



**European Committee
of the Regions**

European Committee of the Regions

Annual Activity Report for 2018

JUNE 2019

TABLE OF CONTENTS

1. POLITICAL ACHIEVEMENTS.....	3
2. IMPLEMENTATION OF THE STRATEGIC MANAGEMENT PLAN PER SERVICE	6
2.1 SECRETARIATS OF THE POLITICAL GROUPS	6
2.2 DIRECTORATE FOR MEMBERS AND PLENARIES (DIR A)	20
2.3 DIRECTORATE FOR LEGISLATIVE WORK 1 (DIR B).....	24
2.4 DIRECTORATE FOR LEGISLATIVE WORK 2 (DIR C).....	28
2.5 DIRECTORATE FOR COMMUNICATION (DIR D)	32
2.6 DIRECTORATE FOR HUMAN RESOURCES AND FINANCE (DIR E)	35
2.7 PROTOCOL SERVICE	40
2.8 INTERNAL AUDIT SERVICE (IAS)	41
2.9 DIRECTORATE FOR LOGISTICS (DL)	41
2.10 DIRECTORATE FOR TRANSLATION (DT)	48
3. INTERNAL MANAGEMENT AND CONTROL SYSTEMS, AUDIT AND FOLLOW-UP OF RECOMMENDATIONS BY FINANCIAL CONTROL BODIES	52
3.1 INHERENT NATURE AND CHARACTERISTICS OF THE CoR RISK ENVIRONMENT	52
3.2 INTERNAL CONTROL SYSTEM.....	52
3.3 INTERNAL FINANCIAL LEGAL FRAMEWORK.....	52
3.4 BUDGET PLANNING, EXECUTION AND MONITORING.....	53
3.5 FINANCIAL VERIFICATION	54
3.6 EX-POST CONTROL	55
3.7 EXCEPTION REPORTS	55
3.8 OVERALL ASSESSMENT OF THE COSTS AND BENEFITS OF CONTROL	56
3.9 PUBLIC PROCUREMENT.....	56
3.10 INTERNAL AUDIT FUNCTION	57
4. ISSUES PERTAINING TO THE DECLARATION OF ASSURANCE	58
5. THE DECLARATION OF ASSURANCE.....	59

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

Annex 8: Building policy

Annex 9: Activities of the Members of the CoR in 2018

Annex 10: Follow-up to the 2017 discharge resolution

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 Strategic Management Plan.

This Annual Report of the Authorising Officer by Delegation (the Secretary-General) is established on the basis of the Financial Regulation (art. 74(9) of the Financial Regulation 2018), the internal financial 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 Activity 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 to the use of the resources and on the legality and regularity of the underlying transactions in 2018.

Part 1 of the report is a brief summary of the political achievements of the institution in 2018.

Part 2 presents the main achievements and activities compared against the objectives set in the Strategic Management Plan 2018-2019.

Part 3 reports on the internal management and control systems. It outlines the characteristics of the CoR risk environment and gives a detailed description of internal control systems.

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 consists of its involvement in the EU decision-making process 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. To contribute to this objective, the CoR has two instruments: the adoption of Opinions and the structured co-operation with the other EU institutions and with associations of local and regional authorities. The CoR's activities, 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.

2018 was the fourth year of the CoR's sixth term of office 2015-2020, under the Presidency of Karl-Heinz Lambertz who took over as President in July 2017 and Markku Markkula who 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 EU political and legislative cycle, 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 2016-2018:

- More involvement throughout all stages of the EU legislative process (European Commission, European Parliament and 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 2018, 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 2018.

In 2018, the CoR undertook new ambitious horizontal and thematic initiatives with a high potential for providing a meaningful input from local and regional authorities to the EU decision-making process.

Reflecting on Europe process

In November 2016, the President of the European Council Donald Tusk asked the CoR to submit its recommendations on the future of Europe, asking for "a real perception of the reality from the European grassroots level". Subsequently the CoR launched its "Reflecting on Europe" campaign. CoR held local events with citizens in their regions and cities. Over 40,000 citizens shared their views, concerns and ideas in more than 200 local debates organised across Europe.

Complemented by an online survey, this feedback formed the basis of an opinion led by the CoR President Karl-Heinz Lambertz and CoR 1st Vice-President Markku Markkula entitled "*Reflecting on Europe: the voice of local and regional authorities to rebuild trust in the European Union*". The opinion was adopted during the CoR plenary on 9 October 2018.

The results were also presented in a final report entitled "*Reflecting on Europe. How Europe is perceived by people in regions and cities*" as contribution to the debate on citizens dialogues at the December 2018 European Council.

The work of the CoR in this area was acknowledged in the European Council conclusions adopted on 14 December 2018: "*The European Council welcomes the holding of Citizens' Dialogues and Citizens' Consultations, which was an unprecedented opportunity to engage with European citizens and which could serve as an inspiration for further consultations and dialogues*".

The CoR will continue to cooperate with other EU institutions in developing a format for such further consultations and dialogues.

Investment in Europe's future

Following the debate launched by President Jean-Claude Juncker with the White Paper on the Future of Europe on 14 February 2018, the European Commission put forward scenarios on the future European budget beyond 2020. The CoR defended the position that EU cohesion policy must continue to represent at least one-third of the EU budget after 2020 and support all of the EU's regions. Reducing it risks deepening divides in Europe and would undermine the future of the European Union. This message was delivered through an EU-wide campaign, branded the #CohesionAlliance which was launched in October 2017 (with the main European territorial associations AER, AEBR, CALRE, CEMR, CPMR, and Eurocities). More than 10.000 signatories endorsed the #CohesionAlliance, which now covers almost the entire European Union.

Reinforced cooperation with the European Parliament

The cooperation with the European Parliament (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 European Parliament 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 Members of the EP in citizens' dialogues organized by the CoR in the context of its Reflecting on Europe initiative.

More focused cooperation with the European Commission

In July 2018, the Task Force on Subsidiarity, Proportionality and 'Doing Less, More Efficiently', chaired by First Vice-President Frans Timmermans, handed over its final report to President Jean-Claude Juncker.

