

Annual Activity Report

2016

DG IPOL

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0. BUDGETARY IMPLEMENTATION OVERVIEW

Code	Appropriation type	Type de crédits	EUR ou %
	Appropriations of 2016	Crédits 2016	
A	Initial appropriations	Crédits initiaux	6.406.000,00
B	Final appropriations	Crédits finaux	6.246.000,00
C	Commitments	Engagements	5.418.742,44
D	Commitments in % of final appropriations	Engagements en % des crédits finaux	87%
E	Payments	Paielements	2.135.333,64
F	Payments in % of commitments	Paielements en % des engagements	39%
G	Cancellations of 2016 final appropriations	Annulations de crédits finaux 2016	827.257,56
H	Cancellations appropriations in % of final appropriations	Annulations en % des crédits finaux	13%
	Appropriations carried forward from 2016 to 2017	Crédits reportés de 2016 à 2017	
I	Automatic carryforwards from 2016 to 2017	Crédits reportés automatiquement de 2016 à 2017	3.283.408,80
J	Automatic carryforwards from 2016 to 2017 in % of commitments	Crédits reportés automatiquement de 2016 à 2017 en % des engagements	6%
K	Non-automatic carryforwards from 2016 to 2017	Crédits reportés non-automatiquement de 2016 à 2017	0,00
L	Non-automatic carryforwards from 2016 to 2017 in % of final appropriations	Crédits reportés non-automatiquement de 2016 à 2017 en % des crédits finaux	0%
	Appropriations carried over from 2015 to 2016	Crédits reportés de 2015 à 2016	
M	Automatic carryovers from 2015 to 2016	Crédits reportés automatiquement de 2015 à 2016	3.568.460,88
N	Payments against automatic carryovers from 2015 to 2016	Paielements sur crédits reportés automatiquement de 2015 à 2016	3.414.613,78
O	Payments against automatic carryovers from 2015 to 2016 in % of automatic carryovers from 2015 to 2016	Paielements sur crédits reportés automatiquement de 2015 à 2016 en % des crédits reportés automatiquement de 2015 à 2016	96%
P	Cancellations of automatic carryovers from 2015 to 2016	Annulations de crédits reportés automatiquement de 2015 à 2016	153.847,10
Q	Cancellations of automatic carryovers from 2015 to 2016 in % of automatic carryovers from 2015 to 2016	Annulations de crédits reportés automatiquement de 2015 à 2016 en % des crédits reportés automatiquement de 2015 à 2016	4%
R	Non-automatic carryovers from 2015 to 2016	Crédits reportés non-automatiquement de 2015 à 2016	0,00
S	Payments of non-automatic carryovers from 2015 to 2016	Paielements sur crédits reportés non-automatiquement de 2015 à 2016	
T	Payments against non-automatic carryovers from 2015 to 2016 in % of non-automatic carryovers from 2015 to 2016	Paielements sur crédits reportés non-automatiquement de 2015 à 2016 en % des crédits reportés non-automatiquement de 2015 à 2016	
U	Cancellations of non-automatic carryovers from 2015 to 2016	Annulations de crédits reportés non-automatiquement de 2015 à 2016	
V	Cancellations of non-automatic carryovers from 2015 to 2016 in % of non-automatic carryovers from 2015 to 2016	Annulations de crédits reportés non-automatiquement de 2015 à 2016 en % des crédits reportés non-automatiquement de 2015 à 2016	
	Assigned revenue in 2016	Recettes affectées 2016	
W	Appropriations from assigned revenue in 2016 (current)	Crédits de dépenses spécifiques sur recettes affectées courants 2016	2.058,11
X	Assigned revenue carried over to 2016	Crédits de dépenses spécifiques sur recettes affectées reportés à 2016	0,00
Y	Balance of commitments on assigned revenue carried over to 2016	Solde des engagements reportés à 2016 sur crédits de dépenses spécifiques sur recettes affectées	0,00
Z	Payments in 2016 against appropriations from assigned revenue (current and carried-over)	Paielements sur crédits de recettes affectées 2016 (courants et reportés)	2.058,11
AA	Payments in 2016 against assigned revenue in % of assigned revenue in 2016 (current and carried-over)	Paielements sur crédits de recettes affectées 2016 en % des crédits de recettes affectées 2016 (courants et reportés)	100%

1. OBJECTIVES

1.1. Objectives of the directorate-general

A. Objectives related to DG IPOL's ongoing operations

With the first complete year of this legislative term behind us, 2016 was a year of full legislative and non-legislative activity, which would also set challenges for committees during all phases of the legislative cycle. At the same time, the mid-term was already coming into sight and preparations for this needed to begin.

IPOL's operational objectives for 2016, against the backdrop of the unfolding political priorities of the European Parliament, were to:

1. Continue to provide **timely, coherent and high-quality support**, concerning their legislative, budgetary/discharge and scrutiny functions, to parliamentary committees and bodies, to the Institution, to its President and Members.
2. Continue to deliver high quality **expertise** for committees and other political bodies, in a timely and coherent way, while underlining the specific nature of Policy Departments' and Economic Governance Support Unit's products and their added value and ensure good visibility and distribution of these products. Ensure coordination with products developed by other services and DGs.
3. Contribute to the swift implementation of the agreement on **Better Law Making**, expected for the end of 2015/early 2016, taking into account the whole legislative cycle, including legislative initiatives, as well as to possible following interinstitutional negotiations, e.g. on delineation criteria for delegated and implementing acts, Interinstitutional Agreements, a delegated acts register and a joint database on legislative files.
4. Continue to provide input and advice to the AFCO Members' working group "Revising the **Rules of Procedure**", in particular through the administrative project team established to that purpose.
5. Taking into account the dramatic lack of **implementation of EU legislation** in some policy areas, special attention needs to be given to the systematic assessment of how the European Commission exercises its duties on monitoring the efficient application of EU law, also in view of the infringement procedures.
6. Prepare for the review/revision of the **multiannual financial framework 2014-2020** and contribute to the evaluation of the functioning of the MFF with a view to reassessing its priorities. Monitor the implementation of MFF-related programmes and instruments, organise and coordinate the relevant committee activities in a proactive and efficient way, drawing on the experiences of the MFF negotiations in the last term with a view to preparing for the next MFF (post 2020).
7. Further encourage, anchor, systemise and monitor **scrutiny-related activities** in committees by putting in place procedures (as for example on implementation reports once a political decision has been taken) and providing expertise, as further detailed in the IPOL PPP projects, for example on the implementation of the MFF programmes and on delegated acts.

