

PART III

Annual Budgetary Accounts 2016 (Modified Cash Accounting Principle) and Report on Budgetary and Financial Management

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1. GENERAL REMARKS ON THE BUDGET

1.1 BUDGET OUTTURN 2016

The total 2016 budget was EUR 130.6 million, of which EUR 127.0 million were spent or carried forward to 2017 as commitments¹. This equals a take-up rate of 97.2%, compared to 95.9% in 2015. On the other hand, the take-up of appropriations carried forward from 2015 to 2016 was lower than in 2015: 65.7% (EUR 6.8 million) as compared to 72.9% in 2015 (EUR 6.0 million)².

1.2 ESTABLISHING THE BUDGET 2016

In its guidelines on the establishment of estimates of administrative expenditure for the 2016 draft budget, the European Commission called on all institutions to follow its own approach, i.e. to aim for a nominal freeze at 2015 level of all non-salary related expenditure. In compliance with the Commission guidelines, the EESC 2016 budget estimates totalled EUR 130 171 475, an increase of 0.86% on the 2015 budget. As for salary-related expenditure, the estimates included a one-percent staff reduction (7 posts) in accordance with the Interinstitutional Agreement of 2 December 2013 on budgetary discipline, and no new posts were requested for 2016. It also took account of the budgetary effect of the transfer of 36 posts to the EP Research Service (EUR 2 590 000) in the context of the cooperation agreement concluded with the EP in 2014, however without this being reflected in the establishment plan. Other cost-saving measures resulting from the new Staff Regulations (such as the restriction on promotions beyond a certain grade) were also included, along with the impact of actual or expected salary adjustments, based on the parameters provided by the Commission.

In its reading, the Council introduced a increase of 0.5% in the 2016 abatement rate (to 5.0%) and a targeted cut on appropriations related to travel and subsistence allowances, which taken together reduced the EESC draft budget to EUR 129 867 150, or an increase of 0.63% on the 2015 budget.

The European Parliament subsequently restored the appropriations cut by the Council and incorporated the transfer of 36 posts to the EP Research Service in the establishment plan, bringing the number of posts in the establishment plan down to 670.

After the two arms of the Budgetary Authority reached an agreement in the negotiations in the Conciliation Committee on the 2016 draft budget on 17 November, the 2016 budget was finally adopted by the Council on 24 November 2015 and the European Parliament the following day.

¹ See table "Use of final appropriations (C1) in 2016", page 16.

² See table "Use of appropriations automatically carried forward from 2015 to 2016 (C8)", page 26.

The EESC budget matched the amount requested in its statement of estimates, i.e. EUR 130 171 475. The establishment plan approved by the Budgetary Authority reduced staff from 713 posts in 2015 to 670 in 2016.

In the course of 2016, the EESC benefitted from Draft Amending Budget (DAB) No 3/2016. Following the terrorist attacks in Paris in November 2015 and in Brussels in March 2016, the Commission, on 30 June 2016, submitted a draft amending budget to the Council with a view to providing additional appropriations to cover increased security needs in the EU institutions. The amending budget was finally approved by the European Parliament on 25 October 2016. In this context, the EESC received an additional EUR 415 000 as its contribution to the joint services of the two Committees, which share their premises. The specific purpose of the additional security budget was to cover improved access control, security equipment, protection and security of buildings and costs of employing two additional contract agents for security.

The amending budget raised the EESC's total budget for 2016 to EUR 130 586 475, equalling an increase of 1.19% on 2015.

1.3 BUDGET GOVERNANCE 2016

The Budget Group, the EESC's supervisory body for financial and budgetary affairs, is composed of nine members and prepares all decisions of a financial or budgetary nature for the EESC Bureau. The Budget Group meets before each EESC Bureau meeting, normally 11 times per year.

The Budget Group supervises all budgetary procedures, in particular the establishment of the budget estimates and the budget implementation, the annual activity report, the discharge and the response to the Court of Auditors' annual report.

Each year, in preparation for the next budget, a three-member subgroup is set up within the Budget Group to analyse the draft estimates of the Secretary General, in close cooperation with the Secretary General. After deliberation, the Budget Group then submits the proposed draft estimates to the Bureau for approval and submission to the Budgetary Authority. The EESC consistently respects the budgetary guidelines issued by the Commission and the Budgetary Authority. From 2011 to 2017, the nominal increase in the EESC's budget was EUR 5.2 million or around 4% – a reduction in real terms of more than 4%.

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2. REVENUE

Title		Item		2015	2016
4	Revenue from staff	400	Taxation on salaries and pensions	4,694,823	4,955,680
		403	Refunds of wages and allowances of Members of the institution	0	0
		404	Special levy	920,742	977,535
		410	Contribution to the pension scheme	5,119,103	5,272,313
		411	Transfer or purchase of pension rights	264,101	279,711
		412	Contributions of CCP staff to pensions	0	0
	Revenue from staff Total			10,998,770	11,485,238
4 Total			10,998,770	11,485,238	
5	Other administrative revenue	500	Proceeds from the sale of movable property (supply of goods)	311	111
		502	Proceeds from the sale of publications, printed works and films	0	0
			Sale of publications, printed works and films	0	0
		510	Proceeds from the hiring-out of furniture and equipment	0	0
		511	Proceeds from letting and subletting immovable property and reimbursement of charges connected with lettings	1,481,779	1,505,391
		520	Investments or loans granted, bank and other interest on the institution's accounts	1,061	51
		550	Supply of services and works to other institutions	2,058,988	2,081,782
		551	Revenue from third parties in respect of services or work supplied at their request	0	0
		570	Repayment of amounts wrongly paid - Assigned revenue	100,168	10,942
		571	Revenue earmarked for a specific purpose	0	0
		573	Other contributions and refunds in connection with the administrative operation of the institution - Assigned revenue	274,466	313,024
		580	Revenue arising from indemnities connected with renting	0	0
		581	Revenue from insurance payments received - Assigned revenue	0	9,671
		590	Miscellaneous revenue	0	4,517
	Other administrative revenue Total			3,916,774	3,925,490
5 Total			3,916,774	3,925,490	
Grand Total			14,915,543	15,410,728	

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3. FINAL APPROPRIATIONS

Title	Chapter		Item				
1	Human resources	10	Members and delegates	1000	Specific allowances and payments		
				1004	Travel and subsistence allowances		
				1008	Travel and subsistence allowances, CCMI		
				105	Further training, language courses and other training		
		10 Total					
		12	Officials and temporary staff	1200	Remuneration and allowances		
				1202	Paid overtime		
				1204	Entitlements on entering, transfer and leaving the service		
				1220	Allowances for staff retired or placed on leave		
		12 Total					
		14	Other staff and external services	1400	Other staff		
				1404	Graduate traineeships, grants and exchanges of officials		
				1408	Entitlements on entering, transfer and leaving the service		
				1420	Supplementary services for the translation service		
				1422	Expert advice connected with legislative work		
				1424	Interinstitutional cooperation and external services		
		14 Total					
		16	Other expenditure	1610	Recruitment		
				1612	Further training		
				1630	Social welfare		
				1632	Social contacts between members of staff		
				1634	Medical service		
				1638	Early childhood centre and approved day nurseries		
				162	Missions		
		16 Total					
		Human resources Total					
		1 Total					

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Initial appropriations 2016	Transfers / amendments 2016	Final appropriations 2016	Final appropriations 2015
96,080	0	96,080	96,080
19,561,194	0	19,561,194	19,381,194
472,382	0	472,382	542,382
64281	0	64281	64281
20,193,937	0	20,193,937	20,083,937
64,337,034	-18,000	64,319,034	63,008,443
31,500	0	31,500	31,443
420,000	0	420,000	464,157
0	18,000	18,000	0
64,788,534	0	64,788,534	63,504,043
2,124,292	104,000	2,228,292	2,291,065
809,635	-80,000	729,635	674,916
67,251	0	67,251	66,784
1,624,810	-604,120	1,020,690	1,040,583
742,851	0	742,851	742,851
30,000	20,000	50,000	30,000
5,398,839	-560,120	4,838,719	4,846,199
55,000	0	55,000	55,000
586,000	0	586,000	506,000
32,000	90,000	122,000	39,500
169,000	0	169,000	181,500
115,000	-45,000	70,000	80,000
570,000	55,000	625,000	540,000
432,500	0	432,500	432,500
1,959,500	100,000	2,059,500	1,834,500
92,340,810	-460,120	91,880,690	90,268,679
92,340,810	-460,120	91,880,690	90,268,679

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Title		Chapter		Item	
1 Total					
2	Other resources	20	Buildings and associated costs	2000	Rent
				2001	Annual lease payments and similar expenditure
				2007	Fitting-out of premises
				2008	Other expenditure on buildings
				2022	Cleaning and maintenance
				2024	Energy consumption
				2026	Security and surveillance
				2028	Insurance
		20 Total			
		21	Data processing	2100	Purchase, servicing and maintenance of equipment and software
				2102	Outside assistance
				2103	Telecommunications
				212	Furniture
				214	Technical equipment and installations
				216	Vehicles
		21 Total			
		23	Current administrative expenditure	230	Stationery, office supplies and miscellaneous consumables
				231	Financial charges
				232	Legal costs and damages
				236	Postage on correspondence and delivery charges
				238	Removals and other administrative expenditure
		23 Total			
		25	Operational activities	2540	Miscellaneous expenditure on internal meetings
				2542	Organisation of and participation in hearings and other events
				2544	Costs of organising the work of the CCMI
				2546	Representation expenses
				2548	Interpreting
		25 Total			
		26	Communication	2600	Communication
				2602	Publishing and promotion of publications
				2604	Official Journal
				2620	Studies, research and hearings
				2622	Documentation and library expenditure
				2624	Archiving and related work
		26 Total			
Other resources Total					
2 Total					

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Initial appropriations 2016	Transfers / amendments 2016	Final appropriations 2016	Final appropriations 2015
92,340,810	-460,120	91,880,690	90,268,679
2,157,194	0	2,157,194	2,130,628
11,877,440	474,120	12,351,560	11,974,628
197,114	830,000	1,027,114	845,085
56,852	0	56,852	91,281
2,535,931	290,000	2,825,931	2,532,507
792,631	-53,799	738,832	792,675
2,035,451	0	2,035,451	2,187,840
79,729	0	79,729	56,640
19,732,342	1,540,321	21,272,663	20,611,284
1,547,711	178,488	1,726,199	1,558,587
1,901,512	177,788	2,079,300	1,957,732
1,368,304	-169,570	1,198,734	1,342,422
173,628	-6,400	167,228	147,991
980,073	278,093	1,258,166	963,345
130,060	-25,000	105,060	90,000
6,101,288	433,399	6,534,687	6,060,077
184,859	0	184,859	193,307
6,000	0	6,000	6,000
95,000	150,000	245,000	85,000
102,000	0	102,000	95,000
129,418	31,400	160,818	161,265
517,277	181,400	698,677	540,572
227,430	55,000	282,430	282,430
587,745	230,000	817,745	728,445
75,000	0	75,000	74,000
129,000	-30,000	99,000	99,000
8,370,578	-1,401,000	6,969,578	7,803,649
9,389,753	-1,146,000	8,243,753	8,987,524
815,500	-40,000	775,500	835,500
468,000	40,000	508,000	580,000
395,000	-190,000	205,000	265,000
155,000	56,000	211,000	245,000
165,700	0	165,700	140,700
90,805	0	90,805	87,884
2,090,005	-134,000	1,956,005	2,154,084
37,830,665	875,120	38,705,785	38,353,541
37,830,665	875,120	38,705,785	38,353,541

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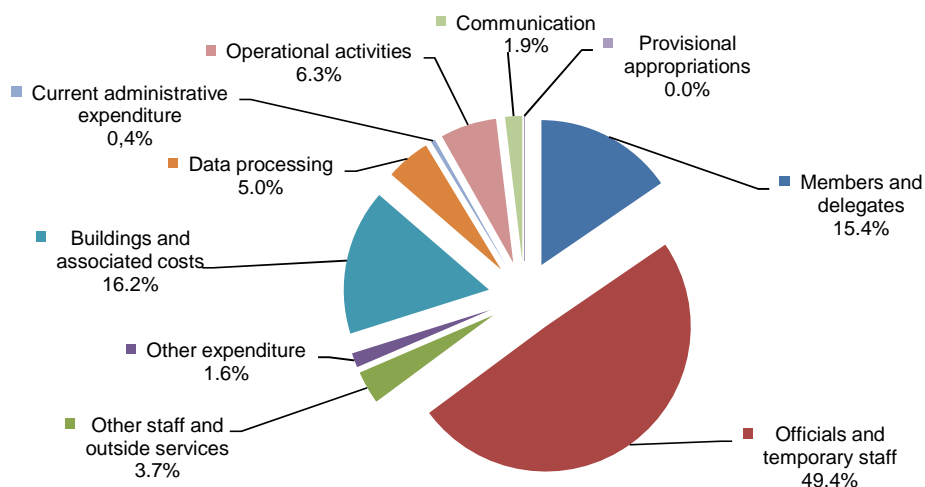
Title		Chapter		Item	
3	Other expenditure	30	Provisional appropriations	30	Provisional appropriations
		30 Total			
	Other expenditure Total				
3 Total					
Grand Total					

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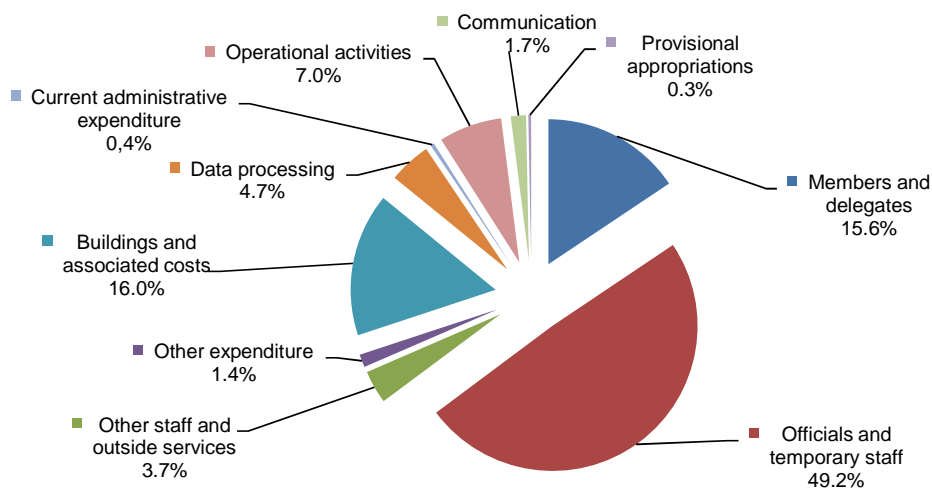
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Initial appropriations 2016	Transfers / amendments 2016	Final appropriations 2016	Final appropriations 2015
0	0	0	433,750
0	0	0	433,750
0	0	0	433,750
0	0	0	433,750
130,171,475	415,000	130,586,475	129,055,970

Final Appropriations 2016



Final Appropriations 2015



On the following pages: two-page tables

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4. USE OF FINAL APPROPRIATIONS (C1) IN 2016

Title	Chapter	Item					
1	Human resources	10	Members and delegates	1000	Specific allowances and payments		
				1004	Travel and subsistence allowances		
				1008	Travel and subsistence allowances, CCMI		
				105	Further training, language courses and other training		
				10 Total			
		12	Officials and temporary staff	1200	Remuneration and allowances		
				1202	Paid overtime		
				1204	Entitlements on entering, transfer and leaving the service		
				1220	Allowances for staff retired or placed on leave		
				12 Total			
		14	Other staff and external services	1400	Other staff		
				1404	Graduate traineeships, grants and exchanges of officials		
				1408	Entitlements on entering, transfer and leaving the service		
				1420	Supplementary services for the translation service		
				1422	Expert advice connected with legislative work		
				1424	Interinstitutional cooperation and external services		
				14 Total			
		16	Other expenditure	1610	Recruitment		
				1612	Further training		
				162	Missions		
				1630	Social welfare		
				1632	Social contacts between members of staff		
				1634	Medical service		
				1638	Early childhood centre and approved day nurseries		
				16 Total			
		Human resources Total					
		1 Total					

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Final appropriations	Committed	Percentage committed	Payments	Appropriations carried forward to 2017	Unused appropriations	Percentage unused
96,080	96,059	99.98%	93,583	2,476	21	0.02%
19,561,194	19,561,194	100.00%	18,975,764	585,430	0	0.00%
472,382	472,382	100.00%	455,354	17,028	0	0.00%
64,281	57,117	88.86%	35,044	22,074	7,164	11.14%
20,193,937	20,186,752	99.96%	19,559,745	627,008	7,185	0.04%
64,319,034	63,810,198	99.21%	63,790,489	19,710	508,836	0.79%
31,500	12,422	39.44%	12,422	0	19,078	60.56%
420,000	285,090	67.88%	254,533	30,557	134,910	32.12%
18,000	17,179	95.44%	17,179	0	821	4.56%
64,788,534	64,124,890	98.98%	64,074,623	50,267	663,644	1.02%
2,228,292	2,152,749	96.61%	2,102,468	50,281	75,543	3.39%
729,635	653,179	89.52%	603,255	49,924	76,456	10.48%
67,251	29,791	44.30%	29,791	0	37,460	55.70%
1,020,690	885,000	86.71%	743,947	141,053	135,690	13.29%
742,851	717,851	96.63%	485,463	232,388	25,000	3.37%
50,000	50,000	100.00%	33,165	16,835	0	0.00%
4,838,719	4,488,570	92.76%	3,998,090	490,480	350,149	7.24%
55,000	17,050	31.00%	13,555	3,495	37,950	69.00%
586,000	554,401	94.61%	360,478	193,923	31,599	5.39%
432,500	354,000	81.85%	291,666	62,334	78,500	18.15%
122,000	113,500	93.03%	83,039	30,461	8,500	6.97%
169,000	150,389	88.99%	124,021	26,369	18,611	11.01%
70,000	59,557	85.08%	30,878	28,678	10,443	14.92%
625,000	625,000	100.00%	496,300	128,700	0	0.00%
2,059,500	1,873,897	90.99%	1,399,937	473,960	185,603	9.01%
91,880,690	90,674,110	98.69%	89,032,394	1,641,715	1,206,580	1.31%
91,880,690	90,674,110	98.69%	89,032,394	1,641,715	1,206,580	1.31%

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Title	Chapter	Item
2	Other resources	2000 Rent
		2001 Annual lease payments and similar expenditure
		2007 Fitting-out of premises
		2008 Other expenditure on buildings
		2022 Cleaning and maintenance
		2024 Energy consumption
		2026 Security and surveillance
		2028 Insurance
		20 Total
		2100 Purchase, servicing and maintenance of equipment and software
		2102 Outside assistance
		2103 Telecommunications
		212 Furniture
		214 Technical equipment and installations
		216 Vehicles
		21 Total
		230 Stationery, office supplies and miscellaneous consumables
		231 Financial charges
		232 Legal costs and damages
		236 Postage on correspondence and delivery charges
		238 Removals and other administrative expenditure
		23 Total
		2540 Miscellaneous expenditure on internal meetings
		2542 Organisation of and participation in hearings and other events
		2544 Costs of organising the work of the CCMI
		2546 Representation expenses
		2548 Interpreting
		25 Total
		2600 Communication
		2602 Publishing and promotion of publications
		2604 Official Journal
		2620 Studies, research and hearings
		2622 Documentation and library expenditure
		2624 Archiving and related work
		26 Total
		Other resources Total
		2 Total
		Grand Total

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Final appropriations	Committed	Percentage committed	Payments	Appropriations carried forward to 2017	Unused appropriations	Percentage unused
2,157,194	2,044,785	94.79%	1,597,105	447,680	112,409	5.21%
12,351,560	12,347,970	99.97%	12,347,970	0	3,590	0.03%
1,027,114	566,368	55.14%	49,349	517,019	460,746	44.86%
56,852	51,740	91.01%	29,769	21,971	5,112	8.99%
2,825,931	2,785,393	98.57%	1,216,168	1,569,225	40,538	1.43%
738,832	690,000	93.39%	690,000	0	48,832	6.61%
2,035,451	1,953,325	95.97%	1,862,208	91,117	82,126	4.03%
79,729	50,750	63.65%	49,472	1,278	28,979	36.35%
21,272,663	20,490,332	96.32%	17,842,042	2,648,290	782,331	3.68%
1,726,199	1,723,915	99.87%	1,113,408	610,506	2,284	0.13%
2,079,300	2,079,300	100.00%	1,517,274	562,026	0	0.00%
1,198,734	1,169,734	97.58%	1,096,173	73,562	29,000	2.42%
167,228	80,466	48.12%	59,080	21,386	86,762	51.88%
1,258,166	1,067,113	84.81%	417,064	650,048	191,053	15.19%
105,060	60,676	57.75%	54,432	6,244	44,384	42.25%
6,534,687	6,181,204	94.59%	4,257,431	1,923,772	353,483	5.41%
184,859	160,239	86.68%	99,519	60,720	24,620	13.32%
6,000	6,000	100.00%	2,712	3,288	0	0.00%
245,000	224,147	91.49%	148,347	75,800	20,853	8.51%
102,000	81,000	79.41%	47,004	33,996	21,000	20.59%
160,818	149,593	93.02%	109,688	39,905	11,225	6.98%
698,677	620,979	88.88%	407,270	213,709	77,698	11.12%
282,430	271,912	96.28%	201,860	70,053	10,518	3.72%
817,745	410,848	50.24%	359,290	51,558	406,897	49.76%
75,000	7,958	10.61%	3,561	4,397	67,042	89.39%
99,000	50,000	50.51%	37,715	12,285	49,000	49.49%
6,969,578	6,642,324	95.30%	6,024,020	618,304	327,254	4.70%
8,243,753	7,383,043	89.56%	6,626,445	756,598	860,710	10.44%
775,500	618,799	79.79%	463,013	155,786	156,701	20.21%
508,000	439,045	86.43%	106,415	332,630	68,955	13.57%
205,000	173,250	84.51%	173,250	0	31,750	15.49%
211,000	203,246	96.33%	31,456	171,790	7,754	3.67%
165,700	104,657	63.16%	80,855	23,802	61,043	36.84%
90,805	90,805	100.00%	40,244	50,561	0	0.00%
1,956,005	1,629,802	83.32%	895,233	734,569	326,203	16.68%
38,705,785	36,305,360	93.80%	30,028,421	6,276,939	2,400,425	6.20%
38,705,785	36,305,360	93.80%	30,028,421	6,276,939	2,400,425	6.20%
130,586,475	126,979,469	97.24%	119,060,815	7,918,654	3,607,006	2.76%

4.1 REMARKS ON USE OF FINAL APPROPRIATIONS (C1) IN 2016

For all budget lines with non-committed appropriations of more than EUR 25 000, representing more than 5% of the final appropriations, more detailed information is provided below.

1204: Entitlements on entering the service, transfer and leaving the service

❖ Amount not committed: EUR 134 910 (32.12%)

These appropriations cover various statutory allowances and removal costs for officials and temporary agents on entry to or departure from the service. The number of staff members entering or leaving the service is inherently difficult to predict. Likewise, the various allowances are highly dependent on the situation of the official concerned (family composition, place of origin, time of removal).

1404: Graduate traineeships, grants and exchanges of officials

❖ Amount not committed: EUR 76 456 (10.48%)

The budget request for 2016 was based on an estimate of eight seconded national experts (SNEs) over the full period in light of reasonably foreseeable new or extended secondments, a number that was only reached at the end of 2016. However, one "new recruit" was from Belgium and subsequently not entitled to daily allowances and reimbursement of travel expenses.

1408: Entitlements in connection with entering the service, transfer and leaving the service

❖ Amount not committed: EUR 37 460 (55.70%)

These appropriations cover various statutory allowances and costs for removals for contractual agents on entry or departure. The reasons for which appropriations have not been used are the same as for item 1204 above.

1420: Supplementary services for the translation service

❖ Amount not committed: EUR 135 690 (13.29%)

Appropriations on this budget line were substantially increased in 2015 in the context of a cooperation agreement signed with the EP and the resulting reduction in translation staff. The translation directorate is currently in a transition period with a progressive increase in

outsourcing. Outsourcing accounted for 9.74% of translations in 2015 and 16.61% in 2016 and is expected to reach at least 20% in 2017.

1610: Expenditure on recruitment

❖ Amount not committed: EUR 37 950 (69.00%)

The reimbursement of travel expenses is difficult to forecast as actual uptake depends on the number of vacancies and candidates, and their place of residence. In 2016, flights ticket prices were lower than expected and due to increased internal mobility and an extended use of video conferencing fewer candidates needed to travel to Brussels for interviews. Furthermore, two external assessments for management positions had to be postponed until the beginning of 2017.

1612: Further training

❖ Amount not committed: EUR 31 599 (5.39%)

Delays in the organisation of training courses occurred due to the implementation of new inter-institutional framework contracts and the involvement of new training providers. In addition, prices anticipated in the new framework contracts were considerably lower than for similar training courses under the previous contracts.

162: Mission expenses

❖ Amount not committed: EUR 78 500 (18.15%)

The average cost of missions cannot be predicted with a high level of accuracy, as it depends on the destination and the duration of the mission. Therefore, estimates for 2016 were based on the implementation in previous years, corrected for expected inflation, and included a safety margin in order to address the inherently variable nature of this expenditure. In addition, systematic efforts were made to reduce the cost of each mission to a strict minimum.

2000: Rent

❖ Amount not committed: EUR 112 409 (5.21%)

The satisfactory execution of this budget line strongly depends on where plenary sessions are held, which is not known when the budget is being prepared. In 2016, all plenaries were held in the Commission's premises free of charge.

2007: Fitting-out of premises

- ❖ Amount not committed: EUR 460 746 (44.86%)

Underspending on this budget line is due to an unsuccessful call for tender for energy counters and the lower-than-estimated cost of security film for the JDE glass front.

2024: Energy consumption

- ❖ Amount not committed: EUR 48 832 (6.61%)

Appropriations on this budget line are intended to cover water, gas and electricity costs in particular. The underutilisation of the appropriations is due to favourable weather conditions, but is also the result of improved energy consumption management.

2028: Insurance

- ❖ Amount not committed: EUR 28 979 (36.35%)

An amount is kept in reserve to cover the deductible franchise in case of damage. Since there were no claims, this reserve was not spent.

212: Furniture

- ❖ Amount not committed: EUR 86 762 (51.88%)

The underutilisation of the budget is due partly to a decrease in the volume of requests for furniture and partly to a delay in the conclusion of a new inter-institutional call for tender.

