilitate the real-estate allocations, REMIS project

²⁵ Real Estate Management Information System and aims at integrating all data necessary for the management of buildings and surface allocation.

continued throughout 2019 and focused mainly on implementation of "Space and move management" module, which went live and became operational on 12 September 2019, following trainings and testing. Software extensions will follow subsequently. During 2019, perimeters and future functionalities were explored in order to prepare the next framework contract for the continuation of the REMIS project.

2. Quality of office space

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

Non programme-based

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

Non programme-based

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

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

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

Baseline (2005-2015)	Target (2020)	The latest known results (2017)														
<table border="1"> <caption>Quality of offices - Satisfaction rates</caption> <thead> <tr> <th>Year</th> <th>Satisfied (%)</th> </tr> </thead> <tbody> <tr><td>2005</td><td>55%</td></tr> <tr><td>2007</td><td>57%</td></tr> <tr><td>2009</td><td>62%</td></tr> <tr><td>2011</td><td>58%</td></tr> <tr><td>2013</td><td>62%</td></tr> <tr><td>2015</td><td>54%</td></tr> </tbody> </table>	Year	Satisfied (%)	2005	55%	2007	57%	2009	62%	2011	58%	2013	62%	2015	54%	Keep stable	64% (Weighing the results by the number of respondents - 2017 staff survey)
Year	Satisfied (%)															
2005	55%															
2007	57%															
2009	62%															
2011	58%															
2013	62%															
2015	54%															

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

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

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

Baseline (2005-2015)	Target (2020)	The latest known results (2017)														
<table border="1"> <caption>Cleanliness of offices - Satisfaction rates</caption> <thead> <tr> <th>Year</th> <th>Satisfied (%)</th> </tr> </thead> <tbody> <tr><td>2005</td><td>45%</td></tr> <tr><td>2007</td><td>52%</td></tr> <tr><td>2009</td><td>51%</td></tr> <tr><td>2011</td><td>57%</td></tr> <tr><td>2013</td><td>59%</td></tr> <tr><td>2015</td><td>49%</td></tr> </tbody> </table>	Year	Satisfied (%)	2005	45%	2007	52%	2009	51%	2011	57%	2013	59%	2015	49%	Keep stable	57,5% (Weighing the results by the number of respondents - 2017 staff survey)
Year	Satisfied (%)															
2005	45%															
2007	52%															
2009	51%															
2011	57%															
2013	59%															
2015	49%															

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

Main Policy-related outputs in 2019:

Description	Indicator	Target (2019)	The latest known results (2017)
1. A good state of buildings and office space	Staff satisfaction with the general office	No survey in 2019.	64% (Weighing the results by the number of respondents - 2017 staff survey).

	quality		
<p>Key actions:</p> <p>1.1 Execution of renovations /transformation on the basis of the "BEBA"²⁶ schedule:</p> <ul style="list-style-type: none"> ➤ BREY2, LX46 and CLOV (air conditioning, ceilings – reduced scope). <p>Major works were anticipated in many buildings due to the reorganisations following the arrival of the new College in December 2019.</p> <p>1.2 Technical installations:</p> <ul style="list-style-type: none"> ➤ Replacement of boilers (with heat recuperation and condensation) in CLOV, CSM1, BREY (boiler 3 only) G12 and L102. ➤ Installation of a cooling system in CLOV nursery accomplished in May 2019. ➤ Suspended renovation of cooling systems in SC11, B232 and J-54 due to reallocation of resources; changed of priorities. ➤ Gradual replacement of the refrigeration gas R404 in several buildings (legal obligation with due date 2020) delivered in KORT, J-79 and L-41. ➤ Replacement of service lifts J-30 and CLOV garage (September 2019). Lifts in MAD0 were re-scheduled to 2020. ➤ On-going update of the hardware used by the telegestion systems Johnson, Siemens and Sauter. ➤ On-going renovation works of the football field in Overijse: works contract signed, works started and are expected to finish in spring 2020. ➤ Re-cabling at building J70: on-going study and negotiation with contractor. <p>Structural works:</p> <ul style="list-style-type: none"> ➤ Finalised the front facade of L-84 and L-86 (completion in August 2019); and pending renovation of the roofs in L-86, L130, CCAB due to no contract in place due to unsuccessful tender procedure (the call will be relaunched). ➤ Accomplished audit (in the form of survey) on building facades following past accidents; remedial works will be carried out in 2020. ➤ Pending installation of energy measuring system in buildings as required by law due to cancelled call for tender (necessity of re-launching the tender). ➤ On-going pilot project of open protocol BMS/GTC (building management system) in SPA3: due to unsuccessful tender procedure, OIB is currently under technical captivity. PEB rules 	<p>1.1 -1.2 Deliver on time</p>	<p>1.1 -1.2 in the course of year</p>	<p>1.1 Execution of works:</p> <p>Technical installations:</p> <p>Replacement of boilers chillers – done at CLOV, CSM1, G-12, and BREY: works took place between July - September 2019.</p> <p>Installation of <u>cooling system</u> in CLOV completed end of May 2019.</p> <p>Suspended renovation of cooling system in buildings: SC11, B232 and J-54.</p> <p>Replacement of the refrigeration delivered in KORT, J-79, L-41.</p> <p>Replacement of lifts: J-30 and CLOV garage are done, replacement of 16 & 17 lifts in MAD0 rescheduled to 2020.</p> <p>On-going installation of upgrade of hardware Johnson and Sauter systems.</p> <p>Overijse: renovation works on-going till spring 2020.</p> <p>Structural works:</p> <p>Works at the facades: L-86 finalisation delivered during summer 2019, delayed due to problems with general contractor.</p> <p>Roof renovations:</p> <p>For L-86 the call for tender was launched but was unfruitful and will have to be relaunched.</p> <p>Energy measuring system:</p> <p>tender process cancelled due to no offers responding to set requirements.</p> <p>BMS: pilot project on-going.</p>