8. Foster cooperation between units in IPOL – and beyond – inter alia by putting in place new **networks** on trilogues and on procedural-organisational issues in committee work, by building on the experiences of IPOL networks already established.

9. Prepare organisationally for the **mid-term constitutive meetings** of committees and of the Conference of Committee Chairs in early 2017.

10. Follow the further development of the **Ombudsman’s enquiry** on trilogue negotiations and coordinate the elements of follow-up which concern IPOL.

11. Continue efficient intra- and inter-DG cooperation on **communication**, notably through the Unit for Coordination of Editorial and Communication Activities. Review the IPOL Communication strategy in general - and in particular on Policy Departments - with a view to further enhancing the visibility and accessibility of our services and activities.

12. Continue to provide quality assistance and follow up on on-going projects a) to ensure that the **IT systems** supporting the work of parliamentary committees and bodies are always up-to-date and well in line with the political requirements of the EP and b) gradually, as part of the **e-Parliament programme**, to digitalise the whole chain of activities supporting the legislative work performed at committee and plenary level, so as to gain improvements in terms of efficiency of processes and quality of output.

13. Ensure the efficient management of **Human as well as Financial Resources**, taking into account the strategic decisions taken in the SEF of the Parliament and of DG IPOL, as well as the new Financial Regulation. Quickly fill the posts given to IPOL for strengthening the capacity to scrutinise the executive, in particular as regards delegated acts. Continuously adapt the training programme to new needs and enlarge the choice of courses.

14. Taking into account the specificity of DG IPOL responsibilities, identify a set of **key qualitative indicators** as management tools for the DG in early 2016, possibly including a pilot project on some potential indicators which need further reflection and refining before possibly using them across the DG. Review the appropriateness of the indicators, in the light of the insights gained and the work invested in compiling them, at the end of 2016.

B. Objectives derived from the PPP

In the process of contributing to the Parliament’s Strategic Execution Framework and Parliamentary Project Portfolio (PPP), DG IPOL had elaborated a series of nine strategic projects which were taken up in the PPP and most of which were due for completion in 2016. The milestones planned for these projects for 2016 were part of DG IPOL’s objectives for that year.

1.2. Feasibility and risk assessment

As pointed out in previous exercises, most of DG IPOL’s objectives, as described under 1.1, are closely linked to political processes and decisions and it is difficult to attach any specific linked financial and non-financial risks which might adversely affect them.

Similarly, the assistance and expertise for the parliamentary committees, as well as many horizontal issues - in the legislative and budgetary fields particularly but also increasingly other “scrutiny measures”- are thus part and parcel of the DG's daily work but remain linked to political decisions, both inside and outside the Parliament.

Therefore, the main objectives of the DG are very much dependant on such 'political risks' but it is not considered feasible or appropriate to try and put a price on such political developments within the framework of this overview.

However, as far as administrative risk is concerned, which may of course also have a knock-on effect on the real objectives described, the DG's risk register and risk assessments has been updated.

In 2016, these effectively all relate to the objectives under item 1.1 and are the following:

- Risks related to the optimal functioning of parliamentary committees
- Risks related to human resources
- Risks related to financial resources
- Risks related to the dependence on IT systems
- Risks related to the DG's move to the Square de Meeûs building

These risks and the associated efforts to mitigate them are described in the risk files, including a rating as to their likelihood and seriousness. The risk files were regularly updated in 2016. DG IPOL also agreed meetings with the new Risk Manager, to be held in early 2017, in order to go through the current risk files and to see how they can be improved.

During 2016, various events once more showed the need for updated “crisis management” and “business continuity management” mechanisms for unexpected events in the Parliament. DG IPOL welcomes the efforts made in these areas in 2016 and, in particular, the creation of the Business Continuity Management Unit, which has already started liaising with the DGs to update EP's business continuity management, in line with the recommendations made by the Internal Auditor.

2. ASSESSMENT OF RESULTS IN THE LIGHT OF THE OBJECTIVES - USE OF RESOURCES

2.1. Environment of the directorate-general

Approaching mid-term, work in committees ran smoothly, efficiently and a considerable number of dossiers were adopted in committees: 84 ordinary legislative procedures (2015: 80) and 119 own-initiative reports (2015: 102, includes committees in Directorate-General External Policies), to name only two big categories of dossiers.

We could observe that the Commission was indeed tabling fewer proposals under the ordinary legislative procedure than in previous terms, but that overall committee activity remained high. The reasons for this phenomenon were, firstly, that a number of files were ‘carried over’ from the 7th to the 8th parliamentary terms, secondly, that committees receiving less legislation saw a surge of scrutiny activities and, thirdly, that other traditionally more “legislative” committees observed a shift from legislative to non-legislative work.

We also observed growing complexity related to the inter-committee work in connection with legislative packages and an important use of the cooperation Rules 53+, 54 and 55 of the Rules of Procedure.

In 2016 temporary committees played a substantial role in IPOL: The Special Committee on Tax Rulings and Other Measures Similar in Nature or Effect (TAXE) received a second mandate as TAXE2 (02.12.2015 – 02.08.2016). The Committee of Inquiry into Emission Measurements in the Automotive Sector (EMIS) was set up in March 2016 for a 12-month period. Finally, the Committee of Inquiry into Money Laundering, Tax Avoidance and Tax Evasion (PANA) was set up in June 2016, also for a 12-month period. The creation of these temporary committees resulted in extra coordination efforts and work as regards staffing, offices and other organisational issues.

In particular, equipping the temporary committees with adequate staff that guaranteed the effective provision of services to Members proved difficult. In fact, in 2016 the budgetary allocation for the recruitment of contract agents was reduced by 25%. This coincided with the annual reduction of 1% of IPOL staff and was complemented by an additional reduction of 7 posts due to the transfer of 76 posts from the General Secretariat to the Political Groups. Finally, the number of Seconded National Experts, who provide relevant and specific expertise to IPOL services, was reduced from 30 (2015) to 20 (2016).

Up to 23 IPOL staff were employed in the three temporary committees TAXE2, EMIS and PANA, in many cases without any (contract agent) compensation for their units of origin. As this situation proved unworkable for these units, IPOL requested a special budgetary (contract agent) compensation for units that seconded colleagues to special committees, irrespective of the DG of origin. This request was not granted by DG PERS.

