

2017

Annual Activity Report

Annexes

**Education, Audiovisual
and Culture Executive
Agency**

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ANNEX 1: Statement of the responsible RMIC ¹

"I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission², I have reported my advice and recommendations to the Director on the overall state of internal control in the Executive Agency.

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

Date 28/03/2018

Signed

Armin Bosch

¹ In EACEA, the Head of Unit in charge of Finances, Accounting and Programming is entrusted with the function of responsible RMIC.

² Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission; SEC(2003)59 of 21.01.2003.

ANNEX 2: Reporting – Human Resources, Better Regulation, Information Management and External Communication

Human Resource Management

Objective: The EA deploys effectively its resources in support of the delivery of the Commission'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.		Results
Indicator 1 : Percentage of female representation in middle management		
Source of data: Sysper		
Baseline 2016 33%	Target 2017 33% The target is based on the 2016 figures. All managerial posts have been filled and it is not expected to have vacant management posts for next year	29%
Indicator 2 : Percentage of staff who feel that the Commission cares about their well-being³		
Source of data: Commission staff survey		
Baseline 2016 47%	Target 2017 47% In line with the results of the 2016 Staff Satisfaction Survey	Not applicable. Next Staff survey is planned for Autumn 2018
Indicator 3 : Staff engagement index		
Source of data: Commission staff survey		
Baseline 2016 65%	Target 2017 65% In line with the 2016 target which seems to be realistic and should therefore be kept	Not applicable. Next Staff survey is planned for Autumn 2018
Indicator 4 : Average vacancy rate of available posts		
Source of data: HR monthly report		
Baseline 2016 4%	Target 2017 less than 5% on annual basis Frequency of reporting: Quarterly reporting	6%
Indicator 5 : % of staff with valid objectives		
Source of data: Sysper 2		
Baseline 2016 95%	Target 2017 95%	95%

³ This indicator may be replaced by a fit@work index on which DG HR is currently working.

	Frequency of reporting: Quarterly reporting		
Indicator 6 : % of CDR timely completed			
Source of data: Sysper2			
Baseline 2016 95%	Target 2017 95% completion on time Frequency of reporting: Quarterly reporting	100%	
Main outputs in 2017:			
Output	Indicator	Target	Results
<i>Successful recruitment</i>	<i>Vacancy rate of available posts</i>	<i>Less than 5% of vacant posts</i>	6%
<i>HR Strategy elaboration</i>	<i>Alignment with the Commission HR policy and tackling results of satisfaction survey</i>	<i>HR Strategy validated by Q2 2017</i>	<i>Implemented. HR Strategy validated by the Management end of May⁴.</i>
<i>Job-shadowing</i>	<i>Level of satisfaction</i>	<i>80% of satisfied participants</i>	<i>71% satisfied or very satisfied, 89% will eagerly participate in a JS exercise in the future</i>
<i>Conception and development of specific training to build staff new competences in order to ensure an optimal response to the evolution of the mandate of the Agency</i>	<i>Learning Development Framework and training sessions</i>	<i>In place by Q4 2017</i>	<i>Implemented. Review of the L&D will be carried out in 2018 according to new priorities.</i>

⁴ Ares (2017)2810201 6/06/2017

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 rate⁵

Where necessary specific residual error rates would be calculated for each programme managed or for expenditure with a common risk profile.

Source of data: Ex-post Audits results

Baseline 2016	Target	Results
Lifelong Learning Programme: 4.52%	Legacy (programming period 2007-2013): The error rate for the LLP, Culture & Youth programmes will no longer vary in relation to the results 2016, but the reservations on these programmes will be maintained as long as they are phasing out. Europe for Citizens and MEDIA error rates will no longer vary and no reservation is foreseen on these programmes. The two programmes for which EACEA will continue to estimate the residual error rate are Erasmus Mundus & Tempus and this should remain below 2%. New programming period: Equal or less than 2%	4.52%
Erasmus Mundus and Intra ACP: 0.37%		0.34%
Tempus and Bilateral Cooperation : 0.99%		1.52%
Youth: 2.96%		3.20%
Culture: 9.13%		9.18%
MEDIA and MEDIA Mundus: 0.53%		0.53%
Europe for Citizens: 0.81%		0.81%
Erasmus+ : 0.08%		0.66%
Creative Europe : 0.03%		0.44%
EU Aid Volunteers initiative: n/a		n/a
Europe for Citizens : 0.0%		0%
Intra-Africa Academic Mobility Scheme II : n/a		n/a

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

Source of data: Calculation at AAR stage

Baseline 2016	Target	Results
EUR 12,6 Mio/ 636 Mio Operational budget	It is expected that the estimated amount at risk should slightly decrease taking into consideration the simplification of the financial management of the supported projects (new programming period)	EUR 10.8 Mio/ 683.8 Mio of total payment

Indicator 3 : Estimated future corrections

Source of data: Calculation at AAR stage

Baseline 2016	Target	Results
2,3 Mio	No changes are expected with regard to the corrective capacity	2.2 Mio

Main outputs in 2017:

Output	Indicator	Target	Results
Implementation of annual audit plan of ex-post audits for year n-1	Percentage of audits closed by the end of 2017	At least 70%	74%

⁵ For the definition, see the first annex to the AAR instructions 2014 "Key definitions for determining amounts at risk" at <https://myintracomm.ec.europa.eu/budgweb/EN/rep/aar/Documents/aar-standing-instructions.pdf>.

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: Annual reporting

Baseline 2016	Target	Results
Controls are cost effective	Positive conclusion	Controls are cost effective

Indicator 2 : Percentage of outstanding IAS audit recommendations due in 2016 ready for review

Source of data: IAS audit recommendations

Baseline 2016	Target	Results
100% ready for review	At least 80%	100%

Main outputs in 2017:

Output	Indicator	Target	Results
<i>Exception reports</i>	<i>Number of exception reports</i>	<i>Less than 40</i>	<i>11</i>

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

Indicator 1 (information available in the EA's AFS) : Updated anti-fraud strategy of EACEA, elaborated on the basis of the methodology provided by OLAF⁶

Source of data: AFS

Baseline 2016	Interim Milestone	Target	Results
Date of the last update- 2014	N/A	Update every second year, as set out in the AFS	On-going (due for end 2017) Preparatory work done (Internal analysis of tools available to detect double funding). Detailed action plan flowing IAS audit. Anti-Fraud Strategy to be adopted by the Management end of March 2018

Indicator 2 : Fraud awareness is increased for target population(s) as identified in the EA's AFS

Source of data: AFS

Baseline 2015	Interim Milestone :	Target	Results
82,3% of staff questioned at the iCAT exercise declared aware of EA's antifraud strategy	N/A	100% target population(s) reached	77%

Indicator 3 : Regular monitoring of the implementation of the anti-fraud strategy and reporting on its result to management

Source of data: AFS

Baseline 2016	Interim Milestone (Target	Results
Once per year	N/A	Once per year	Yes

⁶ The methodology can be found on the FPDNet website: <https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/ToolBox/Documents/Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies.pdf>. In particular paragraph 3 of the methodology is relevant.

Main outputs in 2017:			
Output	Indicator	Target	Results
<i>Monitoring and follow up of cases linked to fraud</i>	<i>Percentage of audits (ad hoc or risk based) in which a fraud has been detected</i>	<i>No quantitative target, but monitoring of medium/long term trends and possible reasons thereof</i>	<i>3 cases of suspicion of fraud have been confirmed through audits (1 confirmation via 2 ad-hoc audits = 50% and 2 confirmations via risk-based audits)</i>
	<i>Number of termination of grant agreements linked to fraud detection</i>		<i>3 resiliations of participation of beneficiary in grant agreements</i>
	<i>Number of recovery orders linked to fraud detection and amounts at stake</i>		<i>9 RO for EUR 1 Mio</i>
	<i>Number of fraud suspicions transmitted to OLAF</i>		<i>7 cases of fraud suspicions transmitted to OLAF</i>
<i>Fraud suspicions to OLAF – OLAF reports to Agency</i>	<i>Measures adopted by EA's Direction</i>	<i>Implementation of measures</i>	<i>The measures adopted are implemented on a regular basis.</i>
<i>Actions of the EA to raise awareness on AFS</i>	<i>Increase level of awareness on AFS</i>	<i>100% Target population</i>	<i>77%</i>
Objective 4 : The outstanding level of budget execution will be maintained			
Indicator 1 : Budget execution for operational budget		Source of data: ABAC, APPFIN	
Baseline 2016	Target	Results	
100%	minimum 99% for commitment appropriations (C1 and C5 credits)	100% (EUR 690.3 Mio)	
100%	minimum 98% for payment appropriations (C1 and C5 credits)	100% (EUR 616 Mio)	
Indicator 2 : Budget execution for operating budget		Source of data: ABAC, APPFIN	
Baseline 2016	Target	Results	
98%	minimum 97% for commitment appropriations	98% (EUR 48,96 Mio)	
87%	minimum 80% for payment appropriations (C1 and C8 credits)	87% (EUR 47.87 Mio)	
Objective 5 : High level of financial performance will be maintained			
Indicator 1 : Potentially abnormal RAL (PAR)		Source of data: ABAC, APPFIN	
Baseline 2016	Target	Results	
745 (117%)	547	624 (114%)	
Indicator 2 : Time to treat problematic ROs, requiring an action by the Agency ("assigned to AO")		Source of data: ABAC, APPFIN	
Baseline 2016	Target	Results	
91%	80% of RO "assigned to" the Authorising Officer as from 31/12/N-1 are to be treated by the end of the year N	91% (cumulative)	

Indicator 3 : Time for registration of invoices		
Source of data: ABAC, APPFIN		
Baseline 2016	Target	Results
92%	less or equal to 7 days in 90% of cases	94%
Indicator 4 : Payments within set deadlines⁷ (KPI 2)		
Source of data: ABAC, APPFIN		
Baseline 2016	Target	Results
93%	90% of payments within the set deadlines ⁸	96%

Information management

Objective: Information and knowledge in your EA is shared and reusable by other Commission services. Important documents are registered, filed and retrievable			
Indicator 1 : Percentage of registered documents that are not filed⁹ (ratio)			
Source of data: Hermes-Ares-Nomcom (HAN) ¹⁰ statistics			
Baseline 2016	Target	Results	
0%	0%	0%	
Indicator 2 : Percentage of HAN files readable/accessible by all units in the EA			
Source of data: HAN statistics			
Baseline 2016	Target	Results	
99,88% (data provided by DIGIT)	100% ¹¹	99.88%	
Indicator 3 : Percentage of HAN files shared with other Commission services			
Source of data: HAN statistics			
Baseline 2016	Target	Results	
3,97%	4%	4%	
Main outputs in 2017:			
Output	Indicator	Target	Results
<i>Training and info sessions for tools that provide better knowledge on how to register/store and treat documents</i>	<i>Number of participants per session</i>	<i>80% of participants in the network of ARES correspondents</i>	<i>approx. 80% of participants reached</i>
<i>Shared knowledge by Agency staff of relevant information</i>	<i>Number of relevant awareness-raising measures (info visits to units; intranet and news items; email updates, targeted messages, videos)</i>	<i>100% of staff reached</i>	<i>100% of staff reached (information and update e-mails, intranet items, regular bilateral interventions)</i>

⁷ Payments falling under the Financial Regulation 2007 are not considered for 2017.

⁸ First pre-financing payments: 20 days; Interim/final payments: 60 days; Experts payments: 30 days.

⁹ 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](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

¹⁰ Suite of tools designed to implement the [e-Domec policy rules](#).

¹¹ The target will never reach 100% due to existence of files with restricted access.

Info sessions/trainings were mainly addressed to newcomers through induction sessions. In parallel, staff already in place was reached via information and update e-mails, intranet items, regular bilateral interventions reached the entire staff of the Agency. Dedicated document management trainings, in particular DMO correspondents meetings, were suspended in 2017 due to DMO sector staff change and its workload. Targeted trainings will resume in 2018 (the first one was already organised in December 2017).

The document management team worked in close collaboration with the entire Agency staff on implementing a paperless culture. So far, "Paperless recommendations" have been fully taken on board by the operational units and the Director's office but not yet by the legal team. The objective is to resume the work on the paper in January 2018

Treatment of requests for access to documents under Regulation 1049/2001 is assured by R1 in collaboration with R2. Replies are always addressed within prescribed deadlines.

To ensure compliance with the rules in force regarding document management, staff must be constantly trained and kept up to date. In this context, one of the main objectives of the e-Domec team for 2018 consists in the full update of the Document Management Intranet in order to increase the staff knowledge.

External communication

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

Indicator 1 : Percentage of EU citizens having a positive image of the EU

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual EAs' actions may only make a small contribution.

Source of data: Standard Eurobarometer (DG COMM budget)

Baseline: November 2014	Target: 2020	Results
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%	Total "Positive": 40% Neutral: 37% Total "Negative": 21% Eurostat (05/2017)

Main outputs in 2017:			
Output	Indicator	Target	Results
<i>Infodays; conferences; Kick off meetings, cluster meetings; Webinars</i>	<i>Level of satisfaction of stakeholders</i>	<i>75%</i>	<i>90.6%</i>
<i>Communication Strategy updated</i>	<i>To align to the provisions of the new MoU on information and communication</i>	<i>Communication strategy validated by Q2 2017</i>	<i>At the end of Q2, following an audit in the Agency, the decision was taken to draft separate strategies for internal and external communication. The strategy for internal communication will be finalised in Q1 2018; the strategy for external communication by Q2 2018.</i>
<i>Website providing relevant information for potential applicants, applicants and beneficiaries of Funding Programmes, and part of, that we manage</i>	<i>Number of people who indicate they do not find what they are looking for¹²</i>	<i>Fewer than 10 per month</i>	<i>More than 10 per months. Changes resulting from the implementation of Digital transformation and new websites by our parent DGs may have temporarily affected user navigation</i>

The Agency contributes to the positive image of the EU in several ways. The Agency aligns its external communication closely with its parent DGs, which generally have wider target audiences and are responsible for policy and promotional communication. The Agency complements this by targeted communication at (potential) applicants and beneficiaries. To this effect, the Agency organised a range of events all through the year - infodays, kick off meetings – for (potential) applicants and beneficiaries, some of them in collaboration with the parent DGs. These events aim at giving visibility to all the EU programmes which EACEA manages and accompanying the applicants/beneficiaries throughout the process, from the moment they express an interest in the programme, to the application, selection, participation and ex-post gathering of feedback. Over 90 % of respondents to our surveys said that they were satisfied or very satisfied. The consolidation and streamlining of the evaluation of events, striving to create a feedback culture, developed in 2016, is now effective with surveys adapted to and carried out for all events. This feedback is used to ensure the quality of future events and to help us to better tailor our events to evolving participants' needs. In 2017, a total of 40 such surveys were carried out (more than 3 times higher than the number of event surveys done in 2016).

The Agency website is our primary external communication tool. In 2017 EACEA website was ranked 7th out of 200 sites on Europa for number of visits, and 10th for Pageviews. It received 3,705,968 visits 9,584,801 pageviews. The introduction of the web analytics tool Piwik means that this data cannot be compared to 2016, but the picture is positive. A total of 524 replies were received, representing a very limited part of unique users who consulted the Agency website during the year. Out of the 524 replies, it appears that in 354 cases, thus exceeding the target, respondents did not find what they were looking for. Changes resulting from the implementation of Digital transformation and new websites by our parent DGs may have temporarily affected user navigation. The

¹² From Jan 1st 2017, data is collected using a new analytics tool (PIWIK). This data is not comparable to data collected using the previous tool. In addition it should allow the collection of additional data, which could be used to provide different indicators, such as the number of users completing a certain task or goal (example: reaching a specific page, downloading a certain document, etc). While the data collection tool is already in place, testing is starting to investigate its scope.