²⁶ "A Good State of Buildings" policy.

demand a greater monitoring of large energy consumption installations.			
2. Technical upgrade of the social facilities – support to the Commission's 'well-being' programme			
Key action: 2.1 Continued to support to 'Fit@work' activities by increasing capacity of showers in the buildings: additional showers are built in buildings: BRE2 and DM24 are done; COLE: on-going; planning phase in L102 and L130; other buildings are under evaluation, in study phase: J-70; B232; G1; LX46; MO34.	2.1 Operational on time, according to the schedule	2.1 by 31/12/2019, additional showers will be built in priority buildings: DM24, DM28, MO34, J-27, LX40, L102, L-56, J-70 as per the BREEAM standard.	2.1 Accomplished in BRE2 and DM24. Works under way in COLE. Target not achieved due to re-allocation of resources towards installation of the new Commission.
3. Buildings' accessibility to persons with reduced mobility			
Key action: 3.1 Considerable progress made at the building entrances improving accessibility to persons with reduced mobility (PRM): <ul style="list-style-type: none"> ➢ Auditoria of MADO and BREY on-going: the contract for building platforms works was awarded. ➢ Placement of podotactile tiles both inside and outside buildings, etc.)⁶; ➢ New parking spaces for people with reduced mobility. 	3.1 Deliver on time	3.1 by 31/12/2019	3.1 Contract awarded for works for auditoria of MADO and BREY; Adapted parking spaces for PMR in: BERL, CCAB, N105; on-going: VM2, SPA3, BU33.

Other outputs of 2019:

Delays / carry over to 2020:

Audit of the façades (survey) is on-going and should be finished in 2nd quarter of 2020 and remedial works will be carried out later on, in course of the year 2020.

Additional showers, as a support to the "fit@work" programme were not built due to missing human resources in first half of 2019 and re-allocation of priority to the installation of new Commission in second half of the year. The task is carried over to 2020.

3. Services provided to other EU institutions

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

Non programme-based

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

Non programme-based

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

Source of data: OIB's data

Baseline (2013-2015)	Target (2019)	The latest known results (2019)
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Up to 90% of forecasted revenues are invoiced and cashed-in annually. The remaining 10% are charged with the final invoice in N+1.	Follow charge-back process in compliance with DG BUDG guidelines. Target 2020: Move to an automated (full or partial) financial follow-up and charge-back of the costs resulting from the SLA in force.	80% of forecasted revenues for 2019 are invoiced and cashed. The remaining 20% of the forecasted revenues for 2018 were also invoiced and cashed in 2019. The remaining 20% of revenues forecasted for 2019 will be invoice and cashed in 2020. There is no tool to have an automated financial follow-up and charge-back of costs resulting from the SLA. Due to a lack of resources, the charge-back process to reach the compliance with DG BUDG guidelines was suspended in the course of 2019. The task will be re-consider within 2020.
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Specific objective 3: On the basis of clearly defined Service Level Agreements (SLAs), other EU institutions and bodies benefit from an exchange of best practices, cooperation and service provision.			
<input checked="" type="checkbox"/> Non programme-based			
Main outputs in 2019:			
Description	Indicator	Target (2019)	The latest known results (2019)
1. Coordinated the agencies' requests for technical services			
Key actions:			
<ul style="list-style-type: none"> - Provided "Prices and Services Catalogues" online. - Provided clear guidelines on the methodologies for the calculation of the charged backed costs. - Improved and disseminated consistent and harmonized best practices among agencies. - Organized regular meetings - depending on the needs, with the contact persons of the agencies to define their specific and practical needs and avoid an administrative burden. - Ensured an adequate monitoring of the "advance and final payments" of the SLAs. 	<p>1.1 Follow charge-back process in compliance with DG BUDG guidelines. Encode the SLA inventory in force in REMIS.</p> <p>1.2 Follow up on deadlines for issuing of debit notes.</p>	1.1 In the course of the year	<p>1.1 Coordination is on-going. Encoding of SLAs in REMIS without added value.</p> <p>Alignment of the SLA with the guidelines: Foreseen end 2020 – beginning 2021.</p>
2. Transfer of ownership of parking area in the Berlaymont to the Belgian authorities			
Key action:			
2.1 Transferred of ownership of parking area in the Berlaymont to the Belgian authorities: Convention between the Commission and the Belgium Federal Administration on the transfer of ownership of parking area in the Berlaymont to the Belgian authorities (the Belgium federal/Beliris project related to the construction at Schuman railway/subway station) ²⁷ in place.	2.1 Sign the convention	2.1 1 st semester 2019	2.1 The agreement has been received and the inter-service consultation finalised. OIB has transferred all necessary documents to DG HR who will submit (with the SG) the file to the College