The conclusions of the Task Force were also endorsed by the European Commission (EC) in its Communication "*The principles of subsidiarity and proportionality: Strengthening their role in the EU's policymaking*", tabled on 23 October 2018. Apart from promoting a common understanding of subsidiarity and proportionality through the use of a Common Assessment Grid, the EC called for a more active involvement of local and regional authorities, stating that it intends to amend its better regulation guidance to highlight the importance of capturing the views and experience of these levels of governance.

More targeted cooperation with the European Council

The necessity for better regulation offers good grounds for developing and strengthening ties with the European 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 2018.

2. IMPLEMENTATION OF THE STRATEGIC MANAGEMENT PLAN PER SERVICE

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

The table below shows the staff of the Committee of the Regions as of 31 December 2018.

Type	AD	AST	AST/SC	Total
Establishment plan (1)	298	185	8	491
Contract staff (2)	14	35	0	49
External contract staff		0	0	26
Seconded national experts	12			12
Other outside personnel (specify) (3)	1			1
Total	325	220	8	579

(1) including 2AD 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 EPP Group

Objective 1: Build on the stronghold of the EPP group as political motor		
<p>Result and/or impact indicators: 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. Matters of political urgency addressed via resolutions, with the EPP taking the lead or contributing to resolutions led by other groups.</p>	<p>Target for 2018: 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>	<p>Latest known result: Achieved: 100% EPP meetings held (5 ordinary meetings, 5 Bureau meetings, 2 extraordinary meetings, 1 seminar and 1 side-event) Achieved: An important number of rapporteurships were secured, covering various major issues, and the opinions were adopted with large majorities Achieved: Resolutions - involvement and/or lead of EPP in all political resolutions Achieved: Participation, although not at 100%, has improved Achieved in part: majority of amendments tabled or supported by the EPP were carried, further to the political coordination work</p>

Objective 2: Strengthen co-operation with other institutions and EPP Party		
<p>Result and/or impact indicators: Number of MEPs and CoR members in each other's activities; number of CoR members in Council meetings; number of Commission representatives in Group</p>	<p>Target for 2018: 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 2018-</p>	<p>Latest known result: Achieved: EPP-CoR Participation in EPP Political Assembly and Working Groups regularly assured Achieved: EPP-CoR participation in the European Parliament's EPP Group</p>

<p>meetings and activities; regional office and association representatives in group meetings and seminars.</p>	<p>2019 priorities. Enhance the promotion of the legislative amendments of the CoR opinions to the European Parliament Committees' members. Contribute to building deeper relations with members of national parliaments via EPP Inter-Parliamentary debates.</p>	<p>meetings, external Bureau meetings, and hearings Achieved: participation of EPP MEPs, EPP Party members, and Commission representatives in ordinary and extraordinary EPP-CoR meetings Achieved: Activities with the EPP (Party), notably a seminar in the context of the EPP Congress in Helsinki, and a Side-event on the occasion of the EPP Bureau in Warsaw</p>
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Objective 3: Promote and improve visibility of EPP-CoR Members' work		
<p>Result and/or impact indicators: 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 University for journalists covering a large number of member states.</p>	<p>Target for 2018: 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 citizens and the media outside the 'Brussels bubble' via dedicated EPP communications projects</p>	<p>Latest known result: Achieved: greater take-up of social media and increased communication of EPP-CoR members' activities on these media channels Achieved: audio-visual material published around plenary activities and EPP rapporteurs, all integrated on site and disseminated Achieved: printed newsletters and publications around EPP events, disseminated online and in printed form Achieved: important number of visitors welcomed in CoR Achieved: Going local campaign reaching out to citizens saw the organisation of local dialogues with EPP-CoR members throughout Europe.</p>

Objective 4: Contribute to the running performance of the CoR, its Administration and budget		
<p>Result and/or impact indicators: Ownership of decisions increased; number of briefings prepared, meetings attended.</p>	<p>Target for 2018: Follow-up of political and administrative work especially by the relevant CFAA/EPP rapporteurs with improved implementation of CFAA recommendations; improving functioning of the CoR Commission, Bureau and plenary work. Implementation of an optimised administrative agreement with the EESC for joint services based on the principle of balanced resources.</p>	<p>Latest known result: Partly achieved: Continuation of CFAA rapporteur report on CoR Digital Strategy. Achieved: revision and implementation of the new regulations on meetings and activities of the members of the CoR, and revision of the regulation on transport expenses and flat rate travel and meeting allowance for members. Achieved: Implementation of internal financial rules regarding the EU general budget process.</p>

		<p>Achieved: security challenges addressed, putting in place necessary means for equivalent level of security to other EU institutions. The entrance hallway was refurbished in accordance with necessary security requirements.</p> <p>Achieved in part: Better oversight of the CoR/EESC Joint Services on budgetary planning and increased involvement of the CoR in the services activities.</p>
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Objective 5: Integration of new members in the EPP group		
<p>Result and/or impact indicators: 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 2018: 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: Achieved: new members were systematically welcomed to the group and staff took contact to identify their areas of interest and level of commitment to the CoR. Several new EPP members were integrated in EPP-CoR work and activities (rapporteurships, communication activities, posts in WGs and other bodies, active participation in Group activities)</p>

Human resources of the EPP Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	10	4		14
Contract staff	1			1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	11	4	0	15

2.1.2 PES Group

Objective 1: Strengthen PES Group's impact on the CoR political activities		
<p>Result and/or impact indicators: 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,</p>	<p>Target for 2018: 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 European Commission in order to appoint PES rapporteurs for major opinions.</p>	<p>Latest known result: Achieved: In 2018, 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 opinions debated at the plenary sessions and also at the level of Commissions meetings. We</p>

JCCs, working groups with third countries, etc.). PES Group meetings, resolutions, press releases, newsletters, etc.		organised an extraordinary PES Group meeting in Carcassonne (France) on Social Innovation in September 2018.
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Objective 2: Strengthen the CoR's impact on the EU decision making process