The 16% reduction of the IPOL missions budget, led to the cancellation of a number of missions (such as for stakeholder consultation events and visits to national parliament research services), to a reduction of trainees' missions to Strasbourg and to a freeze of all external training missions from October to December 2016.

The preparations at the level of committee secretariats and legislative coordination for the mid-term constitutive meetings of committees and the Conference of Committee Chairs started in the autumn of 2016 and continued into January 2017.

The outcome of the referendum on the United Kingdom European Union membership of June 2016 already had a considerable impact on IPOL committees, research units and horizontal services. IPOL units were called upon to follow this process and to prepare analytical material based on fact-finding work to consider the impact of the UK's withdrawal on the policy areas and legislation in their respective fields. Future work on this issue is of very complex legal nature but the expertise built up in committees and policy departments is ready to be mobilised during the subsequent phases of the UK withdrawal process based on political decisions taken.

In the second half of 2016 IPOL did a final stocktaking of the Parliamentary Project Portfolio (PPP) 2014-2016 projects and prepared and presented new projects. The nine existing projects have run well and many of their elements have become or are now becoming parts of IPOL's ordinary operations. Some elements will be carried over into the new PPP for which IPOL has proposed six projects.

In July 2016 DG IPOL launched a work on operational and strategic metrics involving practically all units of the DG. At the time of drafting this text, the results of this first six months are being compiled for IPOL top management in order to prepare decisions for the further development of these indicators.

2.2. Human resources of the DG

Establishment plan

	at 1.1.2015				at 1.1.2016			
	AD	AST	AST/SC	Total	AD	AST	AST/SC	Total
Permanent posts	289	261	0	550	298	252	9	559
Temporary posts	4	2	0	6	4	2	0	6
Total	293	263	0	556	302	254	9	565

In 2016, the budgetary authority allocated 11 AD and 5 AST posts to DG IPOL in order to increase and professionalise the scrutiny activities of Committee secretariats in the field of Delegated Acts and Implementing Measures. 7 establishment plan posts were removed due to the 2016 staff reduction of 1%. In addition, 7 further establishment plan posts were transferred to the Political Groups. Finally, 7 vacant establishment plan posts were earmarked in 2016 for destruction in 2017 and are, therefore, no longer available for publication.

Staff numbers as at 31.12.2016

					FTE*
Officials	263	232	11	506	499,7
Temporary staff	10	10	0	20	19,85
- in temporary posts	4	2	0	6	6,00
- in permanent posts	2	3	0	5	4,90
- to offset part-time working	4	5	0	9	8,95
Contractual agents	6	18		24	23,40
END	20			20	20,00
Agency staff				0	0
Total				570	562,95

* Full time equivalent

2.3. Budget implementation 2016

2.3.1. Initial and final appropriations

Final appropriations amounted to EUR 6.25 million compared to the EUR 6, 41 million originally available. The two factors explaining this was that EUR 200.000 was offered in the *ramassage*-procedure, whereas a reinforcement of EUR 40.000 was received from

DG INTE to top up the IPOL budget line on meetings and other miscellaneous expenditure during committee delegation visits (3042-01).

2.3.2. *Final appropriations and appropriations committed*

Overall implementation stood at 87 % (84, 6 % if the effect of the *ramassage* and other transfers is eliminated), corresponding to EUR 5, 42 million committed (5, 56 million in 2015). Overall implementation was therefore virtually identical to that of the previous year.

The non-implemented budget amounted to EUR 827.257,56 and can mainly be explained by three factors:

- a margin of some EUR 350.000 resulting from the budgeting of the full expertise amounts for two possible temporary committees, as stipulated in the guidelines laid down by the Conference of Committee Chairmen, which the running temporary committees did not fully absorb
- a further margin of some EUR 350.000 stemming from the four Policy Departments and the Economic Governance Unit, corresponding to only about EUR 17.500 per committee (less than a typical single medium study)
- A further margin of some EUR 130.000 from the DGs other budget items, such as training, committee representation costs, and various costs during committee delegations

The overall base implementation of 85 % was similar to the previous year (84 % in 2015)

For further details please see annexes.

2.3.3. *Appropriations committed and payments made*

Payments on contracted appropriations stood at 39 % at year-end, an increase compared to last year (36 %).

This relatively modest level of payments in year n, and the consequently rather high level of carry-overs to year n+1, stems from the fact that research departments commission studies and papers on the basis of political requests, during the financial year, from the committees. Many of these, particularly the more costly ones, are subject to time-consuming research and rarely give rise to payments in the same year. This has a major effect on executed payments against commitments.

Additionally, guests entitled to reimbursements sometimes send in their requests and receipts only after the end of the financial year, possibly when they prepare their private tax returns. This means that a significant portion of provisional commitments for travel and subsistence allowances has to be carried over as well.

The final amount carried over to 2017 (EUR 3, 28 million) was lower than last year (EUR 3, 57 million). As a proportion of contracted commitments, the ratio thus remained rather stable.

Amounts carried over will then be paid the following year at a rate that should approach 100% (96 % on 2015 funds carried over to 2016). Exceptions can relate to cases where the Parliament cancels a particular expertise item or considers that only part of the service has been delivered. They can also relate to carry-overs for travel and subsistence reimbursements, as the travel costs are not known at the time of the carry-over. It is therefore necessary to make an estimation erring on the safe side.

2.3.4. Use of automatic and non-automatic carryovers from 2015 to 2016

The use of the appropriations carried over from 2015 to 2016 was about 96 %. This was comparable to funds carried over to 2015 (97%) and to 2014 (96%)

For DG IPOL, which exclusively tenders for services (mainly studies, impact assessments and briefing papers) it is not unusual that a small part of the carry-overs is in fact cancelled, but the DG tries to minimise this portion through active follow-up and reminders from the Finance Unit.

As explained above, amounts not finally used can relate to the fact that papers may occasionally be rejected once received, either outright or (more often) in view of substantial modifications that need to be made. This is sound financial management as studies of insufficient quality should not be paid for, or only paid for partially.

Also, there are outstanding amounts, not finally used, that relate to carry-overs made on provisional commitments related to travel reimbursements. This is difficult to avoid since the eventual costs are not known at the time of the carry-overs procedure.

2.3.5. Use of appropriations corresponding to assigned revenue

2.3.5.1 Situation with regard to specific expenditure appropriations/assigned revenue

A minor amount of EUR 2.058 was received on line 3042-01 and then re-used for the same purpose (miscellaneous costs incurred by committees during their missions).

