

**European Committee
of the Regions**

European Committee of the Regions

Annual Activity Report for 2017

JUNE 2018

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INTRODUCTION

The Annual Activity Report is a key component of the strategic and programming cycle. It is the basis on which the European Committee of the Regions (CoR) takes its responsibility for the management of resources and the achievement of objectives, as a mirror of the Management Plan.

This Annual Report of the Authorising Officer by Delegation (the Secretary-General) is established on the basis of the Financial Regulation (art. 66.9 of the Financial Regulation 2012, modified in 2016), the internal rules on the implementation of the budget and the Charter of tasks and responsibilities of the Committee's Authorising Officer by Delegation.

As required by the above provisions, the Annual Report covers the activities of the institution (the objectives and main achievements of the year under review), as well as the budget execution within the parameters of the control environment. The report also contains a declaration, signed by the Authorising Officer by Delegation, on the application of the principle of sound financial management on the use of the resources and the legality and regularity of the underlying transactions in 2017.

Part 1 of the report is a brief summary of the political achievements of the institution in 2017.

Part 2 presents the main achievements and activities compared against the objectives set in the Management Plan 2017-2018 (which is a tool used to identify and prioritise goals and objectives and serves as a basis to evaluate final results and achievements).

Part 3 reports on internal management and control systems. It outlines the characteristics of the CoR risk environment and gives a detailed description of internal control systems, such as verification, internal control standards and financial exceptions. In addition, the chapter reports on actions taken on the comments and recommendations from the various supervisory bodies: recommendations made in connection with the budgetary discharge, the reports of the Court of Auditors as well as the internal audits.

Part 4 contains comments made by the Authorising Officer by Delegation on the management system he has put in place.

Finally, Part 5 is the declaration by the Authorising Officer by Delegation.

1. POLITICAL ACHIEVEMENTS

The mission of the CoR, as consultative body, consists first and foremost of its involvement in the EU decision-making process and policy-orientation debates thus ensuring that the concerns and interests of local and regional authorities are effectively taken on board in all stages of the legislative process - from the conception of the legislation and policies to their implementation. Two main instruments contribute to this objective: the adoption of the CoR Opinions and the structured co-operation with the other EU institutions and with associations of local and regional authorities. The CoR's activities and actions, as well as the annual work programme of its commissions, are defined on the basis of the overall political strategy of the CoR, set out in the resolution on the political priorities.

2017 was the third year of the CoR's sixth term of office 2015-2020 under the Presidency of Markku Markkula as its President and Karl-Heinz Lambertz as First Vice-President. In July 2017 Karl-Heinz Lambertz took over as President and Markku Markkula became in his turn First Vice-President.

The CoR's broader political work was guided by the following priorities for the 5 years term of office, which were adopted in a resolution in June 2015:

1. A fresh start for the European economy: creating jobs and sustainable growth in cities and regions to provide a better quality of life for citizens.
2. The territorial dimension of EU legislation matters: working in the interest of citizens, no matter where they chose to live and work.
3. A simpler, more connected Europe: reconnecting citizens and businesses at local and regional level.
4. Stability and cooperation within and outside of the European Union: supporting our neighbours on their path towards European values.
5. Europe of the citizens is Europe of the future: enhancing forward-looking partnerships between European Union and its people.

In addition to these priorities, the CoR Members have set a clear political goal to get the assembly even further involved along the whole political and legislative cycle of the EU policies, building on the existing cooperation agreements with the European Parliament and the European Commission. This goal was already underlying the political priorities guiding the Strategic Management Plans 2015-2017:

More involvement throughout all stages of the EU legislative process (European Commission, European Parliament, Council of the EU)

Raise the CoR's institutional profile by building even more effective and trustful partnerships with other EU Institutions

Put regional and local authorities at the heart of designing and implementing European policies

Further develop the EU's decentralised communication with and within the regions.

Complementary to this framework, President Lambertz identified 4 "chantiers" for reinforcing the CoR and its impact which were broadly endorsed by the Conference of Presidents of the 5 Political Groups, the Chairs of the 6 commissions and the national delegations:

- Energising the functioning of the CoR statutory bodies
- Fostering our cooperation with the EU institutions, and our impact
- Strengthening our bonds with cities, regions, and their associations.
- Leveraging communication, dialogue with citizens, and standing in public opinion

In 2017, the CoR met five times in Plenary Session in Brussels and two external Bureau meetings were organised marking the EU Presidencies.

In terms of impact on the final legislation or importance of contribution to the inter-institutional debate, the following work can be highlighted in 2017:

In 2017 the CoR undertook new ambitious horizontal and thematic initiatives with a high potential for providing a meaningful input from local and regional authorities (LRAs) to the EU decision-making process.

Reflecting on Europe process

A core horizontal activity launched by the CoR in 2016 and continued throughout 2017 is the "Reflecting on Europe" process – a broad bottom-up consultation exercise on the future of Europe underpinned by an integrated action in partnership with the EU institutions, local authorities, LRA associations, think tanks and civil society organizations. The process initiated by a formal request of European Council President Donald Tusk will feed into an opinion that will be adopted in 2018, well ahead of the European elections. The implementation of this exercise is based on a structured cooperation with all EU institutions.

Investment in Europe's future

In response to the persistent "investment gap" affecting many of Europe's cities and regions and threatening their long-term competitiveness, and in view of the upcoming decisions on the EU investment policy in the framework of the future MFF, investment was in 2017 more than ever at the centre of the CoR's activities. Following the adoption of the CoR Opinion on "The future of Cohesion policy beyond 2020" at the Plenary Session of 11 and 12 May 2017, the CoR and the main European territorial associations (AER, AEBR, CALRE, CEMR, CPMR, and Eurocities) launched during the European Week of Regions and Cities 2017 the #CohesionAlliance, which aims at supporting a strong EU Cohesion policy for all regions beyond 2020 through joint activities of associations and interested parties and individuals across Europe. The objective of the #CohesionAlliance is to send a clear message to Institutional decision-makers on the importance of securing a strong Cohesion policy for all regions beyond 2020 and on the key place that Cohesion policy must continue to occupy in the future of the European Union .

Reinforced cooperation with the European Parliament

The cooperation with the EP has been systematically enhanced since the signing of the Cooperation Agreement in 2014. The CoR and the EP pursue effective bilateral cooperation on a set of selected priority files which are reviewed and updated every year. As the quality of the relationship with the EP continues to improve at all levels, it paved the way towards more structured forms of cooperation between the rapporteurs of both institutions and the CoR commissions and EP committees.

In addition, the cooperation in the field of communication was stepped up in view of the EU elections 2019. This cooperation included the participation of MEPs in citizens' dialogues organized by the CoR in the context of its Reflecting on Europe initiative.

More focused cooperation with the European Commission

Last year, the European Commission maintained its focus on the implementation of the 10 political priorities, delivering subsequent legislative proposals announced in its Annual Work Programme and continuing its work on the assessment and review of existing EU legislation as part of the REFIT exercise. The CoR remained an active partner within the REFIT Platform. In view of the increased thematic cooperation the CoR has also undertaken efforts to consolidate its relations with the EC Secretariat General.

Furthermore, the CoR appointed three members to the Task Force on Subsidiarity, Proportionality and "Doing Less More Efficiently" which the European Commission set up in November 2017.

More targeted cooperation with the Council

The necessity for better regulation offers good grounds for developing and strengthening ties with the Council and its rotating Presidencies and provides for more transparency in the course of the EU decision-making process. The CoR's strategy is continuously steered towards more opportunities for effective active involvement in the EU trio Presidency's activities and the design of their future programmes as well as the opportunity to present CoR positions at Presidency events, Council Working Parties and Informal Council meetings

The CoR has also developed cooperation initiatives with the Council secretariat on thematic priority files. The CoR opinions, as well as other relevant CoR documents (studies, consultation reports, impact assessments etc.), are presented in respective working parties of the Council. The CoR has also achieved to set up and information exchange on the respective internal planning documents.

A more detailed account of achievements is provided in the Annual Impact Report 2017.

2. IMPLEMENTATION OF THE MANAGEMENT PLAN PER SERVICE

This chapter presents the implementation of the Management Plan per service.

The table below shows the staff of the Committee of the Regions as of 31 December 2017.

Type	AD	AST	AST/SC	Total
Establishment plan (1)	296	186	7	489
Contract staff (2)	13	37	0	50
External contract staff		0	0	26
Seconded national experts	10			10
Other outside personnel (specify) (3)	1			1
Total	320	223	7	576

(1) Including 2 AD vacant posts.

(2) Contract staff replacing absent staff (e.g. maternity leave) are not included.

(3) Medical doctor.

2.1 Secretariats of the Political Groups

2.1.1 PES Group

Objective 1: Strengthen PES Group's impact on the CoR political activities		
<p>Result and/or impact indicators:</p> <p>Amendments tabled and votes on opinions and resolutions, decision on documents submitted for decisions in the various bodies in which PES members are sitting (Plenary, Commissions, Bureau, CFAA, ARLEM, CORLEAP, UTF, Working Group on budget, subsidiarity steering committee, JCCs, working groups, etc.).</p> <p>PES Group meetings, resolutions, press releases, newsletters, etc.</p>	<p>Target for 2017-2018:</p> <p>The PES Group will contribute to the work of the different CoR commissions in order to better reflect the PES priorities on the strategic agenda of the EU. The PES Group will follow closely the rolling programme of the EC in order to appoint PES rapporteurs for major opinions.</p>	<p>Latest known result:</p> <p><u>Achieved:</u></p> <p>In 2017, the PES Group organised meetings alongside each plenary session, each commission meeting in Brussels and whenever it was possible for external meetings. The PES Group has also produced voting lists for all opinions debated at the plenary sessions and also at the level of Commissions meetings. We organised a seminar on "Progressive answers to populism" in June 2017 in the Brussels Regional Parliament. Furthermore, an extraordinary PES Group meeting in Valencia (Spain) on European investments at local and regional level took place in September 2017.</p>

Objective 2: Strengthen the CoR's impact on the EU decision making process			
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:	
Level of participation and intervention in meetings organised by the PES Group at interinstitutional level (mainly European Commission and European Parliament) or with external stakeholders.	The PES Group will reinforce its strategy on the follow-up of opinions or its contacts at inter-institutional level. As much as possible, the CoR PES Rapporteurs would work closely with the counterparts at the European Parliament.	<u>Achieved:</u> During 2017, PES rapporteurs had meetings with their counterparts in other EU institutions, particularly with the counterparts at the European Parliament.	

Objective 3: Increase PES Group's monitoring of CoR administrative and budgetary affairs			
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:	
The result and impact will be evaluated through the modifications brought to the existing rules and the work of the CFAA and the Bureau.	Follow up closely of the advancements on the 13 fields for action and milestones for their implementation identified in the cooperation agreement with the EESC. Finding a consensual solution to replace the VMA building.	<u>Achieved:</u> The PES Members in CFAA and Bureau closely followed the advancement on the implementation of the administrative cooperation agreement with the EESC. Furthermore, the PES Group Members found an agreement with other political groups on a CoR/EESC building strategy, which was adopted by the CoR Bureau.	

Objective 4: Develop PES Communication strategy			
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:	
Number of hits on the new website	Increase the number of hits on our website by 20%.	<u>Not achieved:</u> 43748 visits in 2017 (109,756 in 2016). However, the time spent on the website for each visit increased, so the target is reached in qualitative terms.	
Number of recipients of the newsletter in our database	Increase the number of recipients with a "subscribe" campaign.	<u>Achieved:</u> 2209 subscribers on 8 February 2018 (2044 in 2016)	
Number of participants in the photo competition	The number of participants is only part of the success indication and the decrease	<u>Achieved:</u> 690 participants in 2017 (589 in 2016)	

	can reflect the difficulty of the topic. We will try to continue the engagement for next year's edition in order to increase the quality of entries. By the photo competition we aim at increasing the website hits.	
Number of Facebook followers	Increase of the number of Facebook followers by 15%.	<u>Achieved:</u> 9013 page likes on 11 January 2018 (6897 in 2016)
Number of Twitter followers	Increase the number of followers by 15%	<u>Almost achieved:</u> 3425 followers on 31 December 2017 (2985 in 2016)
Number of visitor groups	We will try to keep this level but we do not plan to increase the number of groups as it is already high. Colleagues of the secretariat are also encouraged to take part in the Back to School program to meet students back home.	<u>Achieved:</u> 60 groups for a total of 2,253 visitors in 2017 (47 groups with 1520 visitors in 2016)
Organisation of public debates alongside statutory meeting outside Brussels or standing alone	A new citizens' debate will be organised alongside the 2017 PES external meeting. Potentially a standing alone one could also be organised in 2017.	<u>Achieved:</u> In cooperation with the S&D Group in the European Parliament, a "Together" conference open to all citizens was successfully organised.

Human resources of the PES Group Secretariat

Type	AD	AST	SC	Total
Establishment plan	10	4		14
Contract agents				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	10	4		14

2.1.2 EPP Group

Objective 1: Build on the stronghold of the EPP group as political motor		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number of meetings held, EPP positions carried, members participated in CoR activities and events; rapporteurships secured on major issues, and amendments tabled and carried with the EPP line.	The EPP Group will continue to reinforce its position by providing voting guidelines on each opinion and resolution. The EPP Group will closely follow the evolution of the EC Work Programme through its coordinators in each of the CoR Commissions in order to appoint rapporteurs for key opinions, and to propose own-initiative opinions where new issues must be placed on the EU agenda.	<p>Achieved: 100% meetings held (6 ordinary meetings, 6 Bureau meetings, 3 extraordinary meetings and a seminar in the context of the EWRC).</p> <p>Achieved: Many rapporteurships were secured, covering various major issues, and were adopted with large majorities.</p> <p>Achieved: Resolutions - involvement and/or lead of EPP in all political resolutions.</p> <p>Achieved: Participation.</p> <p>Achieved in part: majority of amendments tables or supported by the EPP were carried, but not all of them, like in any political assembly.</p>

The EPP group organised all of its foreseen ordinary meetings alongside CoR plenary sessions, as well as three extraordinary meetings, one linked to the trans-European transport network in Brindisi, another one linked with the demographic change in Budapest and a third one on the EU finances in Brussels. It also held a seminar during the EWRC on Cohesion Policy and Europe's Strategic Investments.

Objective 2: Strengthen co-operation with other institutions and EPP Party		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number of MEPs and CoR members in each other's activities; number of CoR members in Council meetings; number of Commission representatives in Group meetings and activities; regional office and association representatives in group meetings and seminars.	<p>Develop further relations and working methods with the Party, notably through the organisation of joint events. Work closely with key Committees in the European Parliament linked to the 2017-2018 priorities.</p> <p>Enhance the promotion of the legislative amendments of the CoR opinions to the European Parliament Committees' members. In</p>	<p>Achieved: EPP-CoR Participation in EPP Political Assembly and Working Groups regularly assured.</p> <p>Achieved: EPP-CoR participation in the European Parliament's EPP Group meetings, external Bureau meetings, and hearings.</p> <p>Achieved: participation of EPP MEPs, EPP Party members, and Commission representatives in ordinary and extraordinary EPP-CoR meetings.</p>

	view of the European elections in 2019, cooperate with the Party in the context of its campaign management.	
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Objective 3: Promote and improve visibility of EPP-CoR Members' work

Result and/or impact indicators:	Target for 2017-2018	Latest known result:
Number of press releases and publications published and taken up by media or participants; audio-visual material published and integrated onto the website; number of tweets/re-tweets, comments on Facebook page; visitors received in the CoR; full participation of the Study Visit and the Winter University covering a large number of member states.	Continue increasing the visibility of the EPP members and rapporteurs through intensified use of social media, the audio-visual project, the EPP-CoR site, various newsletters and e-newsletters, and other publications. Reach out to media outside Brussels via dedicated EPP communications projects. In view of the European elections in 2019, reach out to citizens via local debates organised by EPP-CoR members.	<p>Achieved: greater take-up of social media and followers growing</p> <p>Achieved: audio-visual material published around plenary activities and EPP rapporteur, all integrated on site and disseminated</p> <p>Achieved: printed newsletters and publications around EPP events, disseminated online and in printed form</p> <p>Achieved: important number of visitors welcomed in CoR</p> <p>Achieved: Full participation of the EPP Winter University for local and regional media organised in December 2017 as well as the EPP Study Visit for young students organised in November 2017.</p>

In 2017 the EPP Group in the CoR continued with its investment in audio-visual media. Improvements were made to communication on social media with a new account launched on Instagram.

Objective 4: Contribute to the running performance of the CoR, its Administration and budget

Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Ownership of decisions increased; number of briefings prepared, meetings attended.	Follow-up of political and administrative work by the relevant CFAA rapporteurs; implementing the revised Rules of procedure for better functioning of the CoR Commissions, Bureau and plenary work. Implementation of an optimised administrative agreement with the EESC for	<p>Achieved: Appointment of CAFA rapporteurs in key dossiers: draft Budget for 2019 and beyond, assessment of cooperation agreement with EESC and IT report</p> <p>Achieved: revision of a series of regulation and decisions to increase the efficiency of CoR</p> <p>Achieved: establish and</p>

	<p>joint services based on the ongoing work of CAFA rapporteurs; creating a stronger political case for the CoR's budget for 2019 and beyond.</p>	<p>implement a strategic timeline and guidelines for the CoR's annual budget process; beginning on building a political case for the CoR's budgets for 2019 and beyond</p> <p>Achieved: implementation of revised security rules and corresponding refurbishment of CoR entrance hall lead by CAFA members.</p>
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The EPP continued to be strongly involved in this field via the work of its CAFA members and their work as rapporteurs and in the PMG. In 2017 the newly established security measures whose identification was led by the EPP chairmanship were put in place to ensure the security of CoR members and staff. Due to the efforts of EPP members, considerable results were achieved in the concertation process of the CoR's budget in the EP. Finally, the EPP also launched the built up of a political case for the CoR budget in order to prepare for the upcoming changing budgetary context and the financial implications of Brexit for the EU's future budget.

Objective 5: Integration of new members in the EPP group		
<p>Result and/or impact indicators:</p> <p>Responsibilities given to members: rapporteurship, participation in votes, occupying EPP seats in CoR bodies, inviting members to CoR and EPP activities.</p>	<p>Target for 2017-2018:</p> <p>With elections regularly taking place throughout Europe and a resulting movement in CoR membership, the EPP will continue to actively integrate all members of the EPP family in its cohesive work, building on the expertise and added value that each individual can make. It will also seek to incorporate members sharing the EPP values in the Group.</p>	<p>Latest known result:</p> <p>Achieved: integration of new EPP members in EPP-CoR work and activities (rapporteurship, coordinator post, other posts in WGs and other bodies, regular participation in Group activities).</p>

Newly appointed members who enter the CoR following local or regional elections during the mandate, and are members of the EPP are welcomed to their political family and encouraged to contribute to the work of the Group in the CoR.

Human resources of the EPP Group Secretariat

Type	AD	AST	SC	Total
Establishment plan	10	4		14
Contract agents				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	10	4		14

2.1.3 ALDE Group

Objective 1: Propose ideas and solutions for Europe, EU legislation, and local and regional democracy		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
<u>Speeches</u> : Positive feedback from decision-makers to ALDE proposals	Concrete proposal made at each plenary	Kate Feeney in debate with Jan Olbrycht on 23 March – proposal for the creation of a fund to assist regions severely impacted by Brexit.
<u>Amendments</u> : tabled at every plenary and most commissions	Tabled at each plenary and most commissions	Ulrika Landergren amendments to the Mid-term review of the ESF preparing the post-2020 proposal at the March plenary
<u>Opinions</u> : successful approval in plenary	100% approved at plenary	100% of ALDE opinions approved in 2017
<u>Resolution on the future of cohesion policy adopted at ALDE Party Congress</u>	Resolution adopted by the Congress in December 2016. To table another resolution for the 2017 ALDE Party Congress	Two ALDE-CoR resolutions were presented and adopted: on preventing radicalisation, and on Celebrating Europe Day.
<u>ALDE Seminars, study visits and ALDE events</u> : concrete proposals and recommendations resulting from discussions and contributions to future policy work	Convert these events into citizens dialogues to feed into the CoR's work on this front in 2017.	Not achieved due to changed political circumstances: - External group meeting was on Brexit in Dublin; - External group seminar was in Slovenia in connection with ALDE

		Party Council; - European Week of Regions and Cities seminar was on Erasmus for local representatives.
<u>ALDE Events in collaboration with the Liberal Family</u>	Continue developing the Liberal Mayors Network and organise a larger Liberal Mayors Summit at the Amsterdam Congress 2017. Help with drafting of ALDE Party election manifesto.	President Bart Somers sits on the ALDE election manifesto committee. ALDE Party Council meeting in Slovenia provided an opportunity to enhance visibility of ALDE-CoR and contribute to policy work of wider liberal family. 3 rd Liberal Mayors Summit at the ALDE Party Congress launched the ALDE-CoR campaign for Europe Day celebrations.