²⁷ The signature convention has been delayed for more than 5 years. It should be signed in line with the agreement of 2009 called "Protocol concerning the temporary use of zones of the 'Berlaymont' building necessary for the realisation of the multimodal 'Schuman' station". It concerns the transfer of rights and payment for the 54 parking spaces and security works carried out in the BERL car park due to construction of the Schuman multi-modal station.

(carried over)			for adoption by written procedure.
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4. Implementation of EMAS principles applicable to buildings

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

Non programme-based

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

Non programme-based

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

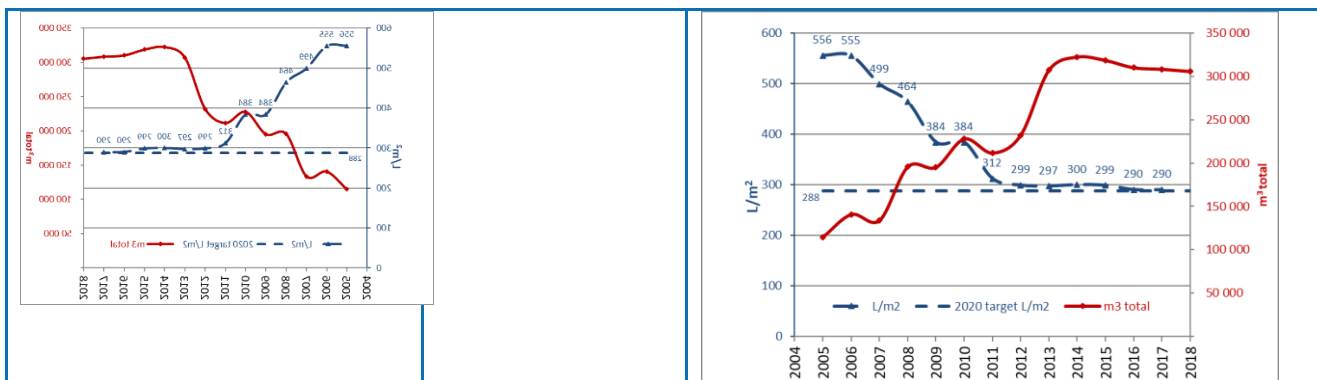
Baseline (2015)	Target (2020)	The latest known results (2019)
62 EMAS registered buildings out of 64 in total (number of buildings in the EC portfolio in 2015: one building (HTWG) will not be part of the EC portfolio in 2016, and another was undergoing works (OVER). The external audit has been carried out on 3 new buildings and 9 buildings have been spot-checked.	All Commission buildings have EMAS registration (including MERO and MO15). All buildings will have undergone at least one spot-check.	The latest (2018 data) EMAS statement declares 58 buildings; 2019 statement includes two more buildings: MERO and MO15, which will be verified in June 2020.

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

EMAS Environmental Statement Trends	Target (2020)	The latest known results (2019)
Energy performance of EMAS registered buildings - 2015 FORECAST 	-5% energy consumption	+ 1.2% compared to 2017 This increase is directly linked to the densification (more people per m ²) and a warmer summer requiring for more ventilation (electricity based).

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

EMAS Environmental Statement Trends	Target (2020)	The latest known results (2019)
Water consumption per m ² of EMAS registered buildings - 2015 FORECAST:	Keep evolution stable.	+1.2%/m ² compared to 2017 This increase is directly linked to the densification (more people per m ²).