2.3.5.2 Situation with regard to specific expenditure appropriations/assigned revenue carried over

n/a

2.4. Results achieved

2016 saw a high level of legislative and non-legislative activity as shown in the figures further below under this chapter. Beyond the traditional core activities during the legislative phase, committees and committee secretariats continued to invest a

considerable amount of work towards inter-institutional agenda-setting, in the consultation phase, and in the scrutiny phase.

A number of important horizontal results were achieved during the year. To name but a few of these, as mentioned in the objectives:

IPOL provided thorough expertise and support for the preparation of Parliament's position on the first ever proposal to revise a multi-annual financial framework (MFF), via the lead of the BUDG committee and involvement of a large number of stakeholders. This allowed for an in-depth analysis of the functioning of the current MFF and the adoption of a wide-ranging report, with guidelines that enabled extensive discussions and which provided valuable input to the Commission's proposal. This report also served the Parliament in what were, for the first time, genuine -albeit informal- negotiations with the Council on the MFF.

2016 also saw work on the revision of the Rules of Procedure intensify. DG IPOL provided substantial expertise into this process via the lead AFCO-committee working-group and through an administrative project team set up to support its work, with the objective that Parliament should adopt the new rules by mid-term. In July 2016, it was decided to maintain the project team in order to assist the rapporteur with the preparation of the report. In addition to the permanent members of the project team (AFCO, CODE, Coordleg), many other IPOL committee secretariats, as well as other services responsible for specific issues of the Rules, were also involved.

On 13 April a new inter-institutional agreement on better law-making was signed. IPOL contributed extensively, and successfully, to the Parliament's preparations for the negotiations. Since the signature, IPOL has also been actively working on the implementation and follow-up of this agreement. IPOL contributes in particular to the work of the Task Force for the implementation of the BLM as well as in 9 project teams set up on specific aspects of the agreement. IPOL is also supporting the AFCO-JURI working group established at political level which scheduled 9 thematic meetings between May and April 2017, to pave the way for the initiative report and implementation and interpretation of the new BLM agreement.

IPOL continued working on its nine PPP projects in 2016 and is in general very satisfied with the progress on them. IPOL has also worked on a set of new projects, which will start in early 2017.

Out of the few outstanding elements remaining to be done from 'old' projects, some will be carried over into the framework of the new PPP, some will be pursued outside of it.

Project 1 - Strengthening the culture of scrutiny in committees

The project has worked well and the scrutiny culture has been considerably strengthened over the last years. Committees are carrying out a wide range of forms of scrutiny activities.

Project 2 - Scrutiny on delegated acts and draft RPS measures

Most milestones related to this project have been reached with only some some interinstitutional aspects still to be completed, like the Delegated Acts register.

Project 3 - Scrutiny of MFF financial programmes

Existing tools have been defined and analysed to scrutinise new MFF instruments. The work of the MFF Network has continued and will also be continued under the future project on “MFF and Mid-term review/revision: follow-up of related programmes and next steps”.

The financial programming database has been updated with the view on the mid-term review/revision of the MFF and this action will be transferred with the necessary adaptation to serve the purposes of the new MFF project.

The preparation for the mid-term review/revision of the MFF *regulation* was successfully carried out and will be concluded within the planned timeframe. The preparation for the mid-term review/revision of the MFF *programmes* is in progress and is planned to be concluded by mid-2017, under the new MFF project.

Concerning the action on identifying best practices, good progress has been made and the action will be further pursued until its completion.

Much has been done to work towards the integration of EP priorities in the European Court of Auditor’s work programme, the EP has been active in defining and communicating its political priorities towards the ECA, which will have to assess to what extent it integrates them in its annual work programme.

Project 4 - Fully exploiting committees' expertise

The IPOL Policy Departments have organised and regularly organise exchanges on the identification of expertise needs. The precise formulas, e.g. the meeting frequencies, differ to some extent and are strongly determined by committees’ preferences and working methods.

DG IPOL has further consolidated the role of the horizontal networks on MFF and Delegated and Implementing Acts and set up a new network on Legislative Procedures and Trilogues which has already met several times; it is organised and chaired by the CODE unit.

Project 5 - Stakeholder dialogue

The project has run according to plan and can be considered completed. It will now become part of ordinary operations.

Project 6 - Digitalisation of parliamentary committee activity and improved agility in adapting to business changes

Several milestones in this project were planned to be completed after the end of 2016 and they are progressing according to plan. These actions will be carried on under the new corporate project “e-Parliament 2017-2019” in cooperation with DGs PRES, EXPO, TRAD and ITEC.

It should be noted that the adoption of the revised Rules of Procedures will necessitate a range of adaptations to the existing IT applications.

Other completed milestones have become part of the ordinary operations.

Project 7 - Adapting DG IPOL working conditions and staff knowledge to new developments in Committee secretariats' activity

IPOL PPP project Nr 7 comprises five different sub-projects. Three sub-projects have been successfully completed or are in the process of being completed (organisation of a specialised AST3 competition; introduction of training paths for all AD and AST staff; setting up of an EMAS network in the Square de Meeûs building).

The two still ongoing sub-projects are:

(a) Internal guidelines concerning the compensation of extra hours:

(b) Exchange programme with national parliaments and European Commission/Council services:

Project 8 - Review of petitions as part of the ex-post impact assessment

The project has moved ahead well and the petitions backlog has been absorbed.

Project 9 - Streamlining petition handling procedures

The originally foreseen milestones have been completed and a new milestone (Petitions Network) has been added to systematically inform other committees on topics and themes that come up in petitions.

Resources

As regards IT matters, DG IPOL proposed, in the framework of the e-Parliament programme, to establish an action plan in order to achieve the complete digitalisation of the legislative workflow for the beginning of the next legislative term.

This action plan, approved by the e-Parliament Governance Board in July 2016, is the first IT corporate programme involving five DGs, and it focuses on the full completion of AT4AM, AT4LEX and AM-Batch as core elements for a full digitalisation. The Inter-Institutional Agreement on the use of XML as the common format for document exchange among the three Institutions is an important milestone for facilitating the conclusion of the digitalisation. The full digitalisation of the whole chain of activities supporting the legislative and budgetary work performed at committee and plenary level, would bring improvements in terms of efficiency of processes and quality of output.

IT systems also played a major part in the preparatory works on the changes to the Rules of Procedure mentioned above. Months ahead of their adoption, and with the other DGs concerned, IPOL started working on the analysis of the possible adaptations to be made to the different IT applications used in parliamentary activity, so as to ensure that, once entered into force, the new Rules would be supported by all the IT systems.