214: Technical equipment and installations

- ❖ Amount not committed: EUR 191 053 (15.19%)

Regarding the EESC's own services, the renovation of the technical equipment of a videoconference room could not be started as the first offer received did not comply with the requirements. The planned upgrade linked to the relocation of the video studio had to be postponed as no appropriate room could be made available. The purchase of new cameras for the JDE conference rooms was postponed whilst an external audit of the video equipment in our conference rooms was being finalised, which happened only in December 2016. Also, expenses

for technical equipment in relation to external meetings were lower than expected due to cancellations or lower prices.

In the Joint Services (shared with the CoR), spending on security equipment was lower due to the awarding of calls for tender at prices lower than initially estimated. Furthermore, underspending on the infrastructure part of this budget line can be explained by a more limited demand than expected for repairs or supplies of equipment from the various services of the Committees and by the incorporation of expenditure related to the purchase of equipment in maintenance framework contracts.

216: Vehicles

❖ Amount not committed: EUR 44 384 (42.25%)

The 2016 budget was established on the basis of an increased need to rent vehicles, both at meetings away from the headquarter and in Brussels. In the meantime, there has also been a change in the approach to the use of service cars leading to lower consumption. The 2017 budget already takes into account the new level of consumption.

2542: Expenditure on the organisation of and participation in events

❖ Amount not committed: EUR 406 897 (49.76%)

Travel costs for external participants are often covered by their own organisations and, when this is not the case, costs vary considerably depending on the country of origin and the venue of the event. Costs are therefore inherently difficult to predict. With regard to opinions referred by the EP and the Commission, tight deadlines did not always enable planned public hearings to take place. In addition, some other projects such as for instance the "European Social Pillar" were less costly than estimated. Several hearings in conjunction with own-initiative opinions and evaluations planned for the second half of the year did not materialise or were in the end covered by other institutions.

2544: Costs of organising the work of the Consultative Commission on Industrial Change (CCMI)

❖ Amount not committed: EUR 67 042 (89.39%)

This budget line covers expenses similar to those on budget line 2542 but specifically for the Consultative Commission on Industrial Change (CCMI). The number of CCMI own-initiative

opinions, with corresponding expenditure on organising hearings, was reduced by the EESC Bureau.

2546: Representation expenses

❖ Amount not committed: EUR 49 000 (49.49%)

This budget line covers expenses related to the obligations of the institution regarding representation costs and is allocated to several EESC entities. Efforts have been made to reduce these expenses to a minimum. Appropriations were consequently adjusted downwards in the 2017 budget.

2600: Communication

❖ Amount not committed: EUR 156 701 (20.21%)

The main reason for the low level of consumption was the decision to significantly reduce video production. Consequently, the production of a video for the "Civil Society Prize" event was cancelled. Furthermore, major events such as the "Media Seminar" and the "Your Europe, Your Say!" youth event were less expensive than expected.

2602: Publishing and promotion of publications

❖ Amount not committed: EUR 68 955 (13.57%)

The main reasons for the low level of consumption were that E-books proved to be cheaper to produce than anticipated and the decision was taken to favour less glossy publications.

2604: Official Journal

❖ Amount not committed: EUR 31 750 (15.49%)

The number of EESC opinions published was lower than expected due to the Commission policy on referrals and the renewal of the EESC in 2015. Furthermore, a considerable backlog in the publication of opinions has been rectified at a lower cost than was originally estimated.

2622: Documentation and library

❖ Amount not committed: EUR 61 043 (36.84%)

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A contract for providing library management software could not be concluded in good time; a delay in another contract prevented subscriptions to periodicals in 2016. A new e-book database reduced the number of orders of paper books for the EESC.

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5. USE OF APPROPRIATIONS AUTOMATICALLY CARRIED FORWARD FROM 2015 TO 2016 (C8)

Title	Chapter	Item
1	Human resources	1000 Specific allowances and payments
		1004 Travel and subsistence allowances
		1008 Travel and subsistence allowances, CCMI
		105 Further training, language courses and other training
		10 Total
		1200 Remuneration and allowances
		1204 Entitlements on entering, transfer and leaving the service
		12 Total
		1400 Other staff
		1404 Graduate traineeships, grants and exchanges of officials
		1420 Supplementary services for the translation service
		1422 Expert advice connected with legislative work
		1424 Interinstitutional cooperation and external services
		14 Total
		1610 Recruitment
		1612 Further training
		162 Missions
		1630 Social welfare
		1632 Social contacts between members of staff
		1634 Medical service
		1638 Early childhood centre and approved day nurseries
		16 Total
		Human resources Total
		1 Total

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Appropriations carried forward	Paid in 2016	Percentage paid	Unused appropriations	Percentage unused
1,967	227	11.56%	1,739	88.44%
3,112,931	1,271,039	40.83%	1,841,892	59.17%
93,495	24,619	26.33%	68,876	73.67%
23,441	15,750	67.19%	7,690	32.81%
3,231,834	1,311,636	40.58%	1,920,198	59.42%
43,862	43,779	99.81%	83	0.19%
71,527	35,593	49.76%	35,934	50.24%
115,389	79,372	68.79%	36,017	31.21%
21,909	20,256	92.45%	1,653	7.55%
54,124	47,493	87.75%	6,631	12.25%
139,147	130,575	93.84%	8,573	6.16%
419,255	29,668	7.08%	389,587	92.92%
16,000	14,844	92.77%	1,156	7.23%
650,436	242,836	37.33%	407,600	62.67%
1,773	634	35.77%	1,139	64.23%
106,709	83,833	78.56%	22,876	21.44%
105,154	20,735	19.72%	84,420	80.28%
22,872	2,434	10.64%	20,438	89.36%
11,195	6,742	60.22%	4,453	39.78%
37,120	24,335	65.56%	12,785	34.44%
160,000	73,272	45.80%	86,728	54.21%
444,824	211,984	47.66%	232,840	52.34%
4,442,483	1,845,827	41.55%	2,596,655	58.45%
4,442,483	1,845,827	41.55%	2,596,655	58.45%

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Title		Chapter		Item			
2	Other resources	20	Buildings and associated costs	2000	Rent		
				2007	Fitting-out of premises		
				2008	Other expenditure on buildings		
				2022	Cleaning and maintenance		
				2026	Security and surveillance		
				2028	Insurance		
				20 Total			
		21	Data processing	2100	Purchase, servicing and maintenance of equipment and software		
				2102	Outside assistance		
				2103	Telecommunications		
				212	Furniture		
				214	Technical equipment and installations		
				216	Vehicles		
				21 Total			
		23	Current administrative expenditure	230	Stationery, office supplies and miscellaneous consumables		
				231	Financial charges		
				232	Legal costs and damages		
				236	Postage on correspondence and delivery charges		
				238	Removals and other administrative expenditure		
						23 Total	
		25	Operational activities	2540	Miscellaneous expenditure on internal meetings		
				2542	Organisation of and participation in hearings and other events		
				2544	Costs of organising the work of the CCMI		
				2546	Representation expenses		
				2548	Interpreting		
						25 Total	
		26	Communication	2600	Communication		
				2602	Publishing and promotion of publications		
				2620	Studies, research and hearings		
				2622	Documentation and library expenditure		
				2624	Archiving and related work		
						26 Total	
				Other resources Total			
		2 Total					
		Grand Total					

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Appropriations carried forward	Paid in 2016	Percentage paid	Unused appropriations	Percentage unused
440,652	312,030	70.81%	128,621	29.19%
265,842	264,753	99.59%	1,089	0.41%
50,893	48,312	94.93%	2,581	5.07%
918,154	814,649	88.73%	103,505	11.27%
806,660	761,485	94.40%	45,174	5.60%
747	57	7.63%	690	92.37%
2,482,947	2,201,287	88.66%	281,661	11.34%
229,211	222,104	96.90%	7,106	3.10%
487,239	462,919	95.01%	24,320	4.99%
190,897	76,676	40.17%	114,220	59.83%
47,384	46,367	97.85%	1,017	2.15%
467,326	441,916	94.56%	25,410	5.44%
12,971	2,586	19.94%	10,385	80.06%
1,435,027	1,252,568	87.29%	182,459	12.71%
69,359	64,619	93.17%	4,740	6.83%
3,610	2,610	72.31%	1,000	27.69%
12,100	6,000	49.59%	6,100	50.41%
32,826	8,234	25.08%	24,592	74.92%
39,617	36,634	92.47%	2,983	7.53%
157,513	118,098	74.98%	39,415	25.02%
55,399	41,643	75.17%	13,757	24.83%
84,182	40,611	48.24%	43,571	51.76%
454	454	100.00%	0	0.00%
11,247	2,641	23.48%	8,605	76.52%
723,350	437,079	60.42%	286,271	39.58%
874,632	522,428	59.73%	352,205	40.27%
309,006	245,455	79.43%	63,552	20.57%
415,677	396,588	95.41%	19,089	4.59%
121,375	121,367	99.99%	8	0.01%
34,774	29,929	86.07%	4,845	13.93%
45,999	42,581	92.57%	3,418	7.43%
926,831	835,920	90.19%	90,912	9.81%
5,876,950	4,930,300	83.89%	946,651	16.11%
5,876,950	4,930,300	83.89%	946,651	16.11%
10,319,433	6,776,127	65.66%	3,543,306	34.34%

5.1 REMARKS ON USE OF APPROPRIATIONS AUTOMATICALLY CARRIED FORWARD FROM 2015 TO 2016 (C8)

For all budget lines with appropriations carried forward from 2015 to 2016 of which more than EUR 25 000 remained unused, representing more than 5% of the amount carried forward, more detailed information is provided below.

1004: Travel and subsistence allowance, attendance at meetings and associated expenditure

❖ Unused amount: EUR 1 841 892 (59.17%)

A cost-based system for reimbursement of members' travel expenses was fully implemented in October 2015. Up until then, members could choose a flat-rate reimbursement. As a result of the introduction of the new system, travel costs changed significantly, making forecasting for the last three months of 2015 inherently difficult.

1008: Travel and subsistence allowance, attendance at meetings and associated expenditure of Delegates of the CCMI

❖ Unused amount: EUR 68 876 (73.67%)

This budget line concerns reimbursement claimed by CCMI delegates. Explanations for unused appropriations are the same as for budget line 1004 (see above).

1204: Entitlements on entering the service, transfer and leaving the service

❖ Unused amount: EUR 35 934 (50.24%)

These appropriations cover various statutory allowances and removal costs for officials and temporary agents on entry to or departure from the service. A sufficient amount had to be carried forward in order to cover possible 2015 expenditure with 2015 appropriations. The number of staff members concerned is inherently difficult to predict and removals can take place up to almost two years after entering and three years after leaving the service. Likewise, the various allowances are highly dependent on the situation of the official concerned (family composition, place of origin, time of removal).

1422: Expert advice connected with consultative work

❖ Unused amount: EUR 389 587 (92.92%)

This budget line covers travel expenses and allowances for external experts providing advice in consultative work. Reimbursement claims for meetings in 2015 could still be submitted in 2016 and an amount had to be carried forward to cover all possible remaining expenditure for 2015 with 2015 appropriations. As it is not possible to precisely determine the amounts still to be claimed by EESC members, cancellation of some of the appropriations carried forward was inevitable.

162: Mission expenses

❖ Unused amount: EUR 84 420 (80.28%)

The amount carried forward from 2015 to 2016 was overestimated. For 2016, corrective actions have been taken to reduce the amount to be carried forward.

1638: Early Childhood Centre and approved day nurseries

❖ Unused amount: EUR 86 728 (54.21%)

The appropriations were based on the estimated annual cost provided by the Commission. In 2015, the Commission had announced an increase in costs with no further details concerning the calculation. In order to enable the Committee to cover the regularisation of 2015 due in 2016, EUR 160 000 was committed at the end of 2015. The final debit note from the Commission only arrived in November 2016 and the amount to be paid was much lower than anticipated.

2000: Rent

❖ Unused amount: EUR 128 621 (29.19%)

The final amount to be paid for service costs related to the rented VMA building was only confirmed with the receipt of invoices in 2016. Indexation and energy consumption was lower than expected.

2022: Cleaning and maintenance

❖ Unused amount: EUR 103 505 (11.27%)

The underutilisation is due to a divergence between the anticipated costs of building maintenance, technical assistance and possible interventions on the one hand and the final cost on the other. This stems mainly from a certain safety margin applied in the planning phase to

cover any unforeseen events. The exact amount to be paid was only known upon receipt of the final invoices in 2016.

2026: Security and surveillance

❖ Unused amount: EUR 45 174 (5.60%)

Initial commitments had to be made in 2015 on the basis of estimates. The final amount to be paid, which was invoiced only in 2016, proved to be much lower this year than anticipated.

2103: Telecommunications

❖ Unused amount: EUR 114 220 (59.83%)

EESC members are entitled to receive a contribution to their IT, telecommunications and electronic office equipment expenses during their term of office, provided that they attend at least 50% of the plenary sessions and section meetings (a similar rule applies to CCMI delegates who attend at least 50% of the CCMI meetings). Remaining appropriations are carried forward in order to ensure that legitimate requests from members and delegates can be met. However, as a result some of the appropriations carried forward are bound to remain unused.

For telecommunications expenses managed by the joint services, the precise amount to be paid for the year 2015 was only known at the beginning of 2016. This proved to be significantly lower than the amount kept in reserve.

214: Technical equipment and installations

❖ Unused amount: EUR 25 410 (5.44%)

Regarding its own services, the EESC had expected higher costs for renting technical equipment for outside meetings as well as costs for technical maintenance in its own conference rooms.

In the printing service managed by the two Committees' joint services, a certain amount was kept at the end of the year in case machines needed to be repaired.

2542: Expenditure on the organisation of and participation in events

❖ Unused amount: EUR 43 571 (51.76%)

Appropriations were carried forward to cover the expenditure that could not be settled in 2015, with a certain safety margin. It takes some time before the secretariat receives all reimbursement claims, and forecasted costs often differ considerably from real costs. Some anticipated expenses also did not materialise as some speakers in the end did not want to be reimbursed.

2548: Interpreting

❖ Unused amount: EUR 286 271 (39.58%)

Appropriations carried forward cover the expenditure that could not be settled or paid in 2015. The forecasting is based on a scenario where all languages requested are obtained. The invoices are then adjusted to actual consumption (changes in agendas, participants, length of the meeting and varying availability of languages), which cannot be forecast with accuracy. Furthermore, cancellation costs have been significantly reduced.

2600: Communication

❖ Unused amount: EUR 63 552 (20.57%)

In November 2015, an event was cancelled due to the security situation leading to only a partial payment of the appropriations carried forward. Furthermore, in several cases a safety margin carried over for smaller events remained unspent.

6. USE OF ASSIGNED REVENUE IN 2016 (C4)

Title		Chapter		Item		
1	Human resources	10	Members and delegates	1000	Specific allowances and payments	
				1004	Travel and subsistence allowances	
				10 Total		
		14	Other staff and external services	1404	Graduate traineeships, grants and exchanges of officials	
				1420	Supplementary services for the translation service	
				14 Total		
		16	Other expenditure	162	Missions	
				1632	Social contacts between members of staff	
				1634	Medical service	
				16 Total		
		Human resources Total				
		1 Total				
2	Other resources	20	Buildings and associated costs	2000	Rent	
				2022	Cleaning and maintenance	
				2026	Security and surveillance	
				20 Total		
		21	Data processing	214	Technical equipment and installations	
				2100	Purchase, servicing and maintenance of equipment and software	
				2103	Telecommunications	
		21 Total				
		23	Current administrative expenditure	230	Stationery, office supplies and miscellaneous consumables	
				232	Legal costs and damages	
		23 Total				
		25	Operational activities	2542	Organisation of and participation in hearings and other events	
				2548	Interpreting	
		25 Total				
		Other resources Total				
2 Total						
Grand Total						

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Final appropriations	Committed	Percentage committed	Payments	Payment percentage	Outstanding commitments	Available credits	Available percentage
9,671	0	0.00%	0	0.00%	0	9,671	100.00%
7,589	233	3.07%	233	100.00%	0	7,356	96.93%
17,261	233	1.35%	233	100.00%	0	17,028	98.65%
0	0	0.00%	0	0.00%	0	0	0.00%
1,900	1,900	100.00%	1,900	100.00%	0	0	0.00%
1,900	1,900	100.00%	1,900	100.00%	0	0	0.00%
0	0	0.00%	0	0.00%	0	0	0.00%
260	0	0.00%	0	0.00%	0	260	100.00%
70	0	0.00%	0	0.00%	0	70	100.00%
330	0	0.00%	0	0.00%	0	330	100.00%
19,490	2,133	10.94%	2,133	100.00%	0	17,358	89.06%
19,490	2,133	10.94%	2,133	100.00%	0	17,358	89.06%
1,499,913	1,499,913	100.00%	1,499,913	100.00%	0	0	0.00%
5,478	0	0.00%	0	0.00%	0	5,478	100.00%
1,425,197	1,419,032	99.57%	1,076,633	75.87%	342,399	6,165	0.43%
2,930,589	2,918,945	99.60%	2,576,546	88.27%	342,399	11,644	0.40%
425,399	425,399	100.00%	7,585	1.78%	417,814	0	0.00%
986	986	100.00%	111	11.24%	876	0	0.00%
218,909	205,686	93.96%	169,271	82.30%	36,415	13,224	6.04%
645,295	632,071	97.95%	176,966	28.00%	455,105	13,224	2.05%
25,500	25,500	100.00%	25,500	100.00%	0	0	0.00%
2,617	0	0.00%	0	0.00%	0	2,617	100.00%
28,117	25,500	90.69%	25,500	100.00%	0	2,617	9.31%
272	0	0.00%	0	0.00%	0	272	100.00%
2,676	2,676	100.00%	2,676	100.00%	0	0	0.00%
2,948	2,676	90.77%	2,676	100.00%	0	272	9.23%
3,606,949	3,579,192	99.23%	2,781,689	77.72%	797,503	27,756	0.77%
3,606,949	3,579,192	99.23%	2,781,689	77.72%	797,503	27,756	0.77%
3,626,439	3,581,325	98.76%	2,783,821	77.73%	797,503	45,114	1.24%

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7. RE-USED ASSIGNED REVENUE FROM 2015 (C5)

Title	Title text	Chapter		Item		
1	Human resources	10	Members and delegates	1004	Travel and subsistence allowances	
		10 Total				
		16	Other expenditure	1638	Early childhood centre and approved day nurseries	
		16 Total				
	Human resources Total					
1 Total						
2	Other resources	21	Data processing	2103	Telecommunications	
		21 Total				
		25	Operational activities	2542	Organisation of and participation in hearings and other events	
	25 Total					
Other resources Total						
2 Total						
Grand Total						

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Final appropriations	Committed	Percentage committed	Payments	Payment percentage	Outstanding commitments	Available credits	Available percentage
24,317	24,317	100.00%	24,317	100.00%	0	0	0.00%
24,317	24,317	100.00%	24,317	100.00%	0	0	0.00%
26,488	26,488	100.00%	0	0.00%	26,488	0	0.00%
26,488	26,488	100.00%	0	0.00%	26,488	0	0.00%
50,804	50,804	100.00%	24,317	47.86%	26,488	0	0.00%
50,804	50,804	100.00%	24,317	47.86%	26,488	0	0.00%
32,764	32,764	100.00%	32,764	100.00%	0	0	0.00%
32,764	32,764	100.00%	32,764	100.00%	0	0	0.00%
232	0	0.00%	0	0.00%	0	232	100.00%
232	0	0.00%	0	0.00%	0	232	100.00%
32,996	32,764	99.30%	32,764	100.00%	0	232	0.70%
32,996	32,764	99.30%	32,764	100.00%	0	232	0.70%
83,801	83,569	99.72%	57,081	68.30%	26,488	232	0.28%

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8. APPROPRIATIONS FROM EXTERNAL ASSIGNED REVENUE (R0)

Title		Chapter		Item	
2	Other resources	25	Operational activities	2542	Organisation of and participation in hearings and other events
		25 Total			
	Other resources Total				
	2 Total				
Grand Total					

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Final appropriations	Committed	Percentage committed	Payments	Payment percentage	Outstanding commitments	Available credits	Available percentage
502,970	308,977	61.43%	271,641	87.92%	37,336	193,993	38.57%
502,970	308,977	61.43%	271,641	87.92%	37,336	193,993	38.57%
502,970	308,977	61.43%	271,641	87.92%	37,336	193,993	38.57%
502,970	308,977	61.43%	271,641	87.92%	37,336	193,993	38.57%
502,970	308,977	61.43%	271,641	87.92%	37,336	193,993	38.57%

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9. EESC BUDGET RESULT

2016	EUR
Revenue for the financial year	15,410,728
Payments against current year's budget appropriations	-119,060,815
Payments against assigned revenue appropriations	-3,112,544
Payment appropriations carried over to year N+1	-7,918,654
Cancellation of unused payment appropriations carried over from year N-1	3,543,306
Evolution of assigned revenue	-1,016,865
Exchange differences for the year (symbolic)	0
Budget result	-112,154,844

PART IV

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**1. Appendix A:
INTERNAL CONTROL ENVIRONMENT: STATE OF PLAY**

The EESC's Internal Financial Rules set out a robust control framework for all budgetary transactions, with strictly defined roles for authorising officers by sub-delegation, managing officers and verifiers. The role of the different financial actors, the framework outlining their assistance and details of the budgetary procedures are specified in the EESC's Internal Financial Rules.

The objective of this information is to report, as part of the regular reporting process, on assessments undertaken and improvements made in the implementation of control standards and, where appropriate, to show their repercussions for the whole control framework. Several internal control standards were given particular attention in 2016. The reasons for selecting these standards as well as the action taken to ensure their effectiveness are outlined below.

1.1 MISSION (ICS 1)

In 2016, the EESC continued to focus its work on three main pillars of activity: legislative work, inter-institutional cooperation and relations with European organised civil society.

The EESC privileged the use of interinstitutional contracts with the European Parliament, the European Commission and the European Council. The EESC also joined forces more closely with the European Committee of Regions by implementing the new Cooperation Agreement, which entered into force in January 2016 for a period of four years.

The aim of this agreement is to improve the efficiency of both Committees by joining up and making better use of their resources.

1.2 ETHICAL AND ORGANISATIONAL VALUES (ICS 2)

As provided for under Article 22(c) of the Staff Regulations, the EESC adopted a new decision laying down rules on whistleblowing on 2 March 2016. It did so with the objective of clarifying the procedure to be followed by all actors involved as well as aiming to protect their legitimate interests, with a view to encouraging whistleblowing at the Committee.

This decision complements the statutory rules on whistleblowing (Articles 22(a) and (b) of the Staff Regulations) as well as EESC Decision N° 363/99 A of 11 October 1999 concerning the terms and conditions for internal investigations in relation to the prevention of fraud, corruption and any illegal activity detrimental to the Communities' interests.

The new decision complements the legal framework as it:

1. further defines the obligation of whistleblowing at the EESC, thereby avoiding the risk of abuse or unjustified accusations;

2. clarifies the procedure to follow to report facts either internally (to management) or directly to the European Anti-Fraud Office (OLAF) for all actors involved (whistleblower and management). Ethics counsellors act as contact persons for those wanting to launch a whistleblowing procedure;
3. ensures that the whistleblower will receive maximum protection, both in terms of confidentiality and against all acts of retaliation, provided he has acted in good faith;
4. ensures the appropriate protection is provided to persons reported by the whistleblower (i.e. the right to be heard, confidentiality and protection against abusive and defamatory accusations).

1.3 STAFF ALLOCATION AND MOBILITY (ICS 3)

1.3.1 Establishment plan

The number of posts in the establishment plan was reduced in 2016 as a consequence of the transfer of posts to the EP, following the cooperation agreement, and the abolition of posts as part of the 5% reduction in staff 2013-2017.

The new cooperation agreement with the European Committee of the Regions entered into force in January 2016 and envisages the internal transfer of a number of staff members from the Translation Directorate to the own services.

1.3.2 Mobility

A new decision on structural mobility entered into force in 2015. The first list of staff members subject to internal mobility was established by the Joint Mobility Committee and published at the beginning of 2016.

To this end, the Human Resources Directorate offered several accompanying measures such as job shadowing or career guidance counselling to facilitate these moves.

In January 2016 a pilot project called "Building bridges – job shadowing" was launched. The objectives of this initiative were to contribute to a better understanding of the institution, to create an opportunity to make useful new contacts and to develop networks. It also aimed to facilitate and potentially prepare staff members for a change of job. The second exercise was launched in September 2016.

1.3.3 Human Resources (HR) reporting

Various reports on the state-of-play and developments relating to human resources policies have regularly been made available to the Committee's management and political authorities.

The list of reports for the year 2016 includes:

- HR Annual report: report by the Secretary-General presented to the Bureau every year.

- Six-month report: report by the Secretary-General presented to the President every 6 months.
- Key Figures: general staff statistics presented to management once a year.
- Fact sheets per directorate: statistics per directorate presented to the management once a year.

1.4 STAFF APPRAISAL AND DEVELOPMENT (ICS 4)

1.4.1 Appraisals/promotions

New decisions on appraisals and promotions entered into force in 2016. The appraisal and promotion procedures have undergone a substantial revision.

The aim was to create a motivational working environment where performance is valued.

1.4.2 Training and professional development

At the end of 2016, the EESC migrated towards a new interinstitutional learning management system, called "EU Learn", which will replace Syslog.

In 2016, several important framework contracts came to an end and were replaced; in some cases new training providers won the contract, which meant that training courses had to be completely redesigned.

The Strategic Framework for Learning and Development aims to promote a learning culture which recognises continuous learning and development as a key factor in improving motivation at work and as an integral part of a human resources policy.

The EESC is currently working on its new Learning and Development strategy, which will be based on the European Commission's strategy. The new learning focus will be on social learning from colleagues and peers, with managers becoming learning facilitators and staff developers.

1.5 CONTINUITY OPERATIONS (ICS 10)

The new version of the EESC's Business Continuity Plan (BCP) entered into force in 2016.

It focuses on:

1. the personal safety of members and staff;
2. preserving working tools that cannot be replaced (servers, documentation, etc.);
3. preserving the most valuable infrastructure (e.g. buildings);
4. the continuity or re-establishment of critical, essential and necessary tasks as soon as possible;
5. the continuity or re-establishment of other operations as soon as possible.

A revision is planned for 2017.

1.6 DOCUMENT MANAGEMENT (ICS 11)

A launch meeting and a workshop were organised during the last quarter of 2015 with the aim of setting out the steps for the gradual implementation of the forthcoming IT tool for managing mail, Adonis 2 (setting up working groups, managing a calendar of regular coordination meetings, and presenting the results of the test phases).