Result and/or impact indicators: 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.	Target for 2018: 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.	Latest known result: Achieved: during 2018, PES rapporteurs had meetings with their counterparts in other EU institutions, particularly with the counterparts at the European Parliament.
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Objective 3: Increase PES Group's monitoring of CoR administrative and budgetary affairs

Result and/or impact indicators: The result and impact will be evaluated through the modifications brought to the existing rules and the work of the CFAA and the Bureau.	Target for 2018: 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 for a building strategy and the future occupation of CoR/EESC buildings.	Latest known result: Achieved: 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 started its preparatory work for a new cooperation agreement with the EESC, which will be negotiated in 2019.
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Objective 4: Develop PES Communication strategy

Result and/or impact indicators:	Target for 2018:	Latest known result:
Number of hits on the new website	The new website delivered in February 2017 will be the milestone to help us attract more audience.	Achieved: 101 983 page views in 2018 (43 748 in 2017).
Number of recipients of the newsletter in our database	The newsletter concept is being thoroughly reviewed and reformed in order to try and touch a bigger audience.	Partially achieved: 2083 subscribers in October 2018 (2209 in 2017). The revision of the newsletter concept has been initiated in 2018 and is currently still ongoing.
Number of participants in the photo competition	Continue the trend. 2018 will mark the 10th anniversary of the photo competition. Side events will be organized to celebrate this anniversary.	Achieved: 868 participants in 2018 (690 in 2017). An exhibition marking the 10 th anniversary of the photo competition was successfully organised.
Number of Facebook followers	Continue the trend.	Achieved: 12 658 page likes on 31 December 2018 (9013 in 2017)
Number of Twitter followers	Continue the trend.	Achieved: 3727 followers on 31 December 2018 (3425 in 2017)
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.	Achieved: 66 groups for a total of 2024 in 2018 (60 groups with 2253 visitors in 2017)

Organisation of public debates alongside statutory meeting outside Brussels or standing alone	The PES Group will continue to organise events and citizens debates in Brussels and outside, at the request of PES Group members.	Achieved: In cooperation with the S&D Group in the European Parliament, among other activities, a conference open to all citizens was successfully organised. Moreover, the PES Group organised a workshop in the framework of the European Week of Cities and Regions on the ESF + with 150 participants and actively contributed to EuropCom.
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Human resources of the PES Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	10	4		14
Contract staff		1		1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	10	5	0	15

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 2018	Latest known result:
Speeches: provided at every plenary	To provide and deliver speeches at every plenary	Achieved: The ALDE Group provided at least 20 speeches during plenary sessions in 2018 that had an significant impact to raise awareness of the CoR and the ALDE Group and other more specific matters that concern local and regional authorities
Amendments: tabled at every plenary and most commissions	- Group amendments tabled at every plenary and most commission meetings	Achieved: Amendments were tabled at each plenary and most commissions Approximatively 80% of ALDE amendments were either accepted or taken into account though compromises or rapporteur amendments.
Opinions: successful approval in plenary	100% approved at plenary	Achieved: no ALDE opinions rejected in 2018
Input to ALDE Party Congress: - Successful contributions to the ALDE Party Congress with the aim of raising awareness of	- raising the awareness of the ALDE-CoR group within the wider liberal family and to raise the concerns of local and regional authorities through	Achieved: Organisation of a successful, interactive debate on the future of global cities hosted by ALDE-CoR during the ALDE

<p>the role of local and regional authorities.</p>	<p>tabling of resolutions, amendments, hosting of debates, providing a stand with a quiz and to continue finding new innovative ways of raising our profile.</p>	<p>Party Congress on 8-10 November that included an ALDE-CoR information stand, many interesting discussions with the participants to the Congress and a quiz that tested their knowledge about ALDE and the CoR.</p>
<p>ALDE Seminars, study visits and ALDE events: concrete proposals and recommendations resulting from discussions and contributions to future policy work</p>	<p>Convert these events into citizen's dialogues to feed into the CoR's work on this front in 2018. Improve the concept and modernise the process of organisation of the meetings. Increase the number of participants attending and improve format of the seminars.</p>	<p>Achieved:- Extraordinary Group Meeting in Brussels led to a number of proposals on how to protect democracy from authoritarian attacks – which were shared with the wider liberal family. - Citizens' consultation and group meeting in Paris led to a development of new contacts with French liberals. - ALDE external seminar in Riga led to a number of proposals on how local and regional politicians need to cooperate to combat cyber security threats and defend democracies in Europe.</p>
<p>ALDE Events in collaboration with the Liberal Family</p>	<p>Continue developing the Liberal Mayors Network and organise a larger summit at the next Congress in 2018. Also, further develop a new initiative: the Summit of Young Elected Local and Regional Leaders together with European Liberal Youth. Improve and modernise organisation of all ALDE events to make them more engaging, political and thus increase member participation.</p>	<p>Achieved: The largest Liberal Mayors Summit so far was held at the ALDE Party Congress in Madrid. - Higher attendance rate in 2018 compared to the previous year. - Joint event with the ALDE Party at the ALDE Party Congress in Madrid on the future of global smart cities. - The Meeting with Bulgarian Liberal Mayors in Sofia led to a more constructive partnership. Very successful joint event with European Liberal Youth (LYMEC) with highest participation and engagement rate.</p>
<p>Provide our members with a compilation of CoR proposals from this mandate which they can include in their citizen dialogues or national party communications with citizens</p>	<p>Making CoR and EU policies relevant and understandable for citizens</p>	<p>Achieved: A document containing 53 concrete proposals for action at local level drawn up by the secretariat based on proposals made by ALDE-CoR members in their opinions throughout the mandate. This document has been circulated to our network within the ALDE family.</p>

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 2018	Latest known result:
Briefings: 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.	Achieved: ALDE Briefings were provided for all statutory meetings.
Rapporteurships: ALDE obtains percentage (%) proportional to its relative size	More than 17.2 % of all CoR opinions approved	Partially achieved: 10 out of 76 opinions adopted in 2018 had an ALDE rapporteur (13 %)
Analysis of opinions from liberal perspective	Maintain the same level of service to members	Achieved: Analysis provided and amendments proposed for the majority of opinions resulting in the fact that the liberal perspective is expressed in the voting behaviour as well as in the negotiations with other political groups (usually resulting in compromises) or interventions of members during the vote.
The setting up of meetings with local liberals for members when they go to meetings outside of the EU	Continue organising this kind of meetings.	Achieved: For exp: ALDE Member met with Minister in the Government of FYROM from the Liberal Democratic Party.