In 2016, 2 new committees (PETI, CONT) decided to join ITRE, TRAN, EMPL and ENVI holding paperless meetings, and the EMAS Square de Meeûs network was consolidated, carrying out various successful initiatives, such as the recycling points for stationary, facilitating parking for bicycles, or the EMAS creative workshops as well as the active participation to the main EMAS events.

In the area of finance, all IPOL procedures and guidelines were screened and, where needed, adapted to ensure full compliance with the changes introduced to the financial regulation as of 1 January 2016.

Also, IPOL prepared an extensive proposal to revise the Bureau rules on hearings, including the provisions on financial reimbursements of the Parliament's guests at those committee hearings. This was a long exercise, spanning the full year, which also involved major coordination work with DG EXPO. All proposals were successfully transferred to the Bureau in November 2016.

In the human resources field it is worth mentioning that 11 AD and 5 AST posts with a specific scrutiny profile (Delegated Acts and Implementing Measures) were published and filled in 2016 (see 2.2.1.). This staff reinforcement allowed the Committee secretariats concerned (ECON, ENVI, ITRE, IMCO, TRAN, LIBE) to provide Members with more in-depth services in the field of Delegated Acts and Implementing Measures. Also, the mobility procedure 2015 could be concluded in 2016 with the transfer of all mobile IPOL colleagues into new units. The staffing of three temporary committees was concluded successfully with up to 23 IPOL staffers working outside their units of origin. This achievement was made all the more difficult because, due to budgetary cuts, in many cases no Contract agent compensation could be given to the units of origin. Altogether 14 establishment posts were removed due to staff reductions. Finally, 2016 saw the introduction of the occasional teleworking scheme within DG IPOL.

In the field of learning and development, specific training paths and new training courses were developed and introduced within DG IPOL.

Obtained results (data against budget items)

The below are annual statistics to measure some of the quantitative aspects of the DG's output, which also contribute to meeting the objectives of the DG. They are linked - sometimes directly and sometimes indirectly - to practically all of the objectives:

- 391 parliamentary committee meetings were organised (2015: 397). These, and all related work prior to them, eventually led to the treatment and vote of some 427¹ committee procedures (2015: 418 reports and 2014: 404 reports)
- 135 trilogue meetings were organised in 2016 (226 such meetings in 2015)

The number of legislative proposals presented by the Commission in 2015 was, in fact, lower than it had been for many years. As a consequence, the number of new files on the negotiating table in 2016 was lower, although overall legislative work remained at a high

¹ This number rises to some 740 procedures when including the scrutiny related procedures handled by committees, notably delegated acts and implementing measures. From 2017 IPOL will report all procedures as one number including the scrutiny procedures, but for 2016 we have kept them separate to enable comparison with 2015.

level. Also, it is important to note that the number of proposals presented actually rose again in 2016, i.e. legislative business should go up to an even higher level in 2017, with preparatory work already taking place in 2016. On the whole, we judge these shifts to be relatively normal cyclical trends (though accentuated slightly in the early days of the Juncker Commission).

Concerning budget resources managed directly by DG IPOL, the following quantitative analysis can be made:

- Concerning sub-item 1612-02 (professional training): DG IPOL organised and financed 54 individual courses (34 in 2015) and 11 away-days (9 in 2015).
- Concerning sub-item 3042-01 (committees' missions): In total, 79 missions were organised (98 in 2015), out of which 65 had a financial impact against this line (organisational costs such as rental of office space and local transport). The number of missions was thus relatively stable compared to last year, especially taking into account that more joint missions were undertaken.
- Concerning sub-item 3200-01 (external expertise): The policy departments commissioned a total number of 264 items of external expertise (2014: 192). Of these, 12 were large studies over EUR 60.000 (2015: 21). Approximately 47 % of the total volume of studies (based on value) was ordered through the existing framework contracts (2015: about 60%), the remaining 53 % being ordered through other procedures. On 31 December 2016, IPOL policy departments had 8 framework contracts in place (2015: 8). The DG also disposes of 4 CEI lists (2015: 4), call for expression of interest, to further widen the choice of expertise in some areas.
- Importantly some 382 internal studies and briefing papers were also produced (including about 100 updates of existing ones), not drawing on any budget funds managed by IPOL (2015: 352 and 2014: 218). These figures again demonstrate that a very substantial share of expertise is produced in-house by DG IPOL and that this share has been increasing in the past years. And, in addition to this, both committees and policy departments were as always involved in continuously updating the “EP fact sheets”.
- The policy departments also organised 31 workshops (2015: also 31) in which external experts participated and discussed with committee members. A total of 70 experts were reimbursed against this item (2015: 81). Further experts were invited to share their economic, financial and monetary expertise in preparatory meetings of Monetary Dialogue sessions organised by ECON; these experts delivered 38 briefing papers prior to the sessions (2015: 35)
- The parliamentary committees organised 124 hearings (2015: 100 and 2014: 50). This is the highest number of hearings recorded in any one year. A total number of 127 guests at these hearings were reimbursed for travel costs against this item (2015: 183 and 2014: 104) Also, the Petitions Committee heard 201 petitioners (191 in 2015) at different hearings and meetings, 25 of whom were reimbursed against this item.
- Sub-item 3220-13 (books and subscriptions) was used 16 times for various books and subscriptions (30 times in 2015 and 7 times in 2014)

3. EVALUATION AND EFFECTIVENESS OF INTERNAL CONTROLS, INCLUDING AN OVERALL ASSESSMENT OF THE CONTROLS' COST-EFFECTIVENESS (ARTICLE 66(9) FR)

In general terms, IPOL's financial activities include a mix of medium to low-value transactions. In terms of value, some 90 % of the budget is related to the purchase of expertise following requests from parliamentary committees. A substantial number of very low-value transactions is also handled and relate to reimbursement of experts for hearings.

The budget structure and detailed financial circuits for the DG's implementation of these funds are published and updated on its web-pages. A substantial update and check of this information was made in 2014, at the request of the Authorising Officer by Delegation (AOD), and is also done continuously by the Finance Unit.

The AOD always includes an item of budget follow-up on every agenda of the Directors' meetings (weekly). The implementation of all funds is authorised at the level of Directorates, with the respective Director as Authorising Officer by Sub-delegation (AOS), and in close cooperation with the Finance Unit in terms of ex-ante control and advice. This cooperation between operational departments and the Finance Unit, and also with the personnel and IT units for those issues, reflect a strong culture of cooperation in an essentially decentralised structure with strong central support functions.