Adonis 2 was launched in autumn 2016.

1.7 INFORMATION AND COMMUNICATION (ICS 12)

1.7.1 External communication

The EESC's objectives and priorities in the area of communication are set out in the annual work programme and monitored by the Communication Group.

In 2016, the EESC focused in particular on implementing the action plan linked to the updated communication strategy, on upgrading "going local" efforts and on communications linked to the Committee's political priorities.

1.7.2 Internal Communication

Internal communication is an important tool for strengthening staff members' sense of belonging, by providing information on the organisation's goals and the initiatives it is taking to achieve them.

The "HR TV" channel for video messages was further developed as an information and communication tool. Through a series of short clips and interviews broadcast on the intranet, "HR TV" covers various areas of interest to staff.

Additional administrative information was provided via the online magazine, EESCoop.

1.8 EVALUATION OF ACTIVITIES (ICS 14)

At the beginning of each year, Directorate F coordinates the preparation of the Annual Activity Report for the previous year, based on input from all EESC secretariat services.

The purpose of the Annual Activity Report (AAR) is to:

- give an account of the achievement of key objectives and activities by the EESC taking the resources used into consideration;

- serve as a management report by the EESC Secretary-General, covering all aspects of management, including the implementation of Internal Control Standards (ICS);
- include a declaration of assurance in which the Secretary-General, in his role as Authorising Officer by Delegation (AOD), provides assurance with regard to the view given by the report, and the legality, regularity and sound financial management of all financial transactions.

1.9 INTERNAL AUDIT CAPABILITY (ICS 16)

The risk assessment carried out by the administration is accompanied by internal audit's own assessments. The annual audit work plan is discussed and coordinated with management and the three-member Audit Committee which oversees the EESC's whole audit and control environment. It complements the administration's work plan. Financial compliance audits are planned in a multiannual context; other engagements and audit coverage are discussed and developed based on the assessed risks and current challenges. Audits target EESC own services and the joint services established together with the European Committee of the Regions. Audits concerning the latter are based on procedures defined in the cooperation agreement.

**2. Appendix B:
MAIN RECOMMENDATIONS OF THE INTERNAL AUDITOR CONTAINED IN
AUDIT REPORTS PRODUCED IN 2016 AND ACTION TAKEN TILL DATE**

2.1 AUDITS AND AUDIT FOLLOW-UP

Work plan 2015

Some of the audit work initiated in 2015 was only finished in 2016. This includes two audits – one on traineeships and grants, and one on staff missions. Agreed action plans relating to these audits were established. These action plans, agreed between the internal audit service (IAS) and the audited services, set out measures for implementing audit recommendations. They form an integral part of an audit exercise and, where possible, are established at the same time as the audit reports themselves.

The financial management issues addressed in these reports relate to the formal and regulatory framework, to the actual management and control of budget execution and to the operational aspects of financial management. No significant risks were detected in the investigated areas. The main findings and recommendations concern improvements in formal processes, documentation and the use of IT applications.

Where observations were made with regard to general managerial or workflow issues, these cases were also included in the reports.

Work Plan 2016

Some audit investigations were launched but not concluded in 2016. These reports are being drafted but will not be finalised until 2017:

The cooperation agreement with the European Parliament provides for a reduction in translation staff to be compensated for by increased outsourcing of translations. The resulting changes in the management of translation work and the related procedural and financial impacts are the focus of an audit on translation outsourcing and its practical execution and restrictions.

Following the 2015 transfer of salary-related staff and responsibilities to the Directorate for Human Resources, an audit on salary payment procedures was launched in 2016 and is still ongoing.

In the context of Financial Regulation compliance audits, an investigation into the financial management of both non-budgeted income and transfers of appropriations will be concluded in early 2017.

Follow-up on recommendations

Continuous follow-up on agreed action plans is crucial to ensure proper implementation of audit recommendations. The internal audit service follows up on all pending actions and regularly reports on the progress made. The aim is to evaluate developments at least once a year. In 2016, the review exercise was concluded satisfactorily. There are currently eight action plans which have agreed actions that have not yet been implemented. There are no critical issues pending.

For 2017, a more streamlined approach is planned, in order to increase the efficiency of this process.

2.2 OTHER AUDIT WORK AND INVOLVEMENT OF THE INTERNAL AUDIT SERVICE***Change management***

The charter of the internal auditor provides for routine involvement in procedural changes such as new internal rules and regulations, reorganisation, changes in control processes, or new IT applications, in order for the internal auditor to be able to provide timely feedback on audit concerns and observed risks.

The internal audit service is in close contact with the services responsible for supervising control standards, risk analyses, sensitive functions, business continuity, etc. Following changes in personnel, the attribution of responsibilities in these areas is presently under review.

Internal Regulations

In accordance with the charter, the internal auditor strives to monitor all major changes and developments in the Secretariat to ensure that these changes are compliant with existing regulations. In 2016, the Directorate for Finances launched a process to review the Internal Rules for the Execution of the EESC Budget. The IAS undertook an in-depth analysis of the proposed changes and fields of application and presented the directorate with its critical remarks and proposals. The revision process is still ongoing.

Statement of Assurance and Discharge

The Budget Unit in the Directorate for Finances is the EESC's agreed contact point for audit work carried out by the European Court of Auditors in the context of its annual Statement of Assurance, as well as for all procedures with the European Parliament in the framework of budget planning and the discharge procedure. As provided for in the charter of the internal auditor, this unit must ensure that the internal auditor is kept fully informed of these issues.

IAS interaction

The internal audit service is in close contact with the verification service and other staff carrying out internal controls. There is a well-established process for cooperation with the internal audit service of the European Committee of the Regions regarding audits and other kinds of investigations in the Joint Services (Logistics and Translation, jointly managed by the EESC and the CoR). Finally, the IAS is in regular contact with the internal audit services of other European institutions.

2.3 FRAMEWORK FOR THE INTERNAL AUDIT SERVICE***Self-assessment***

Another task scheduled for 2016 was to conduct a self-assessment of the internal audit service. This was designed as an audit on audit procedures and methodology. It resulted in a list of measures to be implemented starting in 2017. An external expert monitored the process and critically reviewed the results. The results were also presented and discussed in the Audit Committee.

Audit Committee

The Audit Committee consists of three EESC members, supported by an external person with expertise in audit matters. The Audit Committee monitors the ongoing audit work and all issues related to control. Representatives of the Secretariat are invited to Audit Committee meetings where they can directly respond to relevant queries. In 2016 the Audit Committee held five meetings. The internal audit service is in close contact with the Members of the Audit Committee.

Audit coverage

One topic being discussed with the Audit Committee and the Secretariat is audit coverage, especially in connection with risk analysis and the assurance provided. This is an ongoing process that is expected to lead to changes in the focus of internal audits, and to have an impact on the IAS's work plan and resources.

IAS staff

The internal audit service is currently staffed with two administrators and an assistant. Staff members regularly follow training sessions, with a more intense training schedule for newly recruited colleagues.

Reporting

The internal auditor reports to the President of the EESC. The Audit Committee is the IAS's control body and monitors all IAS work.

The internal audit service is administratively attached to the Secretary-General.

3. Appendix C: DISPOSING OF FIXED ASSETS 2016

Financial Regulation, Art. 157: The Inventory

1.1 Each institution and body referred to in Article 141 shall keep inventories showing the quantity and value of all the Union's tangible, intangible and financial assets in accordance with a model drawn up by the accounting officer of the Commission.

Each institution and body referred to in Article 141 shall check that entries in the inventory correspond to the actual situation."

1.2 The sale of the Union's tangible assets shall be suitably advertised.

Rules of Application, Art. 253: Procedure for disposing of tangible assets

A statement or record shall be drawn up by the authorising officer whenever any property in the inventory, including buildings, is sold, given away free of charge, scrapped, hired out or missing on account of loss, theft or any other reason.

The statement or record shall indicate in particular whether the item must be replaced at the expense of an official or other servant of the Union or any other person.

Where immovable property or major installations are made available free of charge, a contract must be drawn up and the case notified in an annual report sent to the European Parliament and the Council when the draft budget is presented.

Members, officials or other servants and any other staff of the institutions and bodies referred to in Article 141 of the Financial Regulation may not be recipients of the property in the inventory given away free of charge or scrapped.

3.1 DISPOSING OF IMMOVABLE PROPERTY OR MAJOR INSTALLATIONS FREE OF CHARGE IN 2016

No immovable property or major installations were made available free of charge by the European Economic and Social Committee during 2016.

4. Appendix D: KEY ACTIVITY AND PERFORMANCE INDICATORS ("KAPIs")

4.1 INTRODUCTION

According to the Financial Regulation (articles 30.3 and 38.3 (e) (i)) and its Rules of Application (article 18), every institution must define and report annually on a set of performance indicators.

The EESC secretariat has therefore developed a set of indicators for all its directorates. Some measure a level of performance (e.g. payment lead times), whilst others measure a certain level of activity (e.g. a production volume). This is why the indicators are referred to as Key Activity and Performance Indicators (KAPIs). The KAPIs in this appendix reflect the situation at the beginning of 2017, unless otherwise indicated.

The KAPI initiative is not a top-down exercise. It is, first and foremost, a management tool for the competent services and heads of units. KAPIs are also a means to raise awareness about performance amongst all officials in the secretariat. Moreover, the exercise gives transparency to the Committee's work, not only for members or senior management, but also vis-à-vis the other institutions.

KAPIs are tools. Care should be taken when interpreting them. It is not so much their absolute values as their evolution over time that can reveal and confirm trends which may need attention and action.

KAPIs are presented by the directorate and unit monitoring them but they may reflect an overall situation such as the absence rate in the secretariat.

For internal purposes, most KAPIs are measured on a monthly basis. For this annual activity report, only the KAPI's annual data have been included.

KAPIs evolve along with the secretariat's activities and organisation. They are reviewed regularly. In some cases, definitions will need rewording, in other cases a KAPI will lose its relevance or a new one may become useful.

Abbreviations

For the indicators in this area, the following abbreviations are used:

AD = administrator

AST = assistant

CT = contract agents (CT-S = structural contract agents)

EN = seconded national experts

F = female

FS = officials on probation

FT = established officials

FTE = full-time equivalents

M = male

SC = secretaries/clerks

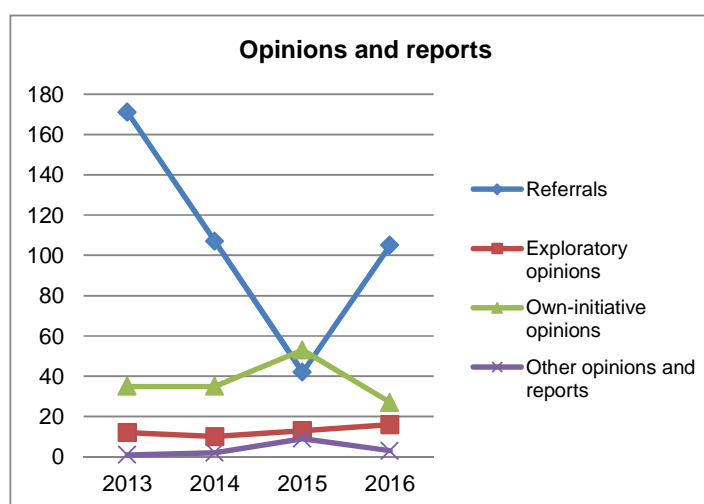
TP = temporary agents

4.2 DEVELOPMENT DIRECTORATES FOR LEGISLATIVE WORK

Opinions and reports

This indicator measures the number of opinions and reports adopted by the Committee.

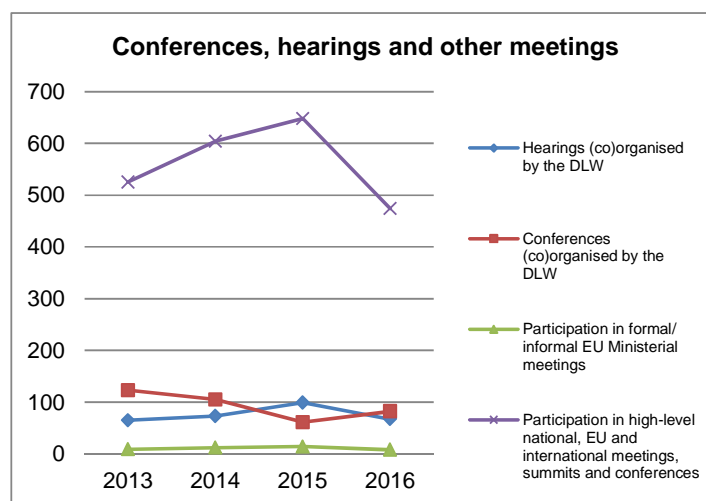
	Opinions and reports				Total
	Referrals	Exploratory opinions	Own-initiative opinions	Other opinions and reports	
2016	105	16	27	3	151
2015	42	13	53	9	117
2014	107	10	35	2	154
2013	171	12	35	1	219



Conferences, hearings and other meetings

This indicator measures the number of meetings organised by the EESC and the participation of EESC members in high level conferences.

	Conferences, hearings and other meetings			
	Hearings (co)organised by the Legislative Work Directorates	Conferences (co)organised by the Legislative Work Directorates	Participation in formal/informal EU ministerial meetings	Participation in high-level national, EU and international meetings, summits and conferences
2016	100	79	11	343
2015	67	82	8	474
2014	99	61	14	648
2013	73	105	12	604

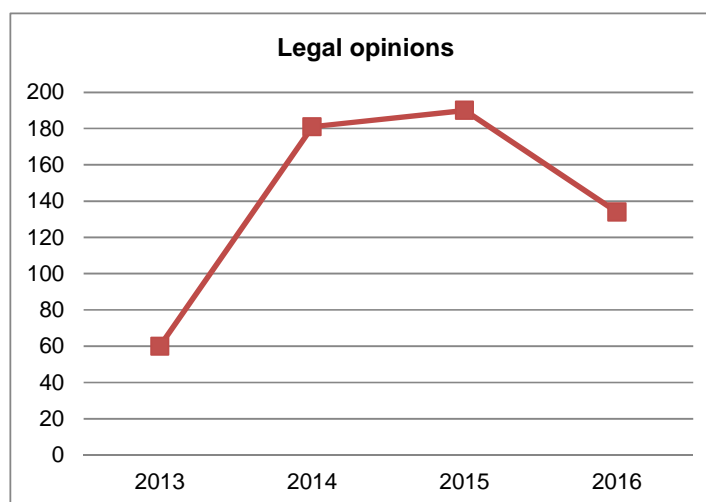


4.3 DIRECTORATE FOR LEGISLATIVE PLANNING, RELATIONS WITH INSTITUTIONS AND CIVIL SOCIETY

Legal opinions

This indicator measures the number of legal opinions issued by the Legal Service.

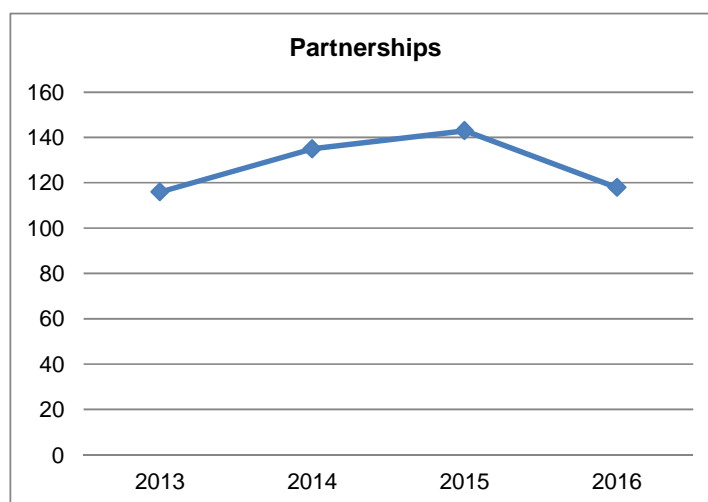
	Legal opinions
2016	134
2015	190
2014	181
2013	60



Partnerships

This indicator measures the number of events organised by external organisations in partnership with the EESC.

	Partnerships
2016	118
2015	143
2014	135
2013	116

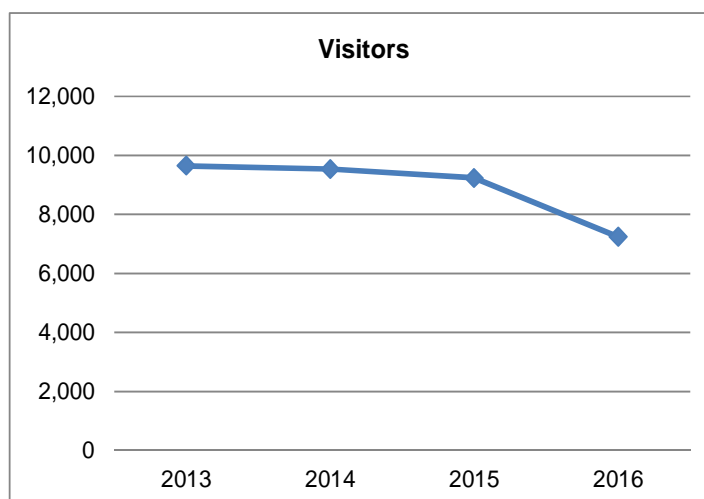
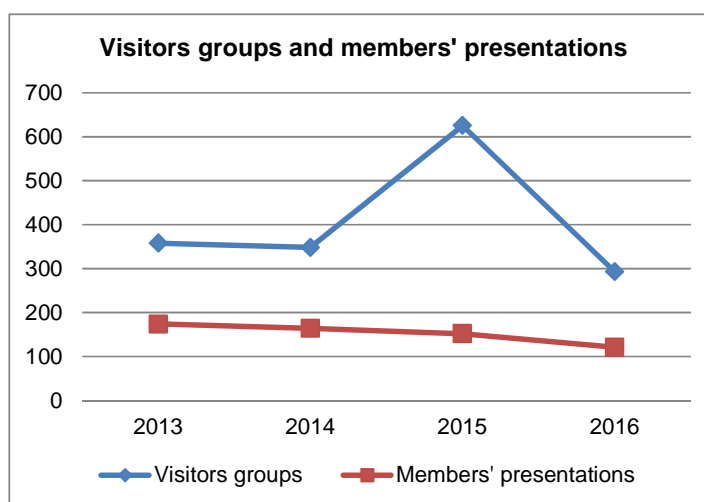


4.4 COMMUNICATION

Visitors groups

This indicator measures the number of visitors groups and visitors, as well as the number of members who have given presentations to visitor groups.

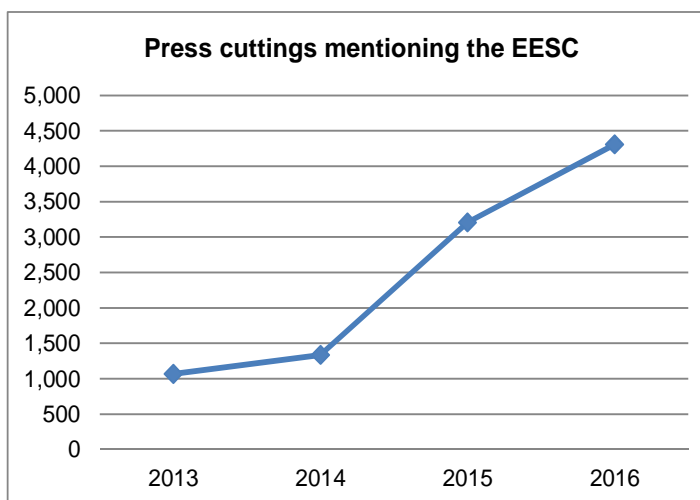
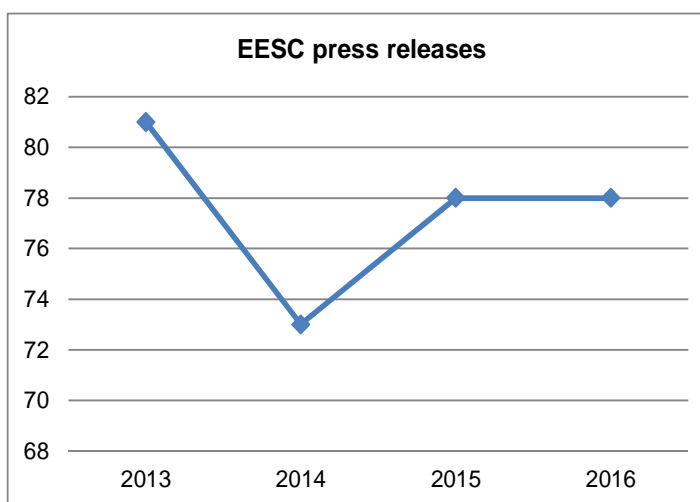
	Visitors groups	Members' presentations	Visitors
2016	293	121	7,237
2015	625	152	9,230
2014	348	164	9,534
2013	358	174	9,645



Press activities

This indicator measures the number of press releases issued by the Committee and the number of press cuttings reported in which the Committee is mentioned.

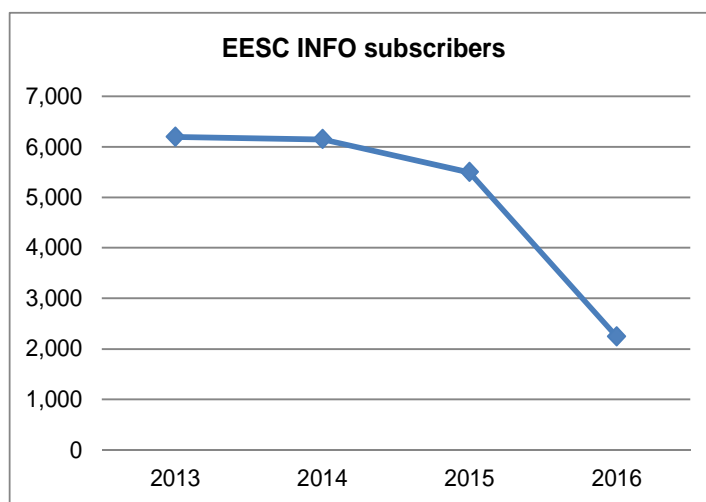
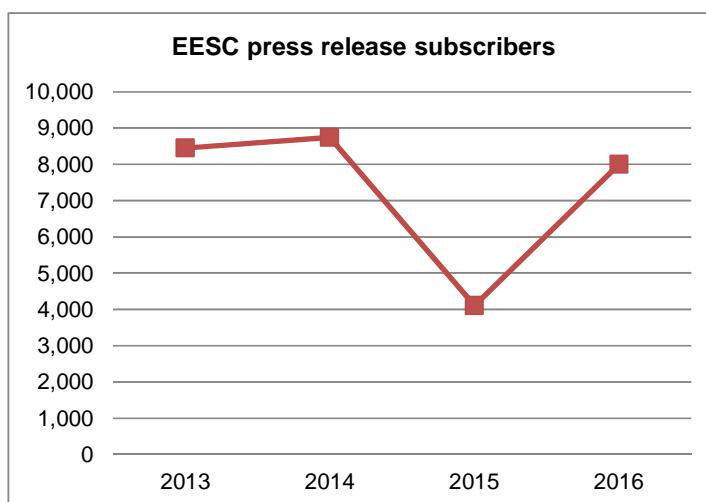
	EESC press releases	Press cuttings mentioning the EESC
2016	78	4,307
2015	78	3,205
2014	73	1,334
2013	81	1,067



Information subscribers

This indicator measures the number of subscribers to the EESC's press releases and to EESC INFO.

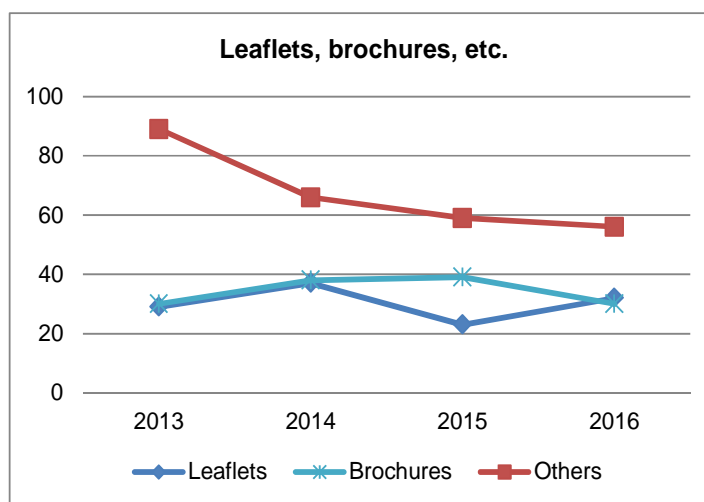
	EESC press release subscribers	EESC INFO subscribers
2016	8,004	2,244
2015	4,107	5,491
2014	8,745	6,147
2013	8,451	6,196



Publications

This indicator measures the number of leaflets, brochures and booklets published by the EESC.

	Leaflets	Brochures	Booklets	Total
2016	32	30	56	118
2015	23	39	59	121
2014	37	38	66	141
2013	29	30	89	148

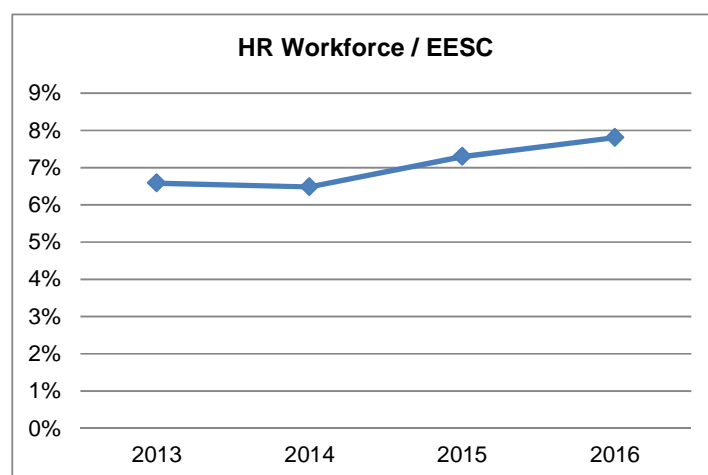
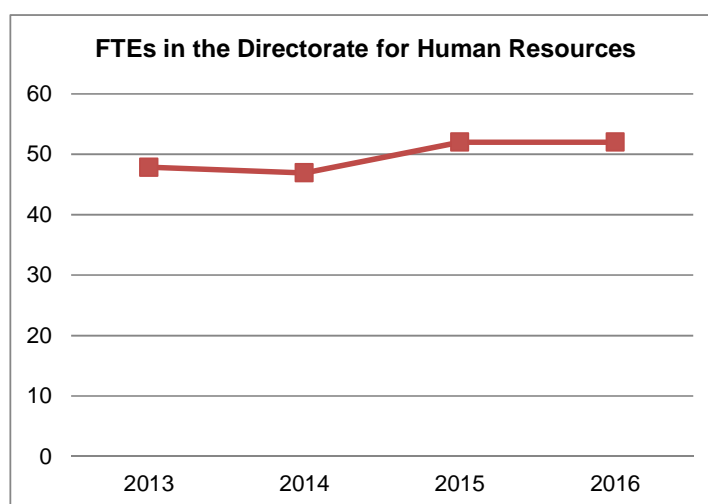


4.5 DIRECTORATE FOR HUMAN RESOURCES AND INTERNAL SERVICES

HR workforce

This indicator measures the ratio between resources of the Directorate for Human Resources, in "full-time equivalents" (FTEs), and the total headcount (establishment plan) of the Committee.