Objective 3: Help to ensure that the CoR's messages are reflected in the EU legislative process		
Result and/or impact indicators:	Target for 2018	Latest known result:
Meetings: Arranged for every ALDE rapporteur following plenary approval and during the process of preparing the opinion if considered appropriate.	Meetings for 100% of ALDE rapporteurs. Conduct interviews with MEPs after meeting to obtain their feedback of the meeting.	Achieved For example ALDE Member, CoR rapporteur on the Streamlining TEN-T implementation, met with EP rapporteur on 5 September.
Proposals for amendments: Submitted to MEP ahead of EP deadline	Amendment deadline: 100% to be met	Achieved For example 2 nd Vice President of ALDE-CoR met with ALDE shadow rapporteur for the Role of cities in the institutional framework of the Union. Informal and formal input was thereafter submitted in written.

Objective 4: Contribute to organisation of CoR work and efficient running of the Administration		
Result and/or impact indicators:	Target for 2018	Latest known result:
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	Share with ALDE MEPs first results arising from the agreement. Continue to push for resources to be allocated to achieving impact of CoR on the legislative process and push for a greater proactive and strategic approach to obtaining visibility in the Brussels-based European media.	Achieved: ALDE raised awareness of the importance of including the voice of local and regional authorities in the preparation of EU legislation among key ALDE MEPs; - Initiating internal discussions on increasing CoR's visibility in Brussels-based European media
Ensure a smooth transition for new ALDE members and efficient farewell for ALDE outgoing members	- All members to receive the ALDE welcome pack (or Farewell Packs) and to meet President, Coordinator, and secretariat. - New members' contact details to be punctually encoded and information to be sent in a simplified and organised way. - Further development of an online Welcome Pack and Online Farewell pack using Dynamics to monitor suggestions and service improvement made by our outgoing members.	Achieved: All members received the ALDE welcome/farewell packs and met the President, Coordinators and the Secretariat. - New members' contact details were punctually encoded and information was sent in a simplified and organised manner. - Online Welcome and Farewell packs were further developed.
Improve efficiency of mission budget expenditure	- Systematic use of comparative search to find cheapest flight combinations and cheaper hotel rates whenever possible.	Achieved: Better deals for flights and hotels found for almost all missions. Use of MIMA online tool for a better monitoring of missions' expenditure.

Objective 5: Increase the profile of the CoR towards specifically targeted stakeholders		
Result and/or impact indicators:	Target for 2018	Latest known result:
Press releases and newsletters/brochures: Circulated to CoR, ALDE MEPs, wider liberal caucus, and reflected in ALDE Party newsletter	Press releases and newsletters: - Digital newsletter since May 2016, reaching +/- 420 contacts post-GDPR. (+/- 820 before GDPR); sent 5/6 times per year after each plenary or ALDE Party Congress.	Achieved: Newsletter following the Open Days produced and circulated. ALDE - CoR Priorities for 2015-2020 and 'Liberals making a difference' Brochures – produced and circulated at different events (CoR, other institutions, party Congresses). - Almost weekly presence of content contribution to the "Liberal Eyes" newsletter of the ALDE party
Events: Attendance, new contacts developed, policy proposals agreed	Events: Enlarge the Liberal Mayors Network and improve the format and concept of the	Achieved: Meeting with Bulgarian Liberal Mayors in Sofia gave an opportunity to enhance visibility of ALDE-CoR

	summit of Young Elected Local and Regional Leaders as well as develop the network.	and contribute to policy work of wider liberal family as well as strengthen strategic partnership with Bulgarian liberal mayors. - Progress of developing new contacts with BE NL and Czech Republic.
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.	Achieved: Accounts on Twitter, Facebook, LinkedIn (Page, Group & profile), YouTube (only for archiving purposes). Tweets / Facebook / LinkedIn posts published on average at least once a day. Accounts continue to grow organically, now into the thousands of followers. Website made GDPR compliant.

Human resources of the ALDE Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	5	3		8
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	5	3	0	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:	Target for 2018:	Latest known result:
<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 	<ul style="list-style-type: none"> - Joint initiatives with the EP - Cooperation with the EC - Key European events where EA members are speakers 	<p>Achieved: Cooperation achieved with MEPs & Political Parties.</p> <p>Substantial cooperation with the European Parliament in particular on Catalonia as well as BREXIT.</p> <p>Enhanced engagement on key themes such as Territorial cooperation (Interred) and Locally determined contributions which now adds the wish to see local and regional contributions to achieve climate goals.</p> <p>EA members were invited to European Commission and European Parliament meetings and MEPs and European</p>

		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 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 2018-2019. Focus for 2018 to be on EP and also the EC and its priorities. EA extraordinary group meeting during 2018-2019. Study visit for EA members OPEN DAYS event.</p>	<p>Achieved: Targets and objectives set out at the beginning of the year were achieved. A group meeting was organised before every Plenary as well as two extraordinary meetings were held during this time. Extraordinary meeting was held in Romania on "<i>Investment and Cohesion in Europe's Regions and local communes: promoting innovation and Cultural Heritage</i>". We also focussed on "<i>Local and regional authorities fostering energy transition policies</i>" for the EWRC and our second extraordinary meeting "<i>Promoting cultural and linguistic heritage of Europe</i>" 2018 was a successful year in ensuring media coverage in local and European specialised magazines and newspapers, including enhanced social media activities.</p>