Objective 2: Ensure participation of ALDE members in the work of the CoR and provide support for them ahead of statutory meetings

Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
<u>Briefings:</u> Provided for every statutory meeting	100% briefings for all statutory meetings. Redesign of briefings to facilitate digital transition of the CoR. Continue to develop new group meeting format to generate discussion on ALDE positions on key dossiers at plenary or being drafted at commission level.	ALDE Briefings provided for all statutory meetings. On-going development of new briefing formats for commission meetings, as well as new digital form of preparatory meetings. Group meeting discussion on MFF 22 March 2018.
<u>Rapporteurships:</u> ALDE obtains percentage (%) proportional to its relative size	More than 13.5 % of all CoR opinions approved	13/71 opinions adopted in 2017 had an ALDE rapporteur 18.3% of share
<u>Analysis of opinions from liberal perspective</u>	Maintain the same level of service to members	

Objective 3: Help to ensure that the CoR's messages are reflected in the EU legislative process

Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
<u>Meetings:</u> Arranged for every	<u>Meetings for</u> 100% of ALDE	Jean-Luc Vanraes met with

<p>ALDE rapporteur following plenary approval and during the process of preparing the opinion if considered appropriate.</p>	<p>rapporteurs. Conduct interviews with MEPs after meeting to obtain their feedback of the meeting.</p>	<p>the Bulgarian presidency in relation to his opinion on the Service Package on 16 March. A systematic overview of meetings with MEP's is on our website on the reports page which tracks all developments per opinion. Frank Cecconi met with the Estonian presidency in relations to his opinion on promoting public sector innovation via digital solutions.</p>
<p><u>Proposals for amendments:</u> Submitted to MEP ahead of EP deadline</p>	<p><u>Amendment deadline:</u> 100% to be met</p>	<p>CoR rapporteur for a Space Strategy for Europe. Andres Jaadla submitted amendments to EP rapporteur Krehl and ALDE shadow Van Nieuwenhuizen-Wijbenga following bilateral meetings with them. Several of his suggestions were taken on board by the two MEPs.</p>
<p><u>Targeted policy input for ALDE MEPs:</u> Emails sent to ALDE MEPs of several EP committees ahead of each round of committee meetings. Feedback from MEPs regarding usage of CoR input.</p>	<p><u>Rounds of EP Committee Meetings:</u> Contribute to each round of committee Meetings. <u>ALDE MEPs:</u> 100% of ALDE MEPs to have received some policy contribution from ALDE-CoR.</p>	<p>The Secretariat ceased to send this kind of emails in February/March 2017, as a result of limited impact and the feedback received. Since then the focus is on more targeted input to MEPs.</p>

<p>Objective 4: Contribute to organisation of CoR work and efficient running of the Administration</p>		
<p>Result and/or impact indicators:</p>	<p>Target for 2017-2018:</p>	<p>Latest known result:</p>
<p>Contribute to the strengthening of the CoR as it develops the cooperation agreement with the European Parliament, and increases its focus on its legislative impact</p>	<p>Share with ALDE MEPs first results arising from the agreement. Continue to push for resources to be allocated to achieving impact of CoR on</p>	<p>Regular bilateral contacts with ALDE Coordinators in BUDG and CONT, as well as Chair of the EP CCC.</p>

	the legislative process and push for a greater proactive and strategic approach to obtaining visibility in the Brussels-based European media.	
Ensure a smooth transition for new ALDE members and efficient farewell for ALDE outgoing members	All members receive the ALDE welcome pack (or Farewell Packs) and meet President, Coordinator, and secretariat. New members' contact details are punctually encoded and information is sent in a simplified and organised way. Further development of the databases with the introduction of Microsoft Dynamics tool. Their policy interests are identified.	Microsoft Dynamics is now fully functional and information were punctually encoded All incoming members received welcome packs. Farewell packs were sent to members leaving the CoR with the purpose of having a feedback on the work of the Secretariat. Further developments of the online farewell and welcome packs.
Improve efficiency of mission budget expenditure	Systematic use of comparative search to find cheapest flight combinations and cheaper hotel rates whenever possible.	Achieved. Staff members booked in most cases their own flight/ hotel with the purpose of saving the agency's fees and finding cheaper options Missions were reduced to those where the ALDE presence was absolutely necessary.

Objective 5: Increase the profile of the CoR towards specifically targeted stakeholders		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
<u>Press releases and newsletters/brochures:</u> Circulated to CoR, ALDE MEPs, wider liberal caucus, and reflected in weekly ALDE Party newsletter as well as cooperation where synergies exist with ELF, FNF, LYMEC and other stakeholders.	<u>Press releases and newsletters:</u> 100% - Digital newsletter since May, reaching over 800 contacts (figure of April 2018)	Positive feedback on newsletter & its content Extensive preparation of a: "What a liberal city is" book and brochure with finalisation in 2018. Positive coverage of François Decoster's Erasmus proposal (Parliament Magazine). Opinion piece on alcohol report of Ewa May Karlsson in Parliament Magazine
<u>Events:</u> Attendance, new contacts	<u>Events:</u> Modify the format	- Positive coverage of Europe

developed, policy proposals agreed	of the awards and continue increasing number of nominations for the LeaDeRs Awards. - Further developing Young Leaders Summit & Liberal Mayors Summit - Europe Day Campaign	Day campaign (eg Politico Playbook – Brussels based EU media) - First Young Leaders summit successfully held. Second in preparation. - Third Liberal Mayors summit successfully held. Fourth in preparation. - LeaDeRs Awards on hold due to budget cuts.
ALDE presence on social media	Number of followers of the Twitter account doubled and Twitter feeds reinforced, increased engagement. Start of a Facebook account. Newly designed and more interactive website.	Twitter over 1800 followers, Facebook over 1800 followers - Set up of a LinkedIn account - Increasing web traffic to the website in part due to up to date and addition of relevant content

Human resources of the ALDE Group Secretariat

Type	AD	AST	SC	Total
Establishment plan	4	3		7
Contract agents	1			
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	5	3		8

2.1.4 EA Group

Objective 1: Enhance the Political Identity of the European Alliance group and of the CoR in EU institutions, Regional and Local Authorities and Political Groups		
Result and/or impact indicators: <ul style="list-style-type: none"> ▪ Number of joint meetings and initiatives ▪ Number of articles on EA group members activity in various publications ▪ Number of MEPs and CoR members in each other's activities 	Target for 2017-2018: <ul style="list-style-type: none"> ▪ Joint initiatives with the EP ▪ Cooperation with the EC Key European events where EA members are speakers	Latest known result: Cooperation achieved with MEPs & Political Parties. Substantial cooperation with the European Parliament in particular on: <ul style="list-style-type: none"> • Catalonia • BREXIT EA members were invited to European Commission and European Parliament meetings

		and MEPs and European Commission officials participated in EA group meetings and events.
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Objective 2: Achieve goals as defined by the EA group, organise group meetings, achieve 'rapporteur' positions in key policy areas.		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
<ul style="list-style-type: none"> ▪ Number of successful group meetings held ▪ Number of EA seminars organised ▪ Number of meetings co-organised with the European Parliament ▪ Number of articles published 	<p>EA group meetings organised along each plenary session of the CoR in 2017-2018</p> <p>Focus for 2017 was on EP and also the EC and its priorities</p> <p>EA extraordinary group meeting during 2017-2018</p> <p>Study visit for EA members</p> <p>OPEN DAYS event.</p>	<p>A group meeting was organised before every Plenary as well as two extraordinary meetings were held during this time.</p> <p>All outlined objectives were achieved.</p> <p>Further information is provided below.</p> <p>Extraordinary meeting was held in Corsica on the theme of 'EU policies for island, mountain and rural areas'</p> <p>More information is provided on the main high-profile events in newsletters produced throughout the year. A successful year in ensuring media coverage in local and European specialised magazines and newspapers, including enhanced social media activities.</p>

European Alliance extraordinary group meeting and seminar 'EU policies for island, mountain and rural areas' - Aiacciu (Corsica), April 2017

On the invitation of the Marie Antoinette Maupertuis, member of the executive Council of Corsica and in the presence of the President of the Council, Gilles Simeoni, the European Alliance Group of the European Committee of the Regions (CoR) held its extraordinary meeting in Aiacciu (Corsica) where members adopted a declaration on 'EU policies for island, mountain and rural areas'

European Alliance study visit on BREXIT, Dublin, September 2017

The implication of BREXIT on Ireland and the European Union was the focus of the European Alliance bureau study visit to the Houses of the Oireachtas (Parliament) in Dublin on 11 September. The delegation met with Mr Darragh O'Brien, TD, Fianna Fáil spokesperson for Foreign Affairs and with Senator Neale Richmond, Fine Gael Senate spokesperson on Europe and Chair of the Special Select Committee on the withdrawal of the UK from the EU.

European Alliance study visit on 'regenerate town centres', Tipperary County, September 2017

On 12 September, Cllr Hughie McGrath from the Tipperary County Council hosted a delegation of the European Alliance Group bureau to discuss EU policies to regenerate town centres. Participants in the meeting included Members of the Dáil (Irish Parliament), Jackie Cahill TD (Fianna Fáil) and Alan Kelly TD (Labour). The delegation will meet local politicians, Tipperary County Council manager the director of the Southern Regional Assembly and local chambers of commerce.

Open Days' workshop: 'Strengthening the role of Nations and Regions in Economic development' European Week of Regions and Cities; Brussels, October 2017

Objective 3: Ensure members are fully briefed on issues of importance to them in the context of CoR work; ensure that members have the opportunity to fully participate and influence the decision making process. Link with European Alliance Group political priorities 2015-2020.		
Result and/or impact indicator: Number of members participating, contributing and influencing meetings.	Target for 2017-2018: Members to be briefed in advance before Commission meetings, several Working Groups meetings, Bureau meetings and plenary sessions along the year. 2017 was a continued focus on the EC and EP priorities and influencing both.	Latest known result: Members were briefed before all plenary sessions, commission meetings, working groups & other relevant meetings. The members' interaction with MEP's and stakeholders was increased.

The European Alliance group organised a lunchtime briefing informing the members and the Brussels public about the situation in Catalonia

The European Alliance group also organised lunchtime briefings on BREXIT and its impact on Scotland

Objective 4: Increase the profile of the Institution among specifically targeted stakeholders. Link with European Alliance Group political priorities 2015-2020.		
Result and/or impact indicators: <ul style="list-style-type: none"> ▪ Number of secondary schools students participating in annual essay and multiple choice competition ▪ Number of primary schools participating in the annual children's art competitions: "my region, my....." ▪ Opening up a dialogue with specific stakeholders 	Target for 2017-2018: Achieve greater interaction between students from different regions to discuss and debate Europe; More recognition of the annual primary schools competition; Increasing invitation to different events of specific stakeholders.	Latest known result: The Secondary Schools competition was a huge success in 2017 with Commissioners also meeting the students. This increased the coverage / profile of the event. The Primary Schools competition has also increased in profile with the theme for 2017 being 'My region, my dreams'

EA / CoR Secondary Schools Competition 2017: The 12th edition of the competition took place in Estonia, Ireland, Lithuania, Poland, Romania, Scotland and Slovakia, and involved pupils aged between 14-18 years. The first stage of the competition was a multiple choice test that assessed the pupils' knowledge on the European Union and the EU institutions, while the second one was to write an essay on the role of young people for the future success of the EU.

Primary Schools Art Competition 2017: The theme for 2017 was 'My Region, My Dreams' and the aim was to engage children in a creative exercise to express their dreams for and about their regions in a European context. We love seeing how children from different places in Europe interpret the subject and we believe we can learn from their vision.

Human resources of the EA Group Secretariat

Type	AD	AST	SC	Total
Establishment plan	3	1		4
Contract agents	1			
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	4	1		5

2.1.5 ECR Group

Objective 1: Propose ideas and solutions for EU legislation, EU governance and local and regional democracy		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
<u>Speeches:</u> the point/proposal made by the ECR being picked up on and taken-up.	Concrete proposal at each plenary.	22-23 March Plenary session – statement of ECR President Rob Jonkman in debate with Commissioner Avramopoulos.
<u>Amendments:</u> tabled at every plenary and most commissions. Key dossiers for prioritisation and key amendments to be signed-off by the Coordinator and focused on by the Secretariat.	Amendments to be tabled at each plenary session and most commissions.	All plenary sessions.
<u>Opinions:</u> successful approval in plenary	100% approved at plenary.	A Strategic Approach to Resilience in the EU's external action - 10/10/2017 –

		Marcin OCIEPA (CIVEX)
<u>ECR Extraordinary and external Group Meetings and Seminars:</u> concrete policy proposals resulting from panel discussion, to be adopted by the Group members and then followed up on in the CoR and with the other EU institutions.	External Group Meetings and seminar to yield concrete proposals on the subject identified.	External ECR Group meeting held in Rzeszów (Poland) and Lviv (Ukraine) on EU's relations with the Eastern Neighbourhood and the Future of Europe on 7 and 8 September 2017 yielded concrete proposals that have been promoted by the Group.
<u>Events addressing EU policy and or governance issues:</u> well-attended events that address policy and or governance issues and enable ideas and solutions to be discussed.	Continue organising well-attended events that address policy and or governance issues and enable ideas and solutions to be discussed.	Among the results is the ECR Group's Localism conference organised on 28 March in Vukovar, Croatia's Slavonia region focusing on the EU's Cohesion Policy. The meeting was well attended and organised in partnership with Ruza Tomasic MEP. Ideas and solutions for achieving a better functioning Cohesion Policy were discussed.

Objective 2: Supporting the full participation of ECR members in the work of the CoR		
Result and/or impact indicator(s):	Target for 2017-2018:	Latest known result:
<u>Briefings:</u> Provided for every meeting	100%	Achieved
<u>Rapporteurships:</u> ECR obtains percentage (%) proportional to its relative size	Meet %	Achieved
<u>Administrative support:</u> preparation of speeches, voting lists, annotated plenary agendas, conducting research and gathering data, negotiating with counterparts making necessary logistical arrangements.	100%	Achieved

Objective 3: Show leadership and contribute to the organisation of CoR work and efficient running of the Administration and budget		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
<u>Proposals:</u> Make, clarify or repeat at each meeting	<u>Proposals:</u> follow activities closely and produce constructive solutions to tackle problems.	Achieved
<u>Adoption and application:</u> follow	<u>Adoption and application:</u> ask	Achieved

the application of key decisions relating to the running of the house e.g. CFAA and rules of procedure.	for updates as necessary, follow closely and review if and where necessary.	
<u>Budgets:</u> Working within allocated amounts	<u>Budgets:</u> Not exceed overall budget allocation and use existing budget efficiently.	Achieved
<u>Documents for translation:</u> length and conciseness to be a key factor. Propose cuts to length of documents where necessary.	<u>Documents for translation:</u> actively encourage concise and shorter documents.	Achieved
<u>Publicity:</u> sufficient and reasonable up-to-date publicity.	<u>Publicity:</u> Keep publicity to a necessary and reasonable level. Keep leaflets and brochures updated.	Achieved

Objective 4: Strengthen ECR Group and CoR profile vis-à-vis institutional clients		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
<u>Press releases and newsletters:</u> Circulated to members of our Group, ECR MEPs, relevant EP ECR Group Secretariat members, MPs, wider conservative and reformist circles, EU Commissioners and local and regional representations in Brussels.	<u>Press releases and newsletters:</u> 100%	Achieved
<u>Meetings:</u> Arranged for every ECR rapporteur in relation to their opinion and also arranged for Coordinators and members leading on a dossier as needed.	<u>Meetings:</u> 100%	Achieved
<u>Follow-up of opinions:</u> opinions to be circulated to those working on the subject matter in other institutions. Additions to rapporteurs drafting their amendments or amendments to be	<u>Follow-up of opinions:</u> regular follow-up.	Done in cooperation with the CoR administrations. Specific amendments also suggested to ECR MEPs working on dossiers relating to ECR Group's activities in the CoR.

proposed to MEPs in general for European Parliament reports.		
<u>Events:</u> Organisation, overall good attendance and attendance from EU institutions, high profile speakers, new contacts developed, policy proposals agreed.	<u>Events:</u> Strengthen contacts with those working in the institutions, local and regional press and media, Conservative and Reformist family and Think tank(s).	Events co-organised with our EP ECR Group through the subsidiarity and localism policy Group Chaired by Ruza Tomasic MEP as well as ECR Group meetings, conferences and local events.
<u>Hosting of ECR Group MEPs at ECR Group and/or Bureau meetings:</u> participation of ECR Group MEPs in ECR Group meetings.	<u>Hosting of ECR Group MEPs at ECR Group and/or Bureau meetings:</u> 100%	Joint Group meeting organised with EP ECR Group on 7 November as part of the CoR ECR Group's extraordinary group meeting. A joint event was also organised on the future of Cohesion Policy between the EP and ECR Group's on 20 November.

Objective 5: Integration of new members in the ECR Group		
Result and/or impact indicators: <u>Responsibilities:</u> rapporteurship, participation in votes, taking ECR seats in CoR bodies, inviting them to CoR and ECR activities.	Target for 2017-18: To integrate all members of the ECR family in light of the approaching EU elections and local and regional elections taking place through the year across the EU. Also seek to incorporate members to the Group who share the ECR values.	Latest known result: Members who joined the Group in 2017 included Matteo BIANCHI, Roberto CIAMBETTI, Carlo FIDANZA Luca ZAIA and Lorant KERESTESZ. They have receiving all relevant information and been attending meetings and participating in debates and discussions.

Human resources of the ECR Group Secretariat

Type	AD	AST	SC	Total
Establishment plan	3	1		4
Contract agents	1	1		2
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	4	2		6

2.2 Directorate for Members and Plenaries (Dir A)

Objective 1: Facilitate the political activities carried out at the CoR by providing efficient legal, financial and administrative support to CoR members and bodies		
Result indicators and/or impact indicators:	Target for 2017 - 2018:	Latest known result:
<p>For main output n°1</p> <ul style="list-style-type: none"> - Assessment of the implementation of CoR rules of procedure done and revision possibly started 	<p>For main output n°1</p> <ul style="list-style-type: none"> - Debate in the Conference of Presidents and the Bureau on the need for revision of CoR RoP 	<p>Achieved</p> <p>The assessment of the implementation of the CoR RoP was concluded and a roadmap for revision was discussed by the Conference of Presidents (CoP) in January 2018. Following an inter-service consultation, a preliminary debate on the revision will take place at the CoPin July 2018, in view of the setting up the ad-hoc commission and defining its mandate by December 2018.</p>
<p>For main output n°2</p> <ul style="list-style-type: none"> - Number and type of complaints by members - Qualitative and quantitative assessment of the implementation and interpretation problems arising in the house 	<p>For main output n°2</p> <ul style="list-style-type: none"> - Revised regulations (3/2014, 4/2014, 5/2014, 26/2014, 29/2015 and 2/2016) adopted and implemented 	<p>Achieved</p> <p>Regulations 3/2014, 4/2014, 5/2014 and 2/2016 have been revised¹ and the new rules are implemented².</p>
<p>For main output n°3</p> <p>Reinforcement of COP</p>	<p>For main output n°3</p> <ul style="list-style-type: none"> - New working methods defined - New structure fully functional 	<p>Achieved</p> <p>The working methods were defined and the task force team became fully staffed as of 1 July 2017.</p>

¹ Regulation 2/2017 on meetings and activities of CoR members.

Decision 205/2017 setting out the implementing provisions for Regulation No 2/2017 on meetings and activities of the members of the European Committee of the Regions.

Regulation 2/2018 on travel expenses for rapporteurs' experts and speakers.

Regulation 8/2017 on the reimbursement of travel expenses and payment of flat-rate travel & meeting allowances for members and alternates.

Regulation 9/2017 on the reimbursement of travel expenses and payment of flat-rate subsistence allowances for third parties participating in the activities of the European Committee of the Regions.

Decision 21/2018 on the implementing provisions for Regulations No 8/2017, No 9/2017 and No 2/2018.

² It is too early to make an assessment of the implementation of the new rules.

		Throughout 2017, the CoP task force team supported the preparation and ensured the follow-up of 9 CoP meetings (2 external meetings, in Malta and in Tallinn, Estonia, and 1 extraordinary meeting in London), as well as of a series of meetings with devolved administrations and local government authorities from the UK in the framework of an assessment of the possible impact of the UK's withdrawal from the EU.
For main output n°4 % of members using the new functionalities	For main output n°4 - Extended electronic environment for the submission and treatment of reimbursement claims implemented - 60% of members using the system	Ongoing Access to the acceptance environment for the extended electronic environment for the submission and treatment of reimbursement claims to be received by March 2018 for testing.

The entire regulatory framework concerning the reimbursement of expenses of members and of other participants in CoR meetings and activities was revised in 2017, including 4 regulations and the associated implementing decisions.

In 2017, Directorate A organised 6 Plenary Sessions, 6 Bureau meetings and 6 meetings of the Conference of Presidents in Brussels, 2 external Bureau meetings combined with external CoP meetings (in Malta and in Tallinn, Estonia) and 1 CoP study visit (in London, United Kingdom).