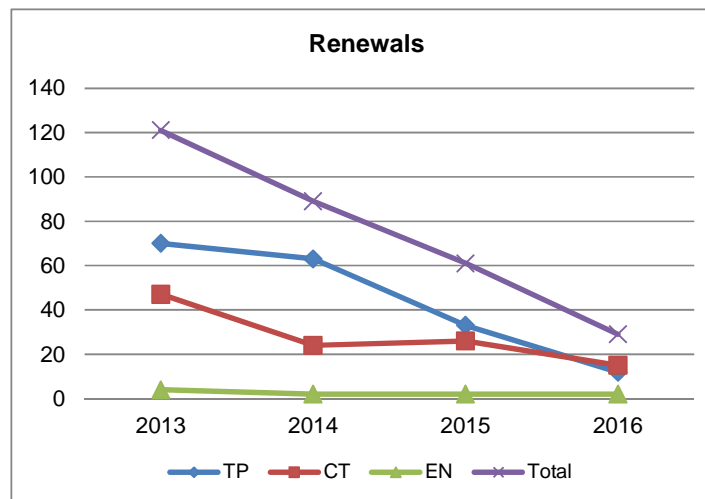
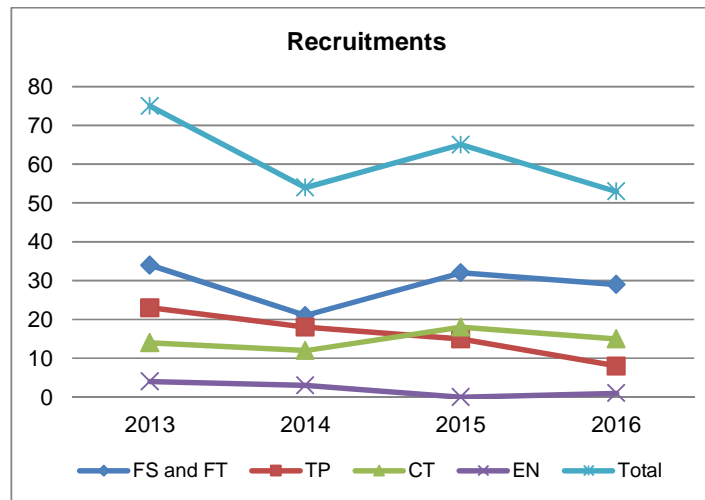
	HR Workforce	Official posts	HR Workforce / Official posts
2016	52	670	7.8%
2015	52	713	7.3%
2014	47	720	6.5%
2013	48	727	6.6%



Number of recruitments/renewals

This indicator measures the number of recruitments and renewals by type of contract.

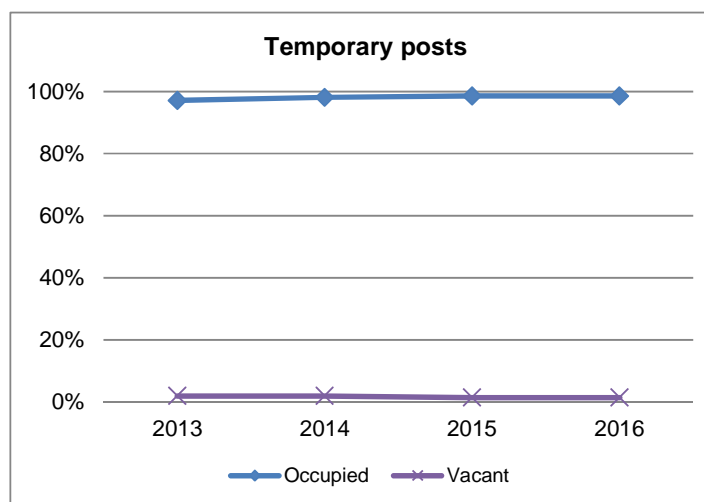
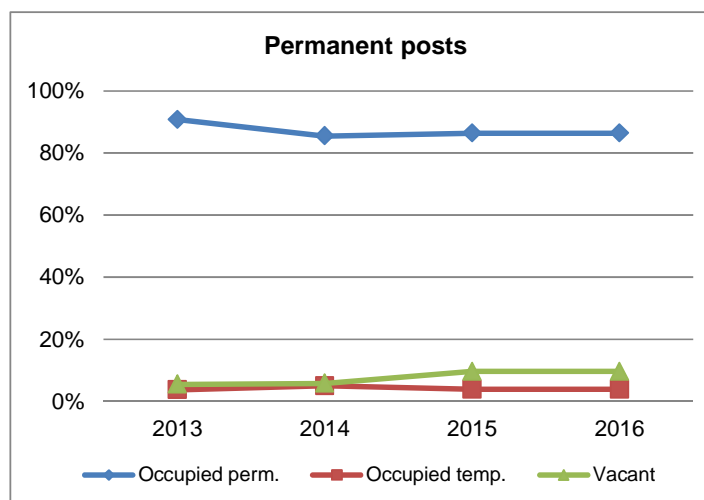
	Recruitments					Renewals			
	FS and FT	TP	CT	EN	Total	TP	CT	EN	Total
2016	29	8	15	1	53	12	15	2	29
2015	32	15	18	0	65	33	26	2	61
2014	21	18	12	3	54	63	24	2	89
2013	34	23	14	4	75	70	47	4	121



Post occupation rate

This indicator measures the average occupation rate, based on "full-time equivalents" (FTEs), of the Committee's posts. It distinguishes between an occupation by officials and by temporary agents (temporary occupation due to CCP or parental leave of an official for less than 6 months is considered as permanently occupied).

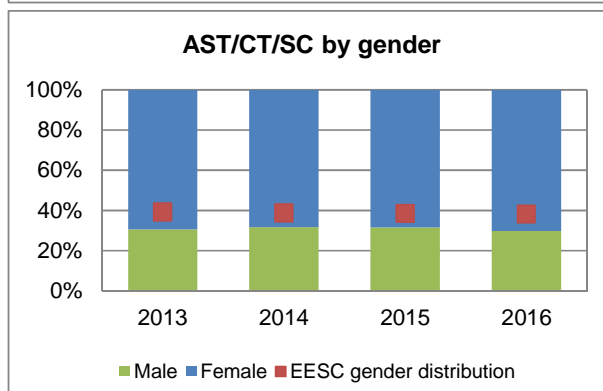
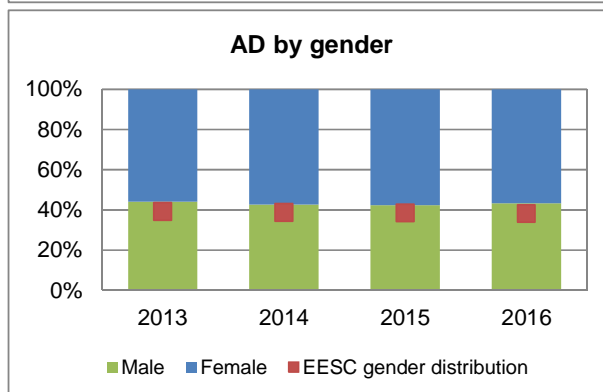
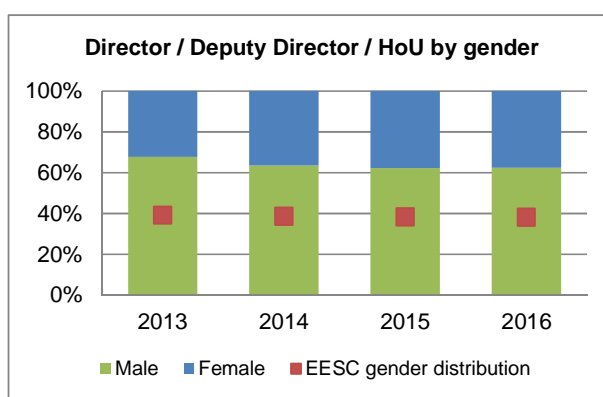
	Total	Permanent posts							Temporary posts		
		All	AD	AST	SC	Occupied perm.	Occupied temp.	Vacant	All	Occupied	Vacant
2016	670	635	315	300	20	588	25	22	35	34	1
2015	713	678	342	331	5	587	24	62	35	34	1
2014	720	685	344	341	-	597	32	40	35	35	0
2013	727	692	347	345	-	628	26	38	35	34	1



Staff pyramid and equal opportunities

This indicator measures, at the end of the year, the distribution of the Committee's staff by gender (grouped by category: Director/Deputy Director/Head of unit, AD, AST/CT/SC). Annex M of this report shows data from February 2017).

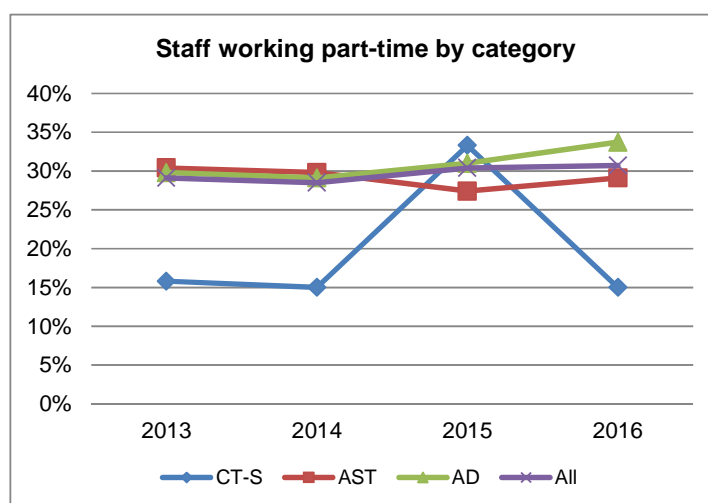
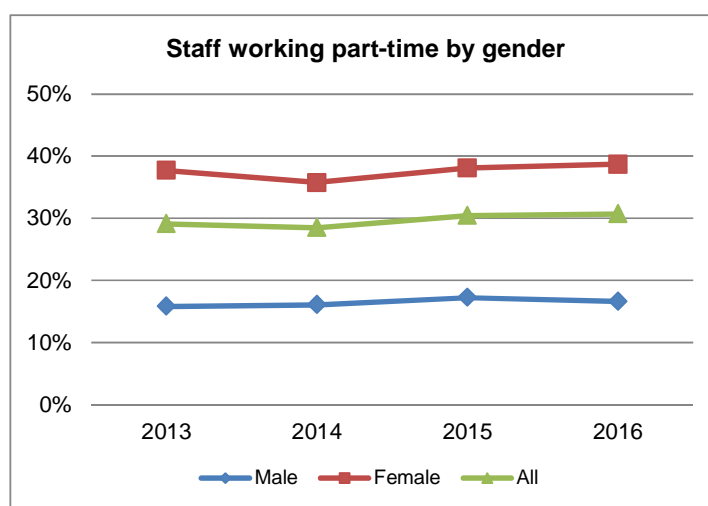
	Director/Deputy Director/Head of unit				AD				AST/CT/SC			
	Number	% M	% F	% of total	Number	% M	% F	% of total	Number	% M	% F	% of total
2016	45	62.5	37.5	6.5	324	43.2	56.8	46.6	326	29.8	70.2	46.9
2015	43	62.8	37.2	6.2	323	42.7	57.3	46.4	330	30.3	69.7	47.4
2014	44	61.4	38.6	6.1	327	41.6	58.4	45.5	347	31.7	68.3	48.4
2013	46	63.0	37.0	6.2	344	44.2	55.8	46.5	350	30.6	69.4	47.3



Flexibility in terms of working time arrangements

This indicator measures the proportion of permanent staff working part-time, by gender and category (AD, AST and CT-SC).

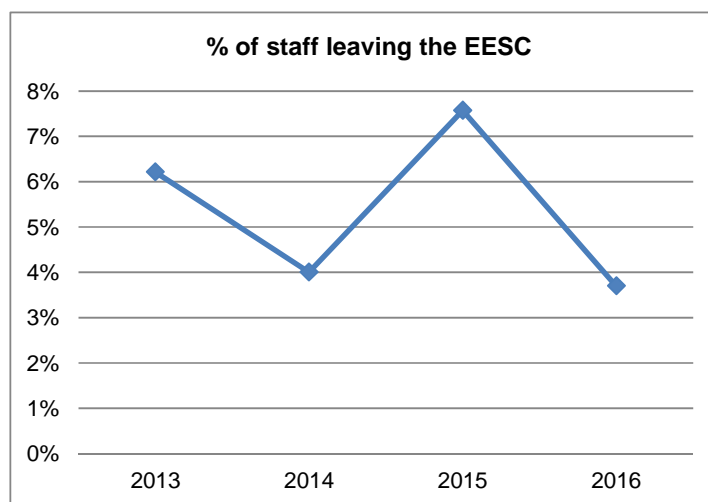
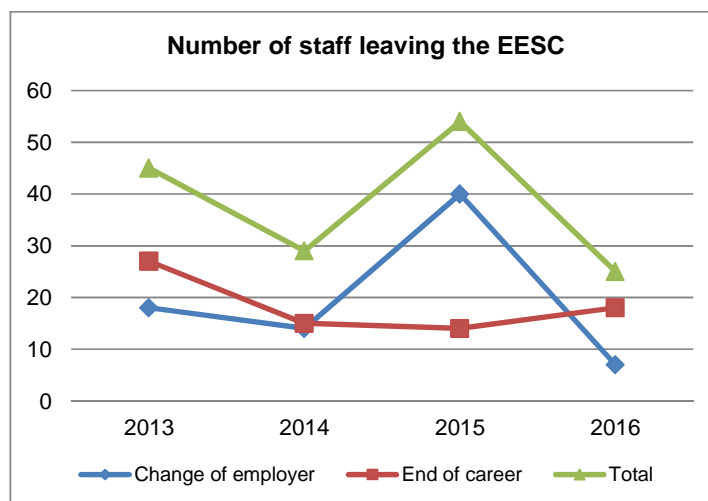
	By gender				By category						All	
	M		F		AD		AST		CT-SC		Number	%
	Number	%	Number	%	Number	%	Number	%	Number	%		
2016	43	16.6	174	38.7	109	33.7	104	30.4	3	15.0	217	30.7
2015	45	17.2	169	38.1	104	31.0	108	29.8	2	33.3	214	30.4
2014	44	16.1	167	35.8	104	29.1	104	27.4	20	15.0	211	28.5
2013	43	15.8	158	37.7	101	29.8	97	29.1	3	15.8	201	29.1



Staff turnover

This indicator measures the number of permanent staff (officials and structural contract agents) who left the Committee, by reason.

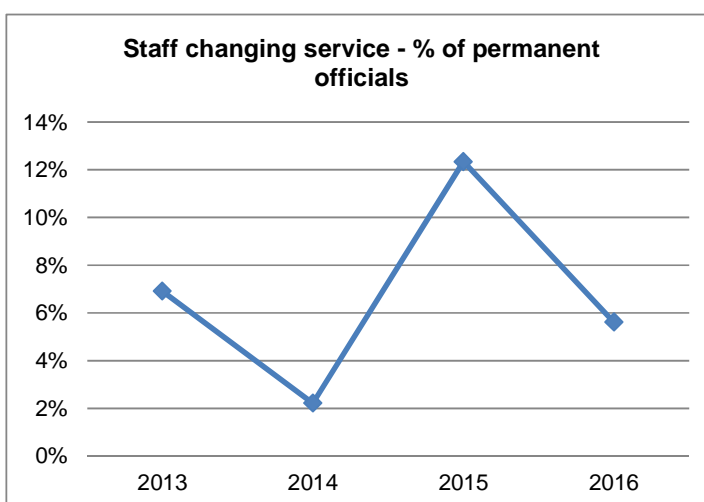
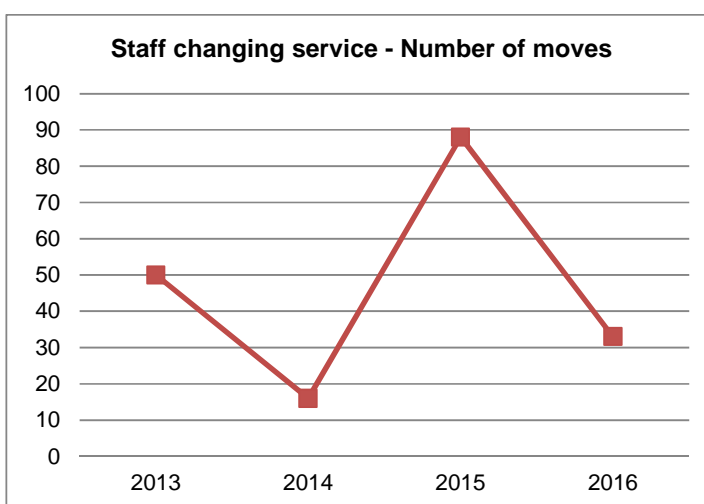
	Staff leaving the EESC			
	Change of employer	End of career	Total	% of total staff
2016	7	18	25	3.7
2015	40	14	54	7.6
2014	14	15	29	4.0
2013	18	27	45	6.2



Internal mobility

This indicator measures the number of moves of permanent officials (FS and FT) from one sector to another within the Committee. Mobility is essential for the Committee to keep its secretariat dynamic and to adapt to evolving needs.

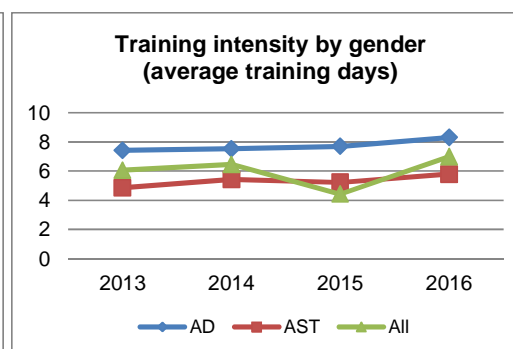
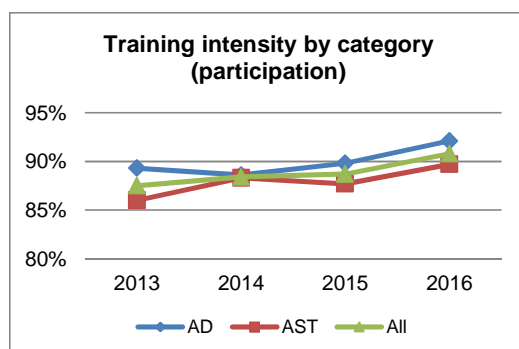
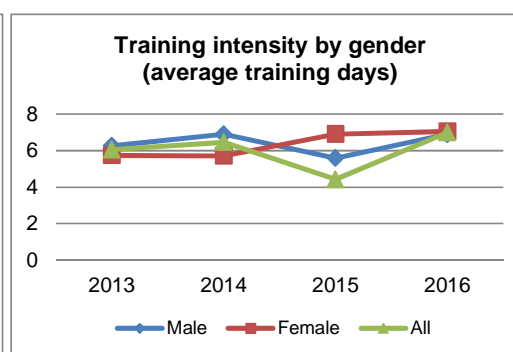
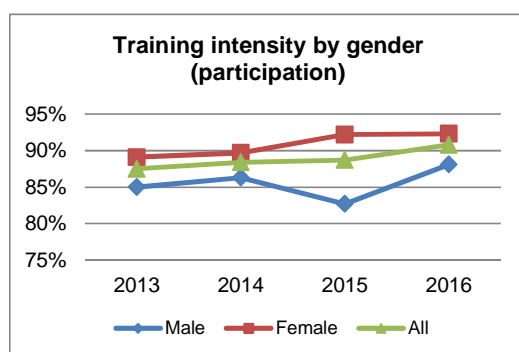
	Staff changing service	
	Number of moves	% of total permanent officials
2016	33	5.6
2015	88	12.3
2014	16	2.2
2013	50	6.9



Training intensity

This indicator measures the percentage of staff having followed training and the average number of days of training.

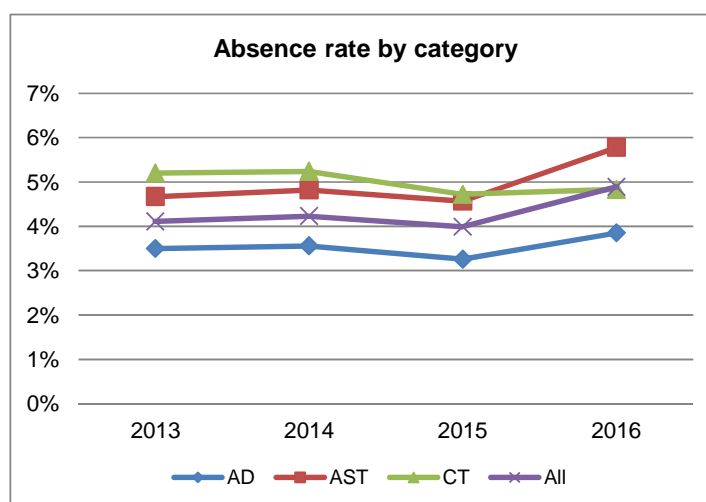
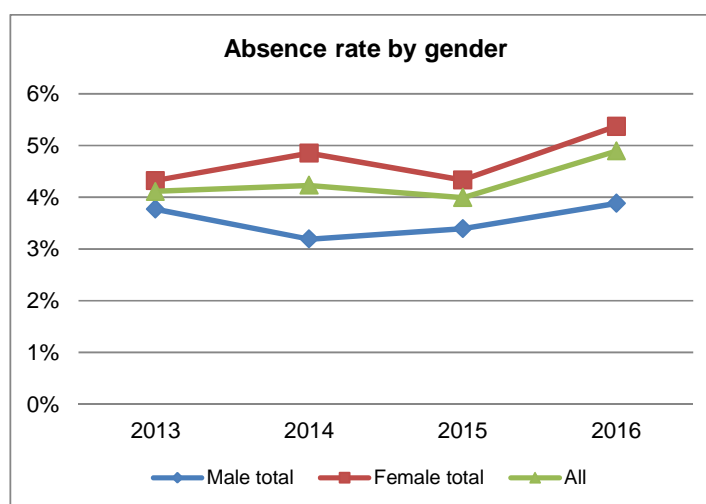
	By gender				By category				All	
	M		F		AD		AST			
	Participation rate (%)	Average training days	Participation rate (%)	Average training days	Participation rate (%)	Average training days	Participation rate (%)	Average training days	Participation rate (%)	Average training days
2016	88	6.9	92	7.1	92	8.3	90	5.8	91	7.0
2015	83	5.6	92	6.9	90	7.7	88	5.2	89	4.4
2014	86	6.9	90	5.7	89	7.5	88	5.4	88	6.5
2013	85	6.3	89	5.7	89	7.4	86	4.9	88	6.1



Absence rate

This indicator measures the absence rate according to the interinstitutional definition (total absence in calendar days, divided by 365 and by the number of staff at the end of the year), by gender and by category (AD, AST, CT).

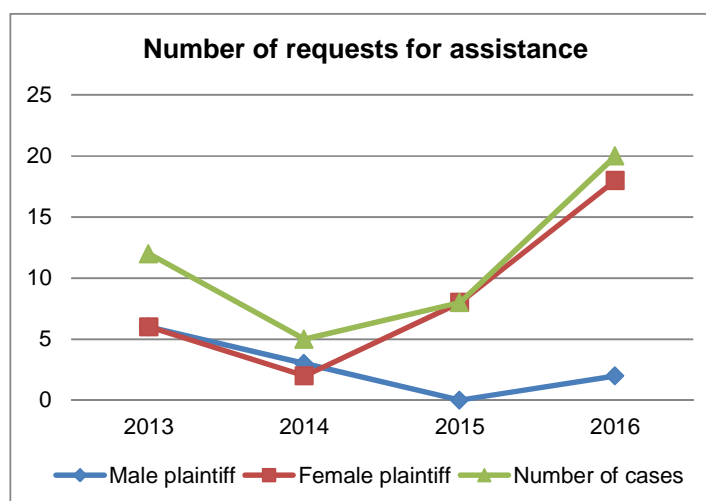
	Male (%)				Female (%)				All (%)			
	AD	AST	CT	Total	AD	AST	CT	Total	AD	AST	CT	Total
2016	2.7	5.4	4.5	3.9	4.7	6.0	5.1	5.4	3.9	5.8	4.8	4.9
2015	2.3	4.5	5.1	3.4	4.0	4.6	4.4	4.3	3.3	4.6	4.7	4.0
2014	2.4	4.1	4.4	3.2	4.4	5.2	6.8	4.9	3.6	4.8	5.2	4.2
2013	3.0	4.8	4.2	3.8	3.9	4.6	7.0	4.3	3.5	4.7	5.2	4.1



Perceived harassment

This indicator measures the number of cases treated by the administration following a request for assistance by staff addressed to the network of confidential counsellors or to the harassment panel. In 2014, the harassment panel was replaced by a network of confidential counsellors to whom members of staff tend to turn more easily.

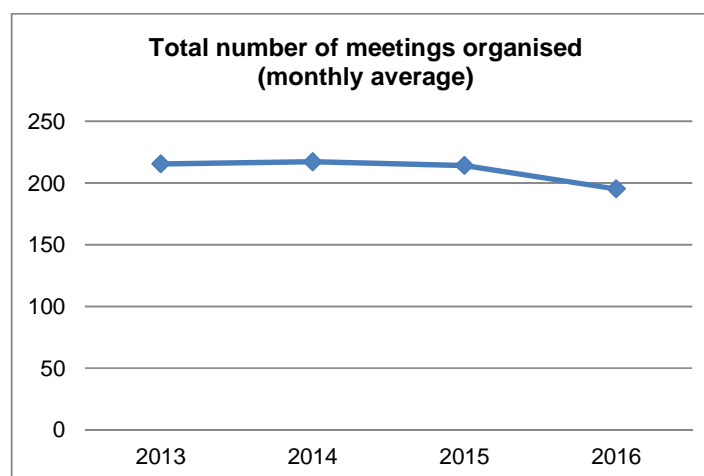
	Number of cases	By gender	
		Male plaintiff	Female plaintiff
2016	20	2	18
2015	8	0	8
2014	5	3	2
2013	12	6	6



Meetings organised

This indicator measures the number of EESC meetings taking place in the Committees' conference rooms (rooms equipped with interpretation facilities) *.