Result indicator: Green Public Procurement criteria included into contracts.
Source of data: OIB's data

Baseline (2014)	Target (2020)	The latest known results (2019)
80% for contracts exceeding 144,000 €	100% (where applicable)	100% 11 contracts had been considered to calculate this value (contracts in the GPP fields and contracts beyond the GPP definition).

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

Non programme-based

Main outputs in 2019:

Description	Indicator	Target (2019)	The latest known results (2019)
1. EMAS principles ensured in the Commission's buildings.	Close follow-up and proactive resolution of the NC (Non-Conformities) opened by the EMAS internal and external audits carried out in 2017 and 2018 (external audit).	Keep stable performance efficiency.	Out of 298 remarks (including non-conformities, observations and suggestions for improvement) issued since 2014, only 48 (16%) remain open. Of the 138 remarks opened during 2017 and 2018 internal and external audits, 103 (75%) are closed and in the 2019 external audit (June 2019), 12 (70%) of the 17 remarks open have been closed. Internal audit took place in November 2019. All remarks are on-going.
<p>Key actions:</p> <p>1.1 Prepared EMAS registration for further Commission buildings which were audited in 2019.</p> <p>1.2 Suspended EMAS internal audit spot-checks for buildings in 2020: the scope of audit is not yet defined (planning defined by DG HR), however the strategy followed in the last two years will continue i.e.: to audit buildings which environmental permits will be renewed or extended (subject to auditor's approval).</p> <p>1.3 Renewed environmental permits in cooperation with Brussels</p>	1.1-1.8 Deliver on time	1.1-1.8 by 31/12/2019	<p>1.1 Buildings MO15 and MERO have been checked by the internal auditors.</p> <p>1.2 Audit spot-checks under revision.</p> <p>1.3 The deadlines of the environmental permits of the buildings B232, L130, J-70, G-6 and L-15 (in the first semester) have all been met and the IBGE procedures followed.</p> <p>1.4 The energy audits</p>

<p>Environmental Authority (IBGE) for buildings B232, L130, J-70, G—6, L-15, BRE2, G—1, L-86.</p> <p>1.4 Continued the Energy Audits on the performance of SPA2, SPA3, L102, COVE, L-56 and initiate measures for J-59, VM-2, VM18 and B232 buildings, and follow up on implementation actions.</p> <p>1.5 Organised the Energy Task Force and implement the energy saving measures decided on.</p> <p>1.6 Follow-up and support the project for the installation of new waste sorting stations.</p> <p>1.7 Streamlined the data collection procedure for the Environmental Statement in line with the new EMAS cycle at the Commission.</p> <p>1.8 Follow up the 50+ OIB actions included in the Corporate EMAS annual action plan that support OIB's contribution to the corporate environmental performance objectives (2014-20), and review of mid-term results.</p>			<p>regarding J-59, VM-2, VM18 and B232 have been launched.</p> <p>1.5 An on-going programme of energy saving measures in underway, being frequently updated with the contributions of RE.2 and the contractor Veolia.</p> <p>1.6 Following the installation on CSM1, new sorting stations have been installed in the buildings MO15, B-28, J-99, MERO, all in the first two months plus BU-5 and BERL (floors 5-13) in the final quarter. Next project concerns the buildings J-79 SPA2, ORBN, CDMA, COVE/COV2, BERL floors 1-4 and BU24.</p> <p>1.7 The data collection for the EMAS declaration, following the introduction of the new procedures, included in the OIB EMAS Handbook, has been successful, with shorter response times by each service at OIB.</p> <p>1.8 Following the revision of the performance versus targets, undertaken in late 2018, new objectives have been set for the remainder of the period 2014-2020, according to the decision taken at the EMAS Steering Committee of 30 Jan (ARES(2019)3077091)</p>
2. The Commission staff awareness on the environmental issues			
<p>Key actions:</p> <p>2.1 Conducted specific EMAS communication campaigns and awareness arising actions in cooperation with DG HR and EMAS network (EMAS communication plan).</p> <p>2.2 Renewed the annual EPB certificates to display at the entrance of all buildings (legal obligation).</p>	<p>2.1-2.2 Deliver on time</p>	<p>2.1 -2.2 100% achievement in line with the foreseen schedule – in the course of year.</p>	<p>2.1 Delivered in line with the foreseen schedule.</p> <p>2.2 All certificates are up-to-date.</p>

EMAS outputs in 2019:

1. EMAS certified Commission buildings:

This year's certification exercise, held during the week of 17-21 of June 2019 focused on auditing the buildings G—1, G—6, B232, B-28 which included visits by an external verifier (AENOR).