In total, 3,923 meetings (3,569 internal meetings and 354 external meetings) were organised in 2017, out of which 14% (551) with interpretation. In 2017, Directorate A continued its efforts to improve the planning of interpretation demands: the net cancellation rate for interpretation was 1.47%. The budgetary impact of these cancellations amounted to € 55,335 (a 32% lower than in 2016), which represents 1.34% of the total budget spent for interpretation in 2017 (€ 3,882,750).

Aiming at reducing the environmental footprint related to statutory meetings and following the initiatives started in 2016 by Directorate A to limit the need for paper files during Bureau meetings and plenary Sessions, the number of dossiers and amendments printed for Plenary Sessions was reduced by 50% on average during the second half of 2017. In this regard, in 2017 an electronic workflow for internal distribution of documents has been put in place for 6 types of Bureau documents, 4 types of Plenary session documents, and for the agenda of CoP meetings.

At the 6 plenary sessions held in 2017, in total 81 documents were adopted, out of which 69 opinions and 12 resolutions.

Directorate A continued to play an important role in ensuring a smooth cooperation with the **national delegations and interregional groups**, thereby contributing to the organisation of 6 meetings with the national coordinators and 1 meeting with the national coordinators contact group, assisting the secretariats of 13 CoR's interregional groups and ensuring logistics for the 26 interregional groups meetings which took place on the CoR premises during 2017.

In 2017, the **One Stop Shop for Members (OSS)** further extended its activities in its role of single access point at the CoR for all logistic and financial questions from members. Thus, new CoR members have been systematically offered the possibility to receive a personalised welcome session from OSS staff since May 2017, which has proven to have a very positive impact on the efficiency of the services to members. New working arrangements between the OSS and the Members' Financial Service were put in place, allowing an improved communication with members and a more efficient treatment of members' reimbursement requests during statutory meetings.

In 2017, **Members' Financial Service** treated a total of 6978 **reimbursement claims from members and alternate members**. These amount to a total of 10252 travel days and 9946 meeting allowances. The breakdown of the total expenses of 8 415 005 € per body is the following: Plenary Sessions, Bureau and Conference of Presidents: 2 770 033 €; Commissions: 3 336 972 €; Political groups: 411 423 €; other political activities: 1 896 577 €.

Objective 2: Improve the internal functioning and communication of the CoR by providing efficient legal, financial and administrative support and tools to CoR services		
Result indicators and/or impact indicators:	Target for 2017 - 2018:	Latest known result:
<p>For main output n°1</p> <p>% of new documents created after the adoption of the new Filing Plan with the appropriate metadata filled in</p>	<p>For main output n°1</p> <ul style="list-style-type: none"> - Bureau Decision no 128/2003 on the CoR electronic register of documents revised and implemented - Revised Filing Plan adopted by Bureau by July 2017 (SG Decision no 405/2006) - Updated Filing Plan integrated into document management systems (Document Manager and Adonis2) - New Filing Plan used by all Directorates 	<p>Ongoing</p> <ul style="list-style-type: none"> - a pilot project of revision of the filing plan has been successfully conducted within Directorate A - integration of the Filing Plan with Adonis2 and Document Manager: additional metadata are implemented in Adonis2 (language of documents, signature need)

For main output n°2	For main output n°2	
<p><u>Meeting rooms</u></p> <p>Technical upgrade of conference rooms</p>	<p><u>Meeting rooms</u></p> <ul style="list-style-type: none"> - Interpreters consoles upgraded (2018) - D-Zine (digital signage) system upgraded (2017) - 50% of the video-system upgraded (2018) - Internal meeting rooms and training rooms upgraded (screens, beamers etc.) (2017) 	<p><u>Meeting rooms</u></p> <ul style="list-style-type: none"> - Partially achieved due to a delay in the manufacturing of the new consoles. Interpreters consoles of JDE70 (25% of CoR rooms, 20% of interpreter consoles) to be upgraded in 2018. - Not achieved. D-Zine not upgraded yet as no cost-effective solution exists in the market at the moment. Temporary solution to be put in place in 2018 for Agora systems that break. - Working as planned. Video systems of JDE70 and JDE53 (50% of the rooms) will be upgraded by the end of 2018. - Achieved. Internal meeting rooms JDE3253 and JDE2253 upgraded. New training room to be built in 2018 is BvS.
<p><u>Library</u></p> <ul style="list-style-type: none"> - Number of users and number of requests processed by the Library 	<p><u>Library</u></p> <ul style="list-style-type: none"> - Triple the use of Library's services (no. of users and requests) - Diversify Library's services with focus on digital services and subscriptions - Establish 3 Focal Points at the Library for online access to Premium content <p>Create between 3 and 5 dedicated corners to</p>	<p><u>Library</u></p> <p>Achieved: Number of visitors (including visitors at Library's events) and online research increased more than 3 times during the year (e.g. more than daily researches for Commissions, political groups, Press unit and other services)</p> <p>Achieved: Successful diversification of Library's service with 90,81% dematerialised services in 2017 (subscriptions to electronic content)</p> <p>Achieved: more than 3 focal points at the Library for premium content (2 tablets and Librarian PC). Other 3 desktops are used for simultaneous requests.</p> <p>Ongoing: 5 PCs available in the reading room with</p>

	specialised online information (access to specialised databases dedicated to regions & cities in Europe; direct access to online training courses etc.)	specialised information. More content will be added throughout 2018.
For main output n°3 - Processes, procedures and tools documented - Procedures included in the Register of procedures	For main output n°3 - Processes and procedures followed by IT Steering Committee, domain groups and project groups	Achieved The IT governance procedure was approved in December 2017 and included in the Register of procedures. The corresponding Service Instruction will be updated at the beginning of 2018.

In 2017 Directorate A continued to manage **KIKLOS project**, which has evolved with the integration of the Agenda Planning module and the implementation of the Graph views to represent content in the CoR political mandate timeframe cyclic visual representation. Also, interinstitutional data from the EP Observatory was incorporated into KIKLOS and Communication Planner v2 was kicked off in the last quarter of the year 2017.

During the first half of the year 2017, content publication, content revision and monitoring tasks were performed in **MyCoR**. In addition, a new project, MyCoR Revamp, was launched with the aim of improving the Intranet experience, as part of a SharePoint platform technical upgrade. The first draft of the Business case document was circulated, and early explorations were made on the user experience design and content cataloguing schema.

The **Legal Affairs Unit** advised the CoR services and management in the decision-making process by delivering numerous opinions covering matters related to EU law, the Staff Regulations and their implementing acts, public procurement, access to documents, cooperation with EU institutions and bodies, the interpretation of the CoR Rules of Procedure and of the CoR legal acts applicable to members, etc. The Data Protection Officer, integrated into the Legal Affairs Unit, provided advice in its area of responsibility, including advice to data controllers on the compliance with the forthcoming legal framework on data protection.

Human resources of Directorate A

Type	AD	AST	AST/SC	Total
Establishment plan	21	30		51
Contract staff		18		18
External contract staff				2
Seconded national experts	1			1
Other outside personnel (specify)				
Total	22	48	0	72

2.3 Directorate for Legislative Works 1 (Dir B)

Objective 1: Support the political priorities of the mandate through thematic and strategic planning <i>All the objectives were achieved jointly and separately by the 3 commissions</i>		
CIVEX		
Result and/or impact indicators:	Target for 2017-2018:	Latest known results
Annual Work programme for each commission	6 agreed commission WP 2017 by 1st Bureau 2017 and WP 2018 by 1st Bureau 2018	Achieved
Annual Work programme JCCs	All JCCs covered by an Annual Work programme	Achieved
Annual Work programme Subsidiarity	Agreed Subsidiarity WP 2017 by February 2017	Achieved
Annual Work programme ARLEM	Agreed ARLEM action plan for 2017 Agreed ARLEM action plan 2018-2019 by February 2018	Achieved
Bi-annual Action Plan for CORLEAP	Agreed CORLEAP AP 2018/2019 by 1st meeting of CORLEAP Bureau in 2018	Achieved
Number of thematic strategies approved	100%	Achieved
ENVE		
Annual Work programme for each commission	6 agreed commission WP 2017 by 1st Bureau 2017 and WP 2018 by 1st Bureau 2018	Achieved
Number of thematic strategies approved	100%	Achieved
NAT		
Annual Work programme for NAT	Annual Work Programme 2018 was approved in Bureau meeting of 30 January 2018	Achieved
Number of thematic strategies approved	100%	Achieved

Objective 2: Provide timely and clearly defined support for the work of all CoR rapporteurs and other CoR commissions members <i>All the objectives were achieved jointly and separately by the 3 commissions.</i> <i>Please note that stakeholder consultations are organised at the rapporteur's request. For 2017 all requests were actioned.</i>		
CIVEX		

Result and/or impact indicators:	Target for 2017-2018	Latest known result:
Policy analysis prepared for each opinion	Yes	Achieved
Stakeholder consultations/hearings organised	100%	Achieved
ENVE		
Policy analysis prepared for each opinion	Yes	Achieved
Stakeholder consultations/hearings organised	100%	Achieved
NAT		
Policy analysis prepared for each opinion	Yes	Achieved
Stakeholder consultations/hearings organised	100%	Achieved

Objective 3: Follow up activities for all opinions and impact evaluation for all policy areas		
<i>All the objectives were achieved jointly and separately by the 3 commissions. Please note that impact of the CoR opinion in KIKLOS is an ongoing task, timely delivery is being aimed for.</i>		
Horizontal team		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result
Annual Impact Report	1/year presented mid-year (e.g. AIR 2016 presented in May 2017)	Achieved
CIVEX		
Have reliable objectives for each opinion that can be monitored throughout the process of its elaboration (via KIKLOS).	When interinstitutional procedure is finalised add the impact of the CoR opinion in KIKLOS	Achieved
Follow-up document for each commission meeting.	1 follow-up document per commission meeting.	Achieved
Organise once a year a debate in each commission on the impact evaluation for the previous year	Next debates to be organised in Q1 2017 and Q1 2018	Achieved
ENVE		
Have reliable objectives for each opinion that can be monitored throughout the process of its elaboration (via KIKLOS)."	When interinstitutional procedure is finalised add the impact of the CoR opinion in KIKLOS	Achieved
Follow-up document for each commission meeting.	1 follow-up document per commission meeting.	Achieved
Organise once a year a debate in each commission on the impact evaluation for the previous year	Next debates to be organised in Q1 2017 and Q1 2018	Achieved
NAT		
Have reliable objectives for each opinion	When interinstitutional procedure is	Achieved

that can be monitored throughout the process of its elaboration (via KIKLOS)."	finalised add the impact of the CoR opinion in KIKLOS	
Follow-up document for each commission meeting.	1 follow-up document per commission meeting.	Achieved
Organise once a year a debate in each commission on the impact evaluation for the previous year	Next debates to be organised in Q1 2017 and Q1 2018	Achieved

Objective 4: Coordinate and strengthen the inter-institutional relations of the CoR in order to increase the involvement of other EU institutions in activities related to CoR opinions, networks and platforms as well in the thematic planning process.

Summary table

Result and/or impact indicators:	Target for 2017-2018:	Latest known results
Number of MEPs in commission meetings	9	11
Number of CoR rapporteurs participating in EP committee meetings	5	8
Number of bilateral meetings between CoR and EP rapporteurs	20	30
Number of bilateral meetings between CoR rapporteurs and EC services	30	42
Number of consultation meetings between CoR rapporteurs and other institutions (including EESC) and stakeholders	5	50
Number of CoR members participating systematically in the activities of the bodies set-up by the EC	N/A	13
Number of CoR members participating as speakers in the conferences and events organised by the EC	N/A	48
Number of bilateral meetings between CoR rapporteurs and Permanent Representations on legislative dossiers	5	9
Participation of the CoR in events of the EU Presidency	2	15
Number of CoR rapporteurs in Council workgroups	3	0
CIVEX		
Number of MEPs in commission meetings	9	4
Number of CoR rapporteurs participating in EP committee meetings	5	6

Number of bilateral meetings between CoR and EP rapporteurs	20	6
Number of bilateral meetings between CoR rapporteurs and EC services	30	14
Number of consultation meetings between CoR rapporteurs and other institutions (including EESC) and stakeholders	5	16
Number of CoR members participating systematically in the activities of the bodies set-up by the EC	N/A	6
Number of CoR members participating as speakers in the conferences and events organised by the EC	N/A	18
Number of bilateral meetings between CoR rapporteurs and Permanent Representations on legislative dossiers	5	2
Participation of the CoR in events of the EU Presidency	2	6
Number of CoR rapporteurs in Council workgroups	3	0
ENVE		
Number of MEPs in commission meetings	9	4
Number of CoR rapporteurs participating in EP committee meetings	5	0
Number of bilateral meetings between CoR and EP rapporteurs	20	9
Number of bilateral meetings between CoR rapporteurs and EC services	30	12
Number of consultation meetings between CoR rapporteurs and other institutions (including EESC) and stakeholders	5	20
Number of CoR members participating systematically in the activities of the bodies set-up by the EC	N/A	3
Number of CoR members participating as speakers in the conferences and events organised by the EC	N/A	10
Number of bilateral meetings between CoR rapporteurs and Permanent Representations on legislative dossiers	5	6
Participation of the CoR in events of the EU Presidency	2	3
Number of CoR rapporteurs in Council workgroups	3	0

NAT		
Number of MEPs in commission meetings	9	7
Number of CoR rapporteurs participating in EP committee meetings	5	2
Number of bilateral meetings between CoR and EP rapporteurs	20	15
Number of bilateral meetings between CoR rapporteurs and EC services	30	16
Number of consultation meetings between CoR rapporteurs and other institutions (including EESC) and stakeholders	5	14
Number of CoR members participating systematically in the activities of the bodies set-up by the EC	N/A	4
Number of CoR members participating as speakers in the conferences and events organised by the EC	N/A	20
Number of bilateral meetings between CoR rapporteurs and Permanent Representations on legislative dossiers	5	1
Participation of the CoR in events of the EU Presidency	2	6
Number of CoR rapporteurs in Council workgroups	3	0

The CIVEX, ENVE and NAT commissions are making continuous and steady progress in improving relations with the EP Committees. While bilateral meetings and relations between CoR and EP rapporteurs are frequent and are working extremely well, the participation of MEPs in CoR commission meetings and of CoR rapporteurs in EP Committee meetings often depends on the topics to be discussed, the level of MEPs' interest and focus in Parliament, and the time available in EP Committees.

Day to day relations with the Council secretariat are good and reliable. However the Council Secretariat has informed the CoR that participation in their meetings is limited to the representatives of Member States in accordance with the rules of practices of the General Secretariat. The role and contribution of local and regional authorities in the field of external relations is not a dimension that is at the centre of attention in Council Working Groups, or in the European Parliament. CoR efforts are therefore channelled through engaging with individual EP rapporteurs and Council Presidencies.

Objective 5: Foster co-operation with local and regional authorities and other partners		
Result and/or impact indicators:	Target for 2017-2018:	Latest known results
CIVEX		
Number of new formal agreements or MoUs signed	Concrete follow-up on signed agreements	<p>Cooperation with UfM (Union for the Mediterranean) (participation in meetings including ministerial meetings, launch of UfM urban platform at CoR);</p> <p>Cooperation with CCT-UEMOA (Conférence du Conseil des Collectivités Territoriales de l'Union Economique Monétaire Ouest Africaine), (big delegation at 2017 Assises and contribution to CoR plenary);</p> <p>Concrete cooperation with UNDP (United Nations Development Programme) but no MoU (Memorandum of Understanding)</p> <p>Cooperation with GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), based on exchange of letters</p>
Number of joint events or thematic activities organised with partners	<ul style="list-style-type: none"> - Assises of Decentralised Cooperation: 5 workshops and 6 round tables organised with partners in July 2017 - CORLEAP (Conference of the Regional and Local Authorities for the Eastern Partnership) conference in Yerevan - Joint conference with the Congress of the Council of Europe on preventing corruption in February 2017 	<ul style="list-style-type: none"> - done - done - done - 8th Subsidiarity conference, Vienna - FRA (European Union Agency for Fundamental Rights) annual dialogue
Number of events / activities organised by partners and attended by the	N/A	Total number: 25

CoR		
Capacity building projects	<ul style="list-style-type: none"> - Labellisation by UfM SOM (UfM Senior Officials Meeting) before the urban Ministerial Meeting in May 2017 - Delivering the pilot project in the framework of the UTF (Ukraine Task Force) and perspectives for a follow-up by the European Commission - Nicosia initiative 	<ul style="list-style-type: none"> - did not happen - to be launched 8 March 2018 - 11 events in 2017
ENVE		
Number of new formal agreements or MoUs signed	Concrete follow-up on signed agreements	CoR-ICLEI (Local Governments for Sustainability) Action Plan 2017-2018 Action Plan for Cooperation between the European Committee of the Regions and the European Investment Bank
Number of events / activities organised by partners and attended by the CoR		75
NAT		
Number of new formal agreements or MoUs signed	Concrete follow-up on signed agreements	No new formal agreements of MoU. Existing MoUs/agreements were implemented with UNISDR (United Nations International Strategy for Disaster Reduction) and with WHO (World Health Organization)
Number of events / activities organised by partners and attended by the CoR		40

Objective 6: Increase the efficiency of the CoR administration by improving internal governance, co-ordination, co-operation, IT solutions and human resource development

Horizontal team

Number of meetings of the IT Domain Group "Political work"	3 meetings a year	One meeting was organised in 2017 and Directorate B was
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		represented during the meeting.
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Human resources of Directorate B

Type	AD	AST	AST/SC	Total
Establishment plan	29	16		45
Contract staff	2	1		3
External contract staff				0
Seconded national experts	2			2
Other outside personnel (specify)				
Total	33	17	0	50

2.4 Directorate for legislative works 2 (Dir C)

Objective 1: Support the political priorities of the mandate through thematic and strategic planning		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number of file notes and studies (launched)	15 each year	SEDEC: 1 ECON: 5 COTER: 3
Number of events/seminars/workshops	35 each year	SEDEC: 5 ECON: 15 COTER: 31
Percentage of briefing notes/speeches	100 %	COTER: 100% SEDEC: 100% ECON: 100%
Percentage of analytical notes on key topics	100%	ECON 100% COTER: 100% SEDEC: 100%
Number of EGTC meetings	5	6
Number of EER applications	15	7
Number of participants in surveys/consultations	EGTC: 2 surveys or 100% of requests of the rapporteurs EU2020: average 250 / survey for large consultations	EGTC: no surveys requested in 2017 Europe2020: 150 (small consultation)
Number of references of results of networks/platforms in CoR opinions	EGTC: 4 EU2020: 2-3	EGTC: 7 Europe2020: 3
Number of inputs from networks/platforms in CoR Thematic Commission debates / CoR conferences	EGTC: 2 per year EU2020: 2/survey (100%)	EGTC: 3 Europe2020: 2 (100%)

As far as the number of **EER applications** is concerned, the CoR issues calls for applications, however it cannot control the number of applicants. This year, unfortunately, the number of applications was less important than expected which might be, at least partially, explained by Brexit process.

Objective 2: Provide timely and clearly defined support for the work of all CoR rapporteurs and other CoR commissions members		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Percentage of policy analysis prepared for each opinion	100%	COTER: 100% ECON: 100% policy

		analysis SEDEC: 100%
Percentage of stakeholder consultations or other specific monitoring activities organised at the request of rapporteurs	100%	COTER: 100% ECON 100% response to requests on stakeholder consultations SEDEC: 100%
Percentage of studies delivered at the request of rapporteurs of the COTER Commission	100%	100%
Studies on EGTC	3	EGTC: 2
Percentage of briefing notes/speeches	100%	ECON: 100% COTER: 100% SEDEC: 100%
EPRS consultations	6	ECON: 1 COTER: 3
Percentage of planning documents established for opinions	100% planning documents	ECON 100% COTER: 100% SEDEC: 100%

In 2017, only 2 **studies on EGTC** were prepared due to budgetary constraints.

The **EPRS consultations** are prepared accordingly to the commissions' political priorities. Therefore the average target is difficult to estimate two years in advance which explains the difference between the target and achievements.

Objective 3: Follow up activities for all opinions and impact evaluation for all policy areas		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Have reliable objectives for each opinion that can be monitored throughout the process of its elaboration (via KIKLOS)."	When interinstitutional procedure is finalised add the impact of the CoR opinion in KIKLOS	Achieved
Number of follow-up e-mails to the rapporteur sent	100%	ECON: 100% COTER: 100% SEDEC: 100%
Number of leaflets produced	100%	SEDEC: 100% ECON: 100% COTER: 100%
Number of "follow-up of opinions meetings" organised	COTER: 7 ECON: 6 SEDEC: 5	COTER: 6 ECON: 8 SEDEC: 6
Timely produce "Annual impact report"	100%	ECON 100% COTER: 100% SEDEC: 100%

COTER follow-up of opinions meetings: due to the increased joint meetings with the EP committees TRAN and REGI bilateral relations with MEPS have resulted in less bilateral meetings (stricto sensu) for the follow-up of opinions.