	EESC		CoR		JS		Total	FTE Meeting Services	Meetings / FTE
	Number	%	Number	%	Number	%			
2016	1,233	52.6	1,072	43.5	37	1.6	2,342	21.8	108
2015	1,344	52.3	1,132	44.0	94	3.7	2,570	15.6	165
2014	1,466	56.3	1,085	41.6	55	2.1	2,606	14.1	185
2013	1,443	55.8	1,096	42.4	47	1.8	2,586	15.6	166

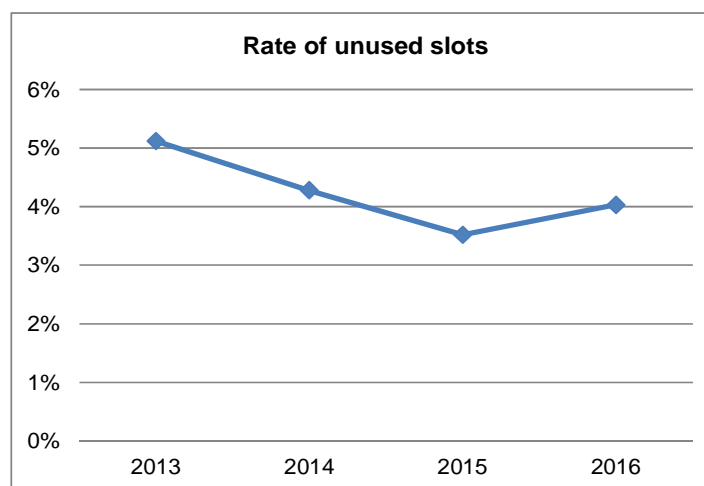
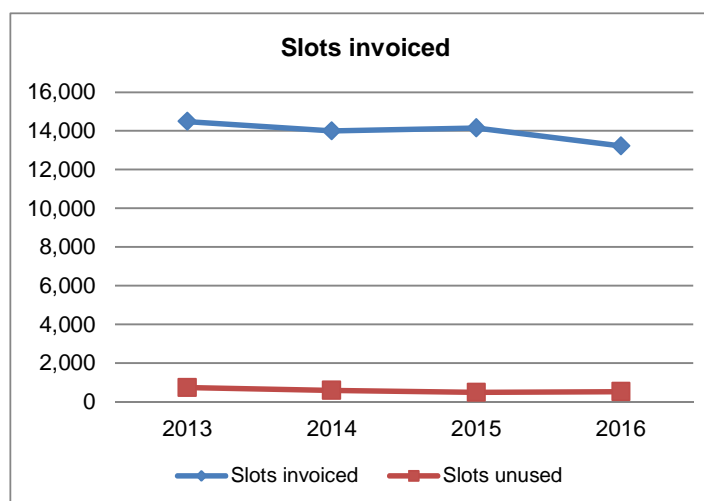


* All occupations of rooms (meetings, visits, conferences, etc.).

Interpretation activity and rate of unused interpretation

The EESC depends on DG Interpretation and its rules according to which DG Interpretation bills for services which are no longer required but not cancelled 2-3 weeks in advance (depending on the day of the week). The indicator shows the level of interpretation activity at the EESC, as well as the level of DG Interpretation services paid but not rendered.

	Slots invoiced		Slots unused		
	Number	Amount (€)	Number	Amount (€)	Rate of unused slots (%)
2016	13,214	5,880,230	533	237,185	4.0
2015	14,140	6,314,914	498	222,108	3.5
2014	13,990	6,211,560	598	265,512	4.3
2013	14,474	6,432,860	748	329,140	5.1

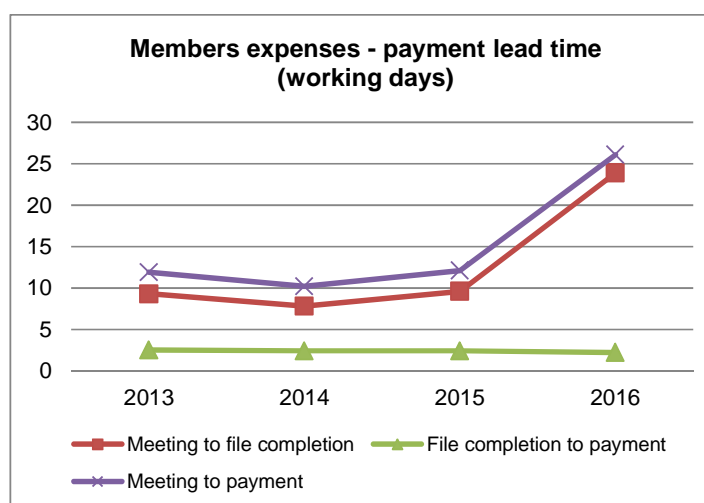


4.6 DIRECTORATE FOR BUDGET AND FINANCE

Members' expenses – payment lead time

EESC members receive a compensation for expenses incurred in that capacity. This indicator measures the average lead times between the meeting date and the completion of the file and between the latter and the payment date. All lead times are in working days.

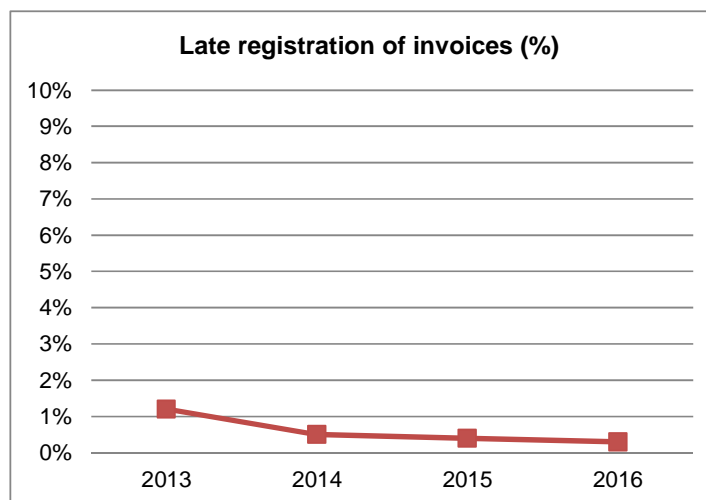
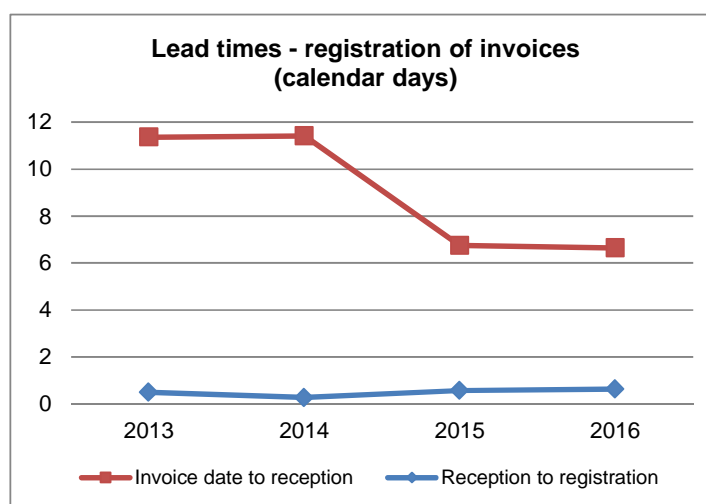
	Lead times (working days)												
	Meeting to file completion					File completion to payment					Meeting to payment		Files created - monthly average (workload)
	Average (days)	For 80 %	1 step average	Multiple steps		Average	For 80 %	Veri- fication	Author. Officer	Account./ Bank	Average	For 80 %	
				Average	%								
2016	23.9	22	16.8	63.8	14.9	2.2	1	1.1	0.4	0.7	26.1	23	1,816
2015	9.6	11	7.7	23.8	12.3	2.4	1	1.1	1.0	0.8	12.1	13	1,695
2014	7.8	9	6.1	22.7	9.8	2.4	3	1.5	0.5	0.6	10.2	11	1,832
2013	9.3	6	5.4	23.4	9.3	2.5	3	1.4	0.5	0.7	11.9	9	1,722



Registration of invoices

This indicator measures the average lead time between the reception of invoices and their registration and the number and percentage of invoices for which this registration took more than seven calendar days.

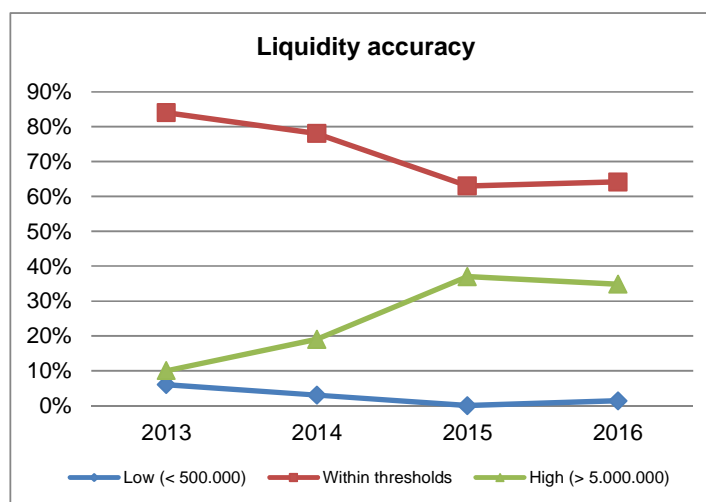
	Average lead times (calendar days)		Late registration (7+ calendar days)	
	Invoice date to reception	Reception to registration	Number late registration	% of total
2016	6.7	0.6	36	0.3
2015	6.7	0.6	19	0.4
2014	11.4	0.3	16	0.5
2013	11.4	0.5	27	1.2



Liquidity accuracy

The Committee's bank account should hold enough funds to make payments in time. At the same time, the amount of these funds should not be unnecessarily high. This indicator measures the percentage of calendar days when the balance of the Committees' bank account was less than EUR 500 000 (risk of unavailability of funds for a payment due) or more than EUR 5 000 000 (too much cash on hand).

	Bank account balance					
	Calendar days below € 500.000		Calendar days between € 500.000 and € 5.000.000		Calendar days above € 5.000.000	
	days	%	days	%	days	%
2016	5	1	234	64	127	35
2015	0	0	231	61	134	36
2014	12	3	285	78	68	19
2013	21	6	306	84	38	10

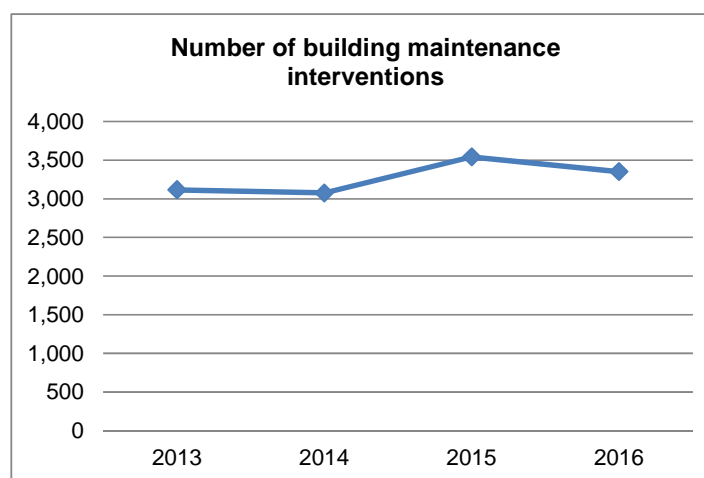


4.7 DIRECTORATE FOR LOGISTICS

Number of building maintenance interventions

This indicator measures the number of building maintenance interventions carried out by the Infrastructure Unit.

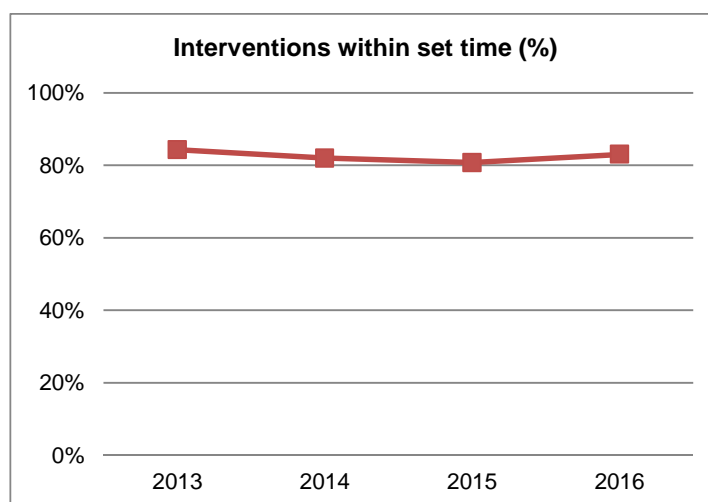
	Number of interventions
2016	3,351
2015	3,541
2014	3,075
2013	3,117



Building maintenance intervention lead time

This indicator measures the percentage of interventions that were successfully handled within a set time (depending on the category of the intervention: two days or five days).

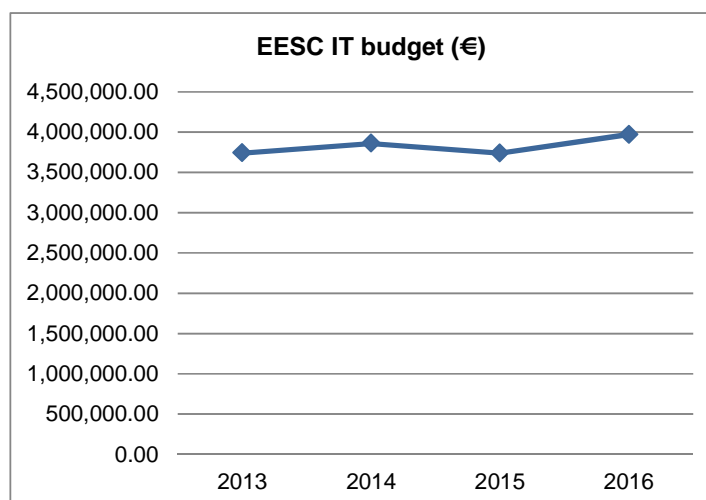
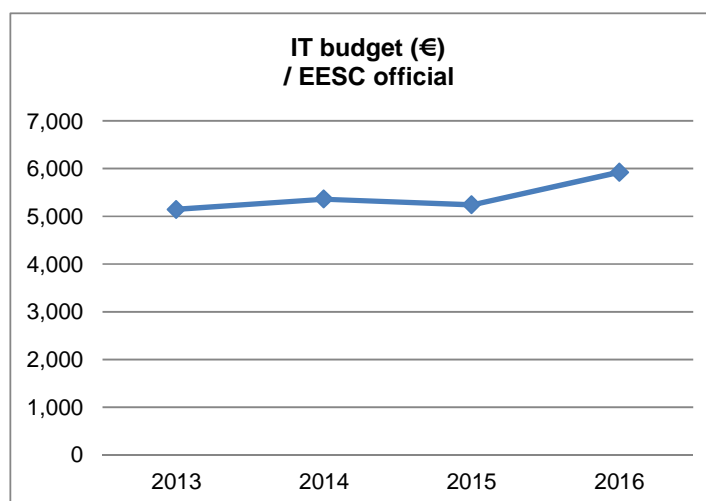
	Interventions within set time (%)
2016	83.0
2015	80.8
2014	82.0
2013	84.3



IT costs per official

This indicator measures the ratio between the total operational IT budget after transfers (equipment, external sub-contractors, telecommunication costs; excluding cost of statutory IT staff) and the total headcount (establishment plan). It also measures the proportion of this budget vs. the overall EESC budget.

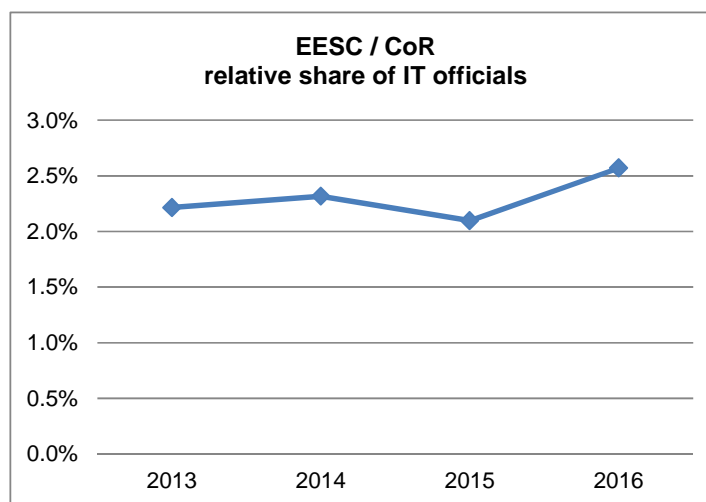
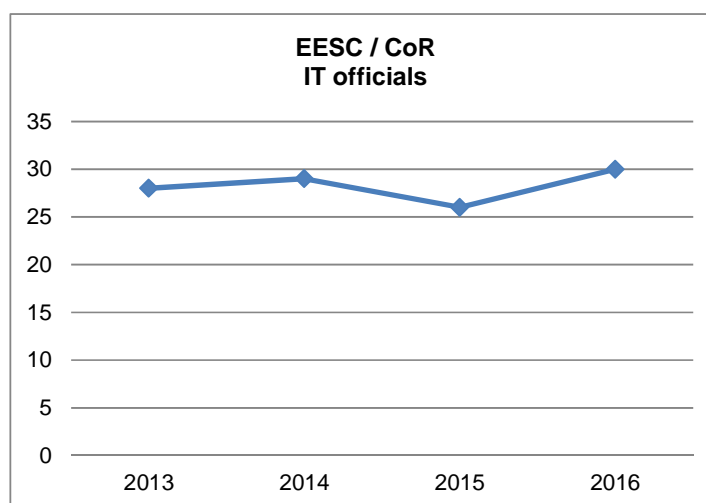
	EESC IT budget (€)	EESC officials	EESC IT budget (€) / EESC official	EESC budget (€)	% IT budget / Total budget
2016	3,968,833	670	5,924	130,171,475	3.05
2015	3,737,341	713	5,242	130,479,720	2.86
2014	3,858,987	720	5,360	128,559,380	3.00
2013	3,738,433	727	5,142	130,104,400	2.87



IT Unit workforce

This indicator measures the ratio between officials working in the IT Unit and the total headcount (posts, according to establishment plans) of the two Committees.

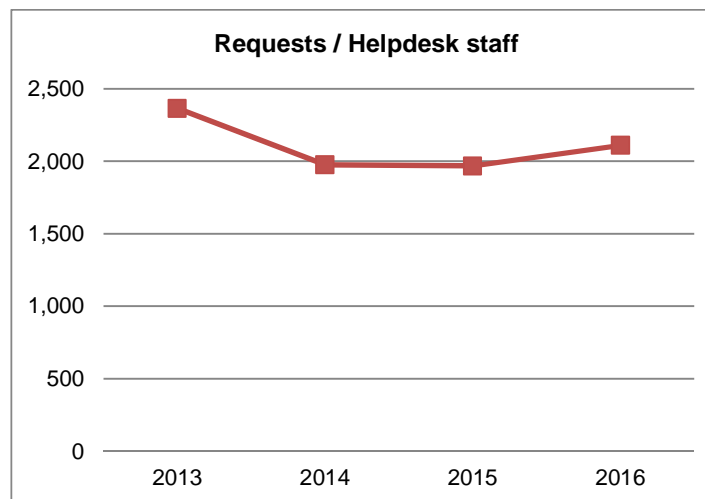
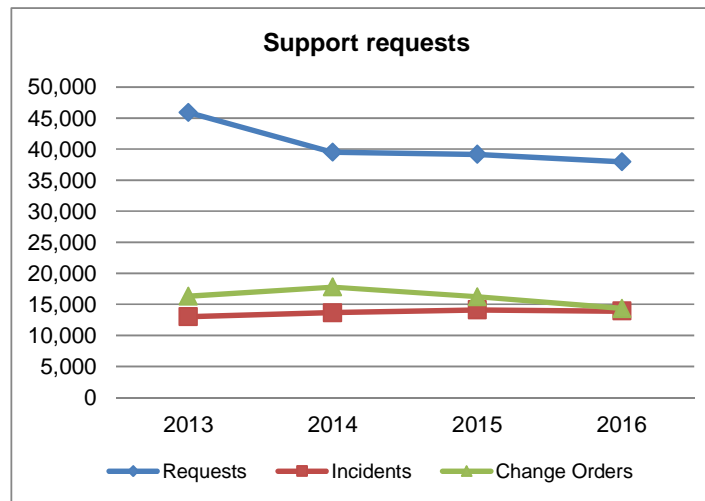
	EESC / CoR IT officials	EESC / CoR officials	EESC / CoR IT officials / officials
2016	30	1,166	2,57%
2015	26	1,240	2.10%
2014	29	1,252	2.30%
2013	28	1,264	2.20%



IT user support requests

This indicator measures the number of IT user support requests, divided by the total staff resources (internal and external) of the service handling these. The number of user support requests accounts for all questions addressed to the IT helpdesk (by telephone or email) as registered in the helpdesk software tool. Requests may be handled immediately or give rise to an "incident" (e.g. repairing a broken hard disk) or to a "change request" (e.g. moving a PC).

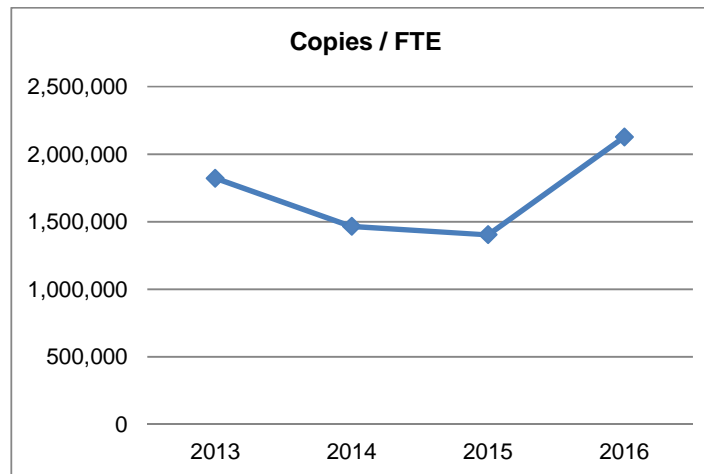
	Requests	Incidents	Change requests	Helpdesk staff (FTE)	Requests / Helpdesk staff
2016	37,951	13,928	14,324	18.0	2,108
2015	39,167	14,105	16,209	20.0	1,967
2014	39,498	13,652	17,800	20.0	1,975
2013	45,908	13,004	16,315	19.4	2,364



Copy shop productivity

This indicator measures the number of copies produced by the copy shop team, divided by the number of "full-time equivalent" staff (FTEs) in that team.

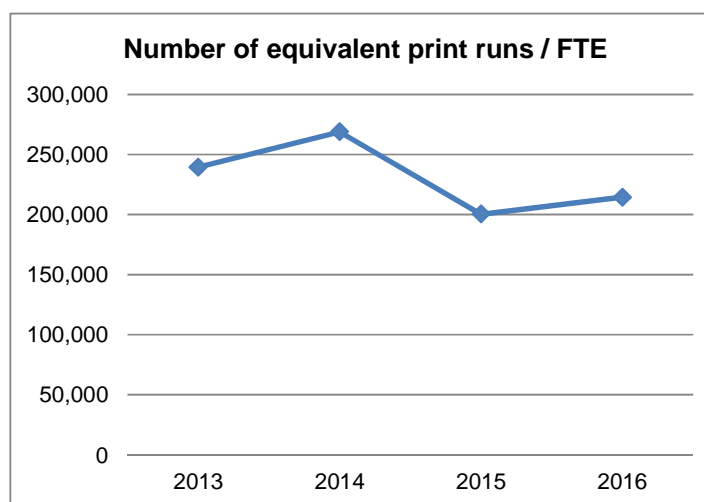
	EESC		CoR		Total	FTE	Copies / FTE
	Copies	%	Copies	%			
2016	6,480,428	49.7	6,560,634	50.3	13,041,062	6.2	2,125,366
2015	6,317,255	50.3	6,240,110	49.7	12,557,365	9.0	1,409,060
2014	8,034,217	58.0	5,808,908	42.0	13,843,125	9.5	1,464,660
2013	9,752,930	55.9	7,693,083	44.1	17,446,013	9.6	1,814,420



Offset productivity

This indicator measures the number of equivalent print runs, i.e. both real print runs (sheets) and settings (a "setting" being the initialisation of a print run, counted as equivalent to 3 700 print runs), divided by "full-time equivalent" (FTE) staff in the offset team.

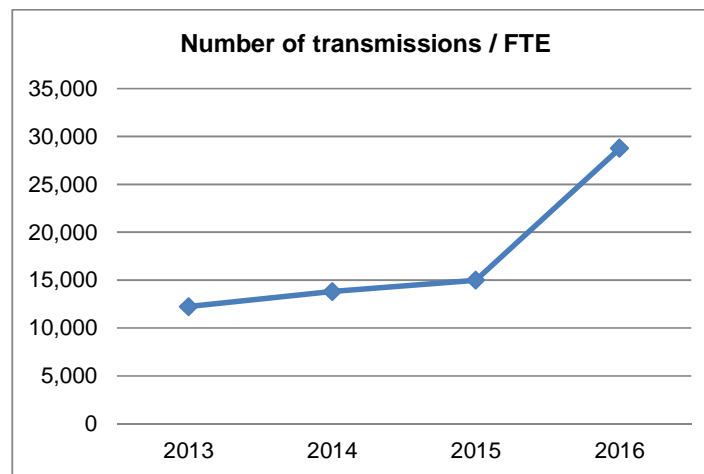
	EESC		CoR		Total	FTE	Print runs (equiv.) / FTE
	Print runs (equiv.)	%	Print runs (equiv.)	%			
2016	3,398,670	46,6	3,894,750	53,4	7,293,420	2,8	2,664,840
2015	4,160,300	57,7	3,051,125	42,3	7,211,425	3,0	2,403,808
2014	4,322,840	48,7	4,551,480	51,3	8,874,320	3,0	3,342,107
2013	3,677,770	47,3	4,103,785	52,7	7,781,555	3,0	3,018,623



Mailing productivity

This indicator measures the number of mailings (transmissions) done by the expedition team, divided by the number of "full-time equivalent" staff (FTEs) in that team.