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:	Target for 2018:	Latest known result:
<p>Number of members participating, contributing and influencing meetings.</p>	<p>Members to be briefed in advance before Commission meetings, several Working Groups meetings, Bureau meetings and plenary sessions along the year. 2018 will be a continued focus on the EC and EP priorities and influencing both.</p>	<p>Achieved: 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.</p>

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:	Target for 2018:	Latest known result:
<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. 	<p>Achieve greater interaction between students from different regions to discuss and debate Europe;</p> <p>More recognition of the annual primary schools competition;</p> <p>Increasing invitation to different events of specific stakeholders.</p>	<p>Achieved: The Secondary Schools competition was a huge success in 2018 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 2018 being 'My Region, my Neighbourhood'</p>

Human resources of the 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

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 2018:	Latest known result:
Speeches: the point/proposal made by the ECR being picked up on and taken-up.	Concrete proposal at each plenary.	Achieved: Proposal at the February 2019 plenary session made in the speech by ECR President taken onboard by Romanian Prime Minister, representative of the Romanian EU Presidency of the Council.
Amendments: 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.	Achieved
Opinions: successful approval in plenary	100% approved at plenary.	Achieved

<p>ECR Extraordinary and external Group Meetings and Seminars: further elaboration of and follow-up to ECR policy proposals. This can be linked to ECR position on CoR opinions (including opinions prepared by ECR rapporteurs) and ECR events such as panel discussions where ECR ideas are further developed. ECR events to also act as follow-up with the EU institutions.</p>	<p>External Group Meetings and seminar involve EU institutions and help further elaborate ideas on the subject identified.</p>	<p>Achieved: ECR external group meeting organised in the form of a Localism Summit themed “A New Vision for Europe” organised in Milan, Italy on 19 September. The Summit brought together representatives of local and regional government with national politicians and government representatives as well as representatives of private sector and media.</p>
<p>Events addressing EU policy and or governance issues: well-attended events that address policy and or governance issues and enable ideas and solutions to be discussed.</p>	<p>Continue organising well-attended events that address policy and or governance issues and enable ideas and solutions to be discussed.</p>	<p>Achieved: E.g. 1) event co-organised with the European Christian Political Movement on 6 December 2018 on the role of minorities in the EU and the European Year of Cultural Heritage. Speakers included a representative from the Commission. 2) ECR workshop at European Week of Regions and Cities titled "global cooperation on climate action - going local" brought Mayor of Georgetown, Texas and enabled ECR policy line on the need for free market solutions and greater global cooperation to be discussed in presence of key institutional stakeholders and wider audience of local and regional authorities.</p>

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

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 2018:	Latest known result:
Proposals: Make, clarify and repeat at each meeting	Proposals: follow activities closely and produce constructive solutions to tackle problems.	Achieved
Adoption and application: follow the application of key decisions relating to the running of the house e.g. CFAA and rules of procedure.	Adoption and application: ask for updates as necessary, follow closely and review if and where necessary.	Achieved
Budgets: Working within allocated amounts	Budgets: Not exceed overall budget allocation and use existing budget efficiently.	Achieved
Documents for translation: length and conciseness to be a key factor. Propose cuts to length of documents where necessary.	Documents for translation: actively encourage concise and shorter documents.	Achieved
Publicity: sufficient and reasonable up-to-date publicity.	Publicity: 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 2018:	Latest known result:
Press releases, newsletters and social media: Newsletters to be 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. Tweets to be sent out on members' activities relating to their CoR membership. Press releases to be sent out on key ECR events and developments.	Press releases, newsletters and social media: 100%	Newsletter produced for every other plenary session and continued social media activity on twitter with a growing number of followers.
Meetings: Arranged for every ECR rapporteur in relation to their opinion and also arranged for Coordinators and members leading on a dossier as needed.	Meetings: 100%	Achieved

Follow-up of opinions: opinions to be circulated to those working on the subject matter in other institutions. Additions to rapporteurs drafting their amendments or amendments to be proposed to MEPs in general for European Parliament reports.	Follow-up of opinions: regular follow-up.	Achieved
Events: Organisation, overall good attendance and attendance from EU institutions, high profile speakers, new contacts developed, policy proposals agreed.	Events: Strengthen contacts with those working in the institutions, local and regional press and media, Conservative and Reformist family and Think tank(s).	Achieved
Hosting of ECR Group MEPs at ECR Group and/or Bureau meetings: participation of ECR Group MEPs in ECR Group meetings.	Hosting of ECR Group MEPs at ECR Group and/or Bureau meetings: 100%	Achieved MEP spoke at the ECR Group meeting on 6 February.

Objective 5: Integration of new members in the ECR Group		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Responsibilities: rapporteurship, participation in votes, taking ECR seats in CoR bodies, inviting them to CoR and ECR activities.	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.	Achieved

Human resources of the ECR Group Secretariat

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

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 2018:	Latest known result:
New Rules of Procedure (RoP) adopted	1/ Launching of the inter-services consultation and setting-up of an internal working group 2/ Designation of an <i>ad hoc</i> commission and definition of its mandate by the CoR Plenary Session 3/ Continuous support to the works of the <i>ad hoc</i> commission for the preparation of the draft revision 4/ Adoption of the revised RoP by the CoR Plenary Assembly and entry into force by March 2019	1/ Achieved The internal working group met 6 times in 2018 and produced a working document on the revision of the RoP, in order to facilitate subsequent revision work. 2/ Achieved The CoR Plenary Session designated and defined the mandate of the <i>ad hoc</i> commission on the revision of the RoP in late 2018. 3/ Ongoing and works as planned The work of the <i>ad hoc</i> commission started in 2019. 4/ Ongoing and works as planned The <i>ad hoc</i> commission is expected to submit a draft review of the RoP to the Plenary Session in late 2019.
- no of users - % of documents managed via the new workflow	- implement electronic validation of documents:	Achieved – electronic workflow extended to new users: Dirs. D&E; – new types of documents added to the electronic workflow (Rolling strategic planning and speakers lists); – 102 bureau documents processed; – documents for 9 plenary sessions processed.
- % of members using the new functionalities	1/ Extended electronic environment for the submission and treatment of reimbursement claims implemented (by the end 2018) 2/ 60% of members using the system (by the end of 2019)	1/ Achieved The e-reimbursement tool was released on 1/1/2019. 2/ Ongoing During the month of January 2019, 34 claims have been received via the e-reimbursement tool. Further monitoring will be done during 2019.