Communication sector has worked closely with both DG COMM and DG EAC to ensure correct labelling and linking and to ensure and align web presence.

The Agency is close to the citizens due to the nature of the programmes delegated. In 2017, the Communication team handled 1.100 written requests for information¹³, representing a substantial decrease (-36%) compared to 2016. This fall is due to improved management of such requests so that more requests go directly to the team responsible for the specific programme or action of interest. It may also be due in part to actions taken to address recurrent requests through improved web content. In addition, EACEA hosted 31 group visits for a total of 360 visitors, representing a steady increase (+80% in number of visitors) compared to 2016. The Agency also produced publications, such as project compendia, a publication on the Creative Europe Networks, EU Aid Volunteers brochures and some articles (e.g. Europe for Citizens' Future of Europe article).

Annual communication spending (based on estimated commitments):

Baseline (Year 2016):	(Year	Target (Year n):	(Year	Total amount spent	Total of FTEs working on external communication
150.000€		150.000€		150.000€	5

¹³ EACEA-INFO@ec.europa.eu

ANNEX 3: Draft annual accounts and financial reports

AAR 2017 Version 4

Annex 3 Financial Reports - DG EACEA - Financial Year 2017

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 (excluding Building Contracts)

Table 12 : Summary of Procedures (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Additional comments

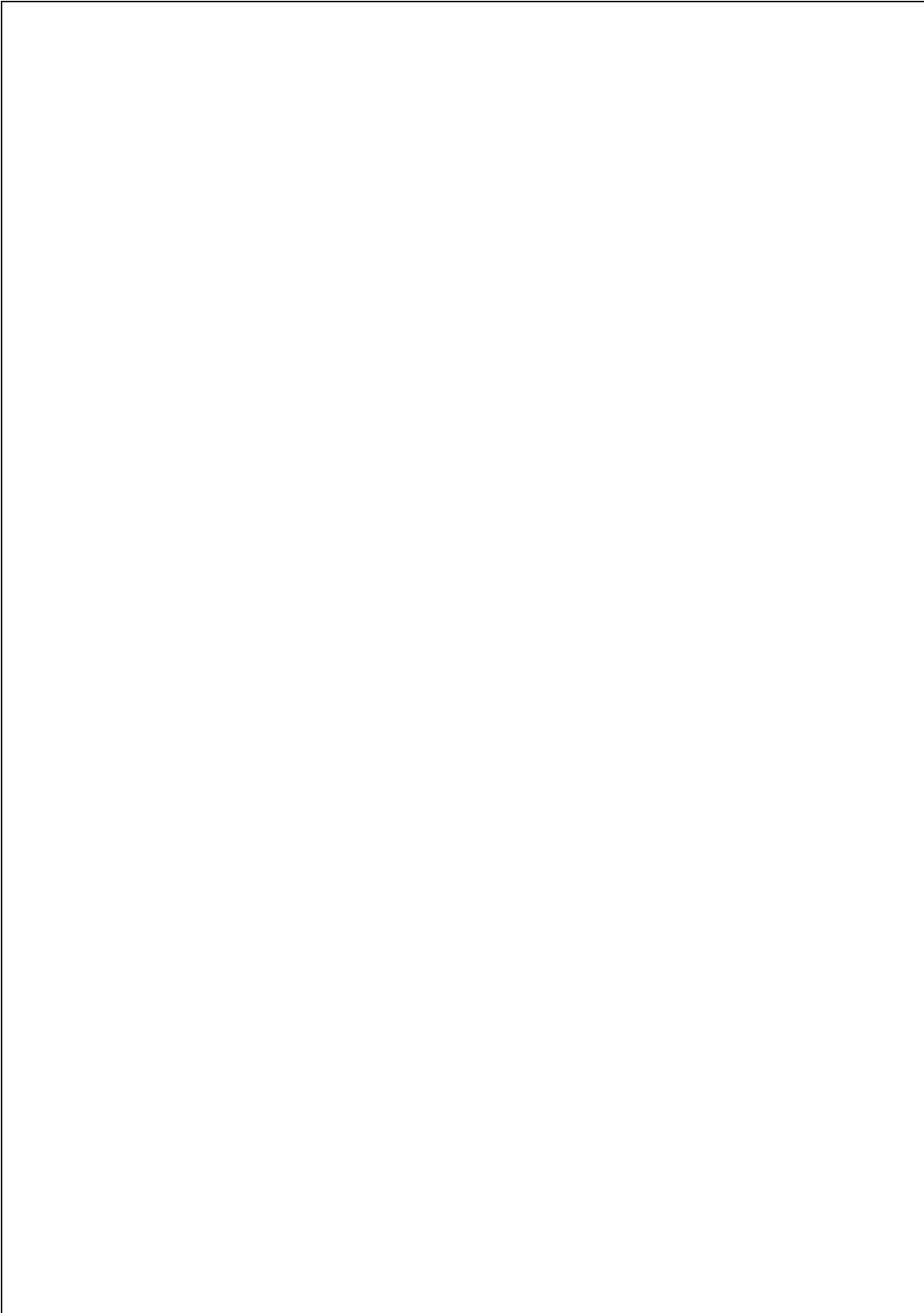


TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2017 (in Mio €)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 09 Communications networks, content and technology					
09	09 05	Creative Europe	113,34	111,60	98,46 %
Total Title 09			113,34	111,60	98,46%
Title 15 Education and culture					
15	15 02	Erasmus+	344,55	340,73	98,89 %
	15 04	Creative Europe	59,64	57,18	95,88 %
Total Title 15			404,18	397,91	98,45%
Title 18 Migration and home affairs					
18	18 04	Fostering European citizenship	23,49	23,39	99,56 %
Total Title 18			23,49	23,39	99,56%
Title 19 Foreign policy instruments					
19	19 05	Cooperation with third countries under the Partnership Instrument (PI)	4,70	4,56	97,04 %
Total Title 19			4,70	4,56	97,04%
Title 21 International cooperation and development					
21	21 02	Development Cooperation Instrument (DCI)	87,95	85,20	96,87 %
Total Title 21			87,95	85,20	96,87%
Title 22 Neighbourhood and enlargement negotiations					
22	22 02	Enlargement process and strategy	14,41	13,22	91,75 %
	22 04	European Neighbourhood Instrument (ENI)	56,78	50,95	89,74 %
Total Title 22			71,19	64,18	90,14%
Title 23 Humanitarian aid and civil protection					
23	23 04	EU Aid Volunteers initiative	15,83	15,80	99,79 %
Total Title 23			15,83	15,80	99,79%
Total DG EACEA			720,69	702,62	97,49 %

* 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).

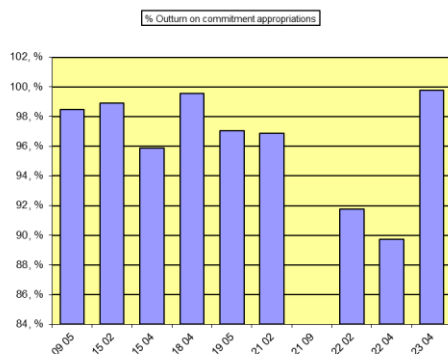


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2017 (in Mio €)					
Chapter			Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Title 09 Communications networks, content and technology					
09	09 05	Creative Europe	109,60	106,70	97,35 %
Total Title 09			109,60	106,70	97,35%
Title 15 Education and culture					
15	15 02	Erasmus+	282,59	275,07	97,34 %
	15 04	Creative Europe	56,04	51,35	91,64 %
Total Title 15			338,63	326,42	96,40%
Title 18 Migration and home affairs					
18	18 04	Fostering European citizenship	23,61	23,50	99,53 %
Total Title 18			23,61	23,50	99,53%
Title 19 Foreign policy instruments					
19	19 05	Cooperation with third countries under the Partnership Instrument (PI)	5,83	5,51	94,57 %
Total Title 19			5,83	5,51	94,57%
Title 21 International cooperation and development					
21	21 02	Development Cooperation Instrument (DCI)	89,63	78,05	87,08 %
	21 09	Completion of actions implemented under Industrialised Countries Instrument (IC+) programme	2,51	2,20	87,76 %
Total Title 21			92,14	80,25	87,10%
Title 22 Neighbourhood and enlargement negotiations					
22	22 02	Enlargement process and strategy	18,43	17,91	97,22 %
	22 04	European Neighbourhood Instrument (ENI)	63,85	60,29	94,42 %
Total Title 22			82,28	78,20	95,05%
Title 23 Humanitarian aid and civil protection					
23	23 04	EU Aid Volunteers initiative	15,57	15,35	98,55 %
Total Title 23			15,57	15,35	98,55%
Total DG EACEA			667,66	635,94	95,25 %

* 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).

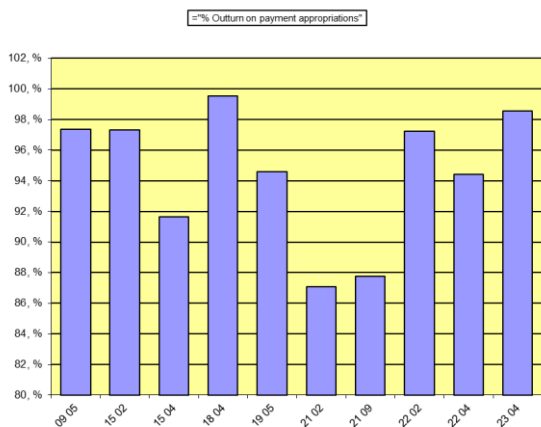


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (in Mio €)									
Chapter			2017 Commitments to be settled				Commitments to be settled from financial years previous to 2017	Total of commitments to be settled at end of financial year 2017	Total of commitments to be settled at end of financial year 2016
			Commitments 2017	Payments 2017	RAL 2017	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 09 : Communications networks, content and technology									
09	09 05	Creative Europe	111,60	58,67	52,92	47,42 %	39,31	92,24	91,85
Total Title 09			111,60	58,67	52,92	47,42%	39,31	92,24	91,85
Title 15 : Education and culture									
15	15 02	Erasmus+	340,73	156,36	184,36	54,11 %	200,04	384,40	332,71
	15 04	Creative Europe	57,18	29,86	27,32	47,78 %	43,70	71,02	68,21
Total Title 15			397,91	186,22	211,68	53,20%	243,74	455,42	400,92
Title 18 : Migration and home affairs									
18	18 04	Fostering European citizenship	23,39	10,79	12,60	53,86 %	8,76	21,36	22,13
Total Title 18			23,39	10,79	12,60	53,86%	8,76	21,36	22,13
Title 19 : Foreign policy instruments									
19	19 05	Cooperation with third countries under the Partnership Instrument (PI)	4,56	0,14	4,43	96,97 %	7,63	12,05	16,56
Total Title 19			4,56	0,14	4,43	96,97%	7,63	12,05	16,56
Title 21 : International cooperation and development									
21	21 02	Development Cooperation Instrument (DCI)	85,20	2,02	83,17	97,63 %	113,91	197,09	197,22
	21 09	Completion of actions implemented under Industrialised Countries Instrument (ICI) programme	0,00	0,00	0,00	0,00 %	0,80	0,80	4,02
Total Title 21			85,20	2,02	83,17	97,63%	114,71	197,89	201,24
Title 22 : Neighbourhood and enlargement negotiations									
22	22 02	Enlargement process and strategy	13,22	0,65	12,57	95,06 %	21,48	34,05	43,65
	22 04	European Neighbourhood Instrument (ENI)	50,95	2,66	48,29	94,78 %	83,89	132,18	153,50
Total Title 22			64,18	3,31	60,86	94,84%	105,38	166,24	197,15
Title 23 : Humanitarian aid and civil protection									
23	23 04	EU Aid Volunteers initiative	15,80	11,10	4,70	29,73 %	12,42	17,12	16,67
Total Title 23			15,80	11,10	4,70	29,73%	12,42	17,12	16,67
Total DG EACEA			702,62	272,26	430,36	61,25 %	531,95	962,31	946,52

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

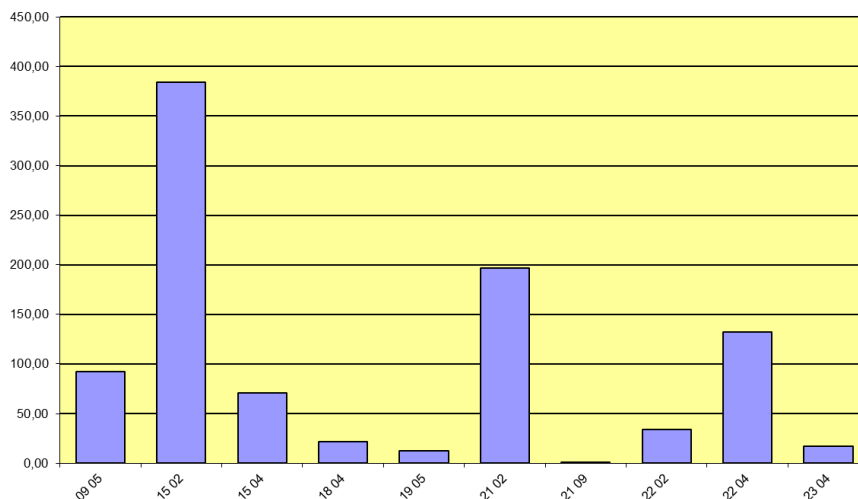


TABLE 4 : BALANCE SHEET EACEA

BALANCE SHEET	2017	2016
A.I. NON CURRENT ASSETS	48.741.569	36.819.068
A.I.5. Non-Current Pre-Financing	48.741.569	36.819.068
A.II. CURRENT ASSETS	290.147.489	284.241.084
A.II.2. Current Pre-Financing	275.277.273	270.770.976
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	14.769.922	13.470.109
A.II.6. Cash and Cash Equivalents	100.295	0
ASSETS	338.889.058	321.060.152
P.II. CURRENT LIABILITIES	-111.712.005	-109.728.124
P.II.4. Current Payables	-2.302.829	-1.888.832
P.II.5. Current Accrued Charges & Defrd Income	-109.409.176	-107.839.292
LIABILITIES	-111.712.005	-109.728.124
NET ASSETS (ASSETS less LIABILITIES)	227.177.053	211.332.028

P.III.2. Accumulated Surplus/Deficit	2.556.947.295	1.942.380.273
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Non-allocated central (surplus)/deficit*	-2.784.124.348	-2.153.712.301
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TOTAL	0	0
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It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

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

TABLE 5bis : OFF BALANCE SHEET EACEA

OFF BALANCE	2017	2016
OB.1. Contingent Assets	10.393.013	12.643.018
GR for pre-financing	10.393.013	12.643.018
OB.3. Other Significant Disclosures	-852.114.873	-826.666.945
OB.3.2. Comm against app. not yet consumed	-852.114.873	-826.666.945
OB.4. Balancing Accounts	841.721.860	814.023.927
OB.4. Balancing Accounts	841.721.860	814.023.927
OFF BALANCE	0	0

Explanatory Notes (facultative):

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

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

TABLE 6: AVERAGE PAYMENT TIMES FOR 2017 - DG EACEA

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	4.358	4.281	98,23 %	10,6	77	1,77 %	51,2
45	14	11	78,57 %	21,6	3	21,43 %	299,0
50	7	7	100,00 %	16,0			
60	3.637	3.412	93,81 %	29,7	225	6,19 %	83,6
90	89	79	88,76 %	39,9	10	11,24 %	218,4