Objective 4: Coordinate and strengthen the inter-institutional relations of the CoR in order to increase the involvement of other EU institutions in activities related to the CoR opinions, networks and platforms as well in the thematic planning process		
Result and/or impact indicators:	Target for 2017-2018, per year:	Latest known result:
Number of MEPs in commission meetings	20	SEDEC: 3 ECON: 4 COTER: 61
Number of CoR rapporteurs participating in EP committee meetings	5	SEDEC: 2 ECON: 1 COTER: 3
Number of bilateral meetings between CoR and EP rapporteurs	20	SEDEC: 8 ECON: 7 COTER: 7
Number of bilateral meetings between CoR rapporteurs and EC	40	SEDEC: 22 ECON: 12 COTER: 10
Number of bilateral meetings between CoR rapporteurs and Permanent Representations on legislative dossiers	4	SEDEC: 3 ECON: 1
Participation of the CoR in events of the EU Presidency	3	SEDEC: 3 ECON: 3 COTER: 3
Number of occasions in which external experts (scholars and practitioners) contribute to activities of platforms and networks	Europe 2020: on average 8 (5 meetings + 3 studies) / year	- EU2020: 5 from which 3 events and 2 studies - KEP: 3 - Science meets regions: 1

In 2017, COTER, ECON and SEDEC commissions have further strengthened the CoR links with the EP in particular, by continuing joint COTER-REGI meetings and developing COTER-TRAN joint meetings. In addition to these events which provided an excellent opportunity for CoR members and MEPs to discuss very important political developments, the number of bilateral meetings between the CoR and EP rapporteurs has also increased significantly. COTER, SEDEC and ECON will build upon this successful cooperation and will continue to further reinforce it throughout 2018.

Objective 5: Foster the co-operation with local and regional authorities and other partners		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number of events organised	EGTC: 3 KEP: 7 EU2020: 2 EER: 4 Brussels-based events and 3 evaluation missions to EER regions	EGTC: 6 KEP: 3 Innovation Camps: 1 Science meets regions: 1 Europe2020: 5 (including 2 lunchtime briefings) EER: 6 Brussels-based events and 2 evaluation missions.

KEP: One peer-to-peer has been authorised in 2017 but, at the request of the hosting member, postponed to January 2018. This event should however be considered as belonging to 2017 activities. Furthermore, two additional peer-to-peer events were planned and authorised but then cancelled by the respective host members (Portugal and Latvia).

Objective 6: Increase the efficiency of the CoR administration by improving internal governance, co-ordination, co-operation, IT solutions and human resource development		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number and efficiency of the implementation of key platform strategies	Europe 2020: 2 Steering Committee meetings in 2017	ECON: Europe 2020: 1 Steering Committee meeting in 2017
Continued implication in the IT Domain Group "Political Work"	Quarterly meetings for both Agora and Member's Portal	ECON: 3 meetings in 2017 (working group + IT Domain Group Political Work)

In the second half of 2017, the Steering Committee of the **Europe 2020 Platform** was discontinued following the Political Groups' decision to transfer its tasks to the ECON political coordinators, Chair and 1st Vice-Chair.

Coordination team:

Providing policy support regarding the CoR priorities and the monitoring of the interinstitutional relations, the coordination team of the Directorate C consolidated its input in support of the strategic planning of the Directorate and its contribution to the CoR Plenary sessions, Bureau, Conference of Presidents and CFAA.

In 2017, the coordination team, in cooperation with the commission secretariats, reviewed as well a major part of directorate's procedures by updating existing procedures and formalising the missing

ones. On top of this, the coordination team created and implemented a specific Action Plan following the Internal Audit's report issued on Legislative Works in January 2017.

Human resources of Directorate C

Type	AD	AST	AST/SC	Total
Establishment plan	28	13	1	42
Contract staff	1	1		2
External contract staff				
Seconded national experts	4			4
Other outside personnel (specify)				
Total	33	14	1	48

2.5 Directorate for Communication (Dir D)

In the context of the European Committee of the Regions' (CoR) five-year Communication Strategy 2015-2020, the CoR submit annually a Communication Report to both the Committee for Administrative and Budget Affairs and the Bureau, which is publicly available afterwards. The 2017 report can be summarised as follows:

- 1) In 2017, the **campaign-oriented approach** delivered a number of unprecedented results. The citizens' dialogues, for example, have put the CoR on the map of a wider political debate on the future of Europe and CoR positions on cohesion policy post-2020 have been covered by quite a number of leading national media.
- 2) Following the implementation of the "**Digital Communication Strategy**" in October 2016, guidelines on the use of social media were adopted. The increase of outreach and engagement on social media in 2017 was significant.
- 3) **The new look of the CoR website** was implemented.
- 4) Among the **innovative actions implemented in 2017**, an online survey/app on the "future of Europe", an experimental new media partnership with 'Politico', the leading Brussels' newsroom, and social media promotion of local events were funded using the innovation margin. Other new developments included the eReporting tool developed in the context of the European Week of Regions and Cities and the news-on-demand service replacing the former CoR magazine and newsletter.
- 5) For the first time, **monitoring was based on monthly reports** about the performance of CoR communication tools and channels.
- 6) As planned in the five-year Communication Strategy, a **mid-term evaluation** was carried out by an external contractor. They were used for the drafting of the 2018 Communication Plan, which the Bureau adopted on 29 November 2017.
- 7) The following **lessons learned** will guide the implementation of CoR communication in 2018:
 - **Further concentration on campaigns:** On several occasions such as the 'Cohesion Alliance', the European Week of Regions and Cities, and COP23, a timely, integrated and comprehensive planning of communication activities led to unprecedented outreach.
 - **Stronger digital focus:** With a focus on audio-visual and digital publications, the lessons learned from innovative projects such as the online survey on the future of Europe, the eReporting tool for the European Week of Regions and Cities, the news-on-demand application, and the MOOC will be extended to new products and tools.
 - **Complete monitoring and evaluation:** The monitoring and evaluation of CoR communication activities will be refined in 2018, in particular with regards to indicators and the assessment of impact and cost-efficiency.

Objective 1: Reconnect Europe with its citizens

There is a clear need for a better coordinated, open, two-way and participatory communication approach to reconnect the citizens with the EU institutions. In December 2014, the CoR listed a set of long-term recommendations to all the EU institutions in its own-initiative opinion on "Reconnecting Europe with its citizens," which addresses EU communication with the citizens as a joint responsibility of all EU institutions. CoR members as well as regional and local authorities and local activities of other EU institutions play a crucial role in this regard.

Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number of CoR members and participants involved in local events	100+ CoR Members and participants in 30+ local events	97 events involved 130 CoR members and 8,000 citizens;
Number of subscribers to the CoR eNewsletter	+10% of subscribers Revised eNewsletter format	10,600 subscribers at the end of the year (+6% compared to 2016); roll-out of new format began in January 2018;
Organise 8 th European Conference on Public Communication together with other EU institutions for up to 500 local communications	Maintain level of participation and quality of event	1,000+ participants on-site (+15%) of which 40% from EU institutions, 34% from national, regional, local administrations and NGOs, and 26% from PR companies and academia. In addition, the event reached out through 4,400 video views via facebook live and another 1,900 via web streaming
Number of subscribers and activity rate of the CoR online course for regional and local authorities (MOOC)	+5% of subscribers and +5 percentage points of activity rate, revise MOOC	The new MOOC began in January 2018 (ended 23 February) and achieved 12,000+ subscribers by end-January (+100% compared to the previous).
Number of visitors groups and visitors welcomed to the CoR	Maintain level of visits/visitors	13,500+ visitors came to the CoR in 2017 (+14%).

Objective 2: Focus CoR communication on three campaigns

Communication resources will be concentrated on three communication campaigns, which will be implemented by dedicated inter-service campaign teams and a number of special tools including info packs for CoR members. In 2017, campaigns on the following themes will be carried out: (1) Reflecting on the EU – Present and future; (2) Boosting jobs, growth and investment in Europe's

regions and cities;; (3) Supporting global stability through regional and local cooperation. At least two thirds of the budgetary resources will be concentrated on the three campaigns.		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Deliver three information packs for CoR members in all EU languages (25% of CoR members make use of them)	Increase local communication activities of CoR members	Online information packs for CoR members on three campaigns in all EU languages delivered
Deliver dedicated media activities on the three priorities (story-telling; using media partnerships etc.)	Develop specific activities and report on impact.	Story-telling and media relations; video and infographics were delivered around members' stories.
Deliver dedicated social media activities on the three priorities	Develop specific activities and report on impact.	Media activities on the three campaigns and media partnerships delivered including dedicated social media activities on the three campaigns:
Deliver key events on the three priorities for up to 7,000 participants including the 15 th European Week of Regions and Cities.	Develop specific events and report on their impact.	Up to 20,000 participants at CoR local and Brussels' events including during the 15 th European Week of Regions and Cities, reports and results were made public and showed a high degree of engagement with the campaigns' objectives.

Objective 3: Improve the CoR's consultative works through targeted communication

The purpose is to raise the CoR's institutional and political profile as the assembly of Europe's regions and cities and the role of its members, both in Brussels and at a local level. CoR communication will deliver input to own policy and legislative works and the one of other EU institutions and thus influence the overall EU agenda. By highlighting the CoR's unique, locally-anchored position in EU policy-making, it reinforces the democratic basis and the public perception of a citizen-driven process. CoR communication will seek an integrated approach with the European Parliament, the European Commission, the rotating Presidencies and the Council of the EU in order to strengthen the impact of joint communication initiatives on EU activities. In 2017/18, general communication services such as media, events and web support will be delivered as well as new services and approaches will be developed and implemented, namely in the field of digital and social media communication. For each communication activity, a mix of most the appropriate communication tools will be assessed in an integrated way.

Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Deliver weekly communication planner in cooperation with Directorates B, C and the Cabinet of the President	Develop media planner further in coherence with KIKLOS tool	Communication planer delivered and integrated into KIKLOS.
Number of media 3-5 partnerships with national news agencies and	Expand if possible to 5 or 6 partnerships including on	Four media partnerships conducted in 2017 (ANSA;

public broadcasters	selected events	PAP; EFE; POLITICO).
Number of seminars for regional journalists	Three seminars in cooperation with EP and Council and other EU institutions	Apart from supporting journalist to attend statutory meetings, four specific media seminars were held for regional journalists from Finland in Brussels, on cohesion policy in Warsaw (both in February); on the occasion of the European Week of regions and Cities in Brussels (October), and on the occasion of the COP23 in Bonn (in November).
Develop the CoR magazine "Regions and Cities of Europe" into a digital publication.	Report on readership and acceptance of the new format.	"Regions and Cities of Europe" turned into a digital publication by a new, real-time news.
Focus audio-visual production on summary reporting from Plenary Sessions and new informative formats, such as thematic dossiers on a limited set of opinions.	Impact indicator to be developed.	Five thematic video clips and revised plenary summaries delivered; in addition, "Europe by Satellite" coverage was organised for the first time on the occasion of topical debate during CoR plenary sessions.
Number of thematic conferences developed	3-4 conferences back-to-back with CoR Plenary sessions in February, March, July and December for about 250 participants in total. Develop outreach, synergies and impact of these conferences.	Six key events delivered on the three campaigns counting a total of 8,000 participants.
Revise approach to hosted events organised by external bodies and institutions	Focus such events thematically and develop approach to knowledge-sharing by external organisers. Develop outreach, synergies and impact of these events.	More thematically focused hosted events organised in 2017.
Number of visitors and visits to CoR website, number of followers on Social media	Develop monitoring tools for web/social media, train CoR colleagues and report on implementation	571,000 visits (+8.3%) of 352,000 individual visitors (+10.7%); number of followers on social media: Twitter: 26,900 (+29%); facebook:

		16,750 (+86%); LinkedIn: 6,800 (+36%);
Implement new logo and graphical chart	Report on impact in the 2 nd half of 2017.	Delivered together with two internal publications on the application of the graphical chart across print, digital and online/social media tools, and the branding of CoR plenary session;
Implement new strategy on digital and printed publications, including a catalogue of possible products for the commissions	Develop monitoring tools for digital publications, train CoR colleagues and report on implementation Train colleagues in-house and report on impact.	Done including a catalogue of possible products for the commissions: delivered (see previous point).

Human resources of Directorate D

Type	AD	AST	AST/SC	Total
Establishment plan	23	20	2	45
Contract staff	1	5		6
External contract staff				5
Seconded national experts	3			3
Other outside personnel (specify)				0
Total	27	25	2	59

2.6 Directorate for Human Resources and Finance (Dir E)

Objective 1: Ensure appropriate allocation and sound and regular management of financial resources in the institution		
Result and/or impact indicators:	Target for 2017:	Latest known result:
Acceptance of the CoR's 2018 budget by the Budget authority	4.3% (DB 2018)	Final budget adopted 3.0%
Acceptance of 2017 external transfers by the Budget authority	100%	Achieved (7 out of 7)
% of commitment execution	98%	Achieved (98.0%)
% of payments execution	90%	Almost achieved (89.9%)
Average number of days for recording of invoices	1 day	Fully achieved (0.5 days average)
% of payments paid in the deadline	90%	Almost achieved for commercial invoices (81%) and achieved (95%) for staff/members reimbursements
Treasury balances	Max 2 Mio € balance on the account.	Except end February (5.2 Mio), March (2.8 Mio) and November (2.5 Mio) when important expenditures were expected, no balance at month end was above 2 Mio €.

The Draft Budget 2018 for the institution was prepared and deliberated upon at the CoR's Plenary session and sent to the EC, the EP and the Council in March 2017. The definite CoR 2018 budget was adopted by the Budget authority in November 2017.

Monthly budget execution reports including estimates for the execution of salary related budget lines and other management reports have been submitted regularly throughout 2017. Quarterly budget execution reviews have been undertaken during 2017 and the related re-allocation of appropriations has been carried out following deliberations by the Budget Authority when required.

An updated multi-annual budget development with overall scenarios has been deliberated upon by the Conference of Presidents (CoP) and by the Bureau in October and December 2017 in the framework of discussion on the strategic guidelines for preparing the CoR draft budget 2019. The CoP provided its guidelines to the December 2017 Bureau and a more detailed first version of the draft budget was developed in the same month for submission to the January 2018 CFAA. In addition to the CoR 2019 budget process, a separate – parallel discussion was started on the CoR and its budget beyond 2019.

Some 6,500 salary payments were initiated and authorised for staff in 12 'monthly runs' as well as paid on time. The contributions to the pension scheme were collected for PMO and premiums for sickness, accident and unemployment insurances were paid monthly to PMO. In addition a salary indexation of 1.5 % with effect as from 1 July 2017 has been processed in December 2017. Preparation for replacement of the salary-related IT HR application Centurio with the Payment Factory application started up in 2016 and tests were carried out all over 2017.

Financial reporting was carried out during the year. Accounting and financial management reports covering the financial year 2016 were submitted to the European Commission and the European Court of Auditors on 1 March 2017 (provisional) and 1 July 2017 (final). No observations have been received from the Court in its 2016 Annual Report with regard to the information given.

Financial sheets for budgeting/planning adapted for the specific needs of the CoR covering external and extraordinary activities, own, co-organised, hosted and local events with inter alia information about appropriation needs per budget line has submitted to the CFAA/Bureau for adoption. Execution reports have been used by the CFAA/Bureau for follow-up.

Objective 2: Prepare and report on CFAA meetings		
Result and/or impact indicator:	Target for 2017	Latest known result:
Number of CFAA meetings organised in the year	5 per year	5

All CFAA meetings have been prepared and reported upon as intended.

Objective 3: Optimise the use of human resources and further develop a human resources policy adapted to the institution's priorities		
Result and/or impact indicators:	Target for 2017:	Latest known result:
% of occupied posts at the end of the year	96%	Achieved: 96.3%
Number of cases of internal mobility	10 (depending on redeployment)	Achieved: 18 cases (as at end 2017)
% of operational/overhead posts	Increase share of operational posts	Achieved: 54% / 22% (01/01/2018) compared to 52% / 23% on 01/01/2017
Average number of training days per staff member	8 days	5.5 days of classroom courses + online training
Number of Staff members on structural teleworking	50	Achieved: 55 (2017)
Number of meetings of the Advisory Group for the pilot DT project on merger of translation units	3-4	Achieved: 8 meetings

Horizontal issues

Following a major **review of the HR regulatory framework** in previous years as a result of the 2014 Staff Regulations revision, some decisions have been again updated in 2017 such as on flexitime, parental leave and annual travel expenses. Moreover, a scheme for stand-by duty and shift work in the security service was introduced as from 1st March 2017, in a bid to secure adequate presence and availability of security staff; through the months, the new scheme has proven to work at the satisfaction of all stakeholders.

The efforts to further **simplify HR processes** have been pursued, in particular through new decisional workflows to reflect the revised sub-delegation of Appointing Authority powers and a paperless

workflow for payment of training related actions. Structured dialogue with staff representatives has been pursued in issues of general interest to staff.

In 2017, several service level agreements were negotiated and signed with the European Commission, including for **SysPer**. An agreement with PMO is still under negotiation; therefore roll-outs of future modules were postponed or delayed. In addition, after an internal analysis it was decided not to implement the Sysper modules Vacancy notice and e-CV.

The new HR related **internal communication** has been defined including the publication of the first internal HR annual report.

In the area of equal opportunities, as the 2017-2021 multi-annual **CoR Equal Opportunities (EO)** strategy was adopted on 16 December 2016, an annual action plan for 2017 was elaborated and implemented throughout the year. Also, a network of local EO contact points in the respective directorates was created, so as to complement the measures undertaken at central level to foster equal opportunities with decentralised actions to raise awareness and implement actions within all CoR departments.

In addition to measures relating to disability and diversity, the 2017 action plan also included a series of actions to strive for a more balanced representation of men and women at all levels, and in management positions in particular. This included for instance the formal recognition of management responsibilities below head of unit-level and the creation of an informal network gathering women in management and women aspiring to such functions. Of course, many of those measures are expected to yield tangible results in terms of women in management functions only over time. In 2017, these measures have allowed to maintain the situation of women in middle management rather stable around 38%. As one departure or recruitment can have a significant impact in the statistics, the figures have to be taken carefully. It follows that measures in this respect will be pursued and stepped-up where possible.

Staff allocation and recruitment

Better allocation of human resources

Following the staff cuts imposed by the budgetary authority (-26 posts) and the transfers of 24 officials from the CoR to the European Parliament, completed in 2016, additional synergies were needed to ensure an appropriate staffing level in the most critical core business areas. The number of internal transfers increased (18 in total in 2017, i.e. approximatively 4% of the total permanent workforce). Further redeployments of colleagues (or posts) from the linguistic services were implemented in 2017 in order to implement the political and administrative priorities of the institution. In total, nearly 70 translators have been redeployed to other services, including the European Parliament's Research Service.

The preparation of the competitions based on articles 29.1 and 29.3 of Staff Regulations has continued and followed all legal and regulatory steps. Concertation procedures have taken longer than planned and as result the competitions will be gradually launched in 2018.

Talent management

The CoR competency framework is progressively being integrated in the institution's HR processes (recruitment, appraisal, career development, internal mobility). In order to make sure that staff possesses desired levels of the core competencies included in the competency framework, a new decision on compulsory and recommended competencies has been adopted with a list of corresponding training courses kept continuously up to date on MyCoR. In addition, a new integrated **talent management policy** has been drawn up (and is expected to be adopted in the course of 2018).

As regards career guidance and efforts to strengthen **internal mobility**, measures have been undertaken to reach out to a broader audience. In total, the career guidance service provided a total of 26 interested staff members with tailored assistance and 21 internal reassignments took place in 2017. Building further on this, a new draft mobility policy has been drawn up and submitted for adoption in 2018.

Middle management was strengthened and new career opportunities were given to staff members carrying out additional duties related to team management and coordination through a new decision formally recognising functional managerial responsibilities, which entered into force in April 2017. This new functional scheme was also designed to increase the number of women aspiring to carry out formal managerial duties complying with the principle of equal opportunities.

Staff engagement

As a result of the **staff satisfaction survey** organised late 2016, a follow-up action plan has been adopted in May 2017 focussing on staff satisfaction, organisational development and staff engagement and its implementation is being monitored on a regular basis.

In a bid to further improve management competencies, a new round of **360 degree feedback exercise** has been organised.

The flexitime scheme and telework are tools for a modern and flexible work environment allowing for an adequate life-work balance. The CoR rules **on working time and flexitime** were subject to an evaluation with staff representatives, which showed a balanced use of the flexitime scheme.

Telework has become a standard feature in working conditions at the CoR whenever service necessities allow it. In 2017, structural telework increased and the use of occasional telework remained quite high.