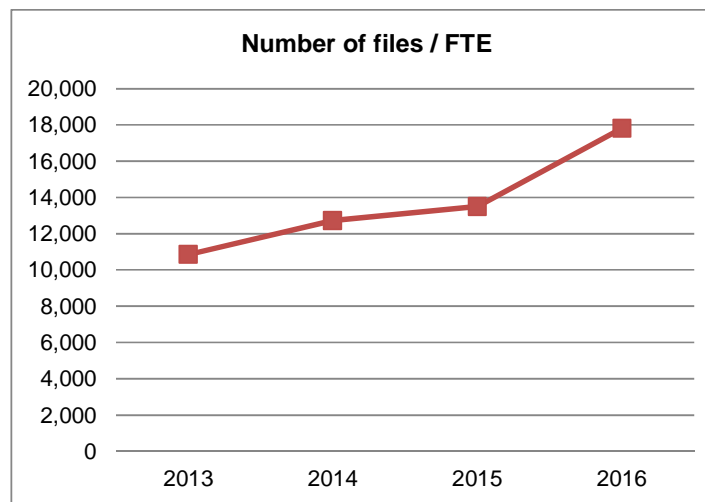
	EESC		CoR		Total	FTE	Transmissions / FTE
	Transmissions	%	Transmissions	%			
2016	33,451	77.6	9,673	22.4	43,124	1.5	28,749
2015	38,418	78.9	10,296	21.1	48,714	3.0	14,945
2014	50,658	81.6	11,417	18.4	62,075	5.0	13,647
2013	50,516	78.7	13,687	21.3	64,203	5.0	12,624



Internal distribution productivity

This indicator measures the number of files for members that the internal distribution team made in preparation for meetings, divided by the number of "full-time equivalent" staff (FTEs) in that team.

	EESC		CoR		Total	FTE	Files / FTE
	Files	%	Files	%			
2016	51,479	75.3	16,889	24.7	68,368	4	17,807
2015	46,673	69.1	20,830	30.9	67,503	5	13,501
2014	46,617	72.1	18,057	27.9	64,674	5	12,794
2013	44,136	67.8	20,975	32.2	65,111	6	10,852

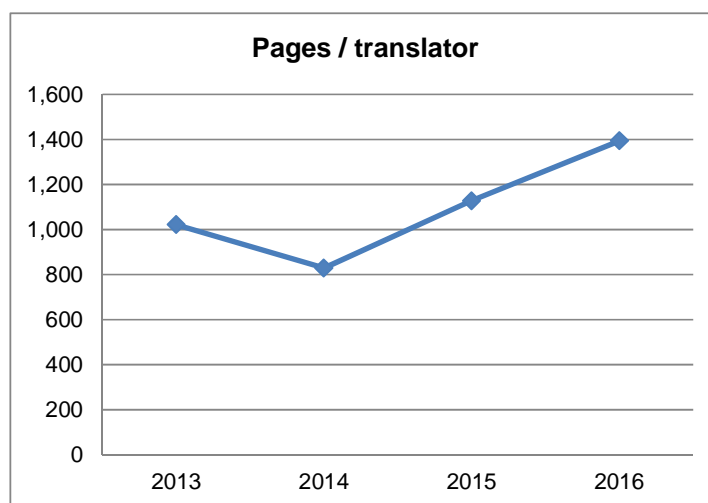
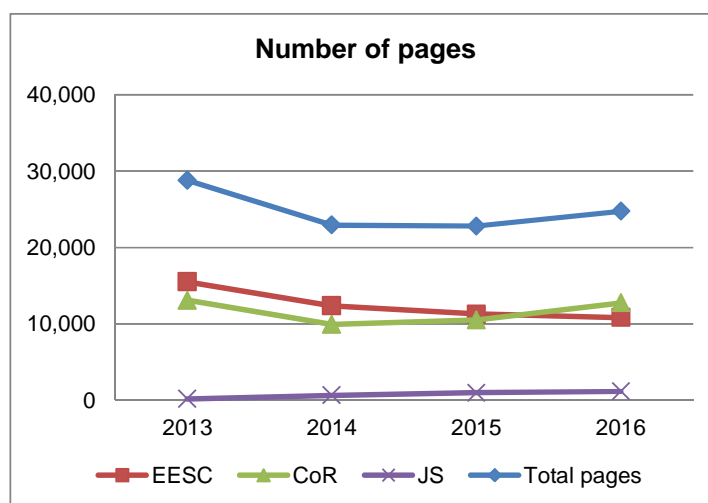


4.8 DIRECTORATE FOR TRANSLATION

Internal translation output

This indicator measures the total number of pages translated per translator post in the establishment plan. A page is defined as 1,500 characters without spaces.

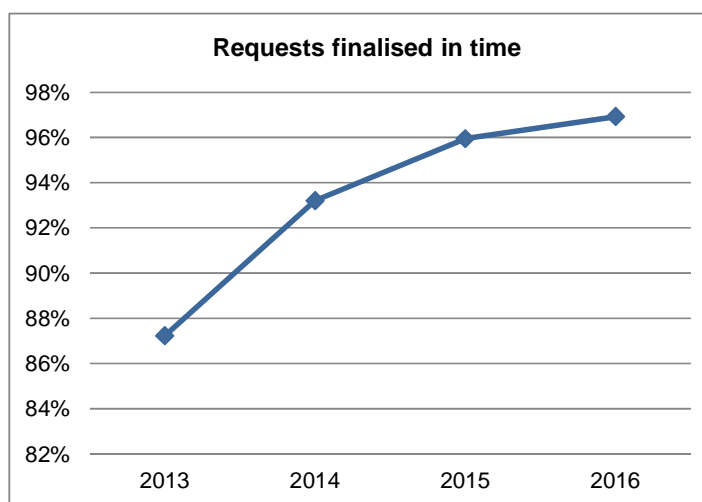
	EESC		CoR		JS		Total pages	Translator posts	Pages / translator
	Pages	%	Pages	%	Pages	%			
2016	130,037	43.8	153,124	51.5	13,959	4.7	297,160	213	1,394
2015	135,601	49.5	126,368	46.1	11,912	4.4	273,881	243	1,128
2014	148,436	53.9	119,207	43.3	7,826	2.8	275,469	332	829
2013	186,142	53.9	157,294	45.5	2,179	0.6	345,615	338	1,022



Translation deadline compliance rate

This indicator measures the percentage of translation requests that were finalised within the requested deadline.

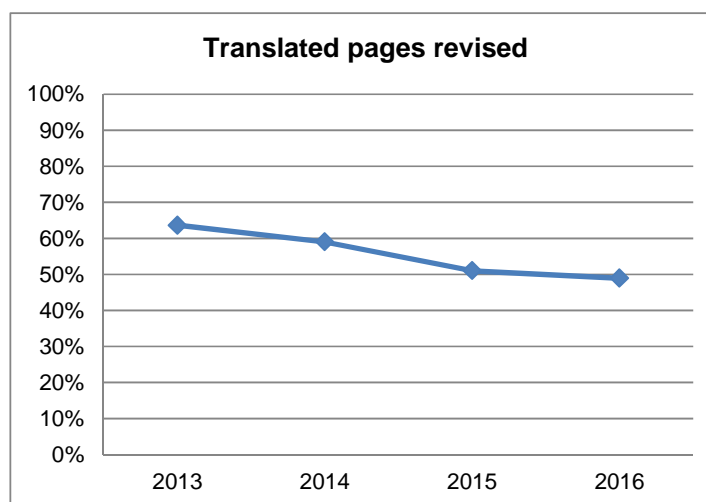
	Requests finalised in time (%)
2016	96.9
2015	96.0
2014	93.2
2013	87.2



Translation revision rate

This indicator measures the percentage of pages that have been revised.

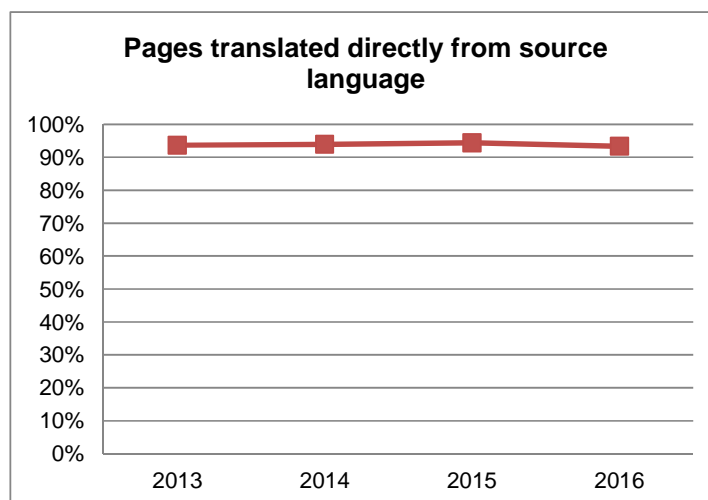
	Translated pages revised (%)
2016	49.0
2015	51.1
2014	59.0
2013	63.7



Direct translation rate

Until 2004, nearly all translations could be made directly from the source language into the target language. After enlargement, it was no longer possible to cover all source languages in every translation unit. Therefore, a system based on indirect translation (through "pivot" languages) was put into place. This indicator measures the percentage of pages translated directly from source language to target language, i.e. not translated via a pivot language.

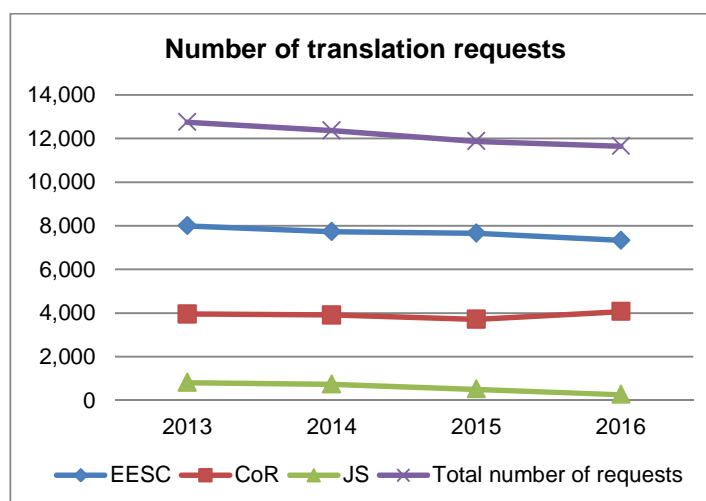
	Pages translated directly from source language (%)
2016	93.3
2015	94.4
2014	93.9
2013	93.7



Number of translation requests

This indicator measures the number of translation requests over the reference period.

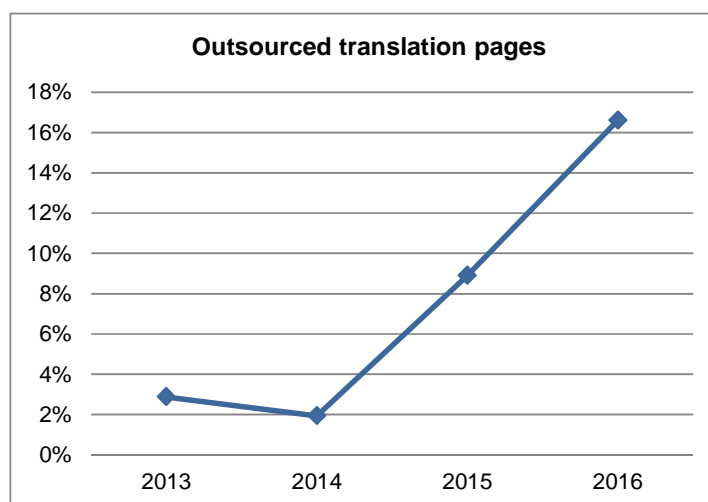
	EESC		CoR		JS		Total number of requests
	Requests	%	Requests	%	Requests	%	
2016	7,989	62.7	3,951	31.0	809	6.3	12,749
2015	7,725	62.5	3,909	31.6	730	5.9	12,364
2014	7,652	64.5	3,713	31.3	507	4.2	11,872
2013	7,321	62.9	4,070	34.9	255	2.2	11,646



External translation rate

This indicator compares the number of pages outsourced for translation with the total number of pages translated.

	Outsourced translations (%)
2016	16.6
2015	9.7
2014	1.9
2013	2.9



**5. Appendix E:
RESULTS OF EX POST CONTROLS 2016**

Financial Regulation and Rules of Application, Preamble (recital 27)

The internalisation of ex ante controls requires, in particular, a clear distinction between tasks relating to the initiation of operations in implementation of the budget and tasks relating to the verification of such operations. Moreover, each institution should adopt a code of professional standards applicable to the staff responsible for ex ante and ex post verifications. It is also necessary to provide that the responsibilities assumed are accounted for in an annual report to the institution which is in charge of, inter alia, the ex post verifications. The supporting documents relating to the operations carried out should be kept. Finally, all the various forms of negotiated procedure for the award of public contracts should, since those contracts represent derogations from the usual award procedures, be the subject of a special report to the institution and of a communication to the European Parliament and Council.

Financial Regulation, Art. 66(9): Powers and duties of the authorising officer

The authorising officer by delegation shall report to his or her institution on the performance of his or her duties in the form of an annual activity report containing financial and management information, including the results of controls, declaring that, except as otherwise specified in any reservations related to defined areas of revenue and expenditure, he or she has reasonable assurance that:

- (a) the information contained in the report presents a true and fair view;*
- (b) the resources assigned to the activities described in the report have been used for their intended purpose and in accordance with the principle of sound financial management;*
- (c) the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.*

The activity report shall indicate the results of the operations by reference to the objectives set, the risks associated with those operations, the use made of the resources provided and the efficiency and effectiveness of internal control systems, including an overall assessment of the costs and benefits of controls.

No later than 15 June each year, the Commission shall send to the European Parliament and the Council a summary of the annual activity reports for the preceding year. The annual activity report of each authorising officer by delegation shall also be made available to the European Parliament and the Council.

Rules of Application, Article 49(4): Ex post controls

The ex post controls may be carried out on the basis of documents and, where appropriate, on the spot.

The ex post controls shall verify that operations financed by the budget are correctly implemented and in particular that the criteria referred to in paragraph 3 are complied with.

The outcomes of ex post controls shall be reviewed by the authorising officer by delegation at least annually to identify any potential systemic issues. The authorising officer by delegation shall take measures to address those issues.

5.1 OVERALL ASSESSMENT OF THE COSTS AND BENEFITS OF CONTROLS

Following the 2014 assessment that major improvements were needed in the handling of public procurement procedures, a new service was created in 2015 with two full time equivalent experts. Since then, the Public Procurement service has been developing full sets of procurement documents templates for every type of procedure, enriched with instructions and detailed explanation, and has been providing guidance and advice to all financial actors. In 2016, use of such templates by operational services, and access to such expert guidance, have produced a material qualitative improvement of procurement procedures, and sensibly reduced the relevant margin of error detected through ex ante controls.

The major task within the control system chain - verification of financial transactions in the meaning of the Financial Regulation - is carried out ex ante and ex post by seven full time equivalent verifiers with the required knowledge and skills. For efficiency reasons, and taking into account the level of risk involved, ex ante verification may also be done by authorising officers, notably in case of low value transactions.

The EESC verification service works closely with the verification service of the European Committee of the Regions. In this context, control procedures are harmonised to a large extent and performed with cross-checks between the two services.

As can be seen from point 5.2, the 2016 ex post controls confirmed that the EESC's internal control system works satisfactory. Only a few minor issues of a formal nature required follow-up. All outstanding questions were thoroughly examined by the services concerned and appropriate action was taken to address shortcomings.

5.2 RESULTS OF EX POST VERIFICATION

Ex post controls are done by sampling, based on an assessment of the risk. They are done by a verifying agent, other than the one who did the ex ante verification.

Please also refer to Appendix A, which describes the internal control environment of the EESC.

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Type of expenditure	Ex post control undertaken	Verifier's observations	Conclusions/ main actions taken by AOS
Payment of salaries 2016	Re-examination of a monthly sample of at least 25 payslips of EESC staff. The sample is chosen among payslips whose amounts have changed compared to the previous month, and among those of persons working part-time.	As reported already last year, the sample of payslips analysed showed that a limited number of errors occurred in data recorded in the staff management system (Sysper2), with a very limited financial impact.	The service concerned has taken due note of the remarks made by the verifier. A check list for validation of parental leave and part-time work was established in 2017 to avoid errors when validating data submitted by staff.
Infrastructures - Service Level Agreement with EC: VMA rental and charges	Following request from AOS, ex post control conducted by CoR verification service on transactions which had undergone ex ante verification by EESC.	No particular problem identified. Only minor remarks of a formal nature.	The service concerned provided the verifier with a satisfactory explanation, which gave rise to no further inquiries.
Infrastructures - Feasibility Study	Following request from AOS, ex post control conducted by CoR verification service on transactions which had undergone ex ante verification by EESC.	No particular problem identified. Only minor remarks of a formal nature.	The service concerned provided the verifier with a satisfactory explanation, which gave rise to no further inquiries.
IT - Sale, rental or leasing of hardware	Following request from AOS, ex post control conducted by EESC verification service on transactions which had undergone ex ante verification by CoR.	No remarks	No remarks
IT - Development and maintenance of production information systems	Following request from AOS, ex post control conducted by EESC verification service on transactions which had undergone ex ante verification by CoR.	No remarks	No remarks
IT - Carrier Services Infrastructures and IT communication and Informatics Services	Following request from AOS, ex post control conducted by EESC verification service on transactions which had undergone ex ante verification by CoR.	No particular problem identified. Only minor remarks of a formal nature.	The service concerned provided the verifier with a satisfactory explanation, which gave rise to no further inquiries.

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Type of expenditure	Ex post control undertaken	Verifier's observations	Conclusions/ main actions taken by AOS
Printshop - Maintenance of digital printers	Following request from AOS, ex post control conducted by EESC verification service on transactions which had undergone ex ante verification by CoR.	No particular problem identified. Only minor remarks of a formal nature.	The service concerned provided the verifier with a satisfactory explanation, which gave rise to no further inquiries.
Printshop - Maintenance of printers	Following request from AOS, ex post control conducted by EESC verification service on transactions which had undergone ex ante verification by CoR.	Formal aspects of procurement procedure to be improved.	The service concerned provided the verifier with a satisfactory explanation, which gave rise to no further inquiries.
Printshop - Maintenance of compressor	Following request from AOS, ex post control conducted by EESC verification service on transactions which had undergone ex ante verification by CoR.	Formal aspects of procurement procedure to be improved.	The service concerned provided the verifier with a satisfactory explanation, which gave rise to no further inquiries.
Security - Guard services	Following request from AOS, ex post control conducted by EESC verification service on transactions which had undergone ex ante verification by CoR.	No remarks	No remarks
Security - Speed gate	Following request from AOS, ex post control conducted by EESC verification service on transactions which had undergone ex ante verification by CoR.	No remarks	No remarks

**6. Appendix F:
REPORT ON BUILDING CONTRACTS 2016 AND REPORT TO THE
EUROPEAN PARLIAMENT AND THE COUNCIL ACCORDING TO ART.
203(3) OF THE FINANCIAL REGULATION**

Financial Regulation, Art. 103: Publicity measures

1. *For procedures with a value equal to or greater than the thresholds referred to in Article 118(1) or Article 190, the contracting authority shall publish in the Official Journal of the European Union:*
 - (a) *a contract notice to launch a procedure, except in the case of the procedure referred to in point (d) of Article 104(1);*
 - (b) *a contract award notice on the results of the procedure.*
2. *Procedures with a value below the thresholds referred to in Article 118(1) or Article 190 shall be advertised by appropriate means.*

Rules of Application, Art. 124(2): Advertising of procedures falling below the thresholds under Article 118(1) of the Financial Regulation or falling outside the scope of Directive 2014/24/EU

2. *For contracts awarded in accordance with points (g) and (i) of Article 134 of this Regulation, the contracting authority shall send a list of contracts no later than 30 June of the following financial year, to the European Parliament and Council. In the case of the Commission, it shall be annexed to the summary of the annual activity reports referred to in Article 66(9) of the Financial Regulation.*

Rules of Application, Art. 134 (1): Use of a negotiated procedure without prior publication of a contract notice

- 1.
- ...
- (g) *for building contracts, after prospecting the local market;*

6.1 BUILDING CONTRACTS 2016

No building contracts were awarded in 2016.

6.2 ARTICLE 203 FR REPORT

Financial Regulation, Art. 203(3): Working document on the building policy

Each institution shall provide the European Parliament and the Council, by 1 June each year, with a working document on its building policy, which shall incorporate the following information:

- (a) for each building, the expenditure and surface area covered by the appropriations of the corresponding budget lines;*
- (b) the expected evolution of the global programming of surface area and locations for the coming years with a description of the building projects in planning phase which are already identified;*
- (c) the final terms and costs, as well as relevant information regarding project implementation of new building projects previously submitted to the European Parliament and the Council under the procedure established in paragraphs (4) and (5) and not included in the preceding year's working documents.*

6.2.1 Part 1: The expenditure and surface area for each building

The information about the office premises of the European Economic and Social Committee and the European Committee the Regions can be found in the attached table.

6.2.2 Part 2: The expected evolution of the global programming

The European Economic and Social Committee and the European Committee the Regions are investigating options for replacement of the van Maerlant 2 building (VMA), located at Rue van Maerlant 2 – 1040 Brussels, and rented from the EC, which the EC intends to redevelop after expiry of the rental contract at the end of March 2019.

With the letter 01651-000868 of 22 November 2016, the European Economic and Social Committee and the European Committee of the Regions sent the information on the envisaged replacement of the VMA building, in compliance with Article 203(4).

The property prospection notice CDR/DL/99/2016 was published in the Official Journal S239 of 10 December 2016, with the closing date for offers on 31 January 2017.

The evaluation process to replace the VMA-building is on-going. The replacement is likely to have an impact already during the 2018 budget process.

Through the letter 001071-01909 of 11th of December 2014, the European Economic and Social Committee and the Committee of the Regions have informed the European Parliament of their intention to lift the purchase option foreseen in the long-term leasehold contracts for five buildings occupied jointly, namely:

- JDE building, on Rue Belliard 99-101, 1040 Brussels
- BvS building, on Rue Montoyer 92-102, 1000, Brussels
- B68 building, on Rue Belliard 68, 1000, Brussels
- TRE building, on Rue de Trèves 74, 1000, Brussels
- REM building, on Rue Belliard 93, 1000, Brussels *

The budgetary and financial cost of acquiring the residual property rights is a symbolic sum of EUR 1 per building, this being the price under the contracts for the exercise of the purchase options (to which the indirect costs of legal services and notarial fees have to be added).

It is also important to note that exercising the purchase option will not change the financial conditions set out in the long-term leasehold contracts. The European Economic and Social Committee and the European Committee of the Regions will have to continue paying the annual leasehold fees in accordance with the contracts for the remainder of the contracts term.

The process of lifting the purchase option for JDE building is currently on-going.

6.2.3 Part 3: Project implementation of new building projects previously submitted to the European Parliament and the Council

No projects were presented to the European Parliament and the Council during the year 2016.

* For the REM building, subject to the formal assurance that the land under the building is no longer polluted (delivery of certificate by Belgian authorities).

6.2.4 Table: Expenditure and surface for each building (CoR and EESC together)

Item		Building	Area above ground (sqm)	Type of contract	Amount in draft budget 2018 (EUR)
2001 (Annual lease payments)	Office space	JDE	22,026	Emphyteusis with option to buy not yet exercised	6,673,773
		BVS	18,280		5,576,892
		REM	2,324		142,970
		B-68	7,283		2,238,540
		TRE	5,390		1,425,973
	Non-office space	JDE	14,353		4,348,971
		BVS	2,285		697,218
		REM	0		0
		B-68	22		6,700
		TRE	701		185,479
	Total item		72,665		
2000 (Rent)	Office space	VMA	8,243	Rent	2,238,517
	Non-office space	VMA	3,162		858,731
	Total item		11,406		3,097,248
GRAND TOTALS			84,071		24,393,765

Share of office space in total space (%)	76%
Share of non-office space in total space (%)	24%
Employees to be accommodated	1,558
Office space / employee (sqm)	41

**7. Appendix G:
INSTRUCTIONS GIVEN REGARDING DECISIONS WHICH ARE IRREGULAR
OR CONTRARY TO THE PRINCIPLES OF SOUND FINANCIAL
MANAGEMENT DURING 2016**

Financial Regulation, Art. 73(3): Rules applicable to authorising officers

An authorising officer by delegation or sub delegation who considers that a decision, which is his or her responsibility to take, is irregular or contrary to the principle of sound financial management shall inform the delegating authority in writing.

If the delegating authority then gives a reasoned instruction in writing to the authorising officer by delegation or sub delegation to take that decision, that authorising officer shall not be held liable.

Rules of Application, Art. 77: Confirmation of instructions

Any instructions confirmed in the circumstances described in Article 73(3) of the Financial Regulation shall be recorded by the authorising officer by delegation responsible and mentioned in his annual activity report.

7.1 ARTICLE 73.3 INSTRUCTIONS RECEIVED IN 2016

The delegating authority has not issued any such instructions in 2016.

**8. Appendix H:
WAIVING OF RECOVERY OF AMOUNTS RECEIVABLE INVOLVING EUR
100 000 OR MORE IN 2016**

Financial Regulation, Art. 80(2): Rules on recovery

Where the authorising officer by delegation plans to waive or partially waive recovery of an established amount receivable, he or she shall ensure that the waiver is in order and is in accordance with the principles of sound financial management and proportionality. The waiver decision shall be substantiated. The authorising officer may delegate the waiver decision.

The authorising officer by delegation may cancel an established amount receivable in full or in part. The partial cancellation of an established amount receivable does not imply a waiver of an established Union entitlement.

The Commission shall be empowered to adopt delegated acts in accordance with Article 210 concerning detailed rules on the manner of recovery, including recovery by offsetting, the recovery procedure failing voluntary payment, additional time for payment, recovery of fines and other penalties, waiver of recovery and cancellation of an established amount receivable."