Total Number of Payments	8.105	7.790	96,11 %		315	3,89 %	
Average Net Payment Time	21,8			19,3			82,0
Average Gross Payment Time	28,2			25,2			100,9

Suspensions							
Average Report Approval Suspension	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
1	31	1.668	20,58 %	8.105	132.848.794,70	20,87 %	636.411.654,46

Late Interest paid in 2017			
DG	GL Account	Description	Amount (Eur)
EACEA	65010000	Interest expense on late payment of charges	1 102,76
EACEA	65010100	Interest on late payment of charges New FR	11 691,28
			12 794,04

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2017								
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	
52	REVENUE FROM INVESTMENTS OR LOANS GRANTED, BANK AND OTHER INTEREST	152.717	33.632	186.349	151.150	30.419	181.569	4.780
60	CONTRIBUTIONS TO UNION PROGRAMMES	8.737	16.279	25.016	8.737	0	8.737	16.279
61	REPAYMENT OF MISCELLANEOUS EXPENDITURE	401.637	4.752.423	5.154.061	-90.861	690.099	599.239	4.554.822
66	OTHER CONTRIBUTIONS AND REFUNDS	15.815.921	8.970.109	24.786.030	12.275.253	2.092.456	14.367.709	10.418.321
Total DG EACEA		16.379.011	13.772.444	30.151.455	12.344.279	2.812.974	15.157.253	14.994.202

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

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2017 Year of Origin (commitment)	Error		Irregularity		OLAF notified		Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2006			1	19.877,18			1	19.877,18	1	19.877,18	100,00%	100,00%
2007			2	8.815,32			2	8.815,32	2	8.815,32	100,00%	100,00%
2008			3	59.294,82			3	59.294,82	4	218.048,73	75,00%	27,19%
2009	1	55.339,33	4	158.163,68	1	200.000,00	6	413.503,01	12	1.186.358,52	50,00%	34,85%
2010	2	71.718,89	18	363.576,94	3	300.623,03	23	735.918,86	29	988.925,08	79,31%	74,42%
2011	2	2.951,29	20	297.277,76	6	445.811,22	28	746.040,27	39	1.399.216,73	71,79%	53,32%
2012			12	79.732,13			12	79.732,13	112	7.954.558,33	10,71%	1,00%
2013	2	16.132,29	8	116.849,33			10	132.981,62	46	1.022.958,32	21,74%	13,00%
2014			34	261.230,87			34	261.230,87	140	1.791.520,91	24,29%	14,58%
2015	1	433.014,80	22	433.122,21			23	866.137,01	83	1.453.520,32	27,71%	59,59%
2016			24	691.734,29			24	691.734,29	78	1.125.172,67	30,77%	61,48%
2017			1	6.600,00			1	6.600,00	1	6.600,00	100,00%	100,00%
Sub-Total	8	579.156,60	149	2.496.274,53	10	946.434,25	167	4.021.865,38	547	17.175.572,11	30,53%	23,42%

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS	134	995.675,28	721	6.502.925,64			855	7.498.600,92	857	8.554.320,52	99,77%	87,66%
CREDIT NOTES												
Sub-Total	134	995.675,28	721	6.502.925,64			855	7.498.600,92	857	8.554.320,52	99,77%	87,66%
GRAND TOTAL	142	1.574.831,88	870	8.999.200,17	10	946.434,25	1.022	11.520.466,30	1.404	25.729.892,63	72,79%	44,77%

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2017 FOR EACEA

	Number at 1/01/2017	Number at 31/12/2017	Evolution	Open Amount (Eur) at 1/01/2017	Open Amount (Eur) at 31/12/2017	Evolution
2001	2	2	0,00 %	20.833,32	20.833,32	0,00 %
2002	1	1	0,00 %	10.000,00	10.000,00	0,00 %
2003	8	5	-37,50 %	196.250,00	111.250,00	-43,31 %
2004	4	4	0,00 %	98.357,50	98.357,50	0,00 %
2005	2	1	-50,00 %	58.001,98	55.000,00	-5,18 %
2006	4	4	0,00 %	457.398,36	457.398,36	0,00 %
2007	6	6	0,00 %	216.492,50	216.492,50	0,00 %
2008	15	12	-20,00 %	660.084,00	559.084,00	-15,30 %
2009	8	7	-12,50 %	404.055,01	390.644,81	-3,32 %
2010	9	9	0,00 %	1.440.937,45	1.440.937,45	0,00 %
2011	6	6	0,00 %	209.154,27	209.154,27	0,00 %
2012	11	9	-18,18 %	340.240,84	322.636,97	-5,17 %
2013	44	43	-2,27 %	793.293,65	779.007,77	-1,80 %
2014	49	37	-24,49 %	3.721.810,52	3.274.316,19	-12,02 %
2015	53	47	-11,32 %	2.393.792,76	2.284.625,25	-4,56 %
2016	127	44	-65,35 %	2.979.165,52	953.525,39	-67,99 %
2017		80			4.034.732,27	
	349	317	-9,17 %	13.999.867,68	15.217.996,05	8,70 %

TABLE 10 : RECOVERY ORDER WAIVERS IN 2017 >= EUR 100.000

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
1	3233170005	3241402834	-140.000,00	Private Companies	C(2016)5907 of 22/09/2016	
2	3233170090	3241409205	-105.000,00	Private Companies	C(2017)2022 of 30/03/2017	

Total DG EACEA	-245.000,00
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Number of RO waivers	2
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Justifications:

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TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG EACEA - 2017

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Total		

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

External Procedures > € 20,000

Procedure Legal base	Number of Procedures	Amount (€)
(Ext. act) Service - International Open Procedure with prior publication (Art. 265(1)(a)(ii) RAP)	1	20.000.000,00
Total	1	20.000.000,00

Internal Procedures > € 60,000

Procedure Legal base	Number of Procedures	Amount (€)
Open Procedure (Art. 104(1) (a) FR)	2	2.478.565,98
Open Procedure (Art. 127.2 RAP)	5	4.915.833,00
Total	7	7.394.398,98

Additional Comments:

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TABLE 13 : BUILDING CONTRACTS

Legal base	Contract Number	Contractor Name	Description	Amount (€)

TABLE 14 : CONTRACTS DECLARED SECRET

Legal base	Contract Number	Contractor Name	Description	Amount (€)

Annex 3 Financial Reports - EACEA - Financial Year 2017**Administrative Budget****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****Additional comments**

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2017 (in Mio €)				
Chapter		Commitment appropriations authorised *	Commitments made	%
		1	2	3=2/1
Title 1 DEP DE PERSONNEL				
1111	Agents temporaires	12,52	12,43	99,23 %
1121	Agents contractuels	17,44	17,24	98,82 %
1131	Intérimaires	2,83	2,83	100,00 %
1132	Stagiaires	0,29	0,29	100,00 %
1211	Gestion administrative du personnel	0,45	0,44	96,58 %
1221	Cours de langues, recyclage et perfect professionn	0,39	0,33	86,35 %
1231	Service médical	0,09	0,09	100,00 %
1232	Mobilité	0,06	0,06	100,00 %
1233	Services sociaux et autres interventions	0,77	0,77	100,00 %
1241	Frais de représentation, réunions int et évènement	0,07	0,07	96,73 %
Total Title 1		34,92	34,54	98,93%
Title 2 Infrastructure et dépenses de fonctionnement				
2111	Loyers, usufruits et frais accessoires	3,18	3,18	100,00 %
2112	Charges relatives aux immeubles	2,28	2,28	100,00 %
2121	Aménagements des locaux et autres dépenses	0,13	0,13	100,00 %
2211	Équipement de traitement de données et télécomm	0,41	0,40	99,22 %
2212	Applications informatiques	0,48	0,47	99,29 %
2221	Autres services ext pour le traitement des données	2,17	2,17	99,78 %
2311	Achat, location, entretien et rép mob, mat et inst	0,11	0,11	98,03 %
2312	Frais de manutention et déménagements	0,02	0,02	95,78 %
2321	Papeterie et fournitures de bureau	0,09	0,09	100,00 %
2322	Affranchissement et frais de port	0,06	0,06	100,00 %
2331	Biblio, abon publications, acq et archi de documen	0,11	0,11	98,13 %
2341	Frais bancaires et autres frais financiers	0,00	0,00	0,00 %
2342	Frais de contentieux, dommages et intérêts	0,13	0,13	100,00 %
2351	Assurances et autres dép diverses de fonct courant	0,01	0,00	40,00 %
Total Title 2		9,15	9,13	99,76%
Title 3 Dépenses de support aux programmes				
3111	Réunions	0,16	0,09	58,88 %
3121	Information, communication et publication	0,60	0,57	94,65 %
3131	Traduction et interprétation	0,70	0,70	100,00 %
3141	Audits	0,96	0,96	99,74 %
3151	Frais de missions, déplacements et autres dép acce	0,55	0,47	84,70 %
3161	Informatique spécifique	2,68	2,50	93,40 %
Total Title 3		5,65	5,29	93,60%
TOTAL EACEA		49,72	48,96133545	98,48 %

* 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).

% Outturn on commitment appropriations

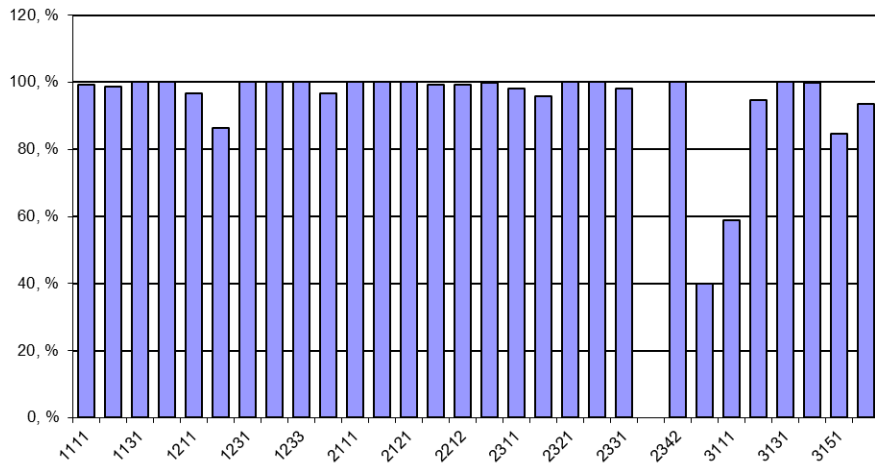


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2017 (in Mio €)				
Chapter		Payment appropriations authorised *	Payments made	%
		1	2	3=2/1
Title 1 DEP DE PERSONNEL				
1111	Agents temporaires	12,52	12,43	99,23 %
1121	Agents contractuels	17,44	17,24	98,82 %
1131	Intérimaires	3,44	2,84	82,48 %
1132	Stagiaires	0,29	0,29	100,00 %
1211	Gestion administrative du personnel	0,50	0,43	87,05 %
1221	Cours de langues, recyclage et perfect professionn	0,54	0,32	58,29 %
1231	Service médical	0,13	0,08	60,75 %
1232	Mobilité	0,07	0,05	74,77 %
1233	Services sociaux et autres interventions	0,77	0,57	74,87 %
1241	Frais de représentation, réunions int et évènement	0,07	0,02	21,07 %
Total 1		35,79	34,27	95,76%
Title 2 Infrastructure et dépenses de fonctionnement				
2111	Loyers, usufruits et frais accessoires	3,24	3,07	94,63 %
2112	Charges relatives aux immeubles	3,05	2,17	71,06 %
2121	Aménagements des locaux et autres dépenses	0,18	0,05	29,35 %
2211	Équipement de traitement de données et télécomm	0,81	0,48	58,80 %
2212	Applications informatiques	0,69	0,65	93,55 %
2221	Autres services ext pour le traitement des données	2,77	2,00	72,27 %
2311	Achat, location, entretien et rép mob, mat et inst	0,11	0,06	54,93 %
2312	Frais de manutention et déménagements	0,24	0,14	56,35 %
2321	Papeterie et fournitures de bureau	0,10	0,06	67,54 %
2322	Affranchissement et frais de port	0,07	0,05	83,00 %
2331	Biblio, abon publications, acq et archi de documen	0,11	0,08	74,63 %
2341	Frais bancaires et autres frais financiers	0,00	0,00	0,00 %
2342	Frais de contentieux, dommages et intérêts	0,13	0,05	36,35 %
2351	Assurances et autres dép diverses de fonct courant	0,01	0,00	17,55 %
Total 2		11,51	8,86	77,01%
Title 3 Dépenses de support aux programmes				
3111	Réunions	0,30	0,20	68,45 %
3121	Information, communication et publication	0,83	0,44	53,05 %
3131	Traduction et interprétation	0,87	0,55	63,32 %
3141	Audits	1,73	0,92	53,33 %
3151	Frais de missions, déplacements et autres dép acce	0,67	0,40	60,39 %
3161	Informatique spécifique	3,56	2,22	62,23 %
Total 3		7,95	4,73	59,54%
TOTAL EACEA		55,24	47,86	86,64 %

* 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).

=" % Outturn on payment appropriations "

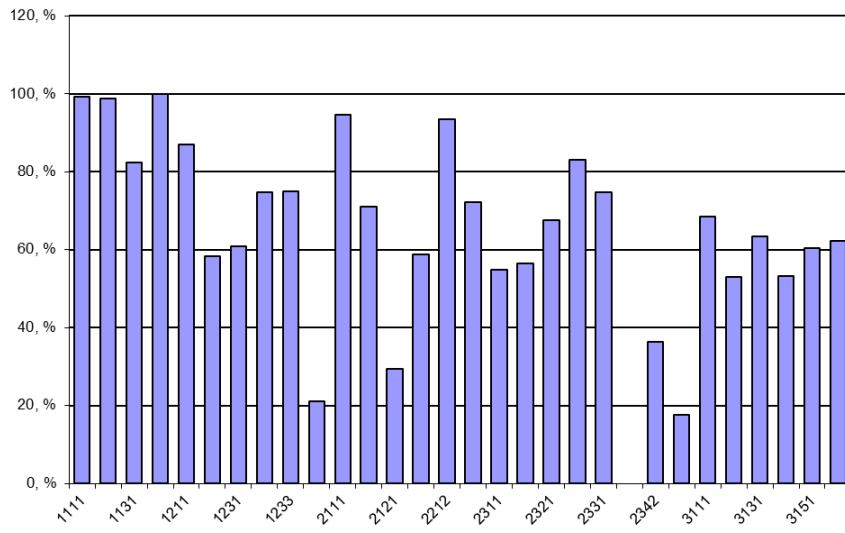


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (in Mio €)					
Chapter		2017 Commitments to be settled			
		Commitments 2017	Payments 2017	RAL 2017	% to be settled
		1	2	3=1-2	4=1-2//1
Title 1 DEP DE PERSONNEL					
1111	Agents temporaires	12,43	-12,43	0,00	0,00 %
1121	Agents contractuels	17,24	-17,24	0,00	0,00 %
1131	Intérimaires	2,83	-2,52	0,31	11,09 %
1132	Stagiaires	0,29	-0,29	0,00	0,00 %
1211	Gestion administrative du personnel	0,44	-0,41	0,03	6,68 %
1221	Cours de langues, recyclage et perfect professionn	0,33	-0,20	0,13	39,28 %
1231	Service médical	0,09	-0,05	0,04	44,13 %
1232	Mobilité	0,06	-0,05	0,01	23,53 %
1233	Services sociaux et autres interventions	0,77	-0,57	0,19	25,13 %
1241	Frais de représentation, réunions int et événement	0,07	-0,01	0,05	80,63 %
Total 1		34,54	-33,77	0,77	2,24%
Title 2 Infrastructure et dépenses de fonctionnement					
2111	Loyers, usufruits et frais accessoires	3,18	-3,03	0,15	4,71 %
2112	Charges relatives aux immeubles	2,28	-1,49	0,79	34,56 %
2121	Aménagements des locaux et autres dépenses	0,13	0,00	0,12	99,48 %
2211	Équipement de traitement de données et télécomm	0,40	-0,07	0,33	81,53 %
2212	Applications informatiques	0,47	-0,43	0,04	8,76 %
2221	Autres services ext pour le traitement des données	2,17	-1,40	0,76	35,26 %
2311	Achat, location, entretien et rép mob, mat et inst	0,11	-0,06	0,05	44,17 %
2312	Frais de manutention et déménagements	0,02	-0,01	0,01	45,43 %
2321	Papeterie et fournitures de bureau	0,09	-0,06	0,03	33,05 %
2322	Affranchissement et frais de port	0,06	-0,05	0,01	18,70 %
2331	Biblio, abon publications, acq et archi de documen	0,11	-0,08	0,03	25,05 %
2341	Frais bancaires et autres frais financiers	0,00	0,00	0,00	#DIV/0
2342	Frais de contentieux, dommages et intérêts	0,13	-0,04	0,08	66,89 %
2351	Assurances et autres dép diverses de fonct courant	0,00	0,00	0,00	75,41 %
Total 2		9,13	-6,73	2,40	26,31%
Title 3 Dépenses de support aux programmes					
3111	Réunions	0,09	-0,09	0,01	8,06 %
3121	Information, communication et publication	0,57	-0,23	0,34	59,63 %
3131	Traduction et interprétation	0,70	-0,39	0,31	44,12 %
3141	Audits	0,96	-0,22	0,74	77,16 %
3151	Frais de missions, déplacements et autres dép acce	0,47	-0,33	0,14	29,17 %
3161	Informatique spécifique	2,50	-1,34	1,16	46,38 %
Total 3		5,29	-2,60	2,69	50,89%
TOTAL EACEA		48,96133545	-43,09	5,8683817	11,99 %