The comprehensive **policy on well-being, health and absence management** has been further consolidated in cooperation between the Medical Service and the Working Conditions service. Absenteeism remained closely followed up with a holistic approach focused on prevention (early detection of repetitive short-term or foreseeable long-term sick leave), on verification (more medical controls whenever deemed appropriate) and on successful reintegration after long-term sick leave (tailored return-to-work approach). As a result thereof, the absenteeism rate has decreased over the years (from 4.86% in 2015 to 4.60% in 2016 and 4.50% in 2017). In this context, the scope of the annual medical check-up has been further broadened so as to include, in addition to the standard

features of preventive examination, a series of personalised tests allowing to identify risks and their further follow-up, including in the area of psycho-social risks.

Objective 4: Ensure effective internal control environment and monitor the implementation of the Financial Regulation		
Result and/or impact indicators:	Target for 2017:	Latest known result:
Number of remarks from ECA in the annual report on CoR internal control system in 2014	No remark	No remark
Rate of return for correction of legal or budgetary commitments or payments (by verification cell)	4-5%	2.5%
Number of exceptions	Stay within a 5% margin as compared to 2016	Achieved: -21.5% compared to 2016
Timely verification of all files submitted to the Verifying Cell	100% (no late interest due to Verification service)	Achieved 100%
Rate of tender procedures above 15,000 euro handled compared with the yearly public procurement programme	100%	Achieved: 100% The programme established in 2017 was fully implemented.

The work of the Verification Service is reported on in Chapter 3.

The **Public Procurement** Service managed 16 calls for tenders specific to the CoR Own Services, of which 13 were awarded in 2017 with the signature of 21 contracts. Two calls for tenders were not awarded and one that was finalised before the end of the year will be managed and awarded in 2017.

During 2017 a Service Instruction was signed regarding the division of responsibilities in the management of procurement procedures and contracts between the Public Procurement Sector within the unit for "General administration and public procurement" and the individual organising departments responsible for the implementation of contracts. This Service Instruction details the responsibilities of each party as regards the planning, preparation and follow-up of calls for tender.

The year 2017 was the first full year during which the new Internal Financial Rules (IFR) for the implementation of the CoR budget applied. The transition to the new rules has proven to be a smooth process and 2017 saw a successful application of the rules in place.

Since 2011 the general trend is a decreasing number of **exception reports**. The year 2017 was the first full year during which the new procedure for exception reporting applied. The new procedure aims at improving the internal control environment and preventing breaches instead of authorising or condoning them.

In 2017 the yearly exercise to assess the compliance and the effectiveness of the Internal Control Standards (ICS) was conducted. More details are to be found in Chapter 3.

Actions in the sphere of internal control were monitored in the Internal Control Standards working group, with special attention being devoted in 2017 to the fine-tuning of implementing measures resulting from the new IFR.

Objective 5: Coordinate the management planning and reporting cycle, by defining the objectives of Directorates in alignment with budget planning, monitoring and reporting the achievement of objectives through key performance indicators		
Result and/or impact indicator:	Target for 2017:	Latest known result:
Discharge from Discharge Authority	Discharge obtained	Discharge 2016 obtained

The Annual Activity Report for 2016 with the Declaration of Assurance of the AOD was signed in June 2017.

Objective 6: Carry out horizontal administrative functions in an efficient and transparent way		
Result and/or impact indicator:	Target for 2017:	Latest known result:
% of missions expenses reimbursed within time limit	99%	99%
% of staff responding to the mobility survey	65% minimum	58% in 2017
% of staff coming to work by a green transport mode (walk, bike or public transport)	70% minimum	78%

In terms of **mobility/transport**, a staff survey was conducted to prepare for the new Mobility Plan; the response rate (58%) was lower than expected but still above the threshold set by Brussels Region (50%).

The **Mission Management IT System (MIMA)** was introduced in test mode and will be operational as from 1st January 2018.

The **Business Continuity Plan (BCP)** was updated and interinstitutional contacts were fully developed with a view of new cooperation in this area. The SMS alert system was conclusively tested with all the staff.

An active contribution was made to the analysis of the **space needs** of the Committee in case the VMA building would not be available anymore after the expiration of the lease. Furthermore all internal moves within the CoR were validated against the establishment plan and special medical and ergonomic furniture needs were analysed and validated.

Human resources of Directorate E

Type	AD	AST	AST/SC	Total
Establishment plan	20	45	1	66
Contract staff	1	2		3
External contract staff				0
Seconded national experts				0
Other outside personnel (medical doctor)	1			1
Total	22	47	1	70

2.7 Protocol Service

Objective 1: Provide the Presidency, political groups and other CoR entities with protocol support and assistance		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number of VIPs	Non-programme-based	229
Number of official receptions	Non-programme-based	5
Number of non-official receptions	Non-programme-based	1

Objective 2: Assist with the relations with the embassies and the consulates		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number of protocol passage at the border crossing to third country	Non-programme-based	1
Number of acknowledgments and congratulations letters to the Embassies	Non-programme-based	4

Objective 3: Replies to patronage requests, condolence letters and congratulations letters		
Result and/or impact indicators:	Target for 2017-2018:	Latest known result:
Number of letters to patronage requests prepared	Non-programme-based	7
Number of condolence letters prepared	Non-programme-based	8
Number of congratulations letters prepared	Non-programme-based	74

Human resources of Protocol Service

Type	AD	AST	SC	Total
Establishment plan	1	1		2
Contract agents				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	1	1		2

2.8 Internal Audit Service (IAS)

Objective 1: Provide the Authorising Officer with opinion on the adequacy of risk management, control and governance processes in the framework of his declarations for 2016 and 2017 and for the preparation of the 2018 declaration, with references to the areas already audited.		
Result and/or impact indicators: Audit and advice coverage of CoR's activities based on their ranking as defined in the risk analysis established for the CoR by the IAS.	Target for 2017-2018: 100% of the 20 top risky activities covered by audits in the main process. 100% of the 10 top risky activities and 15% of the 10-20 top risky activities fully covered by audits	Latest known result 90 % of the 20 top risky activities covered by audits in the main process. 50 % of the 10 top risky activities and 30 % of the 10-20 top risky activities fully covered by audits

Objective 2: Support the audited sectors in implementing audit recommendations within a period of 12 months.		
Result and/or impact indicator: Number of audit recommendations implemented within 12 months	Target for 2017-2018: 100% of the very important recommendations implemented within 12 months of which 50% within 6 months	Latest known result 50% of the very important recommendations implemented after 1 year and 50 % within 6 months.































Human resources of IAS

Type	AD	AST	SC	Total
Establishment plan	2	2		4
Contract agents				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	2	2		4

2.9 Directorate for Logistics (DL)

Objective DL1: Provide modern and effective management of the buildings of the Committees and improve the service to their occupants.		
Result and/or impact indicators:	Targets for 2017:	Latest known result:
N° of building maintenance interventions (KAPI01) (equal to the number of request sent to the helpdesk "facilities")	N/A, the n° of interventions depends on the needs that arise (but remains +/- stable).	252 (average n° of interventions per month to end of December 2017).
Building maintenance intervention lead time (KAPI02): % interventions < set time, which is either 2 days or 5 days, depending on the category of the intervention	Minimum 80%.	90% (average score to end of December 2017).

A long term **building strategy** was established and approved by the Committees during 2017. This building strategy provides a framework for any future decision related to building policy to be taken. The building strategy as such contains a set of guiding principles in the field of real estate. The guiding principles of the building strategy are, inter alia, the geographical concentration of buildings, preference for ownership rather than lease and for exercising options to buy, a sustainable building management and multi-annual planning. Based on this strategy, several scenarios have been identified and explored in order to prepare the buildings policy beyond 2021, once the administrative agreement with the EC related to the VMA expires. Priority is given to scenarios that include the VMA building.

Objective DL2: Environmental management according to the commitment of the committees to EMAS.																										
Result and/or impact indicators:	Targets for 2017-2018:	Latest known result:																								
Measurable energy savings, reduction in the usage of paper, etc., as specified in the environmental action plan reviewed and updated annually. Number of non-conformities identified.	For all EMAS targets, refer to the EMAS action plan on the Intranet.	<table border="1"> <thead> <tr> <th colspan="2">2017 results since 2009</th> <th colspan="2">2017 results vs 2016</th> </tr> </thead> <tbody> <tr> <td> Electricity</td> <td>- 28 %</td> <td> Electricity</td> <td>- 11 %</td> </tr> <tr> <td> Gas</td> <td>- 51 %</td> <td> Gas</td> <td>- 15 %</td> </tr> <tr> <td> Water</td> <td>- 35 %</td> <td> Water</td> <td>- 1,7 %</td> </tr> <tr> <td> Paper</td> <td>- 47 %</td> <td> Paper</td> <td>- 11 %</td> </tr> <tr> <td> Waste</td> <td>- 57 %</td> <td> Waste</td> <td>- 13 %</td> </tr> </tbody> </table>	2017 results since 2009		2017 results vs 2016		 Electricity	- 28 %	 Electricity	- 11 %	 Gas	- 51 %	 Gas	- 15 %	 Water	- 35 %	 Water	- 1,7 %	 Paper	- 47 %	 Paper	- 11 %	 Waste	- 57 %	 Waste	- 13 %
2017 results since 2009		2017 results vs 2016																								
 Electricity	- 28 %	 Electricity	- 11 %																							
 Gas	- 51 %	 Gas	- 15 %																							
 Water	- 35 %	 Water	- 1,7 %																							
 Paper	- 47 %	 Paper	- 11 %																							
 Waste	- 57 %	 Waste	- 13 %																							

Objective DL3: Provide the level of administrative and financial support necessary to ensure efficient catering services.		
Result and/or impact indicators:	Targets for 2017-2018:	Latest known result:
Number of complaints and other requests on the catering services User satisfaction with the different catering services.	<ul style="list-style-type: none"> - Follow up each request (separately for catering and vending machines as from 1/12/2015) - Receive the greatest possible feedback from staff 	48 complaints vs. 62 in 2016. 40 positive comments, i.e. 45% of total messages.
Efficient and effective response to the needs for interventions in order to maximise the continuity and the quality of catering services.	<ul style="list-style-type: none"> - Follow up number of interventions in order to see which equipments break down more often and probably need to be replaced - Replace old equipment 	123 interventions.
Audits of catering points of sale by a new contractor (on hygiene, quality, service, etc.).	<ul style="list-style-type: none"> - 4 audits per year - follow up indicators and take appropriate actions if necessary 	4 Audits of catering points of sale were carried out by a new contractor in 2017 (on hygiene, quality, service, etc.). The results of the audit of the self-service restaurant and the "à la carte restaurant" were the following: <ul style="list-style-type: none"> - technical audit (hygiene, security): 92.5% compliance; - commercial audit (compliance with tender specifications, e.g. quality, service...): 100%
Type and number of products sold in vending machines	<ul style="list-style-type: none"> - follow up indicators and take appropriate actions if necessary 	Type of products: <ul style="list-style-type: none"> - Snacks: 13,112 - Hot drinks: 30,989 - Cold drinks: 12,342
Number of customers and purchased items in each point of sale (monthly indicator).	Keep up attendance of canteens and cafeterias.	Met.
Sustainable Canteen project - indicator: <ul style="list-style-type: none"> - % of sustainable fish - % of organic products - % of fairtrade products - seasonality of menus and salad bar - quantity of plastic utensils used 	For this objective, see the EMAS action plan on the EMAS Intranet.	<ul style="list-style-type: none"> - 34% of sustainable fish - 10% of organic products over the total sold - 6% of fairtrade products over the total sold - 80% seasonality of menus - quantity of plastic utensils used: 95,600

Objective DL3: Provide the level of administrative and financial support necessary to ensure efficient catering services.		
- number of vegetarian plates sold during the Thursday Veggie Day		- number of vegetarian plates sold during the Thursday Veggie Day: 3,560

Objective DL4: Provide information systems, IT infrastructure and user support services, according to the best practice of IT management while optimising the use of human and financial resources. In accordance with the needs and priorities of the Committee, support its activities in 4 priority domains: Political work, Document production, Communication, Human resources and finance.		
Result and/or impact indicators:	Targets for 2017-2018:	Latest known result:
Infrastructure availability (KAPI21)	99%	99.91%
User support requests (KAPI22)	<i>N/A, it depends on requests from users.</i>	Average of 183 IT user support requests per helpdesk staff per month
Helpdesk reaction time (KAPI23)	94% within 15s 98% within 30s	96.3% within 15s 99.3% within 30s

Information Systems support the Committee's activities in four domains: Political Work, Document Management, Communication and HR/Finance.

Support for Political Work

The principal systems were continuously improved throughout 2017. Technical assistance was provided by the Publications Office in the area of document exchange. The work was aligned with the Office's "Strategic Objectives 2017-2025" which foresees automatic transmission of all legal documents in structured format. For the "Common Consultative Platforms", achievements included new clickable maps integrating more detailed statistical information and a collaborative tool to support "EER" activities. For the "Kiklos" strategic planning application, new modules for "Agenda Planning" and "Global Timeline" were released.

Support for Document Production

Mobile versions of the Document Search engines were launched. Work has started on the new translation management system. Major new versions of the Document Workflow application were released covering "HR documents", "Internal Workflows" and "Delegations". The existing Translation Tools were successfully managed throughout 2017. A new tool for requesting short text translations was launched. The interinstitutional trend towards automatic processing of documents based on XML was carefully followed.

Support for Communication

Web services to support efficient diffusion of information about the Committee continued to be deployed and maintained. Programmed sites, intranets and collaborative tools were all successfully operated. The new Contact Management tool is now fully operational.

Support for HR/Finance

The main priorities were, as far as the CoR was concerned, an online staff vademecum and improvements to the reporting environment. A new service level agreement has to be signed with the Commission.

IT Infrastructure provides services in the areas of Data Centre, Office Automation, Telecommunications and IT Security. Amongst the significant developments during 2017 were a new storage system, new internet firewalls & capacity upgrade and new Wi-Fi access points.

IT User Support Services provide user support, manage user relations, user logistics and user policies. During 2017, user support activity remained at the same level as in previous years; with some 3,300 requests per month and an average satisfaction rating of 96%. Cooperation between the European Institutions is becoming ever more important in this domain. In particular, the Committee participated actively in working groups on "Digital Workplace" and "Printing Services".

Discrepancies between results achieved and a desired/planned result:

No major discrepancies were observed.

Objective DL5: Production of Committee working documents; preparation of meeting files, dispatch of documents by courier service, postal services and by electronic means; printing of publications and of supporting material for the different meetings/conferences.		
Result and/or impact indicators:	Targets for 2017:	Latest known result (FTE, as compared to 2016)
Copyshop productivity (KAPI11): n° copies per full-time employee		-0.6%
N° of copyshop print jobs (KAPI15): n° of print jobs at copyshop per full-time employee		+14.5%
Offset productivity (KAPI12): n° equivalent print runs per full-time employee		-16.3%
Mailings productivity (KAPI13): n° mailings (transmissions) per full-time employee		-17.1 %
Distribution of files for members productivity (KAPI14): n° files for members distributed per full-time employee		+8.2%
Copyshop productivity colour (KAPI16): n° copies per full-time employee	<i>No targets set, statistics depend on the number of requests received.</i>	+20,6%
N° of copyshop colour print jobs (KAPI17): n° of print jobs at copyshop per full-time employee		+2.0%
Mailings productivity per e-mail (KAPI18): n° mailings (transmissions) per full-time employee		-6.4%

Courrier express mailings (shipments) productivity (KAPI19): n° shipments per full-time employee		-13.0%
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Other main specific achievements for objective DL5:

- Re-intensification of the cooperation with other Institutions (mainly OIB and Council) mainly for services not available internally.
- The EESC/CoR printshop prepared to participate in the inter-institutional project for printing launched by the Publication Office.
- The economic viability of the Offset was evaluated as part of the mid-term assessment of the cooperation agreement. A further reduction of 2 staff members took place.

Objective DL6: Rigorous management within the DL in the areas of financial and contractual management, as well as planning and reporting of activities.

Result and/or impact indicators:	Targets for 2017:	Latest known result:
- N° of procedures managed (value above 25,000€) - N° of contracts concluded (value above 25,000€)	<i>Number of scheduled procedures in 2017: 17.</i>	The unit managed 20 tendering procedures specific to the Directorate. 12 contracts were signed in 2017. 4 calls for tenders were unsuccessful and relaunched or cancelled, and 4 procedures will be continued in 2018, as they were launched in the last quarter of 2017 and the signature of the related contracts is foreseen in 2018.
Budget execution at end of year 2017. Budget execution projected in 2016.	Minimum 95%.	98.81%

Objective DL7: The guarantee of a modern, effective and efficient security/safety service for the Committees.

Result and/or impact indicators:	Targets for 2017:	Latest known result:
Number of avoidable activations of door alarms.	<i>Ideally 0 (any occurrences will be investigated with a view to avoid similar occurrences in the future).</i>	10
Investigation rate into attempts to use badges which are not valid.	<i>100% (all invalid attempts will be followed up).</i>	Achieved (100%)

Availability rate of security guards (percentage of number of man-hours per month in comparison to the number expected).	100%	99.97%
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Higher standards in the area of security have obliged the CoR to implement an array of practical measures which cannot be detailed in a public document. The security objectives have been achieved and will be perfected further in 2018.

Objective DL8: Following changes in numbers and distribution of personnel and replacement of the VMA building, assess the impact in terms of office space needs and on the budget of the DL.		
Result and/or impact indicators:	Targets for 2017:	Latest known result:
Assure sufficient space and meeting rooms to pursue the activities of the Committee; budgetary impact.	Negotiations with all stakeholders; decision on space distribution; refurbishment of the VMA replacement building.	No change because of the extension of the administrative agreement with the EC for the VMA building until 31/12/2021.
Publication of a building prospectation notice.	Evaluation of the different proposals and awarding of a building renting contract.	A prospectation notice (API) for a new office building in the view of replacing the VMA building was launched and evaluated. Mid 2017, the administrative agreement with the EC for the VMA building was extended to 31/12/2021. For this reason, the building prospectation was cancelled.

Human resources of the Directorate of Logistics (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	9	17	1	27
Contract staff	3	9		12
External contract staff				19
Seconded national experts				
Other outside personnel (specify)				
Total	12	26	1	58

2.10 Directorate for Translation (DT)

Note: As a number of impact indicators are clearly demand-driven, DT is not always in a position to influence their outcome.

Objective 1: To further deepen and develop the resource-efficient multilingualism policy for both Committees, in accordance with the Cooperation Agreement and the Code of Conduct for Translation		
Result and/or impact indicators:	Target for 2017:	Latest known result:
Number of pages translated per present translator	Translation demand from both Committees fully met	Achieved
Deadline compliance	> 97%	Not achieved (96.9%)
Revision and evaluation rate	Between 40% and 60%	Achieved (46.4%)
Translation requests respecting deadlines as defined in the Code of Conduct	>=90%	Not achieved (86.7%)
Additional translation demand rationalisation measures	Between 5% and 10% reduction of output pages	Not achieved (-4.6%)
Outsourcing rate	>=20%	Not achieved (17.1%)
Proportion of pivot versions delivered on time	> 97%	Achieved (98.2%)
Recruitment of GA (Irish Gaelic translation) staff	1 AD + 1 AST (CoR) (+ 1 AD (EESC))	Achieved

- Translation output in 2017 was 4.6% lower than in 2016, allowing the Directorate to manage translation demand with the staffing level provided for in the EESC-CoR Cooperation Agreement. Nevertheless, further steps towards a manageable level of translation output must be taken in 2018, especially as the 2017 decrease does not offset the 17% increase of previous years.
- In 2017, 13.3% of all documents received deadlines shorter than those laid out in the Code of Conduct for Translation (*ad hoc* deadlines).
- Outsourcing stood at 17.1% in 2017, below the 2017 target of >=20%, as those translation units above the intermediate target size strove to use internal resources fully before outsourcing (in non-pivot units having reached the intermediate target size the rate was 20.1%). Also, peaks could be better managed thanks to an improved meeting calendar. The outsourcing rate should reach the target after the end of the transition period, when all translation units will have reached their final target size.
- 2017 saw the first recruitments with a view to building an internal Irish translation capacity.

Objective 2: To improve working methods and optimise human and financial resources management		
Result and/or impact indicators:	Target for 2017:	Latest known result:
Proportion of pages translated using Studio	>=95%	Achieved (96.6%)
Proportion of CoR web texts translated in XML format	=100% of compatible texts	Figure not available: project deferred.