In 2018, **Members' Financial Service** treated a total of 6,381 **reimbursement claims from members and alternate members**. These amount to a total of 9,587 travel days and 9,711 meeting allowances. The breakdown of the total expenses of € 8,171,118 per body is the following: Plenary Sessions and Bureau meetings (6): € 3,040,509; extraordinary Bureau meetings outside Brussels (2): € 104,125; extraordinary meetings of the Conference of Presidents (CoP): € 12,828; commissions: € 2,886,759;

Commission for Financial and Administrative Affairs (CFAA): € 4, 793; working groups, JCC's and ad hoc commissions: € 180,395; political groups: € 386,336; seminars of commissions and political groups: € 519,283; ARLEM and CORLEAP: € 114,140; Presidency: € 140,618; communication activities: € 27,004; individual presences: € 523,800; additional political activities: € 189,528.

In addition to its core business of providing advice to CoR members and services in the decision-making process and delivering legal opinions, the **Legal Affairs Unit** coordinated the work of the internal working group for the revision of the Rules of Procedure and prepared the launching of the works of the ad hoc commission set up with this purpose.

The Data Protection Officer (DPO) and the Assistant DPO, integrated into the Legal Affairs Unit, gave 6 information sessions and provided advice in the area of personal data protection, in particular in the context of the entry into force of the new legal framework on the protection of personal data by European institutions, bodies and agencies (EU Regulation 2018/1725).

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 2018:	Latest known result:
% of new documents created after the adoption of the new Filing Plan with the appropriate metadata filled in	<ol style="list-style-type: none"> 1/ Bureau Decision no 128/2003 on public access to Committee of the Regions documents revised and implemented 2/ Updated Filing Plan adopted by Bureau (SG Decision no 405/2006) 3/ Updated Filing Plan integrated into document management systems (Document Manager and Adonis2) 4/ New Filing Plan used by all Directorates 	<p>Ongoing</p> <ol style="list-style-type: none"> 1/ first revised draft prepared in Directorate A; inter-service consultations launched in early 2019; 2/ template with relevant information including metadata prepared + inventory of documents owned by Directorate A ready; the work in other Directorates is ongoing; 3/ integration of the Filing Plan with Adonis2, Document Manager, Agora and other IT applications and the creation of a special filing plan application by IT (NOM COR)
Meeting rooms Technical upgrade of conference rooms done	<p>Meeting rooms</p> <ol style="list-style-type: none"> 1/ Room JDE53 upgraded (2018) 2/ Room JDE52 upgraded (2019) 3/ D-Zine (digital signage) system upgraded (2019) 4/ New training rooms equipped with audio-visual equipment (2018) 	<ol style="list-style-type: none"> 1/ Achieved: Room JDE 53 has been upgraded as planned. 2/ Ongoing: the planning has been done, preparatory works as cabling are ongoing. 3/ Ongoing: it has been done at the reception, material for the meeting rooms has been ordered 4/ Achieved: BVS+1 and BVS664 (One-Stop-Shop)
Library – Number of users and number of requests processed by the Library	<p>Library</p> <ol style="list-style-type: none"> 1/ Double the use of Library's services (no. of users and requests), with a focus on CoR's Commissions' staff and political groups; 	<p>Library</p> <ol style="list-style-type: none"> 1/ Achieved: Number of visitors (including visitors at Library's events) and online research was more than doubled during the year (e.g. daily researches for Commissions, political

		groups, Press unit and other services)
	2/ Further diversify the Library's services with focus on digital services and subscriptions	2/ Achieved: Further progress in the diversification of Library's service with more than 90% dematerialised services in 2018 (subscriptions to electronic content)
	3/ Double the number of events at the Library (book presentations & debates);	Achieved: 3/ Doubled the number of events organized in the Library (book debates) with demand-driven events by Commissions and political groups;
	4/ Double the no. of sources for the Wellbeing collection, organize at least 1 event each 2 months in connection to this topic and create a Wellbeing newsletter to promote our collection;	4/ Ongoing: CoR-EESC Joint development of the wellbeing collection with related events (Wellbeing Newsletter project - in discussion)
	5/ Create between 3 and 5 dedicated corners with specialized online information;	5/ Achieved: 8 focal points at the Library for premium content and specialized information (Library's 2 tablets and 5 PCs and Librarian's desktop). Additional content was added throughout 2018.
	6/ Double the number of users for e-Books from ProQuest platform;	6/ Ongoing (statistics not available yet): Joint deployment of e-books collection with the EP Library-EPRS and the EESC
	7/ Double the network of Libraries with whom we cooperate to have more content for our users;	7/ Ongoing: Library's network was further extended throughout 2018 given our network approach to deliver content for our users
	8/ Design in-house trainings for users for Alma, the new library system, and the Library's online information resources + Documentation Centre presentation for new staff;	8/ Achieved: Library's new software was implemented with regular training for users
	9/ Initiating cooperation with the ULB Master STIC to develop a twice a year traineeship program at the Documentation Centre (starting September 2018)	9/ Achieved: Successful cooperation with the ULB Master STIC ¹ contributing to the implementation of Library's software. To be continued in 2019.

¹ Master en sciences et technologies de l'information et de la communication.

<ul style="list-style-type: none"> - Processes, procedures and tools documented - Procedures included in the Register of procedures 	<ul style="list-style-type: none"> - Processes and procedures followed by IT governance bodies (by the end of 2018) 	<p>Achieved In 2018, planning documents were collected and analysed for 58 projects/applications.</p>
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In 2018, Directorate A **organised 6 Plenary Sessions, 6 Bureau meetings and 2 external Bureau meetings** (in Sophia, Bulgaria, and in Innsbruck, Austria). In addition, Directorate A prepared and ensured the follow-up of 7 meetings of the Conference of Presidents (out of which 1 external meeting, in Eupen, Belgium), as well as 1 CoP fact finding mission in Ireland and Northern Ireland in the framework of an assessment of the possible impact of the UK's withdrawal from the EU.