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

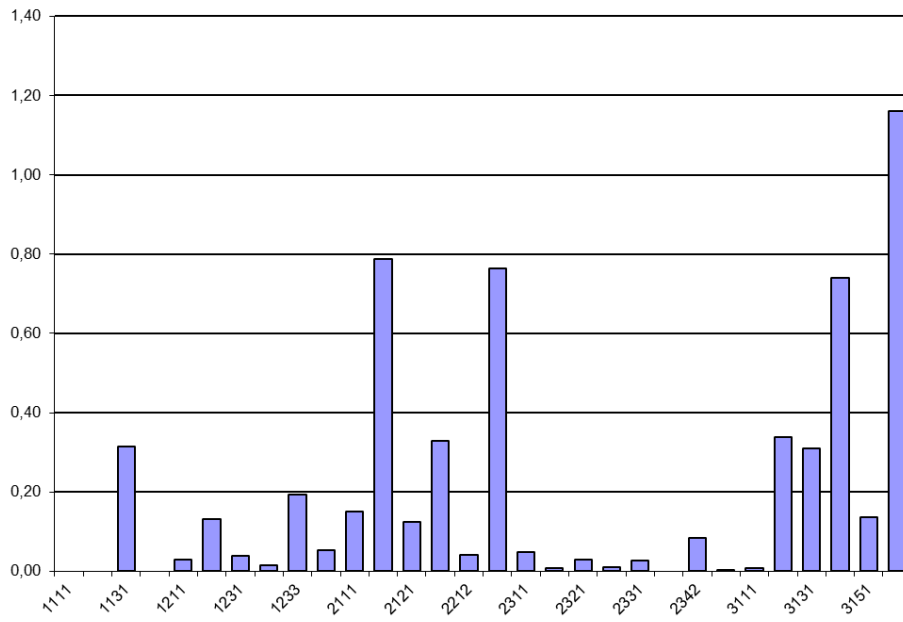


TABLE 4 : BALANCE SHEET EACEA

BALANCE SHEET	2017	2016
A.I. NON CURRENT ASSETS	2.541.800	2.742.076
A.I.1. Intangible Assets	2.201.086	2.500.308
A.I.2. Property, Plant and Equipment	340.714	241.769
A.II. CURRENT ASSETS	7.827.406	7.927.106
A.II.2. Current Pre-Financing	0	0
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	397.483	667.607
A.II.6. Cash and Cash Equivalents	7.429.923	7.259.499
ASSETS	10.369.207	10.669.182
P.II. CURRENT LIABILITIES	-5.093.177	-5.478.441
P.II.2. Current Provisions	0	-68.000
P.II.4. Current Payables	-1.646.499	-2.237.702
P.II.5. Current Accrued Charges & Defrd Income	-3.446.678	-3.172.740
LIABILITIES	-5.093.177	-5.478.441
NET ASSETS (ASSETS less LIABILITIES)	5.276.030	5.190.741
P.III.2. Accumulated Surplus/Deficit	-5.190.741	-4.640.814
Non-allocated central (surplus)/deficit*	-85.289	-549.927
TOTAL	0	0

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

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

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE EACEA

STATEMENT OF FINANCIAL PERFORMANCE	2017	2016
II.1 REVENUES	-48.207.207	-47.440.944
II.1.1. NON-EXCHANGE REVENUES	-47.727.774	-46.882.547
II.1.1.6. OTHER NON-EXCHANGE REVENUES	-47.727.774	-46.882.547
II.1.2. EXCHANGE REVENUES	-479.434	-558.397
II.1.2.1. FINANCIAL INCOME	-372	-6.215
II.1.2.2. OTHER EXCHANGE REVENUE	-479.062	-552.183
II.2. EXPENSES	48.121.919	46.891.017
II.2. EXPENSES	48.121.919	46.891.017
II.2.10. OTHER EXPENSES	17.951.508	18.005.635
II.2.6. STAFF AND PENSION COSTS	30.169.694	28.885.375
II.2.8. FINANCE COSTS	716	7
STATEMENT OF FINANCIAL PERFORMANCE	-85.289	-549.927

Explanatory Notes (facultative):

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

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

TABLE 5bis : OFF BALANCE SHEET EACEA

OFF BALANCE	2017	2016
OB.3.2. Comm against app. not yet consumed	-2.068.211	-2.420.461
OB.3.2. Comm against app. not yet consumed	-2.068.211	-2.420.461
OB.3.2. Comm against app. not yet consumed	-2.068.211	-2.420.461
OB.3.5. Operating lease commitments	-5.640.668	-359.557
OB.3.5. Operating lease commitments	-5.640.668	-359.557
OB.3.5. Operating lease commitments	-5.640.668	-359.557
OB.4. Balancing Accounts	7.708.879	2.780.018
OB.4. Balancing Accounts	7.708.879	2.780.018
OB.4. Balancing Accounts	7.708.879	2.780.018
OFF BALANCE	0	0

Explanatory Notes (facultative):

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.

Legal Times

Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	1.136	1.096	96,48 %	18,3	40	3,52 %	35,8
45	35	33	94,29 %	20,7	2	5,71 %	49,0
60	2	2	100,00 %	38,5			

Total Number of Payments	1.173	1.131	96,42 %		42	3,58 %	
Average Net Payment Time	19,0			18,4			36,4
Average Gross Payment Time	19,5			18,9			37,5

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
0,0	18,7	32	2,73 %	1.173	433.797,48	1,68 %	25.879.989,16

Late Interest paid in 2017

Agency	GL Account	Description	Amount (Eur)
EACA	65010000	Interest expense on late payment of charges	716,20
			716,20

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2017

Title	Description	Year of Origin	Revenue and Income recognized	Revenue and Income cashed	Outstanding Balance
1111	Subv.DG EAC(Erasmus+)	2017	26.877.520,00	26.877.520,00	0,00
1112	Subv.DG EAC + DG CNET(Europe Creative)	2017	12.771.464,00	12.771.464,00	0,00
1113	Subv.DG HOME (Europe pour les Citoyens)	2017	2.248.643,00	2.248.643,00	0,00
1114	Subv.DG DEVCO + DG EAC (DCI/ENI)	2017	5.366.005,00	5.366.005,00	0,00
1115	Subvention: DG FPI (PI)	2017	194.000,00	194.000,00	0,00
1116	Subvention: DG NEAR + DG EAC (IPA)	2017	838.088,00	838.088,00	0,00
1117	Subvention: DG ECHO (EU AID)	2017	1.039.000,00	1.039.000,00	0,00
1121	Subvention: FED	2017	383.000,00	383.000,00	0,00
2311	Remboursement de dépenses diverses	2017	45.874,97	45.874,97	0,00
TOTAL EACEA			49.763.594,97	49.763.594,97	0,00

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

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2017 Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
Sub-Total						

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES												
Sub-Total												

GRAND TOTAL												
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TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2017 FOR EACEA

Year of Origin	Number at 01/01/2017	Number at 31/12/2017	Evolution	Open Amount (Eur) at 01/01/2017	Open Amount (Eur) at 31/12/2017	Evolution
2015	1	1	0,00 %	62,80	62,80	0,00 %
Totals	1	1	0,00 %	62,80	62,80	0,00 %

TABLE 10 : RECOVERY ORDER WAIVERS IN 2017 >= EUR 100.000

	Waiver Central Key	Linked RO Central Key	RO Accepted amount (Eur)	LE Account Group	Commission Decision	Comments
1,						

Total EACEA

Number of RO waivers

Justifications:

TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - EACEA - 2016

Procurement > EUR 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Total		

TABLE 12 : SUMMARY OF PROCEDURES OF EACEA EXCLUDING BUILDING CONTRACTS

Internal Procedures > € 60,000		
Procedure Type	Count	Amount (€)
TOTAL		

Additional comments

This annex refers to the administrative budget of the Commission managed by the Agency.
The same Annex has also been prepared for the operational budget.
In 2016 no contract for an amount of more than € 60,000 was awarded.

ANNEX 4: Materiality criteria

The materiality criteria are judged in both qualitative and quantitative terms. In qualitative terms, when assessing the significance of any weaknesses, the following factors are taken into account:

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

In quantitative terms, in order to make a judgement on the significance of a weakness, it is essential to quantify the potential impact in monetary terms or the amount considered at risk. As regards the legality and regularity of the underlying transactions, the Agency uses the standard quantitative materiality threshold of 2% of the payments made of the relevant ABB (sub)activity.

However, the Commission's 'standard' breakdown per ABB activities at 4-digit level being too broad (especially in the education area) and covering programmes/activities for which there are significant differences in the size and types of projects, the Agency assesses the materiality per programme managed by the Agency (AAB at 6-digit level). It concerns the following programmes: Lifelong Learning (LLP), Erasmus Mundus, Culture, Youth, Citizenship, MEDIA and Tempus for the programming period 2007-2013 and for the Erasmus+, Creative Europe, Europe for Citizens programmes for the 2014-2020.

The Agency relies on the "best estimate" of the error rate because in view of the volumes and sizes of transactions (= grants) by programme managed by the Agency, it would not be cost-effective to have a representative error rate from a fully statistically representative sample for each individual programme.

In 2012, the Agency has calculated for the first time multi-annual, cumulative error rates in order to increase the representativeness of the figures and to be in line with the new guidance issued by DG BUDG in November 2011. While for the Annual Activity Report (AAR) 2012 the calculation covered 2 consecutive years, the Agency calculates the error rates over a 3-year period for reporting in the AAR 2013, over a 4-year period for reporting in the AAR 2014, over a 5-year period for the reporting in the AAR 2015 over a 6-year period for the reporting in the AAR 2016 for what concerns the 2007-2013 programming period and over a 7-year period for the reporting in the AAR 2017 for what concerns the 2007-2013 programming period¹⁴

In determining the need to make a potential reservation, the Agency follows the so called "3+1 steps" approach; i.e. the four stages of analysis needed to come to a sound conclusion on whether to qualify the AOD's declaration with a reservation and, if so, to estimate its impact in monetary terms:

- Step 1: calculating the multi-annual representative detected error rate in a random¹⁵ sample of transactions (i.e. values of closed grant projects) and taking account of any corrections made for the calculation of the cumulative residual error rate in the population over the reference years;

¹⁴ The Agency calculates the error rates over a 1-year period for reporting in the AAR 2015, over a 2-year period for reporting in the AAR 2016 and over a 3-year period for the reporting in the AAR 2017 for what concerns the 2014-2020 programming period.

¹⁵ Random selection is done by means of Monetary Unit Sampling (MUS), on all projects for which a final payment has been processed in year N-1. If a project which has been proposed for a risk based audit is "selected", the MUS step goes to the next project.

- Step 2: estimating the actual exposure for each programme as 'multi-annual / annual amount at risk' to the value of the closed grant projects within the same period used for the calculation of error rate / during the reporting year, based on those error rates calculated for a population of projects mostly closed through final payment or recovery order;
- Step 3: assessing the materiality, by relating the multi-annual / annual amount at risk' for the activity considered to the payments made, within the same period used for calculation of the error rate / during the reporting year, for the relevant programme managed by the Agency, for determining whether a reservation would be due;
- Step 4: if a reservation is entered, then assessing its relative impact on the AOD's overall assurance and declaration.

1. A multi-annual, cumulative 'detected' and 'residual' error rate is calculated for each of the programmes managed by the Agency over the reference years.

In order to check the legality and regularity and sound financial management for EACEA's underlying transactions, EACEA requests an external audit firm to conduct ex post controls (i.e. financial audits on-the-spot) on a 'random' selection of closed projects¹⁶. The project can be closed by either final payment and/or recovery order and in some cases a zero payment to clear the pre-financing.

The multi-annual error rate is calculated as follows for all audits finalised in the reference years.

$$\text{Detected error (amount)} = A - B$$

$$\text{Detected error rate (\%)} = (A - B) / A$$

Where

A = the Agency-share of the eligible costs initially accepted after ex-ante controls, on the basis of which the final payment or recovery order was calculated and paid (and on the basis of which the pre-financing was cleared)

B = the Agency-share of eligible costs finally accepted after ex-post controls (audits)

To arrive at the 'residual' error rates, one takes into account the fact the 'detected' error rates remain for the non-audited part but these error rates are cleaned from the audited part through 'corrections', meaning the issuance of recovery orders by the Agency. In terms of timing, the correction is deemed to have been effected at the time when the recovery order has been authorised or when the amount due has been recorded in the local accounting system for offsetting from a future payment to the same beneficiary.

2. The financial impact of the cumulative errors in terms of 'multi-annual / annual amount at risk' is calculated.

Even in case the detected and residual error rates are considered to be representative for the population of closed projects under the programme, it is necessary to establish a link between these control results and the actual payments made within the same period used for the calculation of the error rate / during the reporting year. Indeed, the audits have examined costs declared in support of projects closed in previous years.

The multi-annual / annual amount at risk is the amount that may have been paid in excess to beneficiaries assuming that the projects closed within the same period used for the calculation of the error rate / during the reporting year are affected by the same

¹⁶ Value of the closed projects includes pre-financing, interim/final payment and any recovery orders.

error rates as found above.

The multi-annual / annual amount at risk is calculated by multiplying the 'detected' error rate by the value of the closed projects¹⁷ for which a final payment and/or recovery order was done within the same period used for the calculation of the error rate / during the reporting year, and taking into account the corrections made on the audited population.