Follow-up and proactive resolution of the NC (Non-conformities) opened by the EMAS internal audits carried out during 2019 led to launching the measures for all of the Non-Conformities mentioned in the report. The internal audit, performed by DG HR.D2 through the services of the contractor ARCADIS, took place during two weeks in November 2019 (5, 12 and 13/NOV), checking the following buildings: J-99, LX40, LX46, CLOV, WILS, SC11, MERO and MO15.

Follow up the 50+ OIB actions included in the Corporate EMAS annual action plan that support OIB's contribution to the corporate environmental performance objectives (2014-2020) and review of mid-term review. 10 new actions (for instance the launch of the "Reduce-Reuse-Recycle" working group) were launched in 2019, of which 8 have already been concluded.

2. Maintained the Commission staff awareness on the environmental issues:

OIB delivered specific EMAS communication campaigns in cooperation with DG HR and EMAS network such as the 2019 EMAS communication plan; communication to the occupants of the buildings where technical improvements were made in 2019 and awareness sessions for all the Logistics Proximity Teams; several "Commission en Direct"/Staff Matters articles; organisation of different events in the framework of the Green Week (June 2019) as well as the EMAS waste reduction campaign (November 2019), during which a competition between DGs was launched, fostering the environmental awareness of all staff involved.

OIB continued its important role as member of the EMAS Steering Committee, pursuing towards 2020 targets on environmental performance's several core parameters and taking a lead in the Commission initiatives (such as the reduction of single use plastics). In the course of 2019, OIB conducted a mid-term review of its performance in relation to the 2014-2020 objectives, more ambitious 2020 targets for the objectives already attained in 2018, such as the reduction in the consumption of office paper (-35%) and water (-8%) as well as the decrease of CO2 emissions of vehicles- manufacturers data (-25%) and the production of non-hazardous waste (-10%).

The implementation of the new EMAS regulation (Commission Regulation (EU) 2017/1505) has required OIB to perform a comprehensive environmental review-analyzing context, external and internal factors with an impact of the environmental performance, as well as identifying OIB's stakeholders and their expectations. This review was updated in 2019, incorporating the external auditor remarks.

The 2018 – 2020 EMAS annual action plan for technical/investment measures was intensified in 2019 introducing several energy and water savings measures such as: installation of presence detectors, replacement of fluorescent by LED lighting, corridors and hallways and tap aerators. Other measures included the insulation of heating pipes, as well as the optimization of the mechanical ventilation in parking, meeting rooms and office spaces.

Additional horizontal measures, such as the automatic switch-off of PC's (project led by DG DIGIT) and the reduction by one hour of heating and ventilation of all buildings on Fridays were continued and substantially contributed to the general savings. For the 10th consecutive year, OIB launched an action aiming at closing as many buildings as possible during the Christmas-New Year seasonal break. The creation of hubs, hosting staff coming to work during that period, and closer contacts with the DGs, identifying their actual needs for office space, allowed for better energy consumption results.

The energy and water savings measures set-up by OIB's Energy Task Force are under implementation. The new measures launched in 2019 in buildings having a high energy savings potential concern revamping, improving lighting regulation, improving mechanical ventilation regulation, isolation of heating pipes and tap aeration. A 2017 – 2020 action plan for technical/investment measures has been developed looking at new measures, namely on regulation. The Commission is committed to the exemplary role of its buildings

and OIB has a specific action plan to comply with the Energy Efficiency Directive. OIB has created the "Energy and Water Strategic Committee" in June 2019 to explore strategic directions to implement new legal requirements (PLAGE legislation in the Region of Brussels, and the new European environmental 2050 goals), to be coordinated together with mid-term EMAS objectives. OIB also equipped 130 parking spaces with charging stations for electrical cars and the capacity for parking bicycles has again been increased to reach a total of 4022.

Optimisation of opening hours of all buildings has been implemented in accordance with security instructions of DG HR.DS.

In view of implementation of the COBRACE²⁸ rules, OIB participated in a technical working group in collaboration with DG HR, Brussels Environment, the Cabinet of the Belgian Minister in charge of the environment and Brussels Commissioner for Europe. The conclusions of this working group are in the hands of DG HR. OIB has implemented the COBRACE rules in the car parks of the buildings for which a renewal of the environmental permit was necessary. Three different options were presented to DG HR for decision. A "Park and Ride" parking area in BU25 is being implemented with the approval of Bruxelles-Environnement.