In total, **3,901 meetings** (3,486 internal meetings and 415 external meetings) were organised in 2018, out of which **16% (613) with interpretation**. In 2018, the net cancellation rate for interpretation was 2.16%. The budgetary impact of these cancellations amounted to € 75,640, which represents 2.03% of the total budget spent for interpretation for 2018 (€ 3,717,226).

Directorate A also managed the successful execution of **38 calls for tender for interpretation services and mobile interpretation equipment** (meetings organized outside Brussels) (a 50% increase compared to 2017).

In 2018, Directorate A continued its efforts 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 and this level was maintained in 2018. Moreover, the electronic workflow for internal distribution of documents has been further developed to include almost all types of documents.

At the **6 Plenary Sessions** held in 2018, in total **82 documents** were adopted, out of which 78 opinions and 4 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 7 meetings with the national coordinators and 1 meeting with the national coordinators contact group, assisting the secretariats of 12 CoR's interregional groups and ensuring logistics for the 28 interregional groups meetings which took place on the CoR premises during 2018.

In 2018, the **preparation of a CoR Digital strategy** was launched, with the organisation of a series of workshops, including a management workshop with the participation of the CFAA rapporteur on IT. A strategy paper is set to be finalised and adopted by the CFAA and the Bureau in 2019.

Throughout 2018, Directorate A continued to manage and develop the **KIKLOS project**. Firstly, the development of a fully-fledged Communication Planner integrated into KIKLOS facilitated the connection between the communication activities of the house and the consultative work done. Secondly, a Thematic Planner module was implemented in order to accommodate the Directorates for Legislative Work (DLWs) business needs for forward planning of the political activities that can be easily encoded in an online environment and be communicated in a modern and user friendly way. Thirdly, a new version of the Timeline was developed to enhance the user experience and provide a meaningful overview of the actions undertaken and the work done within the institution.

During 2018, the **MyCOR revamp** project evolved following the technical upgrade to SharePoint 2016 environment. For the first time, an Editorial Board was established with the mandate to improve the

intranet experience, promote consistency in terms of layout and content publication and most importantly, engage actively the services to promote content and enhance internal communication.

Human resources of Directorate A

Type	AD	AST	AST/SC	Total
Establishment plan	21	30		51
Contract staff		17		17
External contract staff				2
Seconded national experts	1			1
Other outside personnel (specify)				
Total	22	47	0	71

2.3 Directorate for Legislative Work 1 (Dir B)

Objective 1: Support the political priorities of the mandate through thematic and strategic planning		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Annual Work programme for each commission	6 agreed commission WP 2018 by 1 st Bureau 2018 and WP 2019 by 1 st Bureau 2019	Achieved 2018
Annual Work programme JCCs and WGs	All JCCs covered by a Work programme (2015-2020)	Achieved 2016, implementation on-going
Annual Work programme Subsidiarity and support to CoR participation in the EC Task Force on Subsidiarity, Proportionality and 'Doing less more efficiently' (Jan-July 2018)	Agreed Subsidiarity WP 2018 by 1 st Bureau 2018 and WP 2019 by 1 st Bureau 2019	Achieved
Annual Work programme ARLEM	Agreed ARLEM WP 2018	On-going implementation of ARLEM work programme 2018-2019
Bi-annual Action Plan for CORLEAP	CORLEAP Action Plan 2018/2019 agreed by CORLEAP Bureau in 2018	Achieved for 2018 activities
Bi-annual Work programme of the Ukraine Task Force (UTF)	New Work programme 2018-2020 to be approved at the next UTF meeting	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		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Policy analysis prepared for each opinion	Yes	Yes
Stakeholder consultations/hearings organised at rapporteur's request	100%	100%
Number of file notes and reports (launched)	Approximately 10 studies per year (exact figure depending on scope and price of individual items)	CIVEX: 5 ENVE: 5 NAT: 3
Studies produced with EPRS	1	1

Objective 3: Follow up activities for all opinions and impact evaluation for all policy areas		
Result and/or impact indicators:	Target for 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	All opinions adopted in 2018 contain clear objectives in KIKLOS
Follow-up document for each commission meeting	1 follow-up document per commission meeting	Achieved (Q4/2017 – Q3/2018)
Organise once a year a debate in each commission on the impact evaluation for the previous year	Next debates to be organised in Q1 2018 and Q1 2019	Achieved (Q1/2018)
Annual Impact Report (AIR)	1/year presented mid-year (e.g. AIR 2017 presented in May 2018)	Achieved (AIR 2017 delivered in July 2018)

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.		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Number of MEPs in commission meetings	CIVEX: 2 ENVE: 3 NAT:3	CIVEX: 7 ENVE: 2 NAT: 1 ²
Number of CoR rapporteurs participating in EP committee meetings	CIVEX: 10 ENVE:1 NAT:2	CIVEX: 3 ³ ENVE: 1 NAT: 2
Number of bilateral meetings between CoR and EP rapporteurs	CIVEX: 4 ENVE:2 NAT:4	CIVEX: 6 ENVE: 2 NAT: 8
Number of bilateral meetings between CoR rapporteurs and EC services	CIVEX: 10 ENVE: 6 NAT:5	CIVEX: 12 ENVE: 16 NAT:10
Number of consultation meetings between CoR rapporteurs and other institutions (including EESC) and stakeholders	CIVEX: 28 ENVE:15 NAT:15	CIVEX: 25 ENVE: 15 NAT:15
Number of CoR members participating systematically in the activities of the bodies set-up by the EC	CIVEX: 17 ENVE:5 NAT:2	CIVEX: 16 ENVE: 3 NAT:3
Number of CoR members participating as speakers in the conferences and events organised by the EC	CIVEX: 2 ENVE:5 NAT:3	CIVEX: 12 ENVE: 37 NAT: 20 ⁴
Number of bilateral meetings between CoR rapporteurs and Permanent Representations on legislative dossiers	CIVEX:1 ENVE:3 NAT: 3	CIVEX: 0 ENVE: 6 NAT: 2
Participation of the CoR in events of the EU Presidency	CIVEX: 2 ENVE:2 NAT: 2	CIVEX:5 ENVE: 3 NAT: 5
Number of CoR rapporteurs in Council workgroups	CIVEX: 1 ENVE:1 NAT:1	CIVEX: 0 ENVE: 0 NAT: 0

² The result is lower than targeted. Many rapporteurs met with their counterparts bilaterally.