As far as projects managed by the Agency are concerned, the "value of the closed project" paid in year x is equal to the amount of the final payment and/or recovery order done in year x plus the amount of the related pre-financing(s) paid during the same or previous year(s) and 'cleared' when the final payment or recovery order is done.

3. The multi-annual / annual materiality of the amount at risk is calculated by programme ("MAT").

The multi-annual / annual materiality of the amount at risk is calculated by comparing the amount at risk with the total amounts of payments made within the same period used for the calculation of the error rate / during the reporting year each programmes. For determining whether a reservation is due, the multi-annual materiality¹⁸ is the criterion.

4. The impact of a reservation on the overall declaration is calculated (if applicable) by assessing its 'weight' on the overall operational budget in terms of payments done managed by the Agency in the reporting year.

¹⁷ Although pre-financing payments can be considered not yet "at risk" (e.g. because they are still accounts receivable 'owned' by the EACEA and any errors can still be rectified at the time of the final payment or recovery order), they become "value at risk" at the time of the transfer of ownership when the pre-financing is cleared together with the related final payment or recovery order.

¹⁸ E.g. at the end of a programme's life-cycle, the amount at risk from the value of the closed grants may be quite substantial, while the payments still made during the past reporting year may already be quite low (phasing-out). This would lead to an a-typically low denominator which would turn almost any (even small) amount at risk to an artificially high materiality in %

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

Grants – direct management

Stage 1 – Programming, evaluation and selection of proposals

A - Preparation and publication of the calls for proposals¹⁹

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

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>In the calls for proposals the eligibility, selection and award criteria are not adequate/clearly defined to ensure the smooth evaluation of the proposals.</p>	<p>Coordination with mirror units in parent DGs Hierarchical validation within the authorising department (i.e. at Director's level) (1) Explicit allocation of responsibility to 2nd level ex-ante verification in central financial unit (reflected in task assignment and/or function descriptions) (2) Centralised checklist-based verification</p>	<p>If risk materialises, all grants awarded during the year under this call would be irregular. Possible impact 100% of budget involved in the call and reputational consequences. Coverage / Frequency: 100% Depth: Checklist includes a list of the requirements of the regulatory provisions identified.</p>	<p>Costs: estimation of cost of staff involved in the preparation and validation of the calls. Cost of contracted services (experts), if any. Benefits: The (average annual) total budgetary amount of the calls with significant errors detected and corrected.</p>	<p>Effectiveness: Number of control failures and budget amount of the calls concerned detected via noncompliance events and exceptions report (evolution over the time) Efficiency: Adoption and publishing a call for proposals, compared with benchmarks and evolution over time.</p>

¹⁹ The parent DGs adopts and publishes the Annual Work Programme.

B - Selecting and awarding: Evaluation, ranking and selection of proposals

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The evaluation, ranking and selection of proposals is not carried out in accordance with the established procedures, the policy objectives, priorities and/or the essential eligibility, or with the selection and award criteria defined in the annual work programme and subsequent calls for proposals.</p>	<p>Assignment of staff (e.g. project officers); selection and appointment of expert evaluators (if foreseen as deviation from FR)</p>	<p>100% vetting for technical expertise and independence of experts (e.g. conflicts of interests, nationality bias, ex-employer bias, collusion, rotation)</p>	<p>Costs: estimation of cost of staff involved in the evaluation and selection of proposals. Cost of the appointment of experts and of the logistics of the evaluation (if any).</p> <p>Benefits: Compare selected list with a random allocation of the available budget. Benefit equals to % of the value of deserving projects otherwise not selected plus % of the value of non-deserving projects that would have been selected (=amount redirected to better projects).</p>	<p>Effectiveness: % of proposals (successfully) challenged. N° of litigation cases.</p> <p>Amount of budget of calls concerned.</p> <p>Efficiency Indicators: total (average) annual cost of expert evaluation. Average cost per call and/or per (selected) proposal. (*) % cost over annual amount disbursed in grants. Time-to-inform of selection results.</p>
	<p>Assessment by staff (e.g. project officers) and by independent experts (contractors)</p>	<p>100% of proposals are evaluated. Depth may be determined by screening of outline proposals (two-step evaluation).</p>		
	<p>Decision taken by an evaluation committee including parent DGs representative and hierarchical validation by the AO at unit level of ranked list of proposals and final consolidated report issued by the evaluation committee In addition: publication of results and reasons for rejecting proposals.</p>	<p>Coverage: 100% of ranked list of proposals. Supervision of work of evaluators. Depth depends on risk factors: e.g. conflicts of interests, nationality bias, ex-employer bias, collusion, rotation)</p>		
	<p>Internal/external legal remedies</p>	<p>100% of contested decisions are analysed</p>		
	<p>Guidelines for evaluation Committees</p>	<p>100% of the Evaluation Committee should respect the new guidelines.</p>		

Main risks <i>It may happen (again) that...</i>	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	Use of exception reports	100% of the exceptions should be registered	Amount of the call / grant agreement involved in the detected and treated exceptions	

Stage 2 - Contracting: Transformation of selected proposals into legally binding grant agreements

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The description of the action in the grant agreement includes tasks which do not contribute to the achievement of the programme objectives and/or that the budget foreseen overestimates the costs necessary to carry out the action.</p> <p>The beneficiary lacks operational and/or financial capacity to carry out the actions.</p> <p>Procedures do not comply with regulatory framework.</p>	<p>Verification of the tasks by experts during the evaluation process.</p> <p>Validation of beneficiaries (operational and financial viability).</p> <p>Signature of the grant agreement by the AO at unit level.</p> <p>In-depth standardised financial capacity verification and taking appropriate measures for high risk beneficiaries.</p>	<p>100% of the selected proposals and beneficiaries are scrutinised.</p> <p>Coverage: 100% of draft grant agreements.</p> <p>Depth may be determined after considering the type or nature of the beneficiary and/or of the modalities and/or the total value of the grant.</p>	<p>Costs: estimation of cost of staff involved in the contracting process.</p> <p>Benefits: Difference between the budget value of the selected proposals and that of the corresponding grant agreements.</p>	<p>Effectiveness: Amount of proposed costs rejected.</p> <p>Efficiency Indicators: Value of grant agreements completed over budget requested in the corresponding proposals (%). Time-to-grant.</p>

Stage 3 - Monitoring the execution. This stage covers the monitoring the operational, financial and reporting aspects related to the project and grant agreement

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The actions foreseen are not, totally or partially, carried out in accordance with the technical description and requirements foreseen in the grant agreement and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions.</p>	<p>Operational and financial checks in accordance with the financial circuits. Operation authorisation by the AO at unit level. For riskier operations, ex-ante in-depth and/or on-site verification.</p>	<p>100% of the projects are controlled, including only value-adding checks. Riskier operations subject to in-depth and/or on-site controls. The depth depends on risk criteria.</p>	<p>Costs: estimation of cost of staff involved in the actual management of running projects. Benefits: budget value of the costs claimed by the beneficiary, but rejected by the project officers. Budget value of the part of the grant not paid out as pre-financing for projects that have been stopped by the Commission. Budget value of penalties and liquidated damages.</p>	<p>Effectiveness: Budget amount of the errors concerned. Number of projects with cost claim errors; budget amount of the cost items rejected. Number of penalties damages; amount of the penalties damages; % of value of cost claims items adjusted over cost claims value. Efficiency Indicators: Cost/benefit ratio Average cost per open project. Time-to-payment.</p>
	<p>For high risk operations, reinforced monitoring. Recommended: consider an ex-ante verification on-the-spot – e.g. monitoring visit. Earmark projects for risk-based ex-post audit.</p>	<p>High risk operations identified by risk criteria. Red flags: delayed interim deliverables, suspicion of plagiarism, requesting many amendments, EWS or anti-fraud flagging, etc.</p>		
	<p>If needed: application of suspension/interruption of payments, penalties or liquidated damages. Referring grant to OLAF.</p>	<p>Depth: depends on results of ex-ante controls.</p>		

Stage 4 - Ex-Post controls

A - Reviews, audits and monitoring

Main control objectives: Measuring the effectiveness of ex-ante controls by ex-post controls; detect and correct any error or fraud remaining undetected after the implementation of ex-ante controls (legality & regularity; anti-fraud strategy); addressing systemic weaknesses in the ex-ante controls, based on the analysis of the findings (sound financial management); ensuring appropriate accounting of the recoveries to be made (reliability of reporting, safeguarding of assets and information)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The ex-ante controls (as such) fail to prevent, detect and correct erroneous payments or attempted fraud.</p>	<p>Ex-post control strategy: carry out audits of a representative sample of operations to determine effectiveness of ex-ante controls (+ consider ex-post findings for improving the ex-ante controls). Multi-annual basis (programme's lifecycle) and coordination with other AOs concerned (to detect systemic errors). Validate audit results with beneficiary. If needed: communicate the beneficiary or grant to OLAF.</p>	<p>Representative sample: MUS random sample sufficiently representative to draw valid management conclusions Risk-based sample: determined in accordance with the selected risk criteria, aimed to maximise error correction (either higher amounts or expected error rate).</p>	<p>Costs: estimation of cost of staff involved in the coordination and execution of the audit strategy. Cost of the appointment of an external audit firms for the outsourced audits. Benefits: budget value of the errors detected by the auditors.</p>	<p>Effectiveness: representative/best estimate error rate. Residual error rate below tolerable threshold. Amount of budget of errors concerned. Number of projects with errors; budget amount of the errors detected. % of beneficiaries' satisfaction with the audit service provided. Efficiency: total (average) annual cost of audits compared with benefits (ratio).</p>

B - Implementing results from ex-post audits/controls

Main control objectives: Ensuring that the (audit) results from the ex-post controls lead to effective recoveries (legality & regularity; anti-fraud strategy); Ensuring appropriate accounting of the recoveries made (reliability of reporting)

Main risks <i>It may happen (again) that...</i>	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The errors, irregularities and cases of fraud detected are not addressed or not addressed timely</p>	<p>Systematic registration of audit results to be implemented.</p> <p>Financial and operational validation of recovery in accordance with financial circuits.</p> <p>Authorisation by AO at unit level.</p>	<p>Coverage: 100% of final audit results <i>with a financial impact</i>.</p> <p>Depth: consider 'extending' the findings of systemic errors into corrections of non-audited projects by the same beneficiary</p>	<p>Costs: estimation of cost of staff involved in the implementation of the audit results.</p> <p>Benefits: budget value of the errors, detected by ex-post controls, which have actually been corrected (offset or recovered).</p> <p>Loss: budget value of such ROs which are 'waived' or have to be cancelled.</p>	<p>Effectiveness: Number of risk based ex-post audits with findings per AAP, over the total N° of risk based audits per Annual Audit Plan</p> <p>Efficiency Indicators: total annual cost of implementing the AAP/ total value of the recoveries.</p>

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 (NOT applicable)

ANNEX 9: Evaluations and other studies finalised or cancelled during the year (NOT applicable)

ANNEX 10: Specific annexes related to "Financial Management" (NOT applicable)

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

The internal control systems has been assessed according to the new internal control framework adopted by the Commission in April 2017.

The available tools (the self-assessment, the register of deficiencies and non-compliance event and the risk register) allowed for the identification of weaknesses (step1) and, via the new register of deficiencies available this year, a direct link was identified between the deficiencies and the related internal control principle (step 2). Each deficiency has been ranked in terms of risk level, taking into account also the detected strengths.

As a final step, all principles were grouped according their respective component (step 3) and a final, complete picture of the internal control system has been drawn.

Specifically, the identified deficiencies during **step 1** are the following ones :

- Unclear/non adequate eligibility criteria (exceptions report)
- Failures in the financial circuits (exceptions report)
- Lack of respect of non-retroactivity principle (exceptions report)
- Difficulties in the management of organisational changes (self-assessment)
- Difficulties in the management of poor performance cases among the staff (self-assessment)
- Risk of overall weaknesses of the internal control system (risk assessment exercise)

The above mentioned weaknesses identified by the Agency, have been confirmed also by the results of the IAS audit on Grant Management, phase I (from the call to the signature of contracts).

During the **step 2** of the analysis, as already mentioned, they have been linked to the relevant internal control principles and assessed in terms of level of risk (ranging from minor to critical). In this specific step of the analysis all available information has been taken into account to assess the risk level of detected deficiencies. Concretely, the Agency has given its own technical opinion on the risk level, taking into account:

- its control strategy, which is based on a diversified risk approach,
- its strengths,
- its knowledge of the managerial choices made so far to simplify processes and increase beneficiary satisfaction,
- the external view of the Internal Audit Service concerning the audits carried out in 2017.

Following the step 2 analysis, the most affected principles resulted (according to the risk level ranking):

- Principle 13 (ranked risk level critical): "The Commission obtains or generates and uses relevant quality information to support the functioning of internal control".
- Principle 12 (ranked risk level moderate): "The Commission deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action".
- Principle 14 (ranked risk level moderate): "The Commission internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control".
- Principle 10 (ranked risk level moderate): "The Commission selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels".

During the **step 3** the principles have been grouped according to the related component, principle 12 and 13 relating to component IV "**Information and Communication**" and 10 and 12 relating to Component III "**Control Activities**".

These two components will be specifically targeted during the year 2018, in order to formulate the necessary recommendations and assess their implementation.

The work will be done in coordination with the implementation of the actions plans already approved in the framework of the IAS audits.