5. Prevention and Protection at Work rules applicable to the Commission sites

Specific objective 5: OIB's service-oriented culture and client satisfaction is enhanced by applying the Rules of Prevention and Protection at Work applicable to the Commission sites in Brussels.		
<input checked="" type="checkbox"/> Non programme-based		
Result indicator: Percentage of realisation of the actions planned within the framework of five years 'Global Action Plan'.		
Source of data: OIB data		
Baseline (2015)	Target (2020)	The latest known results (2019)
Currently 10% of foreseen tasks accomplished	100% of entire plan	80% of the framework 2016-2020

Specific objective 5: OIB's service-oriented culture and client satisfaction is enhanced by applying the Rules of Prevention and Protection at Work applicable to the Commission sites in Brussels.			
<input checked="" type="checkbox"/> Non programme-based			
Main Policy-related outputs in 2019:			
Description	Indicator	Target (2019)	The latest known results (2019)
1. Regulatory responsibilities			
Key actions:			
1.1 Delivered risk analysis for the electrical installation.	1.1-1.4 Deliver as planned	1.1-1.4 by the end of the year	1.1 Delivered (100%) 1.2 Started in June 2019. 1.3 On-going, implemented in 90% 1.4 On-going, to be delivered in 2020.
1.2 Prepared OSHAS audits for water.			
1.3 On-going risk analysis of different workplaces in the EC (OIB.OS).			
1.4 Adaptation of the global plan according to the actions proposed with the OSHAS audit for lifts on-going.			

²⁸ Brussels Code on Air, Climate and Energy Efficiency ("Code Bruxellois de l'air, du climat et de la maîtrise de l'énergie").

2. Safety and Prevention at the Commission buildings			
Key actions:			
2.1 Exchange communications with the safety advisors of the external contractors.	2.1 Organise meetings	2.1-2.4 by the end of the year	2.1 Permanent action – depending on circumstances
2.2 Risk analysis as regards the risk of fire in each building in Brussels.	2.2 Deliver 20% after review		2.2 During the period 2020 - 2024
2.3 Delivered evacuation plans for BERL and G—6 buildings.	2.3 Deliver as planned		2.3 Delivered 100%
2.4 Increased communications on Prevention and Protection at Work: brochures were displayed in the EC buildings. More information were made available through webpage ‘Staff Matters’.	2.4 Carry out the communication campaigns		2.4 Delivered 100%
2.5 Provided information and advice in the field of ergonomics.	2.5 Deliver as planned		2.5 Delivered 100%
3. "Well-being" programme at the Commission and at OIB			
Key actions:			
3.1 Followed up on results of the working groups: the CPPT (Committee for Prevention and Protection at Work), R4OIB (Results for OIB) and Steering committee “fit@work”.	3.1 Contribute and follow up	3.1 by the end of the year	3.1 Delivered 100%

Other outputs of 2019:

An exchange of information concerning Legionella was provided with the external contractor of the External Service for Technical Control (SECT) in order to implement the recommendations issued through the audit on “water management on the Brussels and Luxemburg sites” performed by HR.D.2.

The delays / carry over to 2020:

OIB will deliver an updated 2020-2024 Global Prevention Plan and communicate it to the Committee for Prevention and Protection at Work (CPPT) in 2020. This plan could not be established in 2019 due to a lack of resources.

The fire risk analysis for a typical building (e.g. MERO) to incorporate recent changes in the Belgian legislation are carried over to 2020 due to a lack of resources.

In conclusion, whereas a very limited number of foreseen actions did not take place as planned, this has not had a tangible impact on the activities of OIB and the overall level of security and prevention throughout the Commission buildings in Brussels.

LOGISTIC SERVICES

1. Quality services creating the best working conditions

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

Non programme-based

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

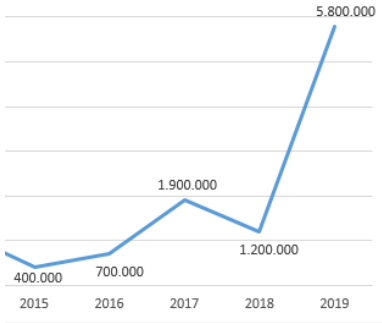
Non programme-based

Result indicator: Commission staff satisfaction rate with the quality of office furniture and supplies.