Proportion of texts < 150 characters translated via STS system	= 100% (for available language combinations)	NA
Proportion of edited pages	>=20%	Achieved (21.8%)
Proportion of corrected pages	50-60%	Achieved (52%)
Proportion of language versions in which merged rapporteur's and ordinary amendments are available	100%	Achieved
Proportion of occupied office space (REM & BvS) released	100%	Achieved
% of budget line 1420 used	>= 95%	Full coverage of needs (55%)
% of budget line 2622 used	Full coverage of needs	Achieved

- The budget execution rate for line 1420 (translation outsourcing and translation tools) was 67% for the EESC and 55% for the CoR after transfers. In the mid-term budgetary review, DT proposed to release EUR 467 000 from its EESC budget and EUR 295 000 from its CoR budget. The EESC transferred EUR 138 417 and the CoR transferred EUR 34 143.
- The budget execution rate for line 2622-Dicotrad (purchase of books and dictionaries) was 79% for the EESC and 89% for the CoR.
- Following the call for tender for a new Translation Management System (CDR/DL/75/2016), the DT and IT embarked on a complex project to replace Ariane/ArianeX, in cooperation with an external contractor. The project follows PM² methodology and was completed in Q2 2018.
- The planned project to automate translation workflows for CoR web content was put on hold, at the request of the CoR web team, pending the completion of the CoR's website overhaul.
- Active participation in language and thematic training actions was ensured, and online tutorials were developed internally and published to ensure access to key technical information on demand.
- In October 2017, the DT organised a conference for staff on translation quality, with speakers from the private and public sector; it attracted over 160 registered attendees, plus 116 via webstream.

Objective 3: To consolidate relations with DT stakeholders and improve integration of translation in the legislative work of the Committee		
Result and/or impact indicator(s):	Target for 2017:	Latest known result:
Proportion of quality feedback forms received	>1.5%	Not achieved (1.2%)
Client satisfaction index	>= 2016 level	Achieved (96%)
Reviewed DT mission statement	Mission statement published Q1/2017	Achieved
Dissemination of DT internal & external communication strategies	Dissemination to 100% of staff Q1 2017	Achieved
Translation requests respecting deadlines as defined in the Code of Conduct	>=90%	Not achieved (86.7%)
Proportion of outsourced	>=75%	Achieved

translation jobs for which written feedback given to external translation contractors		
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- Following an extensive staff consultation, the new mission statement of the DT was adopted and published in spring 2017.
- The DT made particular efforts in 2017 to consolidate relations with external and internal stakeholders, with a stand at the Committee open day on 10 May, the multilingual publication of a new leaflet aimed at Committee members, the production of a video on translation, an exhibition on Translation matters to mark International Translation Day on 30 October, and the DT Open Day on 20 October. All efforts capitalised on internal resources with a minimal impact on budget.
- In 2017, 12.7% of documents received new versions while the previous one was still in production. 8.9% of target pages were modified. Although marginal compared with the previous year, this increase must be carefully monitored in 2018. DT efforts to correct source documents must be accompanied by other quality controls to improve overall quality.

Objective 4: To create synergies in the framework of interinstitutional cooperation in the field of translation		
Result and/or impact indicators:	Target for 2017¹:	Latest known result:
KIAPI – Average cost per page	EUR 173 ³	Achieved (EUR 156 ⁴)
KIAPI – Work rate	Non-pivot: 7.8 pages Pivot: 6.8 pages DT average: 7.5 pages	Achieved (8.0 pages ⁵)
Work-sharing	>= 2016 level	1552 pages (-45% compared to 2016)
Representation at interinstitutional LTW meetings	100%	100%
Number of staff on exchanges to other institutions (per year)	>= 2016 level	Achieved (2)

- The Directorate continued to use the DT-developed interinstitutional web portal for the exchange of linguistic requests between EU translation services.
- Linguistic exchanges were organised based on received applications.
- Active participation in language-specific interinstitutional cooperation was ensured.

³ Average of the KIAPIs moving average (2013-2015) for all institutions.

⁴ 2017 KIAPI results – EESC-CoR average cost per page

⁵ 2017 KIAPI results – EESC-CoR work rate

Human resources of Directorate for Translation (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	119	22	2	143
Contract staff	1			1
External contract staff				0
Seconded national experts				0
Other outside personnel (specify)				0
Total	120	22		144

3. INTERNAL MANAGEMENT AND CONTROL SYSTEMS, AUDIT AND FOLLOW-UP OF RECOMMENDATIONS BY FINANCIAL CONTROL BODIES

3.1 Inherent nature and characteristics of the CoR risk environment

The CoR annual Management Plan describes the actions which the CoR implements in order to reach its political objectives. The Management Plan is tied to the availability of resources. All budget lines are tied to actions and all the actions are tied to the human resources available. The Management Plan is accompanied by a Risk Assessment exercise for each objective. Based on these analyses managers are required to manage their risks and report at the moment of the midterm review whether risks have materialised and which corrective measures have been put in place.

The final results of actions are reported in the Annual Activity Report and the Declaration of Assurance of the Authorising Officer by Delegation. Given that the CoR has no operational credits, its financial and political risks are predominantly tied to its administrative expenditure and mainly concern the area of non-respect of the regulatory environment.

Given the political character of the Institution and the size of the budget, any resource inappropriately spent would indeed constitute a risk. To mitigate this risk, the CoR has organised a centrally monitored internal control environment and a central verification service which verifies all transactions, with "zero tolerance" towards inappropriate resource spending.

3.2 Internal control system

The General Administration and Public Procurement Unit launched a compliance and effectiveness exercise in 2017 to assess to what extent the CoR complied with the 16 Internal Control Standards (ICS) and to what extent their implementation was effective. The exercise consisted of a questionnaire designed to evaluate compliance with and effectiveness of the requirements specified for each ICS, with contributions from members of the ICS Working Group responsible for their coordination (at least one person per Directorate). The results were discussed in the ICS Working Group meeting of 28 February 2018.

Based on this discussion it can be concluded that the CoR is in general compliant with the requirements of each of the 16 Internal Control Standards (ICS) and those actions to further improve compliance and effectiveness should concentrate on the following ICS in 2018:

- No 7 Operational Structures: Identify the sensitive functions at central level within the CoR.
- No 11 Document Management: In the context of new technological developments a revised filing plan and document conservation schedules are foreseen to be integrated all document management systems.

3.3 Internal Financial Legal Framework

New Internal Financial Rules (IFR) for the implementation of the CoR Budget entered into force on 15 September 2016 (Decision No 008/2016) and have been implemented throughout 2017.

In the new IFR the operational responsibilities have been better defined by including the operational agents as formal actors in the financial approval workflow. Furthermore, the responsibilities of management are reflected in the financial approval workflow with the head of unit/director responsible

for operational management appointed as Authorising Officer by Subdelegation. Finally, it is worth noting that a separate title is dedicated to the Control Framework.

3.4 Budget planning, execution and monitoring

The CoR applies a coherent political and supportive administrative system of budgeting, planning, execution and monitoring. The CoR's draft budget is although it includes also administrative appropriations a political budget supporting the CoR's political objectives. The draft budget established in line with political priorities is approved by the CoR Member-driven Commission of Financial and Administrative Affairs (CFAA), then submitted to the CoR's Bureau and to the CoR's Plenary Session for adoption. In this way, subsequent expenditure is tied to the multi-annual planned objectives, actions and political priorities of the CoR presidencies:

The managing services' draft budget requests and the subsequent management plans are examined by the Directorate for Human Resources and Finance together with the managing services. The draft budget is also during its internal establishment procedure examined and discussed in the CFAA context. The management plan instructions for 2017 required that the final appropriations for every budget line be linked to at least one action defined in the management plan.

The financial circuits applied in the CoR's budget implementation are established respecting the following principles and rules, especially since the entry into force of the new internal financial rules (see point 3.3), basically:

- o Segregation of duties between initiation, verification, authorisation and payment,
- o Codification of the operational and financial responsibilities,
- o Centralised financial *ex-ante* verification,
- o Trained actors (delegations are given based upon followed training).

The final budget appropriations underpinning the management plan for a given year is executed by Authorising Officers sub-delegated empowered to that function by CoR's Secretary-General acting in his capacity as the Authorising Officer by Delegation (AOD). Individual nominations are made by updating the general decision with coherence of delegations given and ABAC accesses granted.

The central independent verification service examines *ex ante* commitments and payments except: (i) certain expenses in the Directorate for Logistics as agreed in the rules laid down in the Cooperation Agreement with the EESC⁶ and (ii) in the case of a simplified workflow for recurrent expenditure of a repetitive nature like coffee services in meeting rooms and mission expenditure where *ex ante* verification would have little or no added value.

The monitoring of the CoR budget execution is carried out at several levels:

- 1 Regular monitoring of management plan execution is required to be established and implemented by managing services to steer operations for budget lines falling under their control responsibility and management.

⁶ For the year 2017 (since the entry into force of a new Cooperation Agreement with the EESC on 1st January 2016), expenses in the area of infrastructure were verified by the EESC Verification service.

- 2 An analytical tool for monitoring the budget execution, "Budget Watch" is used to centrally monitor the execution (commitments and payments) of all budget lines and sub-line for c1, c4, c5, c8 and c9 appropriations. This tool supports the identification of possible over- and under-spending. Based on this tool, monthly budget execution notes are prepared and circulated to the Directorates' and financial actors of the CoR;
- 3 Execution of the overall budget and execution of politically important budget lines is regularly monitored by the CoR CFAA (5 meetings per year);
- 4 Estimations of salaries' related budget lines execution, covering approximately 55% of the CoR total budget, is carried out each month;

Quarterly budget execution reviews are carried out for the CoR budget lines per Directorate. This contributes to optimisation of the budget execution through a better preparation for reallocation of resources within budget lines and, if and where estimated needed, by initiating credit transfers during the budget implementation year.

3.5 Financial verification

Every budgetary or legal commitment as well as every payment is subject to ex ante verification within the CoR, except a few particular legal commitments which are subject to a simplified approval workflow pursuant to Art.15, paragraph 5 of the internal rules for budget implementation.

Apart from salaries, each transaction is subject to an ex ante control in conformity with Art.66 FR, i.e. without sampling, with an average treatment time of 4.8 working days. The verification service has also a counselling role and is in a permanent dialogue with financial actors with a view to constantly improving financial management.

The monthly number of transactions verified by the service increased by 4% in 2017 compared to 2016 (1,350 files per month in 2017 compared with 1,297 in 2016).

There are two types of a file refusal by the verification service:

1. Refusal for correction (code SC): the transaction will be corrected afterwards by initiating agents before being resubmitted to verifying agents.
2. Final refusal (code SR): the financial transaction is subject to a financial exception. Service instruction 0002/2016 "reporting exceptions" defines the procedure to be followed in order to ensure that each financial exception identified during the treatment of a file is justified and authorised at the appropriate level before the transaction is approved; the file with the exception report is refused in the formal sense using the code SR (Refusal).

In 2017, the combined rate of files returned for correction (SC) and budgetary transactions for which the verifying officer used the code SR has slightly decreased when compared with 2016, from 2.57% in 2016 to 2.3% in 2017, which can be explained by a lower rate of return for correction of reimbursements to Members and the quality of the IT files submitted for verification.

As shown in the table below, 2.03% of transactions were refused for correction (SC) and 0.27% of transactions were definitively refused (SR) in 2017.

Number of transactions verified in 2017	Number of transactions refused then corrected (SC)	Percentage of transactions refused then corrected	Number of transactions refused (SR)	Percentage of transactions refused
16,205	329	2.03%	44	0.27%

The number of transactions refused for correction (SC) includes for example requests for information, missing file references, wrong or missing check-lists, posting criteria, incomplete files, miscellaneous mistakes on refunds and wrong bank accounts. The majority of the errors are formal.

The transactions definitively refused (SR) were transactions subject to a financial exception report (one financial derogation report may lead to several SRs).

3.6 Ex-post control

An ex-post control exercise was carried out in 2017 using the methodology in place since 2007. The aim of this exercise is (1) to provide a tool for managers, to review internally their own procedures and operations in order to identify any potential systemic issues and (2) based on the findings, propose and implement measures that would lead to structural improvements.

No major issues were identified. However, a recurrent recommendation resulting from the different ex-post exercises is the necessity to update written procedures. In 2017 procedures have been updated following the entry into force of the new Internal Financial Rules in September 2016. An increase in the number of procedures between 2016 and end of 2017 of 18.5%, which concretely means that 59 procedures were updated during 2017. For 2018 further updates are needed to accommodate regular legal, financial and operational changes.

3.7 Exception reports

In connection to the entry into force of the new Internal Financial Rules for budget implementation on 15 September 2016, a new procedure for exception reporting was adopted. As of 15 September 2016, the terminology used in the context of exception reporting has been streamlined by no longer using the word 'derogations' when reporting exceptions.⁷ For reporting purposes, an exception (administrative or financial) occurs when there is non-compliance with established rules and procedures detected and approved ex ante.

Financial exceptions

The overall number of financial exception reports decreased compared to 2016 by 21.50%. As of 15 September 2016, all reports initiated under the new Internal Financial Rules are all classified as exceptions⁸.

⁷ According to the European Commission's guidance *derogations* are deviations from rules or procedures, which are already foreseen in the existing rules or procedures, and as such should not be reported as an exception.

⁸ Until 15 September 2016, an exception occurred when there was non-compliance either with the provisions of the Financial Regulation and its Rules of Application (such an exception was called Derogation) or with the Committee's internal rules and procedures (Exception).

The CoR maintains a central register of exceptions as well as a follow-up of the remedial measures. The reporting on exceptions is an important element of assurance for the AOD when drafting his declaration.

All authorising officers by sub-delegation (AOS) have to report to the AOD on financial exceptions and remedial measures when presenting their declarations of assurance for the budget lines for which they are responsible.

For the 2017 exercise all AOSs have signed their individual declarations of assurance. All exceptions reports in the central database were mentioned in the relevant declarations of assurance and corrective measures are being implemented and monitored to prevent these exceptions from reoccurring.

Administrative exceptions

The administrative exception reports filed were all related to non-compliance with internal procedures and corrective measures are being implemented to prevent these exceptions from reoccurring.

3.8 Overall assessment of the costs and benefits of controls

The budget of the CoR is a purely administrative budget for a political assembly. With regard to risks and loss, the CoR seeks not only to minimise financial loss but also to mitigate reputational risks when deploying controls. Therefore, the costs and benefits of controls cannot be appreciated merely in monetary terms but need also to be considered from a political angle. Specifically, the benefits of controls which cannot be quantified in the context of the CoR concern deterrent effects and compliance with regulatory provisions.

The CoR has estimated the overall costs of controls in terms of the cost of all staff involved in control activities (including ex-ante financial verification, internal control, internal audit and control activities related to procurement procedures) to EUR 2 M. In relation to the total amount paid during 2017 of EUR 92.91 M, around 2% was thus dedicated to control. However, since quantitative data of the volume and amounts of errors that have been prevented (ex-ante) or detected (ex-post) is not available, it is not possible to quantify the related benefits other than what can be deduced from the exception reports (cf. point 3.7 above), and thus to determine the cost-effectiveness of controls by comparing costs with benefits.

Given that:

- ex-post controls did not identify any major issues (c.f. point 3.6 above),
- financial exceptions were detected prior to validation of the expenditure (c.f. point 3.7 above) and
- there are no ongoing litigations related to procurement decisions,
- CoR considers its controls to be as cost-effective as reasonably possible.

3.9 Public procurement

The sector dedicated to the management of CoR's procurement procedures for contracts with a value equal to or greater than EUR 15 000 has been operational since January 2016.

The working arrangements and the allocation of responsibilities between the CoR's public procurement sector and organising departments for the implementation of Article 16(3) of the internal rules have been further clarified in the service instruction n°3/2017 adopted in April 2017.

3.10 Internal audit function

The monitoring of the internal audit function is provided by the Audit Committee (AC) composed of one member per political group of the CoR Commission of Financial and Administrative Affairs and one high-level external advisor.

In 2017, two meetings were held by the Audit Committee where the IAS presented the 2016 annual internal audit report and the 2018 work programme. Members were also informed on the progress achieved with regard to the state of play of ongoing audits and the open recommendations as well as the related risks.

5. THE DECLARATION OF ASSURANCE

I, Jiří Buriánek, Secretary-General of the European Committee of the Regions, in my capacity as authorising officer by delegation,

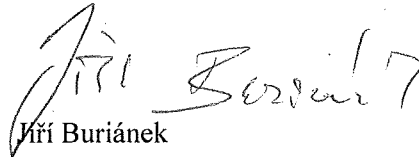
declare that the information contained in this report gives a true and fair view,

state that I have a reasonable assurance that the resources assigned to the activities described in this report have been used for the purposes intended in accordance with the principle of sound financial management and that the control procedures put in place provide satisfactory guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, the ex post controls, the work of the internal auditor, and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

I confirm that I am not aware of anything not reported which could harm the interests of the institution.

Done at Brussels,


Jiří Buriánek

4. ISSUES PERTAINING TO THE DECLARATION OF ASSURANCE

Taking into account the conclusions of the review of the elements supporting assurance, it is possible to conclude that the internal controls systems implemented by the European Committee of the Regions provide sufficient assurance to adequately manage the risks relating to the legality and regularity of the underlying transactions. Furthermore, it is also possible to conclude that the internal control systems provide sufficient assurance with regards to the achievement of the other internal control objectives.

ANNEXES

Annex 1: Financial resources

Annex 2: Declarations of the Authorising Officers by sub-delegation (table of names and date of signature)

Annex 3: Transfers of appropriations

Annex 4: Negotiated procedures

Annex 5: Report on compliance of the time limits suspension

Annex 6: Provisional annual accounts and financial reports

Annex 7: Human resources table

Annex 8: Building policy

Annex 9: Activities of the Members of the CoR in 2017

ANNEX 1: Financial Resources

The approved budget for 2017 was € 93.3 mios of which € 91.5 mios or 98% were committed and € 83.9 mios or 89.9% were paid at the end of the year.

1 Use of resources

Commitments

At the end of the year, the percentage committed from the approved budget was 98%. The 3 quarterly budget execution reviews and subsequent reallocation of the resources at the end of the year contributed to achieving this result.

By the end of December 2017, the commitment execution rate for Title 1 "Expenditure relating to persons working with the Committee" was 97.7% and 99.0% for Title 2 "Buildings, equipment and miscellaneous operating expenditure".

There were some € 1.8 mios or 2% of all C1 credits left uncommitted at the end of the year. Both in relative and monetary terms, this was more compared to the result of 2016 where € 1.2 mios (1.3%) were left uncommitted in C1 credits.

Payments

The overall execution rate for payments at the end of December 2017 was 89.9%, higher than in the recent years: 2016 (89.6%), 2015 (88.4%), 2014 (89.8%), 2013 (89.2%), or 2012 (89.4%).

The final payment execution rate at the end of the budget cycle will be higher and shall ideally be close to the commitment rate, as part of the committed credits related to 2017 was carried forward to C8 credits of 2018 and will be paid in 2018. The actual payment execution rate for 2017 will only be known by the end of 2018 when the final payment execution rate of C8 credits of 2018 will be determined.

Title 1: Expenditure relating to persons working with the Committee

In this title, most of the payments relate to staff remunerations. For budgetary items 1200, 1202 and 1204, the total budget amounted to € 49.9 mios of which 98.5% was paid as at 31 December 2017. This is slightly less in percentage than in December 2016, when € 47.3 mios or 99.4% were paid out. Lower payments in percentage terms are to a large extent the result of the somewhat lower amounts transferred out of this position during the year in question (2017) than in 2016.

At the end of the year, the amount of € 8.4 mios or 94.7% was paid from budget item 1004 "Members travel and subsistence allowances, attendance at meetings and associated expenditure". This is higher in percentage and in monetary terms than in the same period of the last year (92.6% and € 7.6 mios respectively).

Title 2: Buildings, equipment and miscellaneous operating expenditure

In total, 77.1 % of the Title 2 budget was paid out by the end of the year 2017, principally due to the 86.2% payment execution rate of chapter 20 "Buildings and associated costs". The other chapters of Title 2 showed lower payment execution rates.

2017 in comparison with 2016 and 2015

The following table gives a comparative overview of execution rates for commitments and payments per title, at the end of December for the years 2016, 2015 and 2014.

Outturn as at end December

	2017			2016			2015		
	Budget 000 €	Commitments	Payments	Budget 000 €	Commitments	Payments	Budget 000 €	Commitments	Payments
T1	69 460	97.7%	94.3%	66 283	98.9%	95.1%	63 545	99.7%	95.2%
T2	23 835	99.0 %	77.1 %	24 263	98.0 %	74.5 %	24 442	97.7%	74 %
T10	-	-	-	-	-	-	880	-	-
Total	93 295	98%	89.9%	90 546	98.7%	89.6%	88 867	98.2%	88.4%

Title 1: Expenditure relating to persons working with the Committee

The execution rate for commitments as at 31 December 2017 is a bit lower than the rate of 2016 and 2015. The payment execution rate (more representative indicator) is also a bit lower than the rate of 2016 and 2015.

Title 2: Buildings, equipment and miscellaneous operating expenditure

The execution rate for commitments and payments as at 31 December 2017 was slightly higher than the equivalent rate in 2016 and 2015.

2 Detailed analysis of 2017 outturn

2017 appropriations (C1 credits)

The table below gives a breakdown of the total 2017 budget after transfers and final outturn by budget lines.