ANNEX 12: Performance tables

Erasmus+

WPI	Budget line	Action	PLANNED INTERVENTIONS	Call Ref	Call Deadline	Number of Applications	% eligible	# of selected	% Selected	Award Decision Date	Grant award decision mode	Time to Inform	Time to Contract	Time to Grant	% grants signed within the target (max 9 months)	Total Actual Grants	Maximum Grant Awarded
1.12	15.02.01.02	Large scale EVS events	5	EAC-A03-2016	1/04/2017	13	15%	5	45%	21/11/2017	CFP-EA	8,1	0,7	8,8	100%	235.616	298.344
1.20	15.02.01.01	Erasmus Mundus Joint Master Degrees	38	EAC-A03-2016	16/02/2017	122	3%	39	33%	22/06/2017	CFP-EA	4,4	5,0	9,4	97%	114.699.440	122.256.507
	04.20.65																
1.21	21.02.20 22.04.20 19.05.20	Joint Erasmus Mundus Masters Programmes - existing FPA	30	EACEA-42-2011	28/02/2017	30	0%	30	100%	21/04/2017	CFP-EA	2,3	5,0	7,3	100%	21.312.100	21.312.100
1.22	15.02.01.01	Joint Erasmus Mundus Doctoral Programmes - existing FPA	8	EACEA-42-2011	28/02/2017	8	0%	8	100%	21/04/2017	CFP-EA	2,3	2,9	5,2	100%	7.502.500	7.502.500
1.27	NA	Erasmus Charter for Higher Education Selection 2018	300	EACEA-03-2017	31/03/2017	516	0%	284	55%	26/10/2017	CFP-EA	n/a	n/a	n/a	n/a	n/a	n/a
2.10	22.04.02.02	Capacity Building Youth - EP - Civil Society Fellowships for youth	32	EAC-A03-2016	8/03/2017	57	33%	20	53%	9/08/2017	CFP-EA	5,2	4,4	9,6	40%	1.856.669	1.856.669
2.10	22.04.02.02	Capacity Building Youth - EP - Partnership for Entrepreneurship	32	EAC-A03-2016	8/03/2017	62	5%	14	24%	9/08/2017	CFP-EA	5,2	4,4	9,6	71%	1.389.861	1.400.442
2.10	22.04.01.02	Capacity Building Youth - South Mediterranean Window - Tunisia	9	EAC-A03-2016	8/03/2017	15	27%	5	45%	9/08/2017	CFP-EA	5,2	4,4	9,6	25%	405.210	405.210
2.10	22.02.04.01	Capacity Building Youth - Western Balkan Window	55	EAC-A03-2016	8/03/2017	200	22%	44	28%	9/08/2017	CFP-EA	5,2	4,4	9,6	66%	2.912.069	2.938.707
2.11	15.02.01.02	Capacity Building Youth - ACPALA	132	EAC-A03-2016	8/03/2017	191	6%	75	42%	9/08/2017	CFP-EA	5,2	4,4	9,6	56%	9.273.023	9.611.059
2.20	15.02.01.01	Knowledge Alliances	22	EAC-A03-2016	28/02/2017	168	1%	22	13%	25/07/2017	CFP-EA	5,0	4,6	9,5	75%	18.892.337	20.644.402
2.21	15.02.01.01	Sector Skills Alliances - Lot 1	3	EACEA-04-2017	4/05/2017	3	0%	1	33%	5/09/2017	CFP-EA	4,3	2,8	7,2	100%	496.833	496.833
2.21	15.02.01.01	Sector Skills Alliances - Lot 2	6	EACEA-04-2017	4/05/2017	26	0%	8	31%	5/09/2017	CFP-EA	4,4	3,2	7,6	100%	7.363.025	7.363.025
2.21	15.02.01.01	Sector Skills Alliances - Lot 3	6	EACEA-04-2017	4/05/2017	13	8%	5	42%	5/09/2017	CFP-EA	4,3	3,3	7,7	100%	19.740.263	19.740.263
2.32	15.02.01.01	eTwinning National Support Agencies	38	EACEA-29-2016	4/11/2016	38	0%	38	100%	30/01/2017	CFP-EA	4,3	0,4	4,8	100%	19.697.615	19.697.615
2.32	15.02.01.01	eTwinning Partner Support Agencies (PSA)	6	EACEA-30-2016	14/11/2016	6	0%	6	100%	30/01/2017	CFP-EA	3,4	2,0	5,4	100%	1.530.682	1.530.682
2.33	15.02.01.01	eTwinning Partner Support Agencies (PSA) Jordan	1	18/11/2017	13/11/2017	1	0%	1	100%	14/12/2017	CFP-EA	1,1	1,5	2,6	100%		
2.40	15.02.01.01	International HE capacity building - Joint Projects	134	EAC-A03-2016	9/02/2017	743	8%	134	20%	31/07/2017	CFP-EA	6,0	7,0	13,0	87%	on-going	134.121.588
	04.20.65																
2.40	21.02.20 22.04.20 22.02.04.02	International HE capacity building - Structural projects	15	EAC-A03-2016	9/02/2017	90	22%	15	21%	31/07/2017	CFP-EA	6,0	5,4	11,4	20%	13.103.147	13.972.676
2.43	15.02.01.01 21.02.20 22.04.20 22.02.04.02	Network of National E+ Offices and Higher Education Reform Experts	27	EACEA-25-2017	22/09/2017	31	0%	15	48%		CFP-EA	6,0	on-going	6,0	74%	on-going	9.482.166
3.02	15.02.01.02	Support for better knowledge in the youth policy	32	EACEA-34-2016	1/12/2016	33	6%	31	100%	22/02/2017	SPE-EA	2,8	1,9	4,6	100%	957.786	957.786
3.17	15.02.01.01	Eurydice network	41	EACEA-33-2016	1/12/2016	41	0%	41	100%	1/02/2017	D-EA	2,1	4,4	6,5	100%	2.527.012	2.527.012
3.22	15.02.01.01	Forward-Looking Cooperation Projects	19	EACEA-41-2016	14/03/2017	81	4%	18	23%	5/09/2017	CFP-EA	5,9	1,6	7,5	94%	8.103.423	8.592.814
3.22	15.02.01.02	Social Inclusion through Education, Training and Youth	24	EACEA-07-2017	22/05/2017	189	13%	24	15%	8/09/2017	CFP-EA	4,0	4,0	8,0	100%	10.251.848	11.469.263

MPI	Budget line	Action	PLANNED INTERVENTIONS	Call Ref	Call Deadline	Number of Applications	% Ineligible	# of selected	% Selected	Award Decision Date	Grant award decision mode	Time to Inform	Time to Contract	Time to Grant	% grants signed within the target (max 9 months)	Total Actual Grants	Maximum Grant Awarded
3.45	15.02.01.02	Eurodesk Brussels Link	1	EACEA-38-2016	14/12/2016	1	0%	1	100%	17/02/2017	MON-EA	4,4	1,2	5,6	100%	600.000	600.000
3.51	15.02.01.01	European Agenda for Adult Learning	35	EACEA-02-2017	12/05/2017	33	0%	33	100%	20/07/2017	SPE-EA	2,7	3,3	6,1	100%	4.930.441	4.930.441
3.53	15.02.01.01	EQAVET-NRP - European Quality Assurance Reference Framework for VET	25	EACEA-36-2016	15/02/2017	20	0%	19	95%	7/04/2017	CFP-EA	1,6	2,3	3,9	100%	2.289.282	2.289.282
3.65	15.02.01.01	VET-Business Partnerships on Work-based learning and Apprenticeships	20	EACEA-40-2016	17/01/2017	70	7%	14	22%	31/05/2017	CFP-EA	4,5	5,1	9,5	92%	4.292.674	4.292.674
3.72	15.02.01.02 22.04.01.02	Structured dialogue: support to National Working Groups	30	EACEA-32-2016	30/11/2016	30	0%	30	100%	17/02/2017	MON-EA	3,0	7,9	10,9	97%	2.017.160	2.017.160
3.75	15.02.01.02	Civil Society Cooperation in Education and Training	20	EACEA/31/2014	25/11/2016	20	0%	20	100%	21/02/2017	CFP-EA	3,4	2,4	5,8	100%	2.430.040	2.430.040
3.76	15.02.01.02	Civil Society Cooperation Youth - Framework Partnership Agreement	63	EACEA/31/2014	26/11/2016	63	0%	63	100%	24/02/2017	CFP-EA	3,1	4,1	7,2	100%	3.050.013	3.050.013
3.77	15.02.01.02	Civil Society Cooperation Youth - Annual Call for Proposals	25	EACEA-37-2016	29/11/2016	53	6%	25	50%	24/02/2017	CFP-EA	3,0	3,8	6,8	100%	817.611	887.611
4.10	15.02.02 19.05.01	Jean Monnet Centres of Excellence	17	EAC-A03-2016	23/02/2017	63	8%	18	31%	19/07/2017	CFP-EA	5,1	4,5	9,6	93%	1.740.956	1.740.956
4.10	15.02.02 19.05.01	Jean Monnet Chairs	52	EAC-A03-2016	23/02/2017	190	3%	55	30%	19/07/2017	CFP-EA	5,1	4,7	9,8	98%	2.579.942	2.579.942
4.10	15.02.02 19.05.01	Jean Monnet Modules	82	EAC-A03-2016	23/02/2017	580	2%	86	15%	19/07/2017	CFP-EA	5,1	4,8	9,9	90%	2.125.160	2.125.160
4.11	15.02.02 19.05.01	Jean Monnet Network	15	EAC-A03-2016	23/02/2017	79	1%	15	19%	19/07/2017	CFP-EA	5,1	4,5	9,6	87%	4.478.357	4.478.357
4.11	15.02.02 19.05.01	Jean Monnet Project	50	EAC-A03-2016	23/02/2017	245	4%	52	22%	19/07/2017	CFP-EA	5,1	4,6	9,7	96%	2.781.121	2.819.783
4.12	15.02.02 19.05.01	Jean Monnet Support to Associations	12	EAC-A03-2016	23/02/2017	20	10%	12	67%	19/07/2017	CFP-EA	5,1	4,5	9,6	92%	552.539	552.539
4.20	15.02.02	Jean Monnet operating grants in support to specified institutions	1	EU-N-1288-2013	31/12/2016	1	0%	1	100%	3/04/2017	CFP-EA	3,1	0,5	3,6	100%	5.614.856	5.614.856
4.21	15.02.02	Jean Monnet operating grants in support to specified institutions	1	EU-N-1288-2013	31/12/2016	1	0%	1	100%	3/04/2017	CFP-EA	3,1	1,7	4,8	100%	13.524.659	13.524.659
4.22	15.02.02	Jean Monnet operating grants in support to specified institutions	1	EU-N-1288-2013	31/12/2016	1	0%	1	100%	3/04/2017	CFP-EA	3,1	0,6	3,7	100%	2.724.114	2.724.114
4.23	15.02.02	Jean Monnet operating grants in support to specified institutions	1	EU-N-1288-2013	31/12/2016	1	0%	1	100%	3/04/2017	CFP-EA	3,1	0,8	3,9	100%	1.038.751	1.038.751
4.24	15.02.02	Jean Monnet operating grants in support to specified institutions	1	EU-N-1288-2013	31/12/2016	1	0%	1	100%	3/04/2017	CFP-EA	3,1	1,0	3,9	100%	1.033.537	1.033.537
4.25	15.02.02	Jean Monnet operating grants in support to specified institutions	1	EU-N-1288-2013	31/12/2016	1	0%	1	100%	3/04/2017	CFP-EA	3,1	1,0	4,1	100%	2.522.830	2.522.830
4.26	15.02.02	Jean Monnet operating grants in support to specified institutions	1	EU-N-1288-2013	31/12/2016	1	0%	1	100%	3/04/2017	CFP-EA	3,1	0,8	3,9	100%	4.538.591	4.538.591
5.09	15.02.03	Small Collaborative Partnerships	85	EAC-A03-2016	6/04/2017	154	12%	84	62%	13/07/2017	CFP-EA	3,6	4,9	8,6	100%	4.216.695	4.220.463
5.10	15.02.03	Collaborative Partnerships	78	EAC-A03-2016	6/04/2017	190	5%	68	38%	13/07/2017	CFP-EA	3,6	5,0	8,6	100%	23.548.507	23.541.748
5.11	15.02.03	Not-for-profit European Sport Events	12	EAC-A03-2016	6/04/2017	66	20%	10	19%	13/07/2017	CFP-EA	3,6	3,0	6,7	100%	4.186.409	4.186.409
5.14	15.02.03	Dialogue with stakeholders-EWoS-NCB	33	EACEA-43-2016	15/12/2016	32	0%	31	97%	17/02/2017	CFP-EA	2,3	3,0	5,3	100%	2.882.551	2.882.551
5.19	15.02.03	Special annual events	1	EAC-A03-2016	17/02/2017	1	0%	1	100%	6/03/2017	CFP-EA	0,6	0,3	0,8	100%	6.000.000	6.000.000
Total général par Programme			1.678			4.594	6%	1.527	35%			4,0	3,3	7,3	91%	368.767.257	524.800.132
Total without FPA and designated bodies			942			3766	7%	951	27%			4,9	4,2	9,1	83%	145.343.296	270.364.262

The overall TTG for Erasmus+ remains within the target set by the Agency WP 2017 (7.3 months). The selections targeting FPA or designated bodies impacted positively this result. Without this type of selections, the overall time to grant exceeds the limits defined by the FR (9.1 months), corresponding to 3 days above.

Percentage of contracts sent within 9 months

91% of the grants were signed within 9 months. For the remaining 137 contracts corresponding to the 9% gap, delays in the contracting process are mainly due to difficulties to have the PIC validated for the beneficiaries and / or the partners based in non EU countries (Capacity Building HE, Capacity Building Youth, Jean Monnet, Erasmus Mundus) or for beneficiaries and or partners less used to the administrative requirements implied by the PIC validation, such as NGOs or small organisations, small and medium enterprises (Forward-Looking Cooperation Projects , Knowledge Alliances, VET-Business Partnerships on Work-based learning and Apprenticeships). Some projects were invited to present a bank guarantee after a financial viability check. This operation, carefully managed to ensure a proper implementation of the project, took time. Finally, two selections were still ongoing on 20/03/2018 (see below).

Time-to-Inform

The Large scale EVS events selection exceeds the 6 months limit of **TTI** (8.1) and therefore deviates from Art. 128(2)(a) FR. The selection has been delayed due to security concerns for the participation of young volunteers in a Turkish project proposed for funding. The Agency and DG EAC have discussed the matter intensively and the final decision was only taken in November.

Time-to-Contract

The 3 months limit of the **TTC** was exceeded for the selections listed below.

As stated in the Vademecum for Grant Management: 'This phase could be extended beyond the standard 3-months period, provided that the period between the submission of complete proposals and the information to the applicants is shorter than 6 months, so that the 9-months overall reference period is complied with.'

- Joint Erasmus Mundus Masters Programmes - FPA
- Sector Skills Alliances (Lot 2 and 3)
- Eurydice network
- Civil Society Cooperation Youth – FPA and Annual Call for Proposals
- Sport - Small Collaborative Partnerships
- Sport - Collaborative Partnerships

Time-to-Grant

Nevertheless, the TTC of selections listed below exceeds 3 months and negatively impacts each TTG, which is above 9 months.

- Erasmus Mundus Joint Master Degrees

The contracting process took 12 days more than the 9 months limit period. However 97% of the contracts were signed within the 9 months period. Difficulties with one contract delayed the finalisation of the selection process.

- Capacity Building Youth (5 selections)

The Capacity Building Youth actions are using multi-beneficiary contracts for low-value grants often with non-EU based NGOs/organisations

participating. It multiplies the PIC validation requests (one per partner) and consequently impacts negatively the time to contract. . In the future, the contractualisation process will be anticipated and the contracts for non EU countries will be prioritised in order to receive their signatures in time to respect the TTG.

- Knowledge Alliances

The TTC was not fully respected for 13 contracts for the following reasons: the PIC validation process was lengthy as the Knowledge Alliances beneficiaries are enterprises for which thorough financial controls are required. In addition, the budget made available to finance 2 projects under reserve lists was made available out of TTG period. However, 75 % of the grants were still signed within 9 months.

- International HE capacity building - Structural projects

The third CBHE call for proposals - Structural projects (EAC/A05/2016) generated 90 applications and lead to the selection and contracting of 15 new projects. The selection process implies the consultation of the EU delegations. This additional step impacts the selection duration but the TTI remains within the limit (6 months). As for the TTC and TTG, the PIC validation is a lengthy process as the majority of the beneficiaries are based outside EU (translation of documents...) and the contracts issued are multi-beneficiary (so all partners have to obtain a validated PIC). The overall TTG for the Structural projects is 11.4 months and 87% contracts were signed within 9 months. As a comparative data, the selection 2016 was closed with the following results : TTI : 5.67, TTC : 4.90, TTG : 10.57 months. The Agency in close cooperation with DG EAC is looking at the possibility to reduce the overall TTG which is for the time being structural.

- VET-Business Partnerships on Work-based learning and Apprenticeships

The PIC validation of the VET-Business Partnerships was also relatively heavy. Furthermore, three projects were invited to present a bank guarantee. Two of them finally fund an agreement to change the organisation leading the consortium. This operation, carefully managed to ensure a proper implementation of the project, took time. However, 92 % of the grants were still signed within 9 months.

- Structured dialogue: support to National Working Groups

This selection provides grants to bodies with a de jure or de facto monopoly - Art 190.1(c). The Greek government discontinued the mandate of the current selected organisation and nominated a new implementing one. After reflexion, the Greek authorities decided to keep the current organisation for the time being and take more time to nominate a new one. 97 % of the grants were still signed within 9 months. The 3% gap corresponds to the Greek contract which was delayed.