The use of budget funds is transparent and under detailed scrutiny at all levels of the hierarchy. Naturally, all basic concepts, such as the segregation of duties, are fully respected.

The DG objectives are set annually, taking into account the Parliamentary Project Portfolio in which DG IPOL presently manages 9 projects. The objectives are communicated to staff in writing and orally in meetings. Delegations of powers are clearly defined and always communicated in writing.

Risk management within the DG has evolved considerably over the past few years and the identified risks and mitigating measures were continuously updated.

In addition to the above, IPOL also operates a number of other procedures and work practices to continuously monitor and improve the compliance with the minimal norms for internal control and their effective functioning.

For example, DG specific instructions on public procurement issues are also published and updated, including all relevant links to DG Finance models.

IPOL also runs an official working group to promote knowledge and experience in the field of procurement and contract management. This group liaising with the Public Procurement Forum is very useful to discuss issues in detail, such as consequences of the new rules

Regular meetings with all financial actors have also been set up by the AO, implemented by the Finance Unit, in order to continuously monitor and improve financial and contractual procedures.

The AO has since many years introduced a training programme for newcomers, also including a module on "financial circuits" to emphasise the importance of correctly applying the existing procurement, contractual and financial rules.

In the field of public procurement, DG IPOL informed the Internal Auditor, in response to recommendations made in the 2013 internal audit report on STOA (now in DG EPRS), that the two most important recommendations had been fully implemented:

- Update of the Procurement Preparatory Document to better estimate the expected cost of external expertise
- Revision of the quality assessment sheet of external expertise to better assess the value for money

The third recommendation is partially implemented (quality assessment sheets are fully available through the Finance Unit), but the creation of a common database or webpage for these should be finalised in 2017.

Methodology for assessing the costs and benefits of internal control

Overall, the cost effectiveness of controls is assessed by the Resource Directorate in consultation with the Director General and his staff. This is done within the framework of the annual budget procedure and the annual report procedure. By and large, the aspects of "methodology" and the DG's approach are described and built into the Annual Report itself.

It is considered that the effectiveness of controls is high with a large degree of transparency, good cooperation and clear procedures, while at the same time maintaining a lean establishment plan and an un-bureaucratic central structure.

In order to achieve efficiency of the control system, DG IPOL's scarce resources are geared towards preventing any erroneous and non-compliant expenditure in the first place, and its working methods were set up to achieve this goal.

Records of the overall results of financial controls are kept in the FINIP (IPOL Finance Unit internal database) and FINORD, as well as in Web-contracts. In our FINIP database the records include the following mandatory information:

- identification of all transactions and operations of the DG, together with the total amount of these items,
- identification of the ex-ante verifiers who carried out the control,
- information whether the result was positive or negative, and, in case it was negative, it is reported as an exception or derogation describing i.a. whether a) it referred to internal procedures or b) to contractual or regulatory provisions;

This standard system proved its worth and no recovery orders had to be established (no non-compliant amounts identified).

Importantly, DG IPOL also continued to dedicate a previously existing post of an ex-ante verifier purely for procurement issues and contractual advice as from January 2012. This strategy has continued to give positive results during the course of the last 4 years.

The focus on giving individual assistance to operational departments "ante ex-ante" i.e. before submitting the files for the official ex-ante verification, thus continues in a successful way, preventing the risk of errors to a very high degree and thus keeping the error rate for legality and regularity extremely low.

In connection with the Annual Report, the existing measures are considered in the light of the year in question. So far, they have always been deemed appropriate and adequate.

Given the strong focus on ex-ante advice and checks (preparative and preventive work) as well as considering the annual budgets and staff resources available, ex-post controls have not been considered appropriate from the point of view of cost-benefit. Full and strong cooperation is of course afforded to any actions in this respect by the Court of Auditors and/or the Internal Auditor.

4. CONCLUSIONS

Overall 2016 was characterised by committees and other IPOL units "operating at full cruising speed", as was expected by IPOL management when approaching the middle of the legislative term.

Core business thus remained at a high level of activity, but also with the addition of new tasks, such as an even further increase in the focus on parliamentary oversight and scrutiny.

As mentioned, a number of important horizontal results were also achieved during the year where IPOL provided crucial input, such as:

- thorough support and expertise for the preparation of Parliament's position on the first ever proposal to revise a multi-annual financial framework (MFF)
- extensive work into the Parliament's preparations for the negotiations on a new inter-institutional agreement on better law-making and implementation of the new agreement
- extensive work on the revision of the Rules of Procedure where IPOL contributed via the lead-committee working-group and through an administrative project team set up to support the process

The setting-up and running of three temporary committees and their secretariats was an organisational challenge for the DG (staffing, meeting slots, quick planning of hearings and missions, consultation of confidential documents, offices) which was mastered successfully, in close cooperation with other DGs concerned. It should be noted that was the first time in Parliament's history that as many as three additional committees were operational at the same time.

While providing reliable and well-tried structures for the direct and indirect support of committee work through committee secretariats, policy departments, the economic

governance support unit, and the resource units, all IPOL units also showed great flexibility in 2016, continuously adapting to the evolving political priorities of the House and in order to ensure best possible services to committee Members.

The human resources of DG IPOL were generally appropriate for tackling the 2016 workload. The addition of 16 specific posts for scrutiny measures allowed the DG to tackle new priorities, particularly as regards the rise in work related to delegated acts and implementing measures.

However, other reductions to the establishment plan, by an additional 2.3% (1% reduction in 2016 plus 1.3% reduction due to IPOL's contribution towards the transfer of 76 establishment plan posts to Political Groups), on top of the initially foreseen 5% reduction, made the staffing of the temporary committee secretariats very difficult. In fact, the staffing of temporary committee secretariats in a context of continuous cuts in human and budgetary resources (Contract agent budget; missions budget) without additional Contract agent funding for the units of origin concerned, might risk having adverse effects on the quality of services provided to Members.

The second half of the year saw major activity in order to prepare for the parliamentary mid-term, with IPOL preparing, for early 2017, the reconstitution of the committees and the Conference of Committee Chairs (CCC), the election of their Bureaux, and as well the election of the CCC Chair. DG IPOL thoroughly prepared for this exercise for it to be completed in early February and for committee business to continue smoothly.