3.2 New Inventory Rules ²⁹ aiming at introduction of the simplification and rationalisation of asset management procedures: the draft proposal is under evaluation at OIB management level.	3.2 Completed	by 31/12/2019 3.2 by 30/06/2020	3.2 Under evaluation at the management level.
4. Concept and reproduction services improved			
<p>Key actions:</p> <p>4.1 Relaunch of a competitive procedure with negotiation for the acquisition of new prepress equipment based on a virtualised infrastructure, software and associated services.</p> <p>4.2 Launching of a call for tenders for the acquisition of a new large format UV printing system, digital cutting table and associated services.</p> <p>4.3 Launching of a call for tenders for the renewal of digital high capacity printing equipment.</p>	4.1-4.3 Ongoing	<p>4.1 Contract signature in the course of 1st quarter 2019.</p> <p>4.2 Contract signature in the course of 1st quarter 2019.</p> <p>4.3 In the course of year 2019.</p>	<p>4.1 Project with significant delay due to necessity of relaunching tender; currently offers under evaluation.</p> <p>4.2 Project with significant delay due to necessity of changing the priorities. Currently offers are under evaluation.</p> <p>4.3 Project with significant delay: On-going drafting the orientation document and technical specifications.</p>
5. New Staff Mobility Plan aiming at promoting alternative means of transport			
<p>Key actions:</p> <p>5.1 Delayed finalization of the new Staff Mobility Plan.</p> <p>5.2 Continued cycling promoting campaigns and safe cycling trainings.</p>	<p>5.1 Completed</p> <p>5.2 Number of staff participating</p>	<p>5.1 by 30/06/2019 - subject to Cabinet decision</p> <p>5.2 Approx. ~ 200</p>	<p>5.1 Delayed; Discussions continued and involve the various central services (DG HR, BUDG, SJ, SG). Final decision to be submitted to new Cabinet in 2020.</p> <p>5.2 More than 3,300 staff participated to the 2019 bike-to-work 'Velomai' campaign. 179 staff members followed the safe cycling training courses (18 sessions were organized in 2019 53 colleagues participated in the 2019 bike project (2 sessions). 3 guided bike tours in 2019 (43 participants).</p>

³⁰ The objective for completion of the triennial tracking is set at around 95% since some goods, such as childcare-related or mobile items may not be tracked due to their nature. There are also a small percentage of goods that for different reasons cannot be tracked or located.

²⁹ OIB is in charge of the Central Inventory Service (SCI) for the Commission. DGs having their own Inventory Management Service refer to the Central Inventory Regulations and Service.

6. Sustainable archives management			
<p>Key actions:</p> <p>6.1 Digitisation of archives increased:</p>  <p>6.2 Provided support to DGs and Cabinets on the management of files aiming at reducing unnecessary paper archives transfers.</p> <p>6.3 Managed transfers of electronic documents for long-term preservation.</p> <p>6.4. Valorisation of archives with high added-value regarding its opening to the public.</p>	<p>6.1-6.4 Delivered as planned</p>	<p>6.1-6.4 In the course of the year</p>	<p>6.1 2,4 million pages digitised internally and 3,4 million pages of SEC/COM documents digitised via external contract.</p> <p>6.2 107 supporting visits provided to services and 666 linear meters of archives accepted for transfer. 2300 linear meters destroyed.</p> <p>6.3 More than 5 million digital objects have been transferred and preserved in a-REP. 6.350 electronic files transferred from Cabinets-Juncker commission.</p> <p>6.4 13 Cabinets' archives fonds were described since the beginning of the year (365 linear meters processed).</p>

Other outputs in 2019:

Delays / carry over to 2020 /Concept and Reproduction activities:

There were some delays in 3 procurement procedures compared to the original planning schedule that were due either to the need of relaunching procurement procedures (point b) or the need to fine-tune the tendering specifications (point a). Both procedures are currently in the offers evaluation phase and the award will take place in the course of the first quarter of 2020. Regarding third procedure (c), the procedure was postponed as it depending on the Commission's printing strategy, which is not yet communicated.

- (a) purchase of a flat UV printing system and a cutting table,
- (b) purchase of pre-press equipment and associated services,
- (c) the renewal of digital high capacity printing equipment.

2. Quality catering services

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

Non programme-based

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

<p>Result indicator: Commission staff satisfaction rate with the provision of cafeterias and self-service restaurants</p> <p>Source of data: OIB/DG HR 2015 annual survey</p> <p>Criteria: % of staff satisfied versus dissatisfied</p>		
Baseline (2015)	Target (2020)	The latest known results (2019)
<p>Bxl Cafeterias: Satisfied: 66% Dissatisfied: 34%</p> <p>Bxl Self-service restaurants: Satisfied: 57% Dissatisfied: 43%</p>	Keep satisfaction rate stable.	<p><u>No 2019 survey</u></p> <p>Bxl Cafeterias (2018 survey): Satisfied: 68% Dissatisfied – 32%</p> <p>Bxl Self-service restaurants: Satisfied: 51% Dissatisfied: 49%</p> <p>Ispra cafeteria (2018 survey): Satisfied: 93% Dissatisfied: 5,5% The answers: "don't know" – 1,5%</p> <p>Ispra Self-service restaurant: Satisfied: 90% Dissatisfied: 9% The answers: "don't know" – 1%</p>