- Jean Monnet - 6 selections

51 contracts representing 20% was made out of the 9 months period limit. Among these contracts, 10 are related to projects under reserve where the additional amounts were made available out of TTG period. Out of the 245 project selected, nearly 100 were from non EU member states institutions requiring a double signature process with non EU countries such as Iran, Kazakhstan. In the future, the contractualisation process will be anticipated and the contracts for non EU countries will be prioritised in order to receive their signatures in time to respect the TTG.

On 20/03/2018, the two selections 2017 were still on-going:

- International HE capacity Building – Joint Projects

The third CBHE- Joint Projects call for proposal (EAC/A05/2016) that generated 743 applications and lead to the selection and contracting of 134 new projects. The selection process implies the consultation of the EU delegations. This additional step impacts the selection duration but the TTI remains within the limit (6 months). As for the TTC and TTG, the PIC validation is a lengthy process as the majority of the beneficiaries are based outside EU (translation of documents...) and the contracts issued are multi-beneficiary (so all partners have to obtain a validated PIC). The overall TTG for the Joint projects is not available yet. One 20/03/2018, there was one contract still to be signed. As a conservative measure, the

Agency already displayed a provisional TTC calculated with the date of 20/03/2018 (7 months). The overall TTG for the Joint projects would reach 13 months and 20% contracts were signed within 9 months. As a comparative data, the selection 2016 was closed with the following results : TTI : 10.07, TTC : 2.3, TTG:12.37 months and 20.49% of the contracts were signed within 9 months. The Agency in close cooperation with DG EAC is looking at the possibility to reduce the overall TTG which is for the time being structural.

- Network of National Erasmus+ Offices and Higher Education Reform Experts

TTG is not available yet as some NEOs are still to be notified. As for the TTC, here are 4 contracts still to be signed. Nevertheless, 73.7% contracts were sent and the 9 months period did not expire. The call for the NEOs (designated bodies) had a first deadline to submit in September 2017, allows however that NEO's that can not get their supporting documents (designation from the Ministries of the Partner Countries, endorsement of EU Delegations) can submit their applications later. Since a number of the NEO have had to define new host structures (e.g. Morocco, Algeria ,etc) applications will only be received during the first semester 2018 and several award decisions will have to be made. For these reasons the contractualisations is delayed considerably. It is to be noted that only half of the NEOs sent the application by the deadline.

The indicators TTI, TTC, and TTG do not apply to the Erasmus Charter for Higher Education. As no grants are awarded, the Financial Regulation and associated performance indicators do not apply to this action.

Relevant general objective:*A New Boost for Jobs, Growth and Investment***Parent DG:EAC****Specific objectives:**

- 2.1 To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in education and training with particular regard to the relevance of these key competences and skills for the labour market and their contribution to a cohesive society
- 2.2 To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation at the level of institutions/organisations between education and training providers and other stakeholders
- 2.3 To promote at policy level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in education and training: the emergence of a European area of skills and qualifications, policy reforms at national level for the modernisation of education and training systems in a lifelong perspective, and digital learning
- 2.4 To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the international dimension of activities in education and training by increasing the attractiveness of European higher education institutions
- 2.5: To improve the teaching and learning of languages and promote the Union's broad linguistic diversity and intercultural awareness
- 2.6 To promote excellence in teaching and research activities in European integration through the Jean Monnet activities worldwide
- 2.7 To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in the field of youth including for young people with fewer opportunities, those active in youth work or youth organisations and youth leaders with particular regard to participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity
- 2.8 To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation at the level of institutions/organisations between organisations in the youth field and other stakeholders
- 2.9 To promote at policy level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in the field of youth: evidence-based youth policy, as well as the recognition of non-formal and informal learning, with a view to complementing policy reforms at local, regional and national level
- 2.10 To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the international dimension of activities in the field of youth in particular as regards the role of youth workers and support structures for young people.
- 2.11 To support good governance in sport and dual careers of athletes
- 2.12 To tackle cross-border threats to the integrity of sport, such as doping, match-fixing and violence, as well as all kinds of intolerance and discrimination
- 2.13 To promote voluntary activities in sport, together with social inclusion, equal opportunities and health-enhancing physical activity through increased participation in, and equal access to sport.

Related to spending programme Erasmus+

Main outputs in 2017:

Output	Indicator	Target	Latest known results
Number of Calls for proposals published	Publication on time	100%	100%
Number of selection	Time to award – Time to contract	Less than 8 months	6.9 including FPA and designated bodies and 8.8 months excluding FPA and designated bodies Details by calls are provided in the table above
Number of grants/contracts	Implementation rate in accordance with WPI	100%	90.64%
Quality assurance of the Calls	Success rate – percentage received proposals/selected proposals	Not less than baseline 2016 If not applicable – to be compared with 2014 and 2015	35% including FPA and designated bodies And 27% excluding FPA and designated bodies Details by calls are provided in the table above

	Minimum quality threshold for funding	60/100	60/100
	% of eligible applications above the minimum quality threshold (above 60/100)	No quantitative target but monitoring this year	Forward Looking Cooperation Projects: 26,9% Social Inclusion : 49% Knowledge Alliances : 63% EQAVET :95% VET Business Partnerships 21% Sector Skills Alliances :38% Capacity Building Higher Education : 80% Erasmus Mundus Joint Master Degree: 77% Jean Monnet actions : 89% Large-scale European Voluntary Service (EVS) events: 81% Civil society cooperation in the field of youth: 72% Sport - Small collaborative partnerships 61,76% European Sport Events 55,81% Collaborative partnerships75%
	Cost of evaluations compared to the operational budget	No quantitative target but monitoring this year	0.59%
	% rejected applicants which complain against selection results	Max. 5%	0.02%
Information events, kick off meetings	Satisfaction rate of participants	Min. 75%	3 kick off meetings 20 information events 5 cluster meetings 7 review meetings The lowest satisfaction rate is 82% (satisfied or very satisfied)
Number of projects monitored	NA	Monitoring strategy 2017	662 projects monitored throughout missions or remotely

Creative Europe

Sub-Programme	Budget line	WPI	Action	Planned Interventions	Call Ref	Call Deadline	# of Applications	% Ineligible App	# of selected Projects	% Selected Projects	Award Decision Date	Grant award decision mode	Time to Inform	Time to contract	Time to Grant	% grants signed within the target (max 8 months)	% grants signed within the target (max 9 months)	Total Actual Grants	Maximum Grant Awarded
MEDIA	09.05.01	2.01	Support to Training	54	EACEA-06-2016	11/05/2017	53	0%	53	100%	10/07/2017	CFP-EA	2,0	3,0	5,0	100%	100%	7.500.033	7.500.033
MEDIA	09.05.01	2.02	Support for Development of Slate Funding	80	EACEA-21-2016	2/02/2017	163	4%	69	44%	30/06/2017	CFP-EA	5,1	3,5	8,6	86%	100%	12.210.831	12.210.831
MEDIA	09.05.01	2.02	Support to the Development of Single Project	8	EACEA-20-2016	17/11/2016	41	2%	8	20%	19/04/2017	CFP-EA	5,4	1,6	7,0	100%	100%	480.000	480.000
MEDIA	09.05.01	2.02	Support to the Development of Single Project	15	EACEA-20-2016	17/11/2016	77	1%	15	20%	19/04/2017	CFP-EA	5,6	1,3	6,9	100%	100%	375.000	375.000
MEDIA	09.05.01	2.02	Support to the Development of Single Project	34	EACEA-20-2016	17/11/2016	184	3%	34	19%	19/04/2017	CFP-EA	5,6	1,4	7,0	100%	100%	1.460.000	1.460.000
MEDIA	09.05.01	2.02	Support to the Development of Single Project	10	EACEA-20-2016	20/04/2017	50	16%	10	24%	4/10/2017	CFP-EA	5,6	1,2	6,8	100%	100%	600.000	600.000
MEDIA	09.05.01	2.02	Support to the Development of Single Project	18	EACEA-20-2016	20/04/2017	125	16%	22	21%	4/10/2017	CFP-EA	5,6	1,8	7,5	100%	100%	550.000	550.000
MEDIA	09.05.01	2.02	Support to the Development of Single Project	40	EACEA-20-2016	20/04/2017	231	8%	45	21%	4/10/2017	CFP-EA	5,6	2,0	7,6	100%	100%	1.910.000	1.910.000
MEDIA	09.05.01	2.03	Support to Development of European Video Games	34	EACEA-22-2016	2/03/2017	146	25%	32	29%	28/07/2017	CFP-EA	5,3	2,8	8,1	100%	100%	3.729.550	3.729.550
MEDIA	09.05.01	2.04	Support to TV programming of European audiovisual works	20	EACEA-23-2016	24/11/2016	68	13%	19	32%	3/04/2017	CFP-EA	4,4	2,1	6,5	100%	100%	6.011.225	6.011.225
MEDIA	09.05.01	2.04	Support to TV Programming of European audiovisual works	24	EACEA-23-2016	30/05/2017	87	15%	24	32%	20/10/2017	CFP-EA	4,8	2,1	6,8	100%	100%	6.478.573	6.478.573
MEDIA	09.05.01	2.05	Support to Coproduction funds	5	EACEA-24-2016	28/02/2017	11	36%	5	71%	12/05/2017	CFP-EA	3,0	4,0	7,0	100%	100%	1.500.000	1.500.000
MEDIA	09.05.01	2.06	Support to Market Access	55	EACEA-17-2016	2/02/2017	97	1%	65	68%	17/05/2017	CFP-EA	3,5	4,5	8,0	100%	100%	7.702.665	7.702.665
MEDIA	09.05.01	2.07	Distribution Automatic Reinvestment Module 1	3	EACEA-09-2016	open	5	20%	1	25%	15/12/2016	CFP-EA	n/a	n/a	n/a	n/a	n/a	360.000	360.000
MEDIA	09.05.01	2.07	Distribution Automatic Reinvestment Module 2	400	EACEA-09-2016	open	795	6%	613	82%	15/12/2016	CFP-EA	n/a	n/a	n/a	n/a	n/a	9.061.749	9.061.749
MEDIA	09.05.01	2.07	Distribution Automatic Reinvestment Module 3	325	EACEA-09-2016	open	479	3%	408	88%	15/12/2016	CFP-EA	n/a	n/a	n/a	n/a	n/a	10.815.314	10.815.314
MEDIA	09.05.01	2.07	Distribution Automatic support Reinvestment Module 2	30	EACEA-18-2016	open	128	1%		0%		CFP-EA	n/a	n/a	n/a	n/a	n/a		
MEDIA	09.05.01	2.07	Distribution Automatic support Reinvestment Module 3	61	EACEA-18-2016	open	98	0%		0%		CFP-EA	n/a	n/a	n/a	n/a	n/a		
MEDIA	09.05.01	2.07	Automatic generation scheme		EACEA-18-2016	28/04/2017	307	2%	277	92%	21/12/2017	CFP-EA	8,5	n/a	ongoing	ongoing	ongoing		
MEDIA	09.05.01	2.08	Distribution Selective support	251	EACEA-19-2016	1/12/2016	529	5%	251	50%	5/04/2017	CFP-EA	4,2	5,9	10,1	95%	96%	3.866.500	3.866.500
MEDIA	09.05.01	2.08	Distribution Selective support	260	EACEA-19-2016	14/06/2017	761	4%	259	35%	10/11/2017	CFP-EA	4,0	1,7	5,7	100%	100%	5.911.300	5.911.300
MEDIA	09.05.01	2.09	Distribution Support for Sales Agent Module 1	18	EACEA-07-2015	1/03/2017	37	10%	34	100%	18/02/2016	CFP-EA	na/	na/	na/	n/a	n/a	2.230.187	2.230.187
MEDIA	09.05.01	2.09	Distribution Support for Sales Agent Module 2	10	EACEA-07-2015	1/03/2017	10	0%	10	100%	18/02/2016	CFP-EA	na/	na/	na/	n/a	n/a	227.327	227.327
MEDIA	09.05.01	2.09	Distribution-Support for Sales Agents Module 1	17	EACEA-01-2016	3/10/2017	76	5%	28	39%	10/03/2017	CFP-EA	na/	na/	na/	n/a	n/a	415.517	415.517
MEDIA	09.05.01	2.09	Distribution-Support for Sales Agents Module 2	5	EACEA-01-2016	3/10/2017	26	8%	13	54%	10/03/2017	CFP-EA	na/	na/	na/	n/a	n/a	281.033	281.033
MEDIA	09.05.01	2.09	Sales Agent Generation		EACEA-01-2017	16/06/2017	45	0%		0%		CFP-EA	na/	na/	na/	n/a	n/a		
MEDIA	09.05.01	2.10	Cinema Networks	1	EACEA-10-2016	8/06/2017	1	0%	1	100%	12/11/2017	CFP-EA	5,1	1,7	6,8	100%	100%	10.854.880	10.854.880
MEDIA	09.05.01	2.11	Support for Festivals	31	EACEA-16-2016	24/11/2016	127	14%	31	28%	5/04/2017	CFP-EA	4,4	3,3	7,7	100%	100%	1.444.000	1.444.000
MEDIA	09.05.01	2.11	Support for Festivals	34	EACEA-16-2016	27/04/2017	118	15%	34	34%	11/08/2017	CFP-EA	3,7	1,4	5,1	100%	100%	1.695.000	1.695.000
MEDIA	09.05.01	2.12	Film Education	10	EACEA-25-2016	2/03/2017	26	23%	7	35%	29/05/2017	CFP-EA	3,0	3,9	7,0	100%	100%	1.049.291	1.049.291
MEDIA	09.05.01	2.13	Promotion of European works Online	20	EACEA-26-2016	6/04/2017	28	7%	18	69%	28/07/2017	CFP-EA	3,9	3,7	7,6	100%	100%	4.854.583	4.854.583
MEDIA	09.05.01	2.13	Promotion of European works Online	3	EACEA-26-2016	6/04/2017	3		2	67%	28/07/2017	CFP-EA	3,9	2,1	6,0	100%	100%	1.200.000	1.200.000
MEDIA	09.05.01	2.13	Promotion of European works Online	15	EACEA-26-2016	6/04/2017	54	9%	17	35%	28/07/2017	CFP-EA	3,9	2,9	6,8	100%	100%	3.407.823	3.407.921
CULTURE	15.04.01	2.14	Support for Cooperation Projects (COOP2 Large scale)	12	EACEA-45-2016	23/11/2016	118	6%	15	14%	20/04/2017	CFP-EA	5,1	3,6	8,7	53%	100%	23.139.790	23.139.790
CULTURE	15.04.01	2.14	Support to Cooperation Projects (Small Scale COOP1)	60	EACEA-45-2016	23/11/2016	430	9%	66	17%	20/04/2017	CFP-EA	5,1	3,9	9,0	70%	98%	12.243.899	12.443.899
CULTURE	15.04.01	2.15	Support to Literary translation projects	35	EACEA-15-2017	25/07/2017	228	3%	33	15%	13/11/2017	CFP-EA	3,7	1,3	5,0	100%	100%	2.016.173	2.016.173
CULTURE	15.04.01	2.16	Support to European Networks	28	EACEA-39-2016	25/11/2016	66	3%	28	44%	28/03/2017	CFP-EA	4,2	3,9	8,1	93%	100%	6.405.986	6.405.986
CULTURE CROSS SECTORAL	15.04.01	2.17	Support to Platforms	13	EACEA-06-2017	27/04/2017	64	16%	15	28%	21/08/2017	CFP-EA	4,1	3,3	7,4	100%	100%	7.378.237	7.378.237
CULTURE CROSS SECTORAL	15.04.02	2.21	Creative Europe Desks	38	EACEA-34-2014	1/12/2016	38	0%	37	97%	6/03/2017	D-EACEA	3,2	5,1	8,3	100%	100%	5.257.065	5.268.717
Total général par Programme				2.077			5.930	6%	2.599	47%			4,5	2,8	7,2	96%	99,8%	164.623.530	164.835.281
Total without FPA and designated bodies				1.956			5.791	9%	2.464	39%			4,5	2,8	7,3	96%	99,8%	138.554.038	138.754.136

99.8% of the contracts of Creative Europe were sent within the Agency target and respect the period defined in the Financial Regulations. The remaining 0.2% corresponds to 4 contracts which were delayed due to difficulties obtaining the bank guarantee for beneficiaries with weak financial capacity or the validation of the PIC. The TTG (7.2) remains in the target set in the Agency WP, as well as in the standards defined by the FR and the selections targeting FPA and designated bodies does not impact the result of this indicator (7.3 months). The TTI is below 6 months for each call related to the 2017 selections. Nevertheless, for 12 calls, the TTC is above 3 months the overall TTG remains below 9 months. As stated in the Vademecum for Grant Management, 'this phase could be extended beyond the standard 3-months period, provided that the period between the submission of complete proposals and the information to the applicants is shorter than 6 months, so that the 9-months overall reference period is complied with'.