Following the UK referendum on EU membership on June 23, the "Brexit" process already had clear implications for IPOL's work in 2016, in the initial phase mainly in the form of technical analyses and briefings that were prepared by the committees as input to the overall process within the Parliament. Intensive support and expertise from IPOL committees, policy departments and horizontal services is to be expected in the preparation of Parliament's position in view of UK's notification of Article 50.

5. DECLARATION BY THE AUTHORISING OFFICER BY DELEGATION

I, the undersigned,

Director-General of

hereby declare, in my capacity as authorising officer by delegation, that I have 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.


This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of self-assessment, ex post controls and remarks by the Internal Audit Service, as well as the lessons learned from the reports of the Court of Auditors for financial years prior to that for which this declaration is being made.

I also confirm that I am not aware of any fact not set down herein that could be prejudicial to the interests of the Institution.

Done at *Brussels*

on

Signature


07 FEB. 2017

Annex 6.1.1 - Current appropriations

Use of current appropriations as at 31 December 2016 (source: FINORD)

Situation of current appropriations							Situation of payments		
Sub-item	Initial appropriations	Transfers / Amending Budgets	Appropriations	Commitments done	Appropriations available	% Committed	Payments done	Still to be paid	% Paid
1	2	3	4	5	6=4-5	7=5/4	8	9=5-8	10=8/5
1612-02 * Formation professionnelle	100.000,00	0,00	100.000,00	53.356,28	46.643,72	53,36%	42.043,04	11.313,24	78,80%
Total chapter 16	100.000,00	0,00	100.000,00	53.356,28	46.643,72	53,36%	42.043,04	11.313,24	78,80%
03020-09 * Frais de réception et représentation comm.parlem.	66.000,00	0,00	66.000,00	28.635,75	37.364,25	43,39%	22.736,75	5.899,00	79,40%
03042-01 * Réunions des commission	215.000,00	40.000,00	255.000,00	205.690,02	49.309,98	80,66%	182.192,29	23.497,73	88,58%
Total chapter 30	281.000,00	40.000,00	321.000,00	234.325,77	86.674,23	73,00%	204.929,04	29.396,73	87,45%
03200-01 * Acquisitions d'expertise : politiques interne de l'UE	5.985.000,00	-200.000,00	5.785.000,00	5.104.610,40	680.389,60	88,24%	1.862.311,57	3.242.298,83	36,48%
03220-13 * Livres et inscriptions	40.000,00	0,00	40.000,00	26.449,99	13.550,01	66,12%	26.049,99	400,00	98,49%
Total chapter 32	6.025.000,00	-200.000,00	5.825.000,00	5.131.060,39	693.939,61	88,09%	1.888.361,56	3.242.698,83	36,80%
TOTAL	6.406.000,00	-160.000,00	6.246.000,00	5.418.742,44	827.257,56	86,76%	2.135.333,64	3.283.408,80	39,41%

Annex 6.1.2 - Appropriations carried over from 2015

Use of appropriations carried over from 2015 as at 31 December 2016
(source: FINORD)

Situation of appropriations carried over				
Sub-item	Appropriations carried over	Payments done	Still to be paid	% Paid
1	2	3	4 = 2-3	5 =
1612-02 * Formation professionnelle	7.035,00	7.035,00	0,00	100,00%
Total chapter 16	7.035,00	7.035,00	0,00	100,00%
03020-09 * Frais de réception et de représentation	15.250,00	13.053,04	2.196,96	85,59%
03042-01 * Réunions des commission	25.600,00	14.416,33	11.183,67	56,31%
Total chapter 30	40.850,00	27.469,37	13.380,63	67,24%
03200-01 * Acquisitions d'expertise : politiques interne de l'UE	3.518.725,88	3.378.617,23	140.108,65	96,02%
03220-13 * Livres et inscriptions	1.850,00	1.492,18	357,82	80,66%
Total chapter 32	3.520.575,88	3.380.109,41	140.466,47	96,01%
TOTAL	3.568.460,88	3.414.613,78	153.847,10	95,69%

6.1.3. Situation des **crédits reportés** non-automatiquement à *la fin de décembre* -
Exercice 2016 (nature 6)

n/a

Annex 6.1.4 - Use of specific items of expenditure / assigned revenue (nature 7)

**Use of specific items of expenditure / assigned revenue (nature 7)
as at 31 December 2016 (source: FINORD)**

Situation of appropriations /					
Sub-item	Annual cumulated appropriations	Commitments done	Appropriations available	Payments done	% Paid
1	2	3	4=2-3	5	6=5/3
03042-01 * Réunions des commission	2.058,11	2.058,11	0,00	2.058,11	100,00%
Total chapter 30	2.058,11	2.058,11	0,00	2.058,11	100,00%
TOTAL	2.058,11	2.058,11	0,00	2.058,11	100,00%

6.1.5. Situation des **crédits reportés de dépenses spécifiques / RA** à la fin de décembre - Exercice 2016 (nature 5)

n/a

6.1.6. Situation des **engagements reportés de dépenses spécifiques / RA** à la fin de décembre - Exercice 2016 (nature 3)

n/a

6.1.7. Situation des **recettes propres** à la fin de décembre - Exercice 2016 (nature 8)

n/a

6.1.8. Situation des **crédits de dépenses spécifiques / RA externes** à la fin de décembre - Exercice 2016 (nature 9)

n/a

SOO25:Invoices paid from 01/01/2016 to 31/12/2016

		INTEREST AMOUNT <= 200	NO INTEREST AMOUNT	Total
ON TIME	Number of invoices		418	418
	Total invoice amount (EUR)		5.100.686,07	5.100.686,07
	Total interest amount (EUR)			
LATE PAYMENT	Number of invoices	44		44
	Total invoice amount (EUR)	492.379,17		492.379,17
	Total interest amount (EUR)	956,75		956,75
Number of invoices		44	418	462
Total invoice amount (EUR)		492.379,17	5.100.686,07	5.593.065,24
Total interest amount (EUR)		956,75		956,75

Although it concerns very minor amounts, DG IPOL takes note of the fact that the number of invoices with potential charges needs to be explained and that the number needs to be reduced in the future. A first analysis showed that most cases related to invoices that required the presence of a specific official (responsible for the terms of reference and thus in a capacity to judge whether the invoice should be paid in full as received). Unfortunately a significant number of these invoices was received some time after the corresponding events/publications, with the result that this person was on leave or, in some cases, had changed posting. Also, some of the invoices required further discussion with the suppliers as all details were not correct. In hindsight a few of these could have been suspended in the system but as the amounts were small this seems to have been overlooked. Finally, the DG experienced a significant turnover of staff in the policy departments responsible for the invoices, which may also have contributed to a few late payments. In 2017 the DG will continue to make efforts to reduce the number of invoices concerned and, also, to highlight the importance of suspending invoices in the system when they are under discussion with suppliers.