Ch. / Line	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
10	Members of the institution	9,067,955	9,067,955	100.0%	8,517,380	93.9%
1000	Salaries, allowances and payments	160,000	160,000	100.0%	92,217	57.6%
1004	Travel and subsistence allowances, attendance at meetings and associated expenditure	8,882,955	8,882,955	100.0%	8,415,005	94.7%
105	Courses for Members of the institution	25,000	25,000	100.0%	10,157	40.6%
12	Officials and temporary staff	50,034,174	49,136,309	98.2%	49,136,309	98.2%
1200	Remuneration and allowances	49,549,423	48,884,818	98.7%	48,884,818	98.7%
1202	Paid overtime	61,000	29,662	48.6%	29,662	48.6%
1204	Entitlements on entering the service, transfer and leaving the service	278,000	213,252	76.7%	213,252	76.7%
1220	Staff retired in the interest of the service	145,751	8,578	5.9%	8,578	5.9%
14	Other staff and external services	8,940,048	8,338,642	93.3%	7,028,760	78.6%
1400	Other staff	2,848,975	2,779,561	97.6%	2,725,570	95.7%
1402	Interpreter services	3,691,000	3,691,000	100.0%	2,613,738	70.8%
1404	Graduate traineeships, grants and exchanges of officials	817,816	791,881	96.8%	785,090	96.0%
1408	Entitlements on entering the service, transfer and leaving the service	75,000	60,000	80.0%	28,215	37.6%
1420	Supplementary services for the translation service	1,086,057	595,000	54.8%	495,687	45.6%
1422	Expert advice related to consultative work	421,200	421,200	100.0%	380,460	90.3%
16	Other expenditure relating to persons working with the institution	1,418,225	1,330,494	93.8%	819,442	57.8%
1610	Miscellaneous expenditure on recruitment	40,000	25,018	62.5%	17,021	42.6%
1612	Further training, retraining and information for staff	397,700	379,903	95.5%	170,313	42.8%
162	Missions	495,000	495,000	100.0%	358,910	72.5%
1630	Social welfare	20,000	6,000	30.0%	4,116	20.6%
1632	Internal social policy	31,000	30,000	96.8%	26,045	84.0%
1633	Mobility/Transport	60,000	60,000	100.0%	20,411	34.0%
1634	Medical service	124,525	84,690	68.0%	31,394	25.2%
1638	Early Childhood Centre and approved day nurseries	250,000	249,883	100.0%	191,233	76.5%
	Title I:	69,460,402	67,873,399	97.7%	65,501,891	94.3%

Ch./ Line	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
20	Buildings and associated costs	14,930,066	14,785,715	99.0%	12,871,980	86.2%
2000	Rent	1,560,605	1,560,605	100.0%	1,547,889	99.2%
2001	Annual lease payments	7,984,698	7,984,698	100.0%	7,984,698	100.0%
2007	Fitting-out of premises	1,134,349	1,129,863	99.6%	66,959	5.9%
2008	Other expenditure on buildings	42,090	39,517	93.9%	17,188	40.8%
2022	Cleaning and maintenance	2,150,025	2,108,728	98.1%	1,679,748	78.1%
2024	Energy consumption	419,439	378,533	90.2%	760	0.2%
2026	Security and surveillance of buildings	1,583,386	1,551,993	98.0%	1,549,639	97.9%
2028	Insurance	55,474	31,778	57.3%	25,100	45.2%
21	Data processing, equipment and furniture: purchase, hire and maintenance	4,720,014	4,639,893	98.3%	3,448,109	73.1%
2100	Purchase, servicing and maintenance of equipment and software; related work	1,338,952	1,338,759	100.0%	965,041	72.1%
2102	Outside assistance for the operation, development and maintenance of software systems	1,850,184	1,849,958	100.0%	1,369,785	74.0%
2103	Telecommunications	168,927	168,904	100.0%	168,904	100.0%
212	Furniture	95,657	53,210	55.6%	12,799	13.4%
214	Technical equipment and installations	1,181,775	1,144,542	96.8%	864,653	73.2%
216	Vehicles	84,519	84,519	100.0%	66,928	79.2%
23	Administrative expenditure	338,409	321,396	95.0%	210,029	62.1%
230	Stationery, office supplies and miscellaneous consumables	127,253	117,815	92.6%	94,814	74.5%
231	Financial charges	1,500	1,500	100.0%	95	6.4%
232	Legal costs and damages	30,000	30,000	100.0%	10,500	35.0%
236	Postage on correspondence and delivery charges	65,975	65,945	100.0%	28,797	43.6%
238	Other administrative expenditure	113,681	106,136	93.4%	75,823	66.7%
25	Meetings and conferences	898,509	898,509	100.0%	492,331	54.8%
2540	Costs of meetings organized in Brussels	141,442	141,442	100.0%	118,343	83.7%
2541	Third parties	72,000	72,000	100.0%	42,280	58.7%
2542	Organisation of events (in Brussels or in decentralised locations) in partnership with local and regional authorities, with their associations and with the other Union Institutions	577,767	577,767	100.0%	281,806	48.8%
2546	Representation expenses	107,300	107,300	100.0%	49,903	46.5%
26	Expertise and information: acquisition, archiving, production and distribution	2,947,546	2,945,048	99.9%	1,357,164	46.0%
2600	Relationships with press (European, national, regional, local or specialised) and conclusion of partnerships with audiovisual, written or radio medias	750,640	750,616	100.0%	381,864	50.9%
2602	Edition and distribution of paper, audiovisual, electronic or web-based (Internet/Intranet) information supports	936,041	936,041	100.0%	363,049	38.8%
2604	Official Journal	77,000	77,000	100.0%	76,955	99.9%
2620	External expertise and studies	449,410	448,513	99.8%	214,655	47.8%
2622	Documentation and library expenditure	127,903	126,578	99.0%	91,218	71.3%
2624	Expenditure on archive resources	140,000	139,750	99.8%	116,934	83.5%
264	Expenditure on publishing, dissemination of information and participation in public events: information and communication activities	466,552	466,552	100.0%	112,490	24.1%
Title II:		23,834,544	23,590,561	99.0%	18,379,614	77.1%
Total Budget:		93,294,946	91,463,960	98.0%	83,881,505	89.9%

Appropriations carried over from 2016 to 2017 (C8 credits of 2017)

The appropriations committed in 2016 but not yet paid out by the end of that year were carried forward and converted into C8 credits of 2017. In total, € 8.3 mios – or 9.2% of the CoR's 2016 budget – were transferred into C8 credits during January 2017. This amount was mainly derived from C1 credits of 2016.

The total amount of C8 credits carried forward from 2016 to 2017 was lower in monetary and percentage terms than in the previous year when € 8.8 mios (or 9.9% of the CoR's 2015 budget) was carried forward to 2016.

At the end of December 2017, the execution rate for C8 credits of 2017 was 84.9%. In total € 7 mios were paid out during this year. This is comparable to the execution levels observed in 2016 (83.7%).

As a consequence, € 1.3 million or 15.1% of C8 credits of 2017 was left unutilised and returned back to the EU budget at the end of 2017.

The table below gives details of the carried-over appropriations from 2016 to 2017 (C8) as at 31 December 2017 (€ and %).

Ch. / Line	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
10	Members of the institution	751,513	675,406	89.9%	634,203	84.4%
1000	Salaries, allowances and payments	121,948	45,841	37.6%	45,841	37.6%
1004	Travel and subsistence allowances, attendance at meetings and associated expenditure	609,303	609,303	100.0%	579,392	95.1%
105	Courses for Members of the institution	20,262	20,262	100.0%	8,970	44.3%
12	Officials and temporary staff	0	0	N/A	0	N/A
1200	Remuneration and allowances	0	0	N/A	0	N/A
1202	Paid overtime	0	0	N/A	0	N/A
1204	Entitlements on entering the service, transfer and leaving the service	0	0	N/A	0	N/A
129	Provisional appropriation	0	0	N/A	0	N/A
14	Other staff and external services	1,401,500	1,350,157	96.3%	1,274,475	90.9%
1400	Other staff	57,949	57,201	98.7%	57,201	98.7%
1402	Interpreter services	1,131,546	1,131,546	100.0%	1,062,589	93.9%
1404	Graduate traineeships, grants and exchanges of officials	34,478	5,191	15.1%	5,191	15.1%
1408	Entitlements on entering the service, transfer and leaving the service	70,000	67,135	95.9%	67,135	95.9%
1420	Supplementary services for the translation service	75,786	57,343	75.7%	57,304	75.6%
1422	Expert advice related to consultative work	31,741	31,741	100.0%	25,054	78.9%
16	Other expenditure relating to persons working with the institution	407,803	280,859	68.9%	278,324	68.2%
1610	Miscellaneous expenditure on recruitment	5,119	2,908	56.8%	2,908	56.8%
1612	Further training, retraining and information for staff	189,352	151,928	80.2%	151,928	80.2%
162	Missions	107,732	50,178	46.6%	50,165	46.6%
1630	Social welfare	2,468	900	36.5%	900	36.5%
1632	Internal social policy	3,642	2,175	59.7%	2,175	59.7%
1633	Mobility/Transport	36,679	35,993	98.1%	35,993	98.1%
1634	Medical service	62,806	36,776	58.6%	34,253	54.5%
1638	Early Childhood Centre and approved day nurseries	6	0	0.0%	0	0.0%
Title I:		2,560,816	2,306,423	90.1%	2,187,002	85.4%

Ch. / Line	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
20	Buildings and associated costs	2,269,548	1,735,700	76.5%	1,714,365	75.5%
2000	Rent	38,440	38,440	100.0%	22,393	58.3%
2001	Annual lease payments	37,791	5,174	13.7%	5,174	13.7%
2007	Fitting-out of premises	1,136,288	1,116,814	98.3%	1,116,814	98.3%
2008	Other expenditure on buildings	145,204	143,804	99.0%	143,804	99.0%
2022	Cleaning and maintenance	324,140	224,702	69.3%	219,414	67.7%
2024	Energy consumption	489,770	141,989	29.0%	141,989	29.0%
2026	Security and surveillance of buildings	33,698	2,726	8.1%	2,726	8.1%
2028	Insurance	64,217	62,052	96.6%	62,052	96.6%
21	Data processing, equipment and furniture: purchase, hire and maintenance	1,127,703	1,101,163	97.6%	1,098,913	97.4%
2100	Purchase; servicing and maintenance of equipment and software; related work	432,970	428,716	99.0%	428,716	99.0%
2102	Outside assistance for the operation, development and maintenance of software systems	557,278	551,431	99.0%	551,431	99.0%
2103	Telecommunications					
212	Furniture	17,681	16,681	94.3%	16,681	94.3%
214	Technical equipment and installations	113,354	101,630	89.7%	99,380	87.7%
216	Vehicles	6,419	2,705	42.1%	2,705	42.1%
23	Administrative expenditure	127,685	97,262	76.2%	74,254	58.2%
230	Stationery, office supplies and miscellaneous consumables	37,912	30,891	81.5%	30,891	81.5%
231	Financial charges	1,618	75	4.6%	75	4.6%
232	Legal costs and damages	24,833	24,833	100.0%	1,825	7.3%
236	Postage on correspondence and delivery charges	30,982	15,456	49.9%	15,456	49.9%
238	Other administrative expenditure	32,340	26,007	80.4%	26,007	80.4%
25	Meetings and Conferences	271,852	231,837	85.3%	211,808	77.9%
2540	Costs of meetings organized in Brussels	45,432	36,708	80.8%	36,708	80.8%
2541	Third parties	13,266	13,266	100.0%	7,355	55.4%
2542	Organisation of events (in Brussels or in decentralised locations) in partnership with local and regional authorities, with their associations and with the other Union Institutions	149,980	149,964	100.0%	135,846	90.6%
2546	Representation expenses	63,174	31,900	50.5%	31,900	50.5%
26	Expertise and information: acquisition, archiving, production and distribution	1,939,375	1,867,441	96.3%	1,755,957	90.5%
2600	Relationships with press (European, national, regional, local or specialised) and conclusion of partnerships with audiovisual, written or radio medias	638,347	606,078	94.9%	567,327	88.9%
2602	Edition and distribution of paper, audiovisual, electronic or web-based (Internet/Intranet) information supports	631,818	626,926	99.2%	616,840	97.6%
2604	Official Journal	32,500	0	0.0%		0.0%
2620	External expertise and studies	252,867	252,867	100.0%	252,867	100.0%
2622	Documentation and library expenditure	48,697	48,640	99.9%	47,423	97.4%
2624	Expenditure on archive resources	28,014	25,798	92.1%	25,798	92.1%
264	Expenditure on publishing, dissemination of information and participation in public events: information and communication activities	307,132	307,132	100.0%	245,701	80.0%
Title II:		5,736,163	5,033,404	87.7%	4,855,298	84.6%
Total Budget:		8,296,979	7,339,827	88.5%	7,042,300	84.9%

ANNEX 2 - Declarations of the Authorising Officers by sub-delegation

According to the Committee of the Regions' Charter of Missions and Responsibilities of the Authorising Officer by delegation and the Authorising Officers by sub-delegation, the latter have, inter alia, a responsibility to contribute to the establishment of the annual report of the Authorising Officer by delegation through their reporting on the activities for which they have received sub-delegation. On top of the regular reporting, the Authorising Officer by delegation, in preparing the declaration in his annual report for the year 2017 asked the Authorising Officers by sub-delegation to report on the control environment for which they are responsible and to sign a declaration in the same format as his, as indicated below. Every AOSD had to report on individual exceptions and applied remedial measures to the Authorising Offer by Delegation when presenting his declaration of assurance for the budget lines for which he is responsible.

For the budget exercise 2017, 38 officials appointed as Authorising Officers by sub-delegation authorised transactions.

Authorising officers by sub-delegation: Declaration(s) signed on:

Bachotet Sophie	12 April 2018
Barber Ian	28 March 2018
Beljaars-Verhoeven Saskia	10 April 2018
Bouquerel Caroline	18 April 2018
Canoto Juan Carlos	28 March 2018
Cercone Michele	28 March 2018
Cervilla Pedro	10 April 2018
Collins Michael	16 January 2018
De Schrijver	10 April 2018
Damyanova Ani	23 March 2018
Dias Cintia	13 April 2018
Feral Pierre-Alexis	10 April 2018
Filipek Francois	03 April 2018
Firmin Thierry	19 April 2018
Gnan Reinhold	20 April 2018
Haenebalcke Tom	15 March 2018
Iordache Anca	09 April 2018
Jakobsson Peder	20 March 2018
Kaduczak Joanna	20 April 2018
Kudlinska Agnieszka	18 April 2018
Ladwig Achim	13 April 2018
Lavigne Eric	08 March 2018
Leurquin Eric	21 April 2018
Mitelman Anna	20 March 2018
Nardi Serafino	28 March 2018
Pankova Katia	13 April 2018
Petzold Wolfgang	28 March 2018

Rant Anica	07 March 2018
Schaumans Patrick	10 April 2018
Schuiteneer Bart	28 March 2018
Singelsma Sybren	05 April 2018
Strautina Ineta	07 March 2018
Suciu Serban	07 March 2018
Taugne Beatrice	10 April 2018
Thieule Laurent	16 January 2018
Tsirimiagos Kyriakos	08 March 2018
Werkers Gie	12 March 2018
Yalamboukidou Lambrini	13 April 2018

Declaration of the authorising officer by sub-delegation

1. I, the undersigned, in my capacity as authorising officer by sub-delegation for budget headings, hereby declare that the information hereafter is true and accurate.

Confirm, to the best of my knowledge and belief, that the resources allocated to the activities financed from the budget headings mentioned above were used for the purposes intended and in accordance with the principle of sound financial management and that the monitoring procedures established provide the necessary guarantees of the legality and regularity of the underlying transactions. This belief is based on my own judgment and on the information available to me such as for example, the results of the self-assessment, the ex-post verifications, the comments of the internal audit service and the lessons learned from the reports of the Court of Auditors for previous financial years.

Confirm that I have no knowledge of any fact which might be prejudicial to the interests of the institution.

Done at Brussels, (date)

(Signature)

(First Name and Last Name)

2. **In case you would like to qualify your declaration above please do so hereafter.**

(As qualifications, the authorising officer by sub-delegation could for example, draw attention to any risks attached to the management of his/her appropriations, weaknesses in the control systems, or highlight any dysfunctions; in that case, the description of the facts must be accompanied by an indication of the measures taken or planned by the authorising officer by sub-delegation to correct the situation.)

3. When financial and administrative **exceptions** have been recorded, please outline the causes and the mitigating measures taken. *(In case the exceptions are of repetitive, systemic nature they can be treated globally.)*

4. When non-compliance events have been recorded, please outline the causes and the mitigating measures taken. *(In case the non-compliance events are of repetitive, systemic nature they can be treated globally.)*

Declaration of the authorising officer by sub-delegation

1. I, the undersigned, in my capacity as authorising officer by sub-delegation for budget headings, hereby declare that the information hereafter is true and accurate.

Confirm, to the best of my knowledge and belief, that the resources allocated to the activities financed from the budget headings mentioned above were used for the purposes intended and in accordance with the principle of sound financial management as well as in accordance with the Cooperation Agreement signed with the EESC and that the monitoring procedures established provide the necessary guarantees of the legality and regularity of the underlying transactions. This belief is based on my own judgment and on the information available to me such as for example, the results of the self-assessment, the ex-post verifications, the comments of the internal audit service and the lessons learned from the reports of the Court of Auditors for previous financial years.

Confirm that I have no knowledge of any fact which might be prejudicial to the interests of the institution.

Done at Brussels, (date)

(Signature)

(First Name and Last Name)

2. **In case you would like to qualify your declaration above please do so hereafter.**

(As qualifications, the authorising officer by sub-delegation could for example, draw attention to any risks attached to the management of his/her appropriations, weaknesses in the control systems, or highlight any dysfunctions; in that case, the description of the facts must be accompanied by an indication of the measures taken or planned by the authorising officer by sub-delegation to correct the situation.)

3. When financial and administrative **exceptions** have been recorded, please outline the causes and the mitigating measures taken. *(In case the exceptions are of repetitive, systemic nature they can be treated globally.)*

4. When non-compliance events have been recorded, please outline the causes and the mitigating measures taken. *(In case the non-compliance events are of repetitive, systemic nature they can be treated globally.)*

ANNEX 3 - Transfers of appropriations

During 2017 the following transfers of appropriations submitted by the CoR were approved by the Council and Parliament:

INF 1/2017

The purpose of this transfer was to reinforce the following budget lines:

- **216 "Vehicles"** (for € 15,000) in order to allow the CoR to finance the transporting arrangements that are needed for the enlarged CoR Conference of Presidents visits abroad;
- **264 "Expenditure on publishing, dissemination of information and participation in public events: information and communication activities"** (for € 147,608) in order to allow the CoR Political groups to carry out their planned 2017 communication activities in full.

The total amount of the transfer is € **162,608**. It was approved in June and executed thereafter.

INF 2/2017

The purpose of this transfer was to reinforce the following budget lines:

- **105 "Courses for Members of the institution"** (for € 10,000) in order to allow the CoR to finance higher demand from CoR Members side for the language courses this year;
- **162 "Missions"** (for € 100,000) in order to allow the CoR to carry out additional unforeseen missions due to, in particular, the increased dialogue with citizens through substantially stepping up of political activities and initiatives at regional level, and local events that requires additional presence of staff alongside CoR members.

The total amount of the transfer is € **110,000**. It was approved in June and executed thereafter.

INF 3/2017

The purpose of this transfer was to reinforce the following budget line **2102 "Outside assistance for the operation, development and maintenance of software systems"** in order to allow the CoR to finance the acquisition of the new Translation Management System (TMS) software and the corresponding services.

This is a joint EESC/CoR project and the CoR is paying its share of the joint expenditure. The amount of the transfer is € **32,143 (CoR share)**. It was approved in June and executed thereafter.

INF 4/2017

The purpose of this transfer is to reinforce the budget line **2622 "Documentation and library expenditure"** in order to allow the CoR to advance with the digitalization of the library and respect the obligations arising from the inter-institutional cooperation (with EC and EESC), i.e. to pay for the **replacement of the library management software** following the inter-institutional call for tender.

The amount of the transfer is € **45,224**. It was approved in October and executed thereafter.

INF 5/2017

The purpose of this transfer is to reinforce the IT related budget line **2100 "Purchase, servicing and maintenance of equipment and software, and related work"** to reinforce the CoR/EESC joint IT infrastructure programme. It will be used to finance the replacement of core network switches and connection modules in the JDE and B68-T74 buildings.

This is a joint EESC/CoR project and the CoR is paying its share of the joint expenditure. The amount of the transfer is **€ 65,604 (CoR share)**.

This transfer was approved in October and executed thereafter.

INF 6/2017

The purpose of this transfer is to reinforce the budget line **214 "Technical equipment and installations"** in order to finance mainly the following projects:

- (i) the security related investment in the technical equipment that would guarantee a sufficient level of protection for persons and goods in the CoR/EESC buildings in Brussels (the CoR financed share of this joint CoR/EESC project is € 195,684), and
- (ii) renovation of the JDE 52 meeting room following the completion of the technical study allowing, among others, to determine the exact needs and the related cost of the renovation of individual meeting/conference rooms (estimated cost of the project is € 150,000).