The following selection was still on-going on 31/12/2017 and therefore the TTG cannot be displayed:

- Sales Agent Generation

The MEDIA Reinvestment phase of both Automatic Distribution schemes (Cinema and Sales Agent) have an open deadlines where the applications can be sent at any time over an extended period. Therefore there is no fixed reference wherefrom the TTI and TTG cannot be calculated.

Relevant general objective: <i>A New Boost for Jobs, Growth and Investment</i>			Parent DG EAC
Specific objectives: 4.1 <i>To support the capacity of the European cultural and creative sectors to operate transnationally and internationally</i> 4.2 <i>To support transnational policy cooperation in order to foster policy development, innovation, creativity, audience building and new business models</i> 4.4 <i>To promote the transnational circulation of cultural and creative works and operators and reach new audiences in Europe and beyond, with a particular focus on children, young people, people with disabilities and under-represented groups</i>			Related to spending programme Creative Europe
Main outputs in 2017:			
Output	Indicator	Target	Latest known results
Number of Calls for proposals published	Publication on time	100%	100%
Number of selection	Time to award – Time to contract	Less than 8 months	7.7 months on average including FPA and designated bodies and 7.1 months excluding FPA and designated bodies Details by calls are provided in the table above
Number of grants/contracts	Implementation rate in accordance with WPI	100%	104%
Quality assurance of the Calls	Success rate – percentage received proposals/selected proposals	Not less than baseline 2016 If not applicable – to be compared with 2014 and 2015	22% Please refer to the table above
	Minimum quality threshold for funding	60/100	77/100
	% of eligible applications above the minimum quality threshold (above 60/100)	No quantitative target but monitoring this year	Cooperation: 51% Net: 60% PLAT : 69% LIT : 68%
	Cost of evaluations compared to the operational budget	No quantitative target but monitoring this year	0.82%
	% rejected applicants which complain against selection results	Max. 5%	0.03%
Events, kick off meetings: 3 Annual kick off meeting with new selected beneficiaries	Satisfaction rate of participants	Min. 75%	100%
Number of projects monitored	NA	Monitoring strategy 2017	110

Relevant general objective: <i>A Connected Digital Single Market</i>		Parent DG:	CNECT
Specific objectives: <i>1.5 A modern, open and pluralistic society building on Europe's cultural diversity, creativity and respect of creator's rights and its values in particular democracy, freedom of expression and tolerance</i>		Related to spending programme Creative Europe	
Main outputs in 2017:			
Output	Indicator	Target	Latest known result
Number of Calls for proposals published	Publication on time	100%	100%
Number of selection	Time to award – Time to contract	Less than 8 months	6.9 months on average including FPA and designated bodies and 7 months excluding FPA and designated bodies Details by calls are provided in the table above
Number of grants/contracts	Implementation rate in accordance with WPI	100%	127%
Quality assurance of the Calls	Success rate – percentage received proposals/selected proposals	Not less than baseline 2016 If not applicable – to be compared with 2014 and 2015	48% Refer to table above
	Minimum quality threshold for funding ²⁰	60/100 Not applicable for: Support for the Distribution of non-national films - The Distribution Automatic Scheme Support for the Distribution of non-national films - The Distribution Selective Scheme	Support to training: 73 Support to the Development of Single Project: Round 1:88,5 Round 2: 86,5 Support to the Development of Slate Funding: 82,5 Support to the Development of European Video Games: 77 Support to Television Programming of

²⁰ Non compliant schemes are:

- Cinema Automatic (no points)
- Sales Agent (no points)
- Cinema Selective (point but not out of 100)

		Support to the International Sales Agents of European Cinematographic films Cinema Networks	Audiovisual European Works: Round 1: 80 Round 2 : 80 Support to Co-production funds: 80,5 Support to Market access: 75 Support to Festivals: Round 1: 80 Round 2: 81 Film Education: 55 Promotion of European Works Online: 58,5
	Cost of evaluations compared to the operational budget	No quantitative target but monitoring this year	1.05%
	% rejected applicants which complain against selection results	Max. 5%	0.01%
Events, kick off meetings:	Satisfaction rate of participants EACEA/06/2016 Support for Training	Min. 75%	52 participants and 37 initiatives were represented (participation rate was 68,5%). 78,94% declared they were very satisfied

Europe for Citizens

Budget line	WPI	Action	PLANNED INTERVENTIONS	Call Ref	Call Deadline	Number of Applications	% Ineligible App	Green	Number of selected Projects	% Selected Projects	Award Decision Date	Time to Inform	Time to Contract	Time to Grant	%grants signed within the target (max 8 months)	%grants signed within the target (max 9 months)	Total Actual grants	Maximum Grant Awarded
18.04.01.01	1.1	European Remembrance	44	COMMC2/01/2013	1/03/2017	286	0%	39	39	14%	23/06/2017	3,9	3,3	7,2	100%	100%	3.494.500	3.494.500
18.04.01.01	1.2	Operating Grants - Remembrance	6	COMMC2/01/2013	23/12/2016	6	0%	6	6	100%	9/03/2017	2,9	1,0	3,9	100%	100%	1.213.466	1.213.466
18.04.01.01	2.1	Town twinning round 2	165	COMMC2/01/2013	1/09/2017	447	0%	24	114	26%	11/12/2017	3,5	3,0	6,5	100%	100%	1.984.000	1.984.000
18.04.01.01	2.1	Town Twinning round 1	150	COMMC2/01/2013	1/03/2017	482	0%	133	133	28%	9/06/2017	3,8	3,7	7,5	100%	100%	2.285.000	2.285.000
18.04.01.01	2.2	Networks of towns round1	20	COMMC2/01/2013	1/03/2017	143	0%	17	17	12%	9/06/2017	3,8	1,1	4,9	100%	100%	2.287.500	2.287.500
18.04.01.01	2.2	Networks of towns round 2	25	COMMC2/01/2013	1/09/2017	156	0%	15	15	10%	27/11/2017	3,0	0,7	3,7	100%	100%	1.975.000	1.975.000
18.04.01.01	2.3	Civil Society Projects	34	COMMC2/01/2013	1/03/2017	362	0%	27	27	7%	23/06/2017	3,9	1,9	5,8	100%	100%	3.595.500	3.595.500
18.04.01.01	2.4	Operating Grants - Civil Society	31	COMMC2/01/2013	23/12/2016	30	0%	30	30	100%	9/03/2017	2,6	2,0	4,6	100%	100%	5.547.927	5.547.927
18.04.01.01	3.2	Contact Points	33	COMMC2/01/2013	5/01/2017	30	0%	30	30	100%	17/02/2017	2,0	2,8	4,8	100%	100%	810.000	810.000
		Total	508			1.942	0%	321	411	21%	9	3,3	2,2	5,4	100%	100%	23.192.893	23.192.893
		Total without FPA and designated bodies	438			1876		255	345	18%	6	3,6	2,3	5,9	100%	100%	15.621.500	15.621.500

100% of the contracts of Europe for Citizens were sent within the Agency target and respect the period defined in the Financial Regulations. The TTG is at a very high standard (5.4 months). The Europe for Citizens programme shows the most efficient rate of selection, especially the TTC is very low (2.2 months) and enables to send contracts before the end of the year even with call deadline in September. For 2 calls (Town Twinning round 1 and European Remembrance), the 3 months limits of the TTC was exceeded due delays in PIC validation concerning 3 projects. As stated in the Vademecum for Grant Management, 'this phase could be extended beyond the standard 3-months period, provided that the period between the submission of complete proposals and the information to the applicants is shorter than 6 months, so that the 9-months overall reference period is complied with'.

Relevant general objective: <i>A Union of Democratic Change</i>		Parent DG:	HOME
Specific objectives: <i>3.1: Enhance citizens' understanding of the Union, its history and diversity, foster European citizenship and improve conditions for civic and democratic participation at Union level</i>		Related to spending programme	Europe for Citizens
Main outputs in 2017:			
Output	Indicator	Target	Latest known result
Number of Calls for proposals published	Publication on time	100%	100%
Number of selection	Time to award – Time to contract	Less than 8 months	100%
Number of grants/contracts	Implementation rate in accordance with WPI	100%	81% The number of grants allocated is lower than foreseen in the annual work programme due to the constant increase of the average amount requested per project.
Quality assurance of the Calls	Success rate – percentage received proposals/selected proposals	Not less than baseline 2016	
		Action	2016
		REM	8%
		TT	22%
		NT	9%
		CIV	4,60%
		OG	97%
		PEC	100%
	Minimum quality threshold for funding	60/100	71/100
	% rejected applicants which complain against selection results	Max. 5%	0.005%
Number of projects monitored	NA	Monitoring strategy 2017 :31 projects	31 projects monitored

EU Aid Volunteers Initiative

Budget line	Action	PLANNED INTERVENTIONS	Call Ref	Call Deadline	Number of Applications	% Ineligible App	Number of selected Projects	% Selected Projects	Award Decision Date	Time to Inform	Time to Contract	Time to Grant	% grants signed within the target (max 8 months)	Total Actual grants	Maximum Grant Awarded
23.04.01	Deployment	6	EACEA-08-2017	6/06/2017	6	0%	6	100%	5/10/2017	4,07	1,87	5,93	100%	5.726.881	5.726.881
23.04.01	Technical assistance	12	EACEA-09-2017	3/07/2017	6	17%	4	80%	22/11/2017	4,93	0,80	5,73	100%	2.032.302	2.032.302
23.04.01	Capacity building	12	EACEA-09-2017	3/07/2017	18	0%	14	78%	22/11/2017	4,93	0,77	5,70	100%	7.877.045	8.505.710
23.04.01	Certification Mechanism	100	NA	open deadline	58	0%				na	na	na			
	Total général par Programme	130			88	1%	24	28%	3	4,64	1,14	5,79	100%	15.636.227	16.264.892
	Total without FPA and designated bodies	30			30	6%	24	28%	3	4,64	1,14	5,79	100%	15.636.227	16.264.892

The TTG for the EU Aid Volunteers Initiative is below 6 months and consequently 100% of the contracts were sent within the Agency's target and respect the period defined in the Financial Regulations. The indicators TTI, TTC, and TTG do not apply to the Certification mechanism: as no grants are awarded, the Financial Regulation and associated performance indicators do not apply to this action.

Relevant general objective:		Parent DG:		ECHO	
<i>A Stronger Global Actor</i>					
Specific objectives:		Related to spending programme		EU Aid Volunteers Initiative	
<i>1.2: People and communities at risk of disasters are resilient</i>					
Main outputs in 2017:					
Output	Indicator	Target	Latest known result		
Number of Calls for proposals published	Publication on time	100%	100%		
Number of selection	Time to award – Time to contract	Less than 8 months	100%		
Number of grants/contracts	Implementation rate in accordance with WPI	100%	24		
Quality assurance of the Calls	Success rate – percentage received proposals/selected proposals	Not less than baseline 2016 If not applicable – to be compared with 2014 and 2015	28% Details by calls are provided in the table above		
	Minimum quality threshold for funding	60/100	Deployment 71.5/100 Technical Assistance and Capacity Building 66/100		
	Cost of evaluations compared to the operational budget	No quantitative target but monitoring this year	0.11% of the total budget available.		
	% rejected applicants which complain against selection results	Max. 5%	0%		

Information events, kick off meetings	Satisfaction rate of participants	Min. 75%	100% (satisfied / very satisfied)
Number of projects monitored	NA	Monitoring strategy 2017	11 projects were monitored through visits. Recognising the sensitivity of the 2 EUAVi service contracts being managed, multiple on-site visits and face to face meetings with the service providers were organised.

Intra-Africa Mobility scheme

Budget line	PLANNED INTERVENTIONS	Call Ref	Call Deadline	Number of Applications	% Ineligible App	Number of selected Projects	% Selected Projects	Award Decision Date	Grant award decision mode	Time to Inform (max 6 months)	Time to Contract (max 3 months)	Time To Grant - Target 8 months	%grants signed within the target (max 8 months)	%grants signed within the target (max 9 months)	Total Actual Grants	Maximum Grant Awarded
21.02.09	7	EACEA-05-2017	2/05/2017	72	6%	7	10%	11/08/2017	CFP-EACEA	3,60	3,50	7,10	100%	100%	9.594.775	9.594.775

The TTG for Intra Africa Mobility Scheme is 7,1 months and consequently 100% of the contracts were sent within the Agency's target and respect the period defined in the Financial Regulations. The TTC exceeds 3 months (3.5 months) and it can be explained by the lengthy validation of some PICs as the beneficiaries of this action are based outside Europe.

Relevant general objective:		Parent DG:	DG DEVCO
<i>A Stronger Global Actor</i>			
Specific objectives:		Related to spending programme	DCI & EDF
<i>1: To promote sustainable development and poverty reduction by increasing the availability of trained and qualified high-level professional manpower in Africa</i>			
Main outputs in 2017:			
Output	Indicator	Target	Latest known result
Number of Calls for proposals published	Publication on time	100%	100%
Number of selection	Time to award – Time to contract	Less than 8 months	100%
Number of grants/contracts	Implementation rate in accordance with WPI	100%	100%
Quality assurance of the Calls	Success rate – percentage received proposals/selected proposals	Not less than baseline 2016 If not applicable – to be compared with 2014 and 2015	10% of success rate Details are provided in the table above
	Minimum quality threshold for funding	50/100	50/100
	% of eligible applications above the minimum quality threshold (above 50/100)	No quantitative target but monitoring this year	79 % of eligible applications
	Cost of evaluations compared to the operational budget	No quantitative target but monitoring this year	0,9 % cost of evaluations
	% rejected applicants which complain against selection results	Max. 5%	0%
Information events, kick off meetings	Satisfaction rate of participants	Min. 75%	3 information days organised (Ghana, Gabon and Brussels). The vast majority of respondents to the satisfaction surveys (> 75%) evaluated the

			events as very useful or useful
Events, kick off meetings: 1 kick off meeting	Satisfaction rate of participants	Min. 75%	Kick-off will take place in February 2018 (together with a Cluster meeting of projects selected in 2016 and 2017)
Number of projects monitored	NA	Monitoring strategy 2017	Intra-ACP and Intra-Africa: 20 (12 monitored during missions, 8 monitored remotely)