6.4 Long-term contractual obligations

Contractor	Subject	Duration ⁽¹⁾		Overall value of procurement operation	Contract expenditure in 2016 (EUR)	Renewal method ⁽²⁾	Description of monitoring measures
		Contract	Procurement operation				
Blomeyer y Sanz	IP/D/ALL/FWC/2015-001/lot2/C4	5x12 months	3 specific order forms in 2016	FWC = 0 EUR	107.200	automatic	Expiry date of FWC 30/03/2020; reopening of competition for specific assignments

(1) Months, years or open-ended

(2) Manual or automatic

6.6 Results of ex-post evaluations

N/A - No posts available for ex-post evaluations.

Only in the frame of the annual carry-over exercise, IPOL ex-ante verifiers may control the respective transactions ex-post.

6.7 Sensitive posts

Post identified as sensitive Measures taken

The 2016 assessment of the sensitivity of DG IPOL posts showed that there are potentially 63 sensitive posts (i.e. 1 Director General, 3 Directors, 12 ADs and 47 ASTs) that have remained more than 7 years in the same post. Out of these 63 posts, 7 of them retired, 1 has left and 9 of them have changed the post in 2016. Overall, the evaluation result for each category of posts indicated that the risks identified are low. The existing control environment can be considered as sufficient to compensate for the resulting risks (e.g. inclusion in the annual mobility exercise).

6.8 Assessment of the implementation of the Minimum Internal Control Standards

Self-assessment summary table

2014 standard No	2002 standard No	Achieved	Almost	Partly	Started	To be started / NA
Section 1: Mission statement and values						
1. Mission	2	✓				
2. Ethical and organisational values	1	✓				
Section 2: Human resources						
3. Allocation of staff and mobility	3	✓				
4. Staff assessment and development	3, 4	✓				
Section 3: Planning and risk management						
5. Objectives and performance indicators	7, 9, 10	✓				
6. Risk management process	11	✓				
Section 4: Operations and control activities						
7. Operational set-up	5, 6	✓				
8. Processes and procedures	15, 18	✓				
9. Supervision by management	17	✓				
10. Business continuity	19		✓			
11. Document management	13	✓				
Section 5: Information and financial reporting						
12. Information and communication	13, 14	✓				
13. Accounting and financial information	12	✓				
Section 6: Evaluation and auditing						
14. Evaluation of activities	n/a					
15. Evaluation of internal control systems	20, 22		✓			
16. Audit reports	21	✓				

Comments on the outcome of the annual self-assessment of MICS performance

1. Standards assessed as 'achieved' - good practices

Good practice examples (N° of standard(s) in brackets):

- Budget management structure published on IPOLNET (1);
- Regular training for newcomers (2);
- Access to databases (e.g. FINORD) linked to mandatory training; toolbox for initiators published on IPOLNET (3);
- Dialogue with line manager for annual assessment in place (3, 4);
- Objectives of the DG are defined and communicated each year (5);
- Administrative work program in place (5);

- Weekly monitoring of main budget implementation done by the DG's Finance Unit in cooperation with all operational departments (5);
- Risk assessment done by the responsible AOS for financial and legal commitments up to 60.000 EUR (6);
- Rotation policy in place (7);
- Financial Agents table published on INTRANET (7);
- Financial circuits in line with Financial Regulation in place and published on IPOLNET; Detailed checklists for initiation, verification and archiving continuously updated and published (8);
- Exceptions and Derogations are registered in the Finance Unit's database FINIP and in Web Contracts (8);
- Budget follow-up figures on every agenda of the Directors' (AOS) weekly meetings (9)
- On a political level, the CCC reviews the budget in September for potential adjustments and re-allocations in accordance with the Committees' needs (9)
- Back-up in place to ensure the continuity of operations (10).
- Financial archives, of the DG centralised and managed by in the DG's Finance unit; all procedures published; in addition, destruction of all financial documents fulfilling the conditions established by DG IPOL's Retention Schedule Document (11, 12);
- Rules published on IPOLNET (12, 13);

2. Standards assessed as '**almost achieved**' - **further work required** (10)

- On-going regular update and revision of tailor-made IPOL templates and best-practice in procurement. Depends on IPOL. Full harmonisation of IPOL specific models for all procedures in place. A major check and update of on-line based manuals / templates of financial and contractual procedures on the new IPOL web-site is being done since it has been launched in October 2014. Moreover, a new section "NEWS" has been added to the new Finance Unit's web-site to improve efficiency of communication with Financial Agents and Committee Secretariats.
- Follow-up an implementation of recommendations (e.g. IPOL working group to improve efficiency of procurement activities). Depends on IPOL.
- Annual revision of control framework in connection with the annual activity report. Depends on IPOL. Such a "method" should still be better defined, even though the control framework is continuously monitored and improved, notably through the Finance Unit and particularly the use of the DGs web-pages.
- In our IPOL Risk Register we have identified and assessed potential risks in 5 different areas, i.e. IT, HR, Finance, Logistics, and Legislative Coordination. In 2015, for example, we were obliged to temporarily leave SQM building in order to remove asbestos, and with the coordination of CSG we prepared a specific business continuity plan together with DG ITEC, SAFE, INLO, IPOL and EPRS in order to assure the continuity of DG IPOL, EXPO, EPRS business. However, we don't have a general strategy for business continuity and we therefore consider this standard also necessary to be further developed.

3. Standards assessed as '**partly achieved**' or '**started**' - **weaknesses and practices**

NA

4. Standards assessed as '**to be started**' or '**non applicable**'

- From a purely political aspect, control standard 5 is, however, partially non-applicable. This is due to the fact that the most important objectives of the DG are of a political nature and mostly depend on political decisions. They do not lend themselves easily to measurement through quantitative indicators.
- Multi-annual programming is not an integral part of the current system of an annual "administrative work program". With the introduction of a "Strategic Execution Framework" (SEF), multiannual aspects feature more prominently.
- The DG does not operate an ex-post evaluation system. Given the need to carefully weigh the benefits of such controls compared to the resources needed to implement them, it is considered much more effective to concentrate limited resources on ex-ante controls in conjunction with continuous information and training. This is particularly so given the DGs relatively modest annual budget. Nevertheless, informal ex-post controls can be made when deemed pertinent.