Rules of Application, Art. 91(5): Waiving of recovery of an established amount receivable

Each institution shall send to the European Parliament and Council each year a report on the waivers referred to in paragraphs 1 to 4 of this Article involving EUR 100 000 or more. In the case of the Commission, that report shall be annexed to the summary of the annual activity reports referred to in Article 66(9) of the Financial Regulation.

**8.1 WAIVING OF RECOVERY OF AMOUNTS RECEIVABLE INVOLVING EUR
100 000 OR MORE IN 2016**

The European Economic and Social Committee made no waivers of recovery of amounts receivable involving EUR 100 000 or more in 2016.

**9. Appendix I:
REPORT ON ORDERS/CONTRACTS AND NEGOTIATED PROCEDURES 2016**

9.1 ORDERS/CONTRACTS AND NEGOTIATED PROCEDURES

Rules of Application, Art. 53: Report on negotiated procedures

Authorising officers by delegation shall record, for each financial year, contracts concluded by the negotiated procedures referred to in points (a) to (f) of Article 134(1) and Article 266 of this Regulation. If the proportion of negotiated procedures in relation to the number of contracts awarded by the same authorising officer by delegation increases appreciably in relation to earlier years or if that proportion is distinctly higher than the average recorded for the institution, the authorising officer responsible shall report to the institution setting out any measures taken to reverse that trend. Each institution shall send a report on negotiated procedures to the European Parliament and Council. In the case of the Commission, that report shall be annexed to the summary of the annual activity reports referred to in Article 66(9) of the Financial Regulation.

Rules of Application, Art. 124: Advertising of procedures falling below the thresholds under Article 118(1) of the Financial Regulation or falling outside the scope of Directive 2014/24/EU

- 1. Procedures with an estimated contract value below the thresholds laid down in Article 118(1) of the Financial Regulation shall be advertised by appropriate means. Such advertising shall involve appropriate ex ante publicity on the internet or a contract notice or, for contracts awarded in accordance with the procedure set out in Article 136 of this Regulation, the publication of a notice for a call for expressions of interest in the Official Journal of the European Union. This obligation shall not apply to the procedure set out in Article 134 of this Regulation and the negotiated procedure for very low value contracts under Article 137(2) of this Regulation.*
- 2. For contracts awarded in accordance with points (g) and (i) of Article 134 of this Regulation, the contracting authority shall send a list of contracts no later than 30 June of the following financial year, to the European Parliament and Council. In the case of the Commission, it shall be annexed to the summary of the annual activity reports referred to in Article 66(9) of the Financial Regulation.*
- 3. Contract award information shall contain the name of the contractor, the amount awarded and the subject matter of the contract and, in the case of direct and specific contracts, it shall comply with Article 21(3).*

The contracting authority shall publish a list of contracts on its internet site no later than 30 June of the following financial year for:

- (a) contracts below the thresholds laid down in Article 118(1) of the Financial Regulation;*

- (b) contracts awarded in accordance with points (h) and (j) to (m) of Article 134 of this Regulation;*
- (c) modifications of contracts as set out in point (c) of Article 114a(3) of the Financial Regulation;*
- (d) modifications of contracts as set out in points (a) and (b) of Article 114a(3) of the Financial Regulation where the value of the modification is below the thresholds laid down in Article 118(1) of the Financial Regulation;*
- (e) specific contracts under a framework contract.*

For the purposes of point (e) of the second subparagraph the published information may be aggregated per contractor for the same subject matter.

9.2 REPORT ON NEGOTIATED PROCEDURES ACCORDING TO ART. 53 OF THE RULES OF APPLICATION FOR THE FINANCIAL REGULATION

Contractor [*]	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
Boon Edam BV BA	Supply of two entry locks for the security access for the JDE building	22/12/2016	21/06/2017	134,750.00	Negotiated Procedure	Interinstitutional framework contract
European Security Concept	Upgrade and replacement of safety installations	12/12/2016	11/12/2018	300,105.00	Negotiated Procedure	Interinstitutional framework contract
IPSO	Technical assistance for supervision of cleaning and other hygiene services in administrative buildings	15/11/2016	14/11/2020	72,500.00	Negotiated Procedure	Interinstitutional framework contract
				507,355.00		

- Of the contracts presented in point 9.3, 3 contracts with a value greater than EUR 60 000 out of 137 (2.19%) were handled as negotiated procedures in 2016 for a total amount of EUR 507 355.00 out of EUR 21 296 579.66 (2.38%).
- Under the cooperation agreement between the European Economic and Social Committee and the European Committee of the Regions, 3 contracts were awarded to the two Committees; therefore the estimated amount for the duration of the contract reflects the expenditure of the two Committees together.

^{*} In alphabetical order.

9.3 REPORT ON ORDERS/CONTRACTS ACCORDING TO ARTICLE 124 OF THE RULES OF APPLICATION FOR THE FINANCIAL REGULATION

The list below of contractors gives details on contracts awarded with a value greater than EUR 15 000 in accordance with to Article 124(1) and 137(1) and (2) RAP. An exception for applying the threshold is made for contracts with law firms (Article 134(1)(h) RAP).

Contractor [*]	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
ACCENTURE	Expert team in the field of human resources (1st contractor)	14/04/2016	13/04/2020	92 000,00 ⁽²⁾	Open Procedure	Interinstitutional Framework Contract
Ad Verbum ⁽¹⁾	Translation services LV	01/01/2016	31/12/2019	240 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Agencja Maart ⁽¹⁾	Translation services PL	01/01/2016	31/12/2019	185 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
AIG Europe Ltd - Marsh	Travel assistance and life/disability insurance policy for members, Consultative Commission on Industrial Change delegates, alternates and experts of the European Economic and Social Committee	30/06/2016	29/06/2020	140 097,00	Open Procedure	Service Contract
AIG EUROPE LTD - VANBREDA RISK AND BENEFITS ⁽¹⁾	Building and contents insurance	17/08/2016	16/08/2020	285 351,14	Open Procedure	Interinstitutional direct services contract
Alumnus UAB ⁽¹⁾	Translation services LT	01/01/2016	31/12/2019	216 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
AMPLEXOR ⁽¹⁾	Translation services HU	01/01/2016	31/12/2019	202 800,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
AMPLEXOR ⁽¹⁾	Translation services PT	10/03/2016	09/03/2020	392 400,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
AMPLEXOR ⁽¹⁾	Translation services SK	26/01/2016	31/12/2019	227 888,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
AMPLEXOR Polska ⁽¹⁾	Translation services PL	01/01/2016	31/12/2019	185 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
AMPLEXOR Portugal ⁽¹⁾	Translation services ES	01/01/2016	31/12/2019	309 400,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract

* In alphabetical order.

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Contractor *	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
Arte.doc ⁽¹⁾	Translation services BG	17/02/2016	16/02/2020	204 000,00	Open Procedure	Interinstitutional framework contract
Artlingua ⁽¹⁾	Translation services CS	01/01/2016	31/12/2019	276 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Attimedia ⁽¹⁾	Translation services EL	01/01/2016	31/12/2019	250 700,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
AXA	Accident and accidental death insurance for staff not covered by the Staff Regulations	28/11/2016	27/11/2021	14 080,00	Open Procedure	Specific Contract
BEEODIVERSITY	Provision of two beehives and related services concerning management of beehives	23/08/2016	22/08/2020	40 000,00	Negotiated Procedure	Framework Contract
Boon Edam BV BA ⁽¹⁾	Supply of two entry locks for the security access for the JDE building	22/12/2016	21/06/2017	134 750,00	Negotiated Procedure	Interinstitutional framework contract
BT Ltd ⁽¹⁾	Web and audio conferencing services	01/12/2016	30/11/2020	64 510,66	Open Procedure	Interinstitutional framework contract
CIKLOPEA ⁽¹⁾	Translation services HR	01/01/2016	31/12/2019	285 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
CIRIEC International	Study on recent evolutions in the social economy in the EU	22/12/2016	21/09/2017	24 990,00	Negotiated Procedure with publication	Service Contract
COMPAREX ⁽¹⁾	Licensing Solution Provider (LSP) services for the acquisition of Microsoft software products and licenses	22/02/2016	21/02/2020	693 148,98	Open Procedure	Interinstitutional framework contract
Confort Glass ⁽¹⁾	Reinforcement of 3 glass façades of the JDE building against explosions, with the help of an anti-shatter film (ASF)	22/12/2016	21/12/2020	165 170,00	Restricted Procedure	Interinstitutional framework contract
Culture Action Europe	Study on culture, cities and identity in Europe	16/04/2016	15/08/2016	23 200,00	Open Procedure	Service Contract
Deloitte Consulting	Delivery of training on financial IT systems	08/03/2016	07/03/2020	75 000,00	Open Procedure	Interinstitutional Framework Contract
Deloitte Consulting	Impact assessments, evaluations (i.e. ex-ante, interim, ex-post evaluations, fitness checks and meta-evaluations) and other evaluation-related studies in the field of communication activities (1st contractor)	20/12/2016	19/12/2020	120 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
Deloitte Consulting	Development and implementation of monitoring and evaluation tools and systems (1st contractor)	20/12/2016	19/12/2020	80 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition

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Contractor *	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
DEMOS	Expert team in the field of human resources (2nd contractor)	14/04/2016	13/04/2020	92 000,00 ⁽²⁾	Open Procedure	Interinstitutional Framework Contract
ECOBEL ⁽¹⁾	Completion and update of environmental compliance registration and monitoring, and provision of specialised advice in the field of environmental regulation and management in the Brussels Capital region	06/06/2016	05/06/2020	52 184,44	Negotiated Procedure	Interinstitutional framework contract
Ecorys Brussels	Impact assessments, evaluations (i.e. ex-ante, interim, ex-post evaluations, fitness checks and meta-evaluations) and other evaluation-related studies in the field of communication activities (2nd contractor)	20/12/2016	19/12/2020	120 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
Ecorys Brussels	Development and implementation of monitoring and evaluation tools and systems (2nd contractor)	20/12/2016	19/12/2020	80 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
EDF LUMINUS ⁽¹⁾	Supply of green electricity	01/01/2016	31/12/2018	2 955 786,44	Restricted Procedure	Interinstitutional framework Contract
EIPA	Expert team in the field of European and international affairs, EU governance and law	09/03/2016	08/03/2020	37 500,00	Open Procedure	Interinstitutional Framework Contract
EKSPERT-S d.o.o ⁽¹⁾	Translation services SL	11/01/2016	31/12/2019	299 760,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
ENTRANCE SERVICES ⁽¹⁾	Services to maintain locks, metal fittings and minor specific alterations	04/07/2016	03/07/2020	1 100 000,00	Open Procedure	Interinstitutional Framework Contract
Ernst & Young Special Business Services	Impact assessments, evaluations (i.e. ex-ante, interim, ex-post evaluations, fitness checks and meta-evaluations) and other evaluation-related studies in the field of communication activities (3rd contractor)	20/12/2016	19/12/2020	120 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
Ernst & Young Special Business Services	Development and implementation of monitoring and evaluation tools and systems (3rd contractor)	20/12/2016	19/12/2020	80 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
ESTAT Ltd, Sofia, Bulgaria	Study on the assessment of the effectiveness of the EU SMEs policies 2007-2015	03/10/2016	02/04/2017	18 000,00	Open Procedure	Service Contract
European Citizen Action Service (ECAS)	Improving the social media outreach of civil society organisations and the EESC: the EU consultation in a digital age	05/12/2016	05/10/2017	15 000,00	Open Procedure	Service Contract
EUROSCRIPT BALTIC SIA ⁽¹⁾	Translation services ET	01/01/2016	31/12/2019	288 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract

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Contractor *	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
EUROSCRIPT BALTIC SIA ⁽¹⁾	Translation services FI	01/01/2016	31/12/2019	547 200,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT BALTIC SIA ⁽¹⁾	Translation services LT	01/01/2016	31/12/2019	216 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT BALTIC SIA ⁽¹⁾	Translation services LV	01/01/2016	31/12/2019	240 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT BALTIC SIA ⁽¹⁾	Translation services SV	01/01/2016	31/12/2019	510 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT CERTITUDE ⁽¹⁾	Translation services RO	01/01/2016	31/12/2019	168 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT DEUTSCHLAND ⁽¹⁾	Translation services DA	01/01/2016	31/12/2019	558 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT DEUTSCHLAND ⁽¹⁾	Translation services DE	01/01/2016	31/12/2019	604 500,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT LUXEMBOURG ⁽¹⁾	Translation services IT	01/01/2016	31/12/2019	297 500,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT LUXEMBOURG ⁽¹⁾	Translation services NL	01/01/2016	31/12/2019	460 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
EUROSCRIPT SERVICES ⁽¹⁾	Translation services FR	01/01/2016	31/12/2019	600 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
European Security Concept ⁽¹⁾	Upgrade and replacement of safety installations	12/12/2016	11/12/2018	300 105,00	Negotiated Procedure	Interinstitutional framework contract
EVODEVO srl	Study on the ethics of Big Data	04/07/2016	03/01/2017	24 000,00	Open Procedure	Service Contract
EX LIBRIS Germany ⁽¹⁾	Continuation of services of the Integrated Library Management System (ILMS)	21/11/2016	20/11/2018	56 879,04	Open Procedure	Interinstitutional framework contract
EXE ⁽¹⁾	Translation services CS	01/01/2016	31/12/2019	276 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
G4S Training services ⁽¹⁾	Training and annual retraining for members of the fire service	18/07/2016	17/07/2020	118 716,47	Open Procedure	Interinstitutional Framework Contract
Global Translation Solutions ⁽¹⁾	Translation services MT	04/01/2016	31/12/2019	313 500,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Gomez Acebo et Pombo Abogados	European Union Civil Service Tribunal case F-20/14	21/12/2016	N.A.	13 000,00	Restricted Procedure	Service Contract
Gomez Acebo et Pombo Abogados	European Union Civil Service Tribunal case F-33/15	21/12/2016	N.A.	13 000,00	Restricted Procedure	Service Contract

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Contractor *	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
Gomez Acebo et Pombo Abogados	Legal report on Swedish taxation of EESC Members' allowances	21/12/2016	N.A.	4 000,00	Restricted Procedure	Service Contract
HAVLIN ⁽¹⁾	Translation services CS	01/01/2016	31/12/2019	276 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
High Technologies Detection Systems ⁽¹⁾	Baggage and parcel x-ray machines	17/11/2016	16/03/2017	23 375,00	Negotiated Procedure	Interinstitutional framework contract
IBEVE ⁽¹⁾	Sampling and analysis of substances/gas/products present in the buildings of the Committees	15/11/2016	14/11/2020	51 150,00	Negotiated Procedure	Interinstitutional framework contract
IDEST COMMUNICATION ⁽¹⁾	Translation services FR	01/01/2016	25/08/2016	600 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Indurope Handy Tools ⁽¹⁾	Maintenance of line cradles and façade access equipment	16/08/2016	15/02/2019	57 662,50	Restricted Procedure with publication	Interinstitutional Framework Contract
Indurope Handy Tools ⁽¹⁾	Overhauling of façade and roof access systems of the Committees' buildings	14/12/2016	13/12/2020	355 390,25	Open Procedure	Interinstitutional framework contract
Instituto per la ricerca sociale soc.coop	Study on the investment plan and the social pillar: a step towards a new strategy for Europe	26/09/2016	25/01/2017	25 000,00	Restricted Procedure with publication	Service Contract
Interlang EOOD ⁽¹⁾	Translation services BG	17/02/2016	31/08/2016	204 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations sole proprietor ⁽¹⁾	Translation services CS	01/01/2016	31/12/2019	276 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations sole proprietor ⁽¹⁾	Translation services EL	01/01/2016	31/12/2019	250 700,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations sole proprietor ⁽¹⁾	Translation services IT	01/01/2016	31/12/2019	297 500,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations sole proprietor ⁽¹⁾	Translation services NL	01/01/2016	31/12/2019	460 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations sole proprietor ⁽¹⁾	Translation services RO	01/01/2016	31/12/2019	168 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations sole proprietor ⁽¹⁾	Translation services EN	01/01/2016	31/12/2019	484 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations Sole proprietor ⁽¹⁾	Translation services ES	01/01/2016	31/12/2019	309 400,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract

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Contractor *	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
Intertranslations translations sole proprietor ⁽¹⁾	Translation services FR	01/01/2016	26/05/2016	600 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations sole proprietor ⁽¹⁾	Translation services PT	04/03/2016	03/03/2020	392 400,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations Sole proprietor ⁽¹⁾	Translation services SK	01/01/2016	31/12/2019	227 880,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Intertranslations translations Sole proprietor ⁽¹⁾	Translation services SV	01/01/2016	31/12/2019	510 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
IOLAR ⁽¹⁾	Translation services BG	18/02/2016	17/06/2016	204 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
IOLAR ⁽¹⁾	Translation services HR	01/01/2016	31/12/2019	285 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
IOLAR ⁽¹⁾	Translation services SL	01/01/2016	31/12/2019	299 760,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
IPSO ⁽¹⁾	Technical assistance for supervision of cleaning and other hygiene services in administrative buildings	15/11/2016	14/11/2020	72 500,00	Negotiated Procedure	Interinstitutional framework contract
La Poudrière asbl ⁽¹⁾	Removal and recycling, for humanitarian purposes, of goods for which the Committees no longer have use — furniture and miscellaneous equipment	15/06/2016	14/06/2020	18 135,00	Negotiated Procedure with publication	Interinstitutional framework contract
La Poudrière asbl ⁽¹⁾	Removal and recycling, for humanitarian purposes, of goods for which the Committees no longer have use — furniture and miscellaneous equipment	15/06/2016	14/06/2020	2 040,00	Negotiated Procedure with publication	Interinstitutional framework contract
Lingsoft language services Oy ⁽¹⁾	Translation services FI	01/01/2016	31/12/2019	547 200,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Lingsoft language services Oy ⁽¹⁾	Translation services SV	01/01/2016	31/12/2019	510 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Lionbridge Denmark ⁽¹⁾	Translation services DA	01/01/2016	31/12/2019	558 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Louvers Belgium SA ⁽¹⁾	Provision of perfective maintenance services for external mobile sun protection installations in the buildings of the European institutions in Brussels and the surrounding area	22/02/2016	21/02/2020	180 149,50	Open Procedure	Interinstitutional Framework Contract
Metropolio vertimai UAB ⁽¹⁾	Translation services LT	01/01/2016	31/12/2019	216 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract

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Contractor *	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
Milan Havlin PRESTO ⁽¹⁾	Translation services SK	01/01/2016	31/12/2019	227 880,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Noyez NV ⁽¹⁾	Supply of a security portal	04/07/2016	23/10/2016	23 036,74	Negotiated Procedure	Interinstitutional framework contract
Orco SA ⁽¹⁾	Translation services EL	04/01/2016	31/12/2019	250 700,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Orco SA ⁽¹⁾	Translation services HR	04/01/2016	31/12/2019	285 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Orco SA ⁽¹⁾	Translation services LV	01/01/2016	31/12/2019	240 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
P. & K.Barbopoulos ⁽¹⁾	Translation services RO	05/01/2016	31/12/2019	168 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PPMI group	Impact assessments, evaluations (i.e. ex-ante, interim, ex-post evaluations, fitness checks and meta-evaluations) and other evaluation-related studies in the field of communication activities (4th contractor)	20/12/2016	19/12/2020	120 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
PPMI group	Development and implementation of monitoring and evaluation tools and systems (4th contractor)	20/12/2016	19/12/2020	80 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
PRESTO ⁽¹⁾	Translation services DA	01/01/2016	31/12/2019	558 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services ES	01/01/2016	31/12/2019	309 400,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services ET	01/01/2016	31/12/2019	288 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services EL	01/01/2016	31/12/2019	250 700,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services FI	01/01/2016	31/12/2019	547 200,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services HR	01/01/2016	31/12/2019	285 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services IT	01/01/2016	04/08/2016	297 500,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services PT	16/03/2016	15/03/2020	392 400,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services NL	01/01/2016	31/12/2019	460 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract

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Contractor *	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
PRESTO ⁽¹⁾	Translation services PL	01/01/2016	31/12/2019	185 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PRESTO ⁽¹⁾	Translation services HU	01/01/2016	31/12/2019	202 800,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
PROXIMUS ⁽¹⁾	Mobile telephony and communication services (lot1)	09/12/2016	08/12/2020	583 304,25	Open Procedure	Interinstitutional framework contract
PROXIMUS ⁽¹⁾	Mobile telephony and communication services (lot2)	09/12/2016	08/12/2020	583 304,25	Open Procedure	Interinstitutional framework contract
Relaitron SA ⁽¹⁾	Supply and installation of manual releases for emergency exits	25/07/2016	13/11/2016	20 473,00	Negotiated Procedure	Interinstitutional framework contract
RINALDI ⁽¹⁾	Building completion work	22/12/2016	21/12/2020	3 675 200,00	Restricted Procedure	Interinstitutional framework contract
RWS Translations ⁽¹⁾	Translation services EN	01/01/2016	31/12/2019	484 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
SC International Translations ⁽¹⁾	Translation services RO	04/01/2016	31/12/2019	168 000,00 ,00	Open Procedure	Interinstitutional framework contract
SCOPE ⁽¹⁾	Translation services HU	01/01/2016	31/12/2019	202 800,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
SCRIVANEK ⁽¹⁾	Translation services ET	01/01/2016	31/12/2019	288 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
SDL Belgium ⁽¹⁾	Translation services EN	01/01/2016	31/12/2019	484 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
SDL Slovenia ⁽¹⁾	Translation services SL	01/01/2016	31/12/2019	299 760,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
SDL Sweden ⁽¹⁾	Translation services SV	18/02/2016	17/02/2020	510 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Septotec Multilingual solutions ⁽¹⁾	Translation services ES	04/01/2016	31/12/2019	309 400,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
SHIMERA	Provision of photography services	28/07/2016	27/02/2018	21 750,00	Negotiated Procedure	Framework Contract
Skrivanek ⁽¹⁾	Translation services LV	01/01/2016	31/12/2019	240 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Skrivanek ⁽¹⁾	Translation services LT	01/01/2016	31/12/2019	216 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Summa Linguae ⁽¹⁾	Translation services PL	01/01/2016	31/12/2019	185 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract

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Contractor *	Subject	Start date of contract	Last possible end date of contract	Estimated value in EUR	Type of legal procedure	Type of legal commitment
Tänketanken Europe	Study on investigation of informal trilogue negotiations	29/11/2016	28/09/2017	15 000,00	Open Procedure	Service Contract
TEAMWORK	Provision of services related to the organisation of corporate communication events	09/11/2016	08/11/2020	1 000 000,00	Open Procedure	Interinstitutional framework contract
Technopolis Consulting Group Belgium	Impact assessments, evaluations (i.e. ex-ante, interim, ex-post evaluations, fitness checks and meta-evaluations) and other evaluation-related studies in the field of communication activities (5th contractor)	20/12/2016	19/12/2020	120 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
Technopolis Consulting Group Belgium	Development and implementation of monitoring and evaluation tools and systems (5th contractor)	20/12/2016	19/12/2020	80 000,00 ⁽²⁾	Open Procedure	Interinstitutional multiple framework contract with reopening of competition
Tolkenburoo Pangloss ⁽¹⁾	Translation services ET	01/01/2016	31/12/2019	288 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Traducta ⁽¹⁾	Translation services PT	07/04/2016	06/04/2020	392 400,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Transcripta Translation Services ⁽¹⁾	Translation services MT	01/01/2016	31/12/2019	313 500,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
TranzPress ⁽¹⁾	Translation services HU	12/01/2016	31/12/2019	202 800,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
VDE LEGAL	Assistance in defending the interests of EESC officials before the tribunal, granted by the Appointing Authority under Article 24 of the Staff Regulations	15/11/2016	N.A.	9 000,00	Restricted Procedure	Service Contract
Veris ⁽¹⁾	Translation services SL	01/01/2016	31/12/2019	299 760,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
Wessex Translations Ltd ⁽¹⁾	Translation services EN	01/01/2016	31/12/2019	484 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
XPLANATION LANGUAGE SERVICES ⁽¹⁾	Translation services DA	01/01/2016	31/12/2019	558 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
XPLANATION LANGUAGE SERVICES ⁽¹⁾	Translation services DE	01/01/2016	31/12/2019	604 500,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
XPLANATION LANGUAGE SERVICES ⁽¹⁾	Translation services NL	01/01/2016	31/12/2019	460 000,00 ⁽²⁾	Open Procedure	Interinstitutional framework contract
				21 296 579,66		

- ⁽¹⁾ Under the cooperation agreement between the European Economic and Social Committee and the European Committee of the Regions, these contracts were awarded to both committees; therefore the estimated amount for the duration of the contract corresponds to the expenditure of the two committees.
- ⁽²⁾ For framework contracts in cascade each contractor is indicated with the full value of the contract. For calculating the total of the contracts presented in point 9.3, the value of a contract in cascade has only been considered once.

**10. Appendix J:
AVERAGE PAYMENT TIMES – PAYMENT DELAY SUSPENSION**

Financial Regulation, Art. 92: Time limits

1. Payments shall be made within:

- (a) 90 calendar days for delegation agreements, contracts, grant agreements and decisions involving technical services or actions which are particularly complex to evaluate and for which payment depends on the approval of a report or a certificate;*
- (b) 60 calendar days for all other delegation agreements, contracts, grant agreements and decisions for which payment depends on the approval of a report or a certificate;*
- (c) 30 calendar days for all other delegation agreements, contracts, grant agreements and decisions.*

2. The authorising officer responsible may suspend the time limit for payment where:

- (a) the amount of the payment request is not due; or*
- (b) the appropriate supporting documents have not been produced.*

If information comes to the notice of the authorising officer responsible which puts in doubt the eligibility of expenditure in a payment request, he or she may suspend the time limit for payment for the purpose of verifying, including by means of on the spot checks, that the expenditure is indeed eligible.

3. The creditors concerned shall be informed in writing of the reasons for that suspension.

4. Where the suspension exceeds two months, the creditor may request a decision by the authorising officer responsible on whether the suspension is to be continued.

5. Except in the case of Member States, on expiry of the time limits laid down in paragraph 1, the creditor shall be entitled to interest.

6. The Commission shall be empowered to adopt delegated acts in accordance with Article 210 concerning detailed rules on time limits for payment and on the specification of the circumstances in which creditors in receipt of a late payment are entitled to receive default interest charged to the line from which the principal was paid.

Rules of Application, Art. 111: Payment time limits and default interest

1. The time allowed for making payments shall be understood as including validation, authorisation and payment of expenditure.

It shall begin to run from the date on which a payment request is received.