The total amount of the transfer is **€ 345,684**.

This transfer was approved in November and executed thereafter.

DEC 1/2017

The purpose of this transfer is to reinforce 4 communication related budget lines, namely:

- 2542 (Organization of events) by € 95,217;
- 2600 (Relationships with press and medias) by € 37,608;
- 2602 (Information supports) by € 162,000; and
- 2622 (Documentation and library expenditure) by € 1,032;

all in order to allow the CoR to finance 4 different communication related projects:

- 1) the roll-out of communication activities, in particular **local events in all EU member states** involving CoR members, MEPs and local politicians (for example Citizens Dialogues) on the achievements and the future of EU cohesion policy;
- 2) **Social media** supported reaching out to audiences which the CoR hardly reaches and communicates to so far via innovative communication tools. This includes in particular promotion of the "Reflecting on Europe" survey, developed as an innovative action this year;
- 3) **COP23 communication support** and Bonn 6-17 November 2017. This reinforcement makes the most of the new political situation in which Governors and Mayors from across the Atlantic are now as keen as their EU counterparts to deliver on the Paris agreement;
- 4) update of **website hosting services** and Content Management System.

The total amount of the transfer is **€ 295,857**.

This transfer was approved in November and executed thereafter.

Annex 4 - Negotiated procedures 2017

The present appendix shows, in accordance with article 53 RAP (Article 66(9) FR), the list of contracts concluded in 2017 by the Committee of the Regions (CoR) under negotiated procedures Art 134 (1) points a) to f) RAP (Article 104(5) FR). This information is based on the list of contracts registered in the CoR database of contracts.

Numéro contrat	Direction	Unité/Service	Nom du fournisseur	Intitulé du contrat	Type de contrat	Type de procédure	Montant (€)
CDR/DL/108/2016	Direction L - Logistique	DL Infrastructure	Signascript	Contrat de maintenance des machines à signer des Comités	Contrat-cadre interinstitutionnel	Procédure négociée art. 134 1. b) RAP	12.252,00
CDR/COM/2/2017	Direction D - Communication	D1 Presse - Relation Médias	Agence Europe	Abonnement auprès de l'Agence Europe	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	34.900,00
CDR/COM/79/2017	Direction D - Communication	D2 Evénements	Compass Group	Réception mi-mandat 12/07/2017	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	8.700,00
CDR/DL/84/2017	Direction L - Logistique	DL Infrastructure	SIBELGA	Raccordement au gaz du bâtiment T74	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	3.255,00
CDR/MEM/125/2017	Direction A - Membres et sessions plénières	A1 Service aux membres-eCDR	Politico	Abonnement à Politico Pro	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	16.484,00
CDR/COM/152/2017	Direction D - Communication	D1 Presse - Relation Médias	Agenzia Ansa	Media Partnership with national press agencies from Italy	Contrat direct	Procédure négociée art. 134 1. b) RAP	60.000,00
CDR/COM/153/2017	Direction D - Communication	D1 Presse - Relation Médias	Polska Agencja Prasowa	Media Partnership with national press agencies from Poland	Contrat direct	Procédure négociée art. 134 1. b) RAP	60.000,00

ANNEX 5 – Report on compliance with and suspension of time-limits for payment of the institution's creditors

Article 92 of the Financial Regulation¹ (FR) and article 111 of the rules of applications² (RAP) define the time-limits that should be respected for payments made to the institution's creditors and specify the circumstances in which those creditors paid late are entitled to receive default interest charged to the budget heading from which the principal was paid.

Article 111 of the RAP also lays down, in subparagraph 5, the obligation for each institution to submit to the budgetary authority a report on compliance with and suspension of the time-limits for paying its creditors.

The specific provision regarding the automatic payment of default interest entered into force on 1 January 2008. Since then, and with a view to its proper implementation in practice, the authorising services of the Committee of the Regions have been made particularly heedful of this new obligation by the information communicated and the financial training given to members of staff involved in payment transactions.

Moreover, the integrated system of financial and budgetary management ABAC (owned by the Commission and used by the CoR since 1 January 2007) possesses specific functionalities that make possible:

- the real time visualisation by the authorising services of the tracking of invoices and corresponding payments throughout the internal chain of verification and approval;
- the production of specific follow-up or warning reports that integrate the management of suspension of time limits for payment and the automatic calculation of default interest to be paid on any invoices paid late.

In 2017 (and since 2008), the CoR's accounting officer continued regularly to send (quarterly and on an ad-hoc basis if needed) to the authorising services specific reports on invoices, payment of which was suspended or whose due date in relation to the contractual date had in theory passed, in order to permit them to ascertain whether or not the contractual conditions in the contracts signed with the suppliers concerned had been properly complied with.

The analysis of data for the financial year shows that no case of payment of mandatory default interest (case where the amount of default interest exceeds the threshold of EUR 200 defined in Article 111, subparagraph 4 of the RAP) were recorded in 2017.

In general, as shown by the table below, all the actions described above enabled the authorising services of the Committee of the Regions to improve their performance in relation to payment time limits regularly over the years.

¹ Regulation (EU, Euratom) no 966/2012 of the European Parliament and of the Council of 25/10/2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002.

² Commission delegated Regulation (EU) no 1268/2012 of 29/10/2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union

Financial year	Commercial Invoices		Average time taken for payment (in days)	Number of suspension of time-limits
	Number	Amounts		
2008	2.109	30.366.149	29,64	86
2009	2.523	32.549.780	25,77	201
2010	2.255	33.263.362	28,49	220
2011	1.956	34.277.780	22,99	244
2012	1.938	35.768.277	18,86	205
2013	1.820	31.123.497	18,85	124
2014	1.711	29.238.586	19,72	105
2015	1.790	28.956.837	19,52	96
2016	1.997	31.190.480	26,31	93
2017	2.197	30.642.991	22,71	140

The average time for payment was 23 days in 2017 and 26 days in 2016. The minimum requirement under the FR is that payments need to be made within 30 days. The CoR continues its work to ensure positive result forms a part of the efforts proposed by the Commission in April 2009³ in order to improve the financial situation of undertakings, particularly in this period of crisis.

The CoR has taken additional measures towards a reduction of the average number of days for payment to the Committee's creditors by ameliorating its workflow. Improvement is already to be noticed in 2017 with a reduction of the average time from 26 days in 2016 to 22 days in 2017. No case of mandatory default interest payment (case where the amount of default interest exceeds the threshold of EUR 200 defined in Article 111, subparagraph 4 of the RAP) has been recorded.

³ Communication of the Commission of 8 April 2009 on streamlining financial rules and accelerating budget implementation to help economic recovery (SEC (2009) 477 final).

ANNEX 6 - Provisional Accounts 2017

Balance Sheet - Assets

	31/12/2017	31/12/2016
Intangible assets (NBV)	85,353	58,546
Computer Software's	85,353	58,546
Tangible assets (NBV)	64,729,527	67,572,662
Plant, Machinery & Equipment	40,181	44,685
Furniture & Vehicles	273,947	326,264
Computer Hardware	446,345	364,049
Other Fixtures & Fittings	297,464	288,435
Land & Buildings under financial lease	63,671,590	66,549,229
Short term receivables	8,845,087	9,865,669
Customers	183	10,366
VAT	744	1,543
Staff receivables	20,923	17,757
Pre-financing		
Accruals & Deferrals	8,823,237	9,836,003
Cash & cash equivalents	1,024,828	1,612,149
Bank account	1,024,828	1,612,149
TOTAL ASSETS	74,684,795	79,109,027

Balance Sheet - Liabilities

	31/12/2017	31/12/2016
Accumulated surplus / deficit	14,507,861	15,645,213
Accumulated surplus / deficit from previous years	15,645,213	15,364,788
Economic result of the year	-1,137,352	280,425
Long term liabilities	53,516,962	56,672,400
Financial lease debt	53,516,962	56,672,400
Short term liabilities	6,659,971	6,791,414
Financial lease debt (falling due within the year)	3,155,438	2,967,402

Suppliers	631,206	771,910
Staff payables	8,987	8,011
Other payables	27,154	68,942
Accruals & Deferrals	2,855,160	2,975,149
TOTAL LIABILITIES	74,684,795	79,109,027

Economic Outturn Account

	31/12/2017	31/12/2016
Surplus / Deficit of the year	-1.137.352	280,425
From ordinary activities	3.722.186	5,169,413
Revenue	91.118.980	90,722,066
Staff expenses	-53.041.535	- 50,636,780
Depreciation, amounts written-off & provisions	-3.360.483	- 3,331,434
Land & building related expenses	-4.107.885	- 4,446,965
Other expenses	-26.886.891	- 27,137,474
From financial activities	-4.859.538	4,888,988
Revenue	0	43
Expenses	-4.859.538	- 4,889,031

ANNEX A: Estimated Human Resources figures of the European Committee of the Regions for 2018

(situation on 31/12/2017)

Type	AD	AST	AST/SC	Total
Establishment plan (1)	296	186	7	489
Contract staff (2)	13	37	0	50
External contract staff		0	0	26
Seconded national experts	10			10
Other outside personnel (specify) (3)	1			1
Total	320	223	7	576

(1) including 2AD vacant posts
 (2) contract staff replacing absent staff (e.g. maternity leave) are not included
 (3) medical doctor

(posts)
 (people)
 (people)
 (people)
 (people)

President's Cabinet

Type	AD	AST	AST/SC	Total
Establishment plan	6	3		9
Contract staff		1		1
External contract staff				
Seconded national experts				0
Other outside personnel (specify)				
Total	6	4	0	10

EPP Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan*	10	4		14
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	10	4	0	14

PES Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan*	10	4		14
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	10	4	0	14

ALDE Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan *	4	3		7
Contract staff	1			1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	5	3	0	8

EA Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	3	1		4
Contract staff	1			1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	4	1	0	5

ECR Group secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	3	1		4
Contract staff	1	1		2
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	4	2	0	6

Secretary General's Cabinet

Type	SG	AD	AST	AST/SC	Total
Establishment plan	1	5	3		9
Contract staff		1			1
External contract staff					
Seconded national experts					
Other outside personnel (specify)					
Total	1	6	3	0	10

Protocol Service

Type	AD	AST	AST/SC	Total
Establishment plan	1	1		2
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	1	1	0	2

Internal Audit Service

Type	AD	AST	AST/SC	Total
Establishment plan	2	2		4
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	2	2	0	4

Directorate A

Type	AD	AST	AST/SC	Total
Establishment plan	21	30		51
Contract staff		18		18
External contract staff				2
Seconded national experts	1			1
Other outside personnel (specify)				
Total	22	48	0	72

Directorate B

Type	AD	AST	AST/SC	Total
Establishment plan	29	16		45
Contract staff	2	1		3
External contract staff				0
Seconded national experts	2			2
Other outside personnel (specify)				
Total	33	17	0	50

Directorate C

Type	AD	AST	AST/SC	Total
Establishment plan	28	13	1	42
Contract staff	1	1		2
External contract staff				
Seconded national experts	4			4
Other outside personnel (specify)				
Total	33	14	1	48

Directorate D

Type	AD	AST	AST/SC	Total
Establishment plan	23	20	2	45
Contract staff	1	5		6
External contract staff				5
Seconded national experts	3			3
Other outside personnel (specify)				0
Total	27	25	2	59

Directorate E

Type	AD	AST	AST/SC	Total
Establishment plan	20	45	1	66
Contract staff	1	2		3
External contract staff				0
Seconded national experts				0
Other outside personnel (medical doctor)	1			1
Total	22	47	1	70

Directorate for Translation (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	119	22	2	143
Contract staff	1			1
External contract staff				0
Seconded national experts				0
Other outside personnel (specify)				0
Total	120	22	2	144

Directorate of Logistics (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	9	17	1	27
Contract staff	3	9		12
External contract staff				19
Seconded national experts				
Other outside personnel (specify)				
Total	12	26	1	58

Staff Committee

Type	AD	AST	AST/SC	Total
Establishment plan		1		1
Contract staff		1		1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total		2		2

ANNEX 7: Human Resources figures of the European Committee of the Regions for 2017

(situation on 31/12/2017)

Type	AD	AST	AST/SC	Total
Establishment plan (1)	296	186	7	489
Contract staff (2)	13	37	0	50
External contract staff		0	0	26
Seconded national experts	10			10
Other outside personnel (specify) (3)	1			1
Total	320	223	7	576

(1) including 240 vacant posts

(2) contract staff replacing absent staff (e.g. maternity leave) are not included

(3) medical doctor

(posts)
(people)
(people)
(people)
(people)

President's Cabinet

Type	AD	AST	AST/SC	Total
Establishment plan	6	3		9
Contract staff		1		1
External contract staff				
Seconded national experts				0
Other outside personnel (specify)				
Total	6	4	0	10

Secretary General's Cabinet

Type	SG	AD	AST	AST/SC	Total
Establishment plan	1	5	3		9
Contract staff		1			1
External contract staff					
Seconded national experts					
Other outside personnel (specify)					
Total	1	6	3	0	10

Directorate D

Type	AD	AST	AST/SC	Total
Establishment plan	23	20	2	45
Contract staff	1	5		6
External contract staff				5
Seconded national experts	3			3
Other outside personnel (specify)				0
Total	27	25	2	59

EPP Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan*	10	4		14
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	10	4	0	14

Protocol Service

Type	AD	AST	AST/SC	Total
Establishment plan	1	1		2
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	1	1	0	2

Directorate E

Type	AD	AST	AST/SC	Total
Establishment plan	20	45	1	66
Contract staff	1	2		3
External contract staff				0
Seconded national experts				0
Other outside personnel (medical doctor)	1			1
Total	22	47	1	70

PES Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan*	10	4		14
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	10	4	0	14

Internal Audit Service

Type	AD	AST	AST/SC	Total
Establishment plan	2	2		4
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	2	2	0	4

Directorate for Translation (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	119	22	2	143
Contract staff	1			1
External contract staff				0
Seconded national experts				0
Other outside personnel (specify)				0
Total	120	22	2	144

ALDE Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan *	4	3		7
Contract staff	1			1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	5	3	0	8

Directorate A

Type	AD	AST	AST/SC	Total
Establishment plan	21	30		51
Contract staff		18		18
External contract staff				2
Seconded national experts	1			1
Other outside personnel (specify)				
Total	22	48	0	72

Directorate of Logistics (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	9	17	1	27
Contract staff	3	9		12
External contract staff				19
Seconded national experts				
Other outside personnel (specify)				
Total	12	26	1	58

EA Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	3	1		4
Contract staff	1			1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	4	1	0	5

Directorate B

Type	AD	AST	AST/SC	Total
Establishment plan	29	16		45
Contract staff	2	1		3
External contract staff				0
Seconded national experts	2			2
Other outside personnel (specify)				
Total	33	17	0	50

Staff Committee

Type	AD	AST	AST/SC	Total
Establishment plan		1		1
Contract staff		1		1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total		2		2

ECR Group secretariat

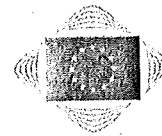
Type	AD	AST	AST/SC	Total
Establishment plan	3	1		4
Contract staff	1	1		2
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	4	2	0	6

Directorate C

Type	AD	AST	AST/SC	Total
Establishment plan	28	13	1	42
Contract staff	1	1		2
External contract staff				
Seconded national experts	4			4
Other outside personnel (specify)				
Total	33	14	1	48



Comité économique et social européen



**European Committee
of the Regions**

**Services Conjoints – Direction de la Logistique
Infrastructures**

Brussels,
AR 2017

**REPORT OF THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE
AND THE COMMITTEE THE REGIONS
TO THE EUROPEAN PARLIAMENT AND THE COUNCIL ACCORDING TO ARTICLE 203,
PARAGRAPH 3, OF THE FINANCIAL REGULATION**

1. ARTICLE 203, PARAGRAPH 3, FR

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:

- (1) for each building, the expenditure and surface area covered by the appropriations of the corresponding budget lines;
- (2) 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;
- (3) 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.

2. 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 Committee the Regions can be found in the attached table (annex 1).

3. PART 2: THE EXPECTED EVOLUTION OF THE GLOBAL PROGRAMMING

Following the letter of 4 March 2016 referenced OIB.RE.1/AI/lm – Ares(2016)1341965 announcing that the Administrative Agreement for the renting of the van Maerlant 2 building (VMA), located at Rue van Maerlant 2 – 1040 Brussels, will end on 31 March 2019 as foreseen, the European Economic and Social Committee and the European Committee of the Regions have launched a property prospection in order to find a suitable building to replace it.

Indeed, the EC has communicated his intention to demolish that building in the coming years and to redevelop a new modern building more appropriate to their needs.

With the letter 01651-000868 of 22 November 2016, the European Economic and Social Committee and the European Committee of the Regions sent to the budgetary authority 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.

By letter of 26 June 2017 referenced Ares(2017)3192988 Secretary General Italianer of the European Commission informed the European Economic and Social Committee and the European Committee of the Regions of the fact that the Administrative Agreement for the renting of the van Maerlant 2 could be extended until the 31 December 2021. Following that letter the Administrative agreement was extended as proposed and the property prospection was cancelled.

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 about to be concluded in the coming months. The process for lifting the purchase option for the other buildings will follow just after the signature of the JDE deed.

A building strategy has been approved by the Bureau of the European Economic and Social Committee on 17 October 2017 and by the Bureau of the Committee of the Regions on 29 November 2017.

This **buildings strategy** simultaneously provides a reliable and flexible framework for future decisions in this domain. It contains a set of guiding principles in the field of real estate.

These principles are, *inter alia*:

- geographical concentration,
- preference for ownership rather than lease and exercising options to buy,
- sustainable buildings management, and
- multi-annual planning.

4. **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 2017.

ANNEX 1

BUDGET LINE		BUILDING	AREA ABOVE GROUND (m ²)	TYPE OF CONTRACT	AMOUNT IN DRAFT BUDGET 2019 (€)
A02001	Annual lease payments				
	<i>OFFICE SPACE</i>	JDE	22 026	Emphyteusis with option to buy not yet exercised	6 712 934
		BVS	18 280	Emphyteusis with option to buy not yet exercised	5 635 197
		REM	2 324	Emphyteusis with option to buy not yet exercised	164 141
		B-68	7 283	Emphyteusis with option to buy not yet exercised	2 244 328
		TRE	5 387	Emphyteusis with option to buy not yet exercised	1 453 801
	<i>Subtotal office space</i>		55 300		16 210 401
	<i>NON-OFFICE SPACE</i>	JDE	14 353		4 374 491
		BVS	2 285		704 507
		REM	0		0
		B-68	22		6 718
		TRE	692		186 657
	<i>Subtotal non-office space</i>		17 352		5 272 373
TOTAL LINE			72 652		21 482 774
A02000	Rent				
	<i>OFFICE SPACE</i>	VMA	8 244	Rent	2 280 694
	<i>Subtotal office space</i>		8 244		2 280 694
	<i>NON-OFFICE SPACE</i>	VMA	3 162		874 910
	<i>Subtotal non-office space</i>		3 162		874 910
TOTAL LINE			11 406		3 155 604
GRAND TOTALS			84 058		24 638 378
	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 (m ²)		41		

Annex 9 - Activities of the members of the CoR in 2017

Statutory meetings

Number	Title	Place
6	Plenary Sessions	Brussels
2	External Bureau meetings	Malta and Estonia
5	Extraordinary Conferences of Presidents	Brussels, UK, the Netherlands, Scotland and Italy
24	Commission meetings	Brussels
6	External commission meetings	Estonia, Finland, Poland, Spain, France and Romania
5	Commission meetings administrative and financial affairs	Brussels
2	Meetings of the JCC Montenegro	Brussels and Montenegro
2	Meetings of the JCC Serbia	Brussels and Serbia
2	Meeting of the working group Western Balkans	Brussels and Bosnia Herzegovina
1	Meeting of the working group Turkey	Brussels
3	Meetings of the working group on the EU Budget	Brussels
1	Enlargement Day	Brussels
5	Extraordinary meetings of the political groups outside Brussels	Hungary, Spain, Ireland, France and Ukraine
3	Extraordinary meetings of the political groups in Brussels	Brussels

Thematic and other political activities

15	Seminars and conferences organised by Commission secretariats	Brussels
13	Seminars, conferences, study visits organised by Commission secretariats	Outside Brussels
1	Seminar of a political group	Brussels
5	Seminars of political groups outside Brussels	Italy, France, Ireland, Croatia and Slovenia
1	European Week of regions and Cities	Brussels
1	ARLEM plenary session	Malta
1	Arlem commission	Brussels
1	Europcom	Brussels
1	Assises Subsidiarity	Austria
1	Assises Decentralised cooperation	Brussels
1	CORLEAP Bureau	Ukraine
1	CORLEAP plenary session	Brussels
1	European Entrepreneurial Jury	Brussels

Various

210 individual missions of the President, 1st Vice president or replacements
355 individual missions of rapporteurs
92 individual missions for political groups
14 individual missions CFAA chair, vice-chair and rapporteurs
47 individual missions for local events

Various
Various
Various
Brussels
Various