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

Main Policy-related outputs in 2019:			
Description	Indicator	Target (2019)	The latest known results (2019)
<p>Key actions:</p> <p>1.1 Enhanced an offer of healthy meals, snacks and beverages in canteens, cafeterias and afterschool childcare facilities.</p> <p>1.2 Followed-up on the customers' pilot project at BU-29 building, designed to reduce waiting time and improve food quality.</p> <p>1.3 Extended the meetings with consumers' panels with the representatives of the building in 'ad hoc' selected buildings: inauguration of BU-29 new concept 9 months after the panel;</p>	<p>1.1 On-going (started in September 2018)</p> <p>1.2 Refectory foreseen to be partially operating</p> <p>1.3 Delivered as planned</p>	<p>1.1 In the course of the year</p> <p>1.2 2nd quarter of 2019</p> <p>1.3 In the course of year</p>	<p>1.1 Delivered: all warm meals marked 'healthy', served in canteens meet the requirements of 'fit@work' meals as mentioned in the contract: <12% fat, <2,5 g salt and < 700 kcal. The choice of snacks and beverages was extended.</p> <p>1.2 Refurbished and it reduced the waiting time by reorganising internal arrangements: New concept cafeteria opened on 23 April, refurbished and proposing a wider range of products including salad bar. Official opening under the Aegis of DG REGIO, DG CNCT and Head of OS dept.</p> <p>1.3 CHAR building panel done in April 2019 (SCIC, DG TRADE, DG ECFIN, etc.). 1st pilot project replaced plastic bottled water by jugs and fountain for conferences</p>

<p>Launched of the CHARL building panel in April 2019.</p> <p>1.4 Ispra self-service restaurant:</p> <ul style="list-style-type: none"> ➤ Develop a plan against food waste; ➤ Participate in refurbishment of the conference centre refectory; ➤ Equip the enlarged Clubhouse kitchen facilities; ➤ Implement a new system of access control in Clubhouse in cooperation with the JRC; ➤ Implement sustainable solution for personnel status of the Clubhouse. 	<p>1.4 Delivered as planned</p>	<p>1.4 In the course of year:</p> <ul style="list-style-type: none"> -Clubhouse equipped by 2nd quarter 2019; - "market scenario" for the personnel at Clubhouse to be evaluated by 3rd quarter 2019. 	<p>and meetings.</p> <p>1.4 Ispra: A better planning of menus has achieved a lower rate of food waste, reduced the costs of foodstuff, bringing the overall financial result of the canteen to a substantial parity;</p> <ul style="list-style-type: none"> -Refurbishment of refectory: building will be ready at the beginning of 2020. -Clubhouse kitchen will be fully operational by the end of 2019; - Access system ready to be activated, pending JRC decision; - Personnel of the Clubhouse: Procedure was launched as planned, and the contract was signed. The contract start date is January 2020.
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1.2 Increase number of afterschool childcare places to meet demand (e.g. through closer cooperation with the European schools (Bxl) and using specific contracts on the Brussels market).	1.2 Ratio: number of requests in 2018/2019 surpassing available places 0.78% as of 1/05/2019	1.2 to optimise	increased; and (ii) the demand dropped. Nominal capacity is 3.7% below the demand of 2015 (1564vs 1622). 1.2 Afterschool childcare: Nominal capacity is under the demand (2588 vs 2738) but 2712 children are accommodated due to combining attendance schedule.
2. Improvements at Ispra childcare facilities	Capacity: 105 Places	To optimise towards demand and supply management	105
Key actions: 2.1 The allocation of places in an optimal way. 2.2 Contributed to the common OIB/JRC project to regroup the two existing afterschool facilities increasing the capacity to 140 places by moving the service to a JRC' building.	2.1 Keep stable 2.2 Deliver as planned	2.1 In the course of year 2.2 by 31/12/2021	2.1 Remain stable 2.2 There is a preference to construct a new building from scratch; design of this future building has started in Q2 2019 and it's on-going.

3.2. Welfare services at social facilities

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

Non programme-based

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

Non programme-based

Result indicator: Users attendance of the sports facilities

Source of data: OIB data

Baseline (2013)	Target (2020)	The latest known results (2019)
The total annual number of hours of usage of sport facilities at CIE (Bxl).	Keep stable	15,000
3,400 (Ispra)	Keep stable	3,700

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

Non programme-based

Main Policy-related outputs in 2019:

Description	Indicator	Target (2019)	The latest known results (2019)
1. CIE Overijse operational	1.1 Annual number of	1.1 Keep stable	15,350

	participants in events (min 10,000 visitors).		
2. Social infrastructure in Ispra operational	2.1 Annual number of participants in sport and cultural activities (3.400 visitors).	2.1 Keep stable	7,850

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