A payment request shall be registered by the authorised department of the authorising officer responsible as soon as possible and is deemed to be received on the date it is registered.

The date of payment is deemed to be the date on which the institution's account is debited.

2. *A payment request shall include the following essential elements:*

- (a) creditor's identification;*
- (b) amount;*
- (c) currency;*
- (d) date;*

Where at least one essential element is missing, the payment request shall be rejected.

The creditor shall be informed in writing of the rejection and the reasons for it as soon as possible and in any case within 30 calendar days from the date on which the payment request was received.

3. *In the case of suspension as referred to in Article 92(2) of the Financial Regulation, the remaining time allowed for payment shall begin to run again from the date on which the requested information or revised documents are received or the necessary further verification, including on-the-spot checks, is carried out.*

4. *On expiry of the time-limits laid down in Article 92(1) of the Financial Regulation, the creditor shall be entitled to interest in accordance with the following conditions:*

- (a) the interest rates shall be those referred to in Article 83(2) of this Regulation;*
- (b) the interest shall be payable for the period elapsing from the calendar day following expiry of the time-limit for payment laid down in Article 92(1) of the Financial Regulation up to the day of payment.*

However, when the interest calculated in accordance with the first subparagraph is lower than or equal to EUR 200, it shall be paid to the creditor only upon a demand submitted within two months of receiving late payment.

5. *Each institution shall submit to the European Parliament and Council a report on the compliance with the time-limits and on the suspension of the time-limits laid down in Article 92 of the Financial Regulation. The report of the Commission shall be annexed to the summary of the annual activity reports referred to in Article 66(9) of the Financial Regulation.*

10.1 FIGURES ON AVERAGE PAYMENT TIMES – PAYMENT DELAY SUSPENSION IN 2016

Payment times

	All payments 2016			Payments within time limit 2016			Late payments 2016		
Maximum payment time (days)	Number of payments	%	Average payment time (days)	Number of payments	%	Average payment time (days)	Number of payments	%	Average payment time (days)
30	13,963	100.00	25.05	11,145	79.82	20.71	2,818	20.18	42.24
60	10	100.00	27.70	10	100.00	27.70	0	0	-
90	2	100.00	9.00	2	100.00	9.00	0	0	-
30-60-90	13 975	100.00	25.05	11 157	79.84	20.71	2 818	20.16	42.24

Suspensions

Average payment suspension (days)	Number of suspended payments	% of total number	Total number of payments
39	205	1.47 %	13 975

There was an increase in the number of late payments due to the introduction of the new rules of reimbursement of members' expenditure and the resulting steep increase in the quantity of invoices and credit notes issued by the travel agency (11 476 for 2016 compared to 4 351 for 2015). This situation will improve with the introduction of electronic invoicing for travel agency services which is foreseen for 2017.

**11. Appendix K:
FOLLOW-UP TO OBSERVATIONS IN THE PARLIAMENT'S 2015
DISCHARGE RESOLUTION**

Financial Regulation, Art. 166: Follow-up measures

1. *In accordance with Article 319 TFEU and Article 106a of the Euratom Treaty, the Commission and the other institutions shall take all appropriate steps to act on the observations accompanying the European Parliament's discharge decision and on the comments accompanying the recommendation for discharge adopted by the Council.*
2. *At the request of the European Parliament or the Council, the institutions shall report on the measures taken in the light of those observations and comments, and, in particular, on the instructions they have given to any of their departments which are responsible for the implementation of the budget. The Member States shall cooperate with the Commission by informing it of the measures they have taken to act on those observations so that the Commission may take them into account when drawing up its own report. The reports from the institutions shall also be transmitted to the Court of Auditors.*

**11.1 EUROPEAN PARLIAMENT RESOLUTION OF 27 APRIL 2017 WITH
OBSERVATIONS FORMING AN INTEGRAL PART OF THE DECISION ON
DISCHARGE IN RESPECT OF THE IMPLEMENTATION OF THE GENERAL
BUDGET OF THE EUROPEAN UNION FOR THE FINANCIAL YEAR 2015,
SECTION VI – EUROPEAN ECONOMIC AND SOCIAL COMMITTEE
(2016/2156(DEC))**

The European Parliament,

1. *Welcomes the conclusion of the Court of Auditors (the “Court”), according to which the payments as a whole for the year ended on 31 December 2015 for administrative and other expenditure of the European Economic and Social Committee (the “Committee”) were free from material error;*

No follow-up required.

2. *Notes with satisfaction that, in its annual report for 2015, the Court identified no significant weaknesses in respect of the audited topics relating to human resources and procurement for the Committee;*

No follow-up required.

3. *Notes that in 2015 the Committee's budget amounted to EUR 129 100 000 (compared to EUR 128 559 380 in 2014), with a utilisation rate of 95,9 %; points out that there was a slight increase of the utilisation rate in 2015, when compared to 2014;*

No follow-up required.

4. *Notes that the Committee's budget is mostly administrative, with a large amount being used for expenditure concerning persons working within the institution and the remaining amount relating to buildings, furniture, equipment and miscellaneous running costs; stresses, however, that introducing PBB should not apply only to the Committee's budget as a whole but should also include the setting of specific, measurable, attainable, realistic and time-based (SMART) targets to individual departments, units and the annual plans of members of staff; in this respect, calls on the Committee to introduce the PBB principle more widely in its daily operations;*

The Committee fully agrees that PBB has a crucial role to play in public administration, and PBB principles are already broadly applied at the EESC. It must be stressed that for an advisory body such as the EESC, whose activities are primarily based on requests from the outside, overall goals and objectives are largely predefined.

Efficiency and effectiveness of spending are strong guiding principles for the EESC in its preparation and execution of the budget. This is clearly reflected in the fact that since 2011, the Committee has kept its activities at a consistent level, despite a budget reduction of around 5% in real terms.

In the framework of the administration's annual work programme, SMART targets are established for each entity and are translated into individual objectives for staff members. A thorough update of the key activity performance indicators (KAPIs) currently in use is planned for 2017, to ensure that they continue to allow for the best possible measurement of progress on achieving the set targets.

5. *Notes the Committee's follow-up observations to Parliament's 2014 discharge resolution, attached to its annual activity report; welcomes the setting up of a support service for public procurement in 2015;*

No follow-up required.

6. *Notes that 2015 was the starting year of a new term in office of the Committee, which may have affected the achievements, particularly of the legislative directorates, including interpretation and the communication and human resources directorates;*

No follow-up required.

7. *Notes that the report on the implementation of the Cooperation Agreement between Parliament and the Committee (the “Agreement”) assesses the cooperation between both institutions in a timely and positive manner;*

No follow-up required.

8. *Notes that, according to the Committee, the nature of the ‘intensified’ cooperation referred to in the Agreement needs to be better clarified and that some elements remain to be fully implemented and require sustained engagement from both institutions; is convinced that further efforts for full implementation of the Agreement and the development of synergies will bring positive results to both parties;*

This observation is a reference to the EESC's report from December 2016 on the implementation of the Cooperation Agreement. See comment to observation 10.

9. *Reiterates its request for a joint assessment of the budgetary savings resulting from the Agreement to be included in its mid-term review or in the next follow-up report of the Agreement;*

The EESC is ready to fully cooperate with the EP in such an exercise.

10. *Notes that the opinions of the Committee are not well integrated in Parliament's work and calls on the Committee to develop proposals together with Parliament's Secretary-General to streamline the procedures of the Committee and Parliament in this respect;*

The Committee will further develop actions started in 2016, with the aim of ensuring that its opinions are more consistently reflected in Parliament's work. An important element is a strong engagement among members, with direct contacts and invitations to key MEPs to take part in EESC activities in their main areas of interest. At the same time, through close contacts at the administrative level, EP committee staff are encouraged to ensure that relevant EESC opinions are always brought to the attention of EP rapporteurs and that EESC rapporteurs are invited to present the views of the EESC in EP Committee hearings and other relevant forums in the EP.

The Committee would like to see a further strengthening of the formal contacts between the EESC and the EP, as set out in the cooperation agreement. More regular exchange of views between the EESC President and both the Chair of the Conference of Committee Chairs (CCC) and the CCC as such, would enable the two parties to identify joint priority topics and establish where the EP could make best use of active input from the EESC.

See also comment to observation 29.

- 11. Notes the conclusion of a new administrative bilateral cooperation agreement between the Committee and the Committee of the Regions, signed in 2015; trusts that that agreement ensures further efficiency in the performance of both committees; takes the view that similar administrative functions should be merged in order to avoid a pointless duplication of activities;**

The current cooperation agreement between EESC and CoR entered into force on 1 January 2016 and runs for a period of four years. It is the closest interinstitutional cooperation presently in place and is often quoted as an example of good administration.

In the current budgetary context, the EESC is very much determined to continue and even extend this cooperation, both within the joint services and between the own services of the two Committees. Cooperation must be developed where the mid-term assessment, which will be carried out by the beginning of 2018, identifies scope for further rationalisation and new synergies.

- 12. Notes that the direct access between the RMD and the REM buildings was closed by Parliament due to security concerns after the November 2015 Paris terrorist attacks; trusts that Parliament will re-assess the security concerns, as reopening of the passage would be beneficial to the three institutions;**

No follow-up required.

- 13. Welcomes the administrative changes applied in 2015, in particular the full implementation of a cost-based system for reimbursement of members' travel expenses and the full revamp of the members' portal; calls on the Committee to provide a comparative annual overview of members' travel expenses for 2014, 2015 and 2016;**

A cost-based system for reimbursement of members' travel expenses, inspired by the EP's system, was indeed fully implemented in October 2015. Up until then, members could choose a flat-rate reimbursement. The new system is a clear improvement in terms of transparency but has implied an increase in travel costs in its initial phase of implementation. In 2016, the first year with cost-based reimbursement only, the increase in expenditure was 8.9% compared to 2015.

Total travel expenses and allowances of EESC members in 2014, 2015 and 2016

Year	Budget after transfers* (EUR)	Total expenditure (EUR)	Take-up rate
2014	18 834 194	17 550 674	93.19%
2015	19 381 194	17 835 003	92.02%
2016	19 561 194	19 422 272	99.29%

* Transfers in 2014 and 2015 to item 1008 (CCMI delegates) of EUR 67 000 and EUR 70 000 respectively.

Each year by 30 April, the Committee submits to the EP and the Council a detailed report on the reimbursement of travel expenses and allowances paid in the preceding year.

The situation is being closely monitored and analysed with a view to making savings over time. In 2016, the increase in ticket costs was to a certain extent mitigated by the use of an interinstitutional framework contract with the EP for travel agency services.

14. Notes that, according to the Committee's rules of procedure, its members are completely independent in the performance of their duties, in the general interest of the Union; notes that the declarations of interests of the members are available on the Committee's website; calls on the Committee to join the future Inter-Institutional Agreement on a Mandatory Transparency Register;

According to Article 300(2) TFEU, the Economic and Social Committee consists of "representatives of organisations of employers, of the employed, and of other parties representative of civil society, notably in the socio-economic, civic, professional and cultural areas". EESC members are therefore by definition representatives of certain interests, acting in an advisory capacity, based on their experience and expertise. Moreover, each member is required to make an individual declaration of interests, which is then made available to the general public on the Committee's website.

It is essential that, in the performance of their duties, EESC members interact with a variety of stakeholders at both national and European levels, in particular those not represented in the Committee, in order to ensure the best possible representativeness and validity of the EESC's work, not least its opinions. Also, as the institutional representative of organised civil society at EU level, the EESC as such has a particular responsibility for the development of participatory democracy and civil dialogue. Interacting with civil society organisations, i.e. interest groups, is part and parcel of the EESC's mission.

The Committee closely follows developments on the interinstitutional agreement on a mandatory Transparency Register.

15. Is concerned about the high number of vacant permanent posts in 2015 and encourages the Committee to implement the necessary measures to improve its recruitment procedures;

The high number of vacant posts by the end of 2015 was a reflection of a deliberate policy aimed at enabling the Committee to meet the following two obligations:

- A cut of 7 posts on 1 January 2016 in the framework of the interinstitutional agreement on a 1% annual reduction of staff for 2013-2017.
- The transfer of 36 EESC posts to Parliament on 1 January 2016 in the context of the cooperation agreements between the EP and EESC/CoR. Translation staff volunteering for a possible transfer were first seconded to the EP for a period of six months, with a

right to return to their post before making a final decision on whether or not to move. In the meantime, these posts had to be kept vacant in the EESC establishment plan. Also, as fewer than 36 staff members volunteered for a transfer, additional posts had to be kept vacant in case it became necessary to transfer vacant posts (in the end, 11 vacant posts were transferred).

- 16. Notes with concern the continued gender imbalance in senior and middle management posts (30 % / 70 % in the case of senior management); regrets also the geographic imbalance in senior and middle management posts, in particular the shortage of staff from the Eastern countries; calls on the Committee to take action to correct those imbalances and to report back to the discharge authority on the measures taken and on the results achieved;***

The Committee currently has one of the highest percentages of female managers in the EU institutions. The proportion of women in management positions has increased considerably over the last years, from 28% in 2010 to 43% in May 2017. A 40% representation of the underrepresented gender is commonly seen as the minimum target.

The EESC recently introduced an action plan for equal opportunities and diversity (2017-2020) aimed in particular at further improving gender and geographical balance in management posts. The explicit aim of the plan is to create an inclusive working environment that harnesses the many benefits that derive from the coming-together of different experiences, opinions and cultural origins. It includes 25 concrete measures in the main HR areas such as recruitment, training, career development and working conditions, with a particular focus on communication and awareness-raising.

Reaching an acceptable geographical and gender balance is a process that takes time. Only vacant posts can be used to correct imbalances. Both the Staff Regulations and the jurisprudence of the Court of Justice must be fully respected.

- 17. Notes the Committee's plan to comply with the inter-institutional agreement to reduce staff by 5 % over a period of five years; asks to be informed as to how this reduction matches the situation in 2016 that includes three new posts; suggests that the Committee report back to Parliament on any alternative savings achieved to compensate the possible delay in the reduction of staff;***

The EESC did not receive additional posts in 2016. In accordance with the interinstitutional agreement on a 5% reduction in staff for 2013-2017, the Committee returned 7 posts to the budgetary authority on 1 January 2016 and another 6 posts on 1 January 2017, thereby fully complying with the 5% target.

In the context of developing Irish language capacity in the joint services of the two Committees, the EESC received 1 AD post in the 2017 establishment plan (the CoR received 1 AD and 1 AST post for the same purpose). The intention is to recruit an Irish

translator on this post as soon as the EPSO reserve list has been published. For 2018, the EESC has requested three additional posts (2 ADs and 1 AST) to further develop Irish language capacity.

18. Welcomes the fact that the internal whistleblowing rules entered into force in early 2016;

No follow-up required.

19. Fully supports the creation of ethics counsellors' posts to help with possible harassment-related situations and specific training for the hierarchy to improve the knowledge and management of whistleblowing cases; regrets that three cases linked to harassment had to go through legal action;

The EESC has developed a new approach to combat harassment, which has already proved to be effective. Since new anti-harassment measures were put in place in 2014, the EESC has not been found to fail to address any claim of harassment.

The three legal actions with a component of harassment in 2015 had the following outcomes:

- in the first case, the EESC agreed that moral harassment may have taken place and came to an agreement with the complainant about compensatory measures to be taken;
- in the second case, the EESC reached a friendly settlement with the two parties concerned aiming at establishing a functional relation between the two;
- in the third case, lodged in 2015 with ruling in 2016, the Civil Service Tribunal dismissed the complainant's claim of being morally harassed by their superior.

The purpose of the new approach is to create a culture of awareness and prevention. Notwithstanding, legal action before the Court remains one of the means available to members of staff who feel they have been subject to harassment.

20. Is unable to opine on the level of the staff absenteeism due to sick-leave because of the poor report provided by the Committee on that matter; calls on the Committee to report on its staff's sick leave divided by the number of working days on sick leave per individual member of staff;

The method used by the EESC to measure staff's absence on grounds of sickness is established in an interinstitutional agreement of 31 May 2001 and utilised by most European Institutions.

This method calculates the absence rate based on the total number of staff and calendar days, and generates the following result for the EESC in 2015:

$$\frac{10.386,50 \text{ (total absence in calendar days)}}{365 \text{ (days in a year)} \times 704 \text{ (total staff)}} \times 100 = 4,04\%$$

In 2015, 143 persons or 20% of staff had no sick leave at all. The average number of days on sick leave per staff member was 14.8 days.

- 21. Notes that the Committee decreased the average costs of its ‘away days’ for 35 % per participant compared to 2014 and that only 218 staff took part in the event, compared to 415 in 2014; calls on the Committee to target its well-being activities to include as many members of staff as possible to help further improve its staff’s well-being;**

The EESC very much agrees with this observation. The importance of an open, friendly and inclusive working environment cannot be overestimated.

Well-being activities are normally open to all staff and cross-sectoral, also involving the socio-medical service and the EMAS¹ team. As a general rule, well-being activities rely on internal resources only but activities of a larger scale are often organised in cooperation with the CoR.

Thematically, there has been a tendency to link well-being activities to "The European Week for Safety and Health at Work" organised each year in October by EU-OSHA. A staff survey was carried out recently to identify psycho-social risk factors, and the results of this survey will also be used to plan targeted actions in the near future.

In 2016, the Committee organised 12 away-days, involving a total of 255 staff members. All away-days are designed to serve specific organisational needs.

- 22. Notes with satisfaction the downward trend of the unused rate of interpretation services requested from 4,3 % in 2014 to 3,5 % in 2015;**

No follow-up required.

- 23. Welcomes the provision of translation data according to the harmonised methodology settled by the inter-institutional committee for translation and interpretation; notes f the undergoing revision of the Code of Conduct for Translation to be made jointly with the Committee of the Regions;**

No follow-up required.

¹ Eco-Management and Audit Scheme.

- 24. Notes that the outsourcing rate for translation increased to nearly 10 % in 2015 due to the transfer of staff to Parliament under the Agreement; calls on the Committee for an assessment of the cost-effectiveness of the arrangement now in practice;**

From 2015 to 2016, the share of the total translation output that was outsourced went up from 9.7% to 16.6%. The EESC-CoR cooperation agreement sets a target of 20%, which is expected to be reached in 2017. In 2016, translation staff-numbers were reduced by 9.4%. A calculation of costs based on the Key Interinstitutional Activity and Performance Indicators (KIAPIs) shows that the average cost per page for in-house translations went down by 17% from 2015 to 2016 (from EUR 200 to EUR 166), whilst the average cost per page for outsourced translations went down by 24% (from EUR 128 to EUR 97). As both quality and other indicators, such as deadline compliance, have remained at the same level, the increase in cost-effectiveness has demonstrably been very significant over the last few years.

- 25. Welcomes the Committee's strategic framework for learning and development, in particular the new focus on learning from colleague to colleague; asks the Committee to provide a follow up of that particular method in its next annual activity report;**

The main element in the EESC's learning from colleague to colleague is the much-appreciated job-shadowing, which took place twice in 2016 and will be repeated in 2017.

This exercise aims to break down barriers and create a more open working environment. A person job-shadowing spends a few days following and observing one or more colleagues working in another service. While improving their overall understanding of the institution, participants also extend their professional network for the benefit of better collaboration between services and perhaps pick up new ideas and working methods. Job-shadowing gives staff members an opportunity to explore new areas of activity and, very importantly, allows them to get a flavour of a different function before deciding whether or not to make a career move.

- 26. Notes with great satisfaction the efforts and the results so far achieved in improving the environmental footprint of the Committee and the renewal of the Eco-Management and Audit Scheme (EMAS) certification;**

No follow-up required.

- 27. Notes the administrative arrangements between the Committee and the European Anti-Fraud Office with a view to establishing a structured framework for cooperation and facilitating the rapid exchange of information;**

No follow-up required.

- 28. Welcomes the information on the Committee's building policy in its annual activity report, especially given that it is important that the costs of such policy are properly rationalised and are not excessive;*

No follow-up required.

- 29. Notes the Committee's efforts and achievements in stepping up its information and communication policy; stresses, however, that it is more important that the effectiveness of its opinions on Union decision-making be improved than its general publicity.*

As the representative of organised civil society in European decision-making, the EESC has a particular obligation to carry out its work in a transparent manner. The EESC's information and communication activities give European citizens a direct insight into how the Committee fulfils its institutional role.

Concerning the effectiveness of the Committee's opinions, this depends to a large extent on the good will and cooperation of the EU institutions. There is, for instance, no automatic inclusion of EESC opinions in the preparatory work of the EP, even when these are based on an obligatory referral from the EP itself. As a result, there is a risk that the views of European organised civil society are not fully integrated in the legislative process. The Committee sees it as a priority to improve this situation.

See also comment to observation 10.

**12. Appendix L:
RESULTS AND CONSEQUENCES OF CLOSED EUROPEAN ANTI-FRAUD
OFFICE (OLAF) CASES 2016**

Financial Regulation, Art. 66(9): Powers and duties of the authorising officer

The authorising officer by delegation shall report to his or her institution on the performance of his or her duties in the form of an annual activity report containing financial and management information, including the results of controls.

Financial Regulation, Art. 166: Follow-up measures

1. *In accordance with Article 319 TFEU and Article 106a of the Euratom Treaty, the Commission and the other institutions shall take all appropriate steps to act on the observations accompanying the European Parliament's discharge decision and on the comments accompanying the recommendation for discharge adopted by the Council.*
2. *At the request of the European Parliament or the Council, the institutions shall report on the measures taken in the light of those observations and comments, and, in particular, on the instructions they have given to any of their departments which are responsible for the implementation of the budget. The Member States shall cooperate with the Commission by informing it of the measures they have taken to act on those observations so that the Commission may take them into account when drawing up its own report. The reports from the institutions shall also be transmitted to the Court of Auditors.*

12.1 THE RESULTS AND CONSEQUENCES OF CLOSED EUROPEAN ANTI-FRAUD OFFICE (OLAF) CASES, WHERE THE EESC OR ANY OF THE INDIVIDUALS WORKING FOR THE COMMITTEE WERE THE SUBJECT OF THE INVESTIGATION

In 2016 no OLAF cases concerning the EESC were closed.

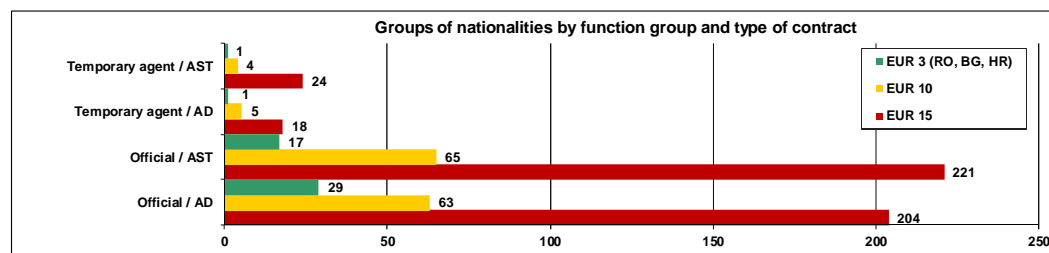
- 13. Appendix M:
DISTRIBUTION OF STAFF BY NATIONALITY, FUNCTION GROUP AND
GENDER (INCLUDING FOR MANAGEMENT)**

Table as of

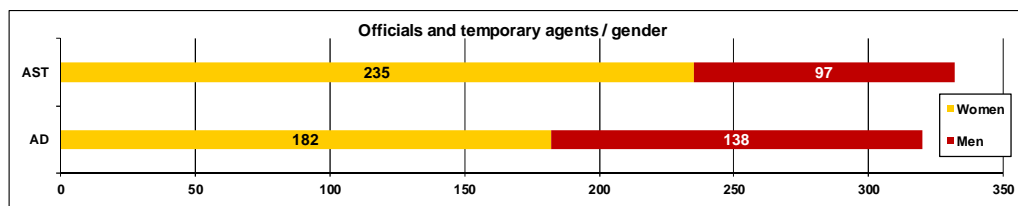
01/02/2017

Active staff recruited by the Economic and Social Committee including temporary staff. Staff on leave for personal grounds is excluded because non-active.

Nationality	Officials		Temporary agents		Contract agents		Seconded national experts and special advisors		Total
	Adminis-trators	Assistants	Adminis-trators	Assistants	Adminis-trators	Assistants	SNE	SA	
Austria	9	1					1		11
Belgium	28	86	2	3	1	10	1		131
Bulgaria	8	8		1	1				18
Croatia	6	2			1	1			10
Cyprus						1			1
Czech Republic	7	6	1		2				16
Denmark	14	6							20
Estonia	8	4							12
Finland	9	7	2						18
France	14	23	3	2	1	2		1	46
Germany	26	9		1		1	1		38
Greece	15	8	2	5	1	4			35
Hungary	9	10	1				2		22
Ireland	3	4		1					8
Italy	27	24	4	5	1	8	2		71
Latvia	5	3		1					9
Lithuania	9	6		1					16
Luxembourg			1						1
Malta	4	3	1	1					9
Netherlands	9	5	1		1				16
Poland	9	15	2			1			27
Portugal	10	12		3	1	3			29
Romania	15	7	1		1	2			26
Slovakia	7	10							17
Slovenia	5	8		1		1			15
Spain	19	27	1	2	1	7			57
Sweden	8	3		2					13
United Kingdom	13	6	2						21
	296	303	24	29	12	41	7	1	713
	Offic.AD	Offic./AST	TA/AD	TA/AST	CA/IV	CAI-II-III	SNE	SA	
EUR 15	204	221	18	24	7	35	5	1	515
EUR 10	63	65	5	4	2	3	2		144
EUR 3 (RO, BG, HR)	29	17	1	1	3	3			54



Gender	Officials		Temporary agents		Contract agents		Seconded national experts and special advisors		Total
	Adminis-trators	Assistants	Adminis-trators	Assistants	Adminis-trators	Assistants	SNE	SA	
Women	167	214	15	21	9	23	5	1	455
Men	129	89	9	8	3	18	2		258
	296	303	24	29	12	41	7	1	713



Middle and senior management functions		
Nationality	Men	Women
Austria		2
Belgium	2	2
Bulgaria		
Croatia		
Cyprus		
Czech Republic		
Danmark	2	1
Estonia	1	
Finland		1
France	3	
Germany	2	1
Greece	2	
Hungary		
Ireland	1	
Italy	4	2
Latvia		1
Lithuania	1	
Luxembourg		
Malta		
Netherlands	1	
Poland		
Portugal	1	1
Romania		1
Slovakia		1
Slovenia		
Spain	1	3
Sweden		1
United Kingdom	4	
TOTAL	25	17
Share	60%	40%