³ The target was overestimated. However, 12 CIVEX members participated to an AFCO committee meeting.

⁴ Results of this indicators exceeded expectations. Notably, ENVE increased 3.5 times the result achieved in 2017.

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

Day to day relations with the Council secretariat are good and constructive. However, the CoR's participation in Council Working Group meetings continues to be limited.

CoR efforts are therefore mainly channelled through engaging with individual EP rapporteurs and Council Presidencies. Thanks to this, the ENVE Chair participated on behalf of the CoR President in the Council informal meeting of Ministers for Environment during the Bulgarian Presidency.

Objective 5: Foster co-operation with local and regional authorities and other partners		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Number of new formal agreements or MoUs signed	Concrete follow-up on signed agreements	<ul style="list-style-type: none"> - ARLEM participation in the Union for the Mediterranean (UfM)'s Thematic Working Group on Affordable and Sustainable Housing and in the 8th High-level Working Group on Employment and Labour; cooperation on the ARLEM award - The CIVEX secretariat helped to facilitate bilateral meetings with European institution leaders at the occasion of a Brussels visit by the <i>Conséil des collectivités territoriales de l'Union Economique et Monétaire Ouest Africaine</i> (UEMOA/CCT) leadership in June 2018. - Cooperation with the <i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i> (GIZ), based on exchange of letters. - Cooperation Agreement with the Congress of Local and Regional Authorities reviewed. - CoR-ICLEI Action Plan (Local Governments for Sustainability) 2017-2018: successful implementation of the activities foreseen on the plan. Especially for UN CBD COP14 in Egypt. Ongoing discussion to renew the Action Plan to 2019-2020 - CoR-Climate Alliance Action Plan 2017-2018. Implemented. A new Action Plan 2019-2020 under development. - United Nations Environment Programme (UNEP)-CoR MoU signed in 2012 still ongoing (under discussion to investigate whether an update is necessary). - Existing MoUs/agreements were implemented with the United Nations International Strategy for Disaster Reduction (UNISDR) and with the World Health Organisation (WHO).
Number of joint events or thematic activities organised with partners	<ul style="list-style-type: none"> - Co-organisation of events with the Covenant of Mayors and Global Covenant; - Armenia; 	<ul style="list-style-type: none"> - European Week of Regions and Cities workshops, November 2018 - 10th annual dialogue with FRA, April 2018 - Hearing to support the work of the Task Force on Subsidiarity with the European Commission, May 2018 - CIVEX-AFCO debate, November 2018

	<ul style="list-style-type: none"> - FRA annual Dialogue; - European Migration Forum. 	<ul style="list-style-type: none"> - Conference on integration with the Urban Agenda Partnership on inclusion of migrants and refugees, December 2018 - Stakeholder meeting for the Forum "Cities and Regions for development cooperation" 2019, July 2018. - CORLEAP conference in Yerevan co-organised with the Congress of Local and Regional Authorities, November 2018 - CORLEAP-Euronest workshop, October 2018 - EU Covenant of Mayors Ceremony 2018, February 2018. - European Dialogue on Non-State Climate Action co-organized with EESC, Climate Chance and Talanoa Dialogue for Climate Ambition, April 2018 - European Week for Waste Reduction (EWWR) Awards Ceremony (in the framework of the EU Green Week), May 2018 - Water Technology unlocking and scaling up the circular economy, co-organised with the European Regions Research and Innovation Network (ERRIN), Water Campus, Wetsus and Northern Netherlands Alliance (SNN), May 2018 - Energy Day Workshop: Space as an enabler for sustainable energy management – local and regional perspectives co-organized with the European Space Agency (ESA) and Eurisy, June 2018 - European Day of Sustainable Communities: Civil Society and municipalities: building sustainability through collaboration co-organized with EESC and the European Network for Community-Led Initiatives on Climate Change and Sustainability (ECOLISE), September 2018 - Transformative Action Award 2018 (co-organized with ICLEI), November 2018 - CoR members speaking at several side events of UNFCCC COP24 in Katowice at the EU Pavilion, December - 2018 Technical Platform for Cooperation on the Environment meetings: 2 - Various conferences with Network of European Regions for Competitive and Sustainable Tourism (NECSTouR) on tourism the European Regional and Local Health Authorities (EUREGHA) on health
<p>Number of events / activities organised by partners and attended by the CoR</p>		<p>CIVEX: 42 ENVE: 75 NAT: 35</p>
<p>Capacity building projects</p>	<ul style="list-style-type: none"> - Delivering the pilot project in the framework of the UTF and perspectives for a follow-up by the European Commission. 	<ul style="list-style-type: none"> - 8 events in 2018 organised under the framework of the Nicosia Initiative which aims at helping to improve public services in Libya by matching the requests of Libyan cities with offers of expertise from EU cities and regions. - Peer-to-Peer pilot cooperation project between EU and Ukrainian LRAs with support of "U-LEAD with Europe" launched in March 2018

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 2018:	Latest known result:
Number of meetings of the IT Domain Group "Political work"	3 meetings a year	Regular participation to inter-service meetings

Human resources of Directorate B

Type	AD	AST	AST/SC	Total
Establishment plan	29	17		46
Contract staff	2			2
External contract staff				
Seconded national experts	3			3
Other outside personnel (specify)				
Total	34	17	0	51

2.4 Directorate for Legislative Work 2 (Dir C)

Objective 1: Support the political priorities of the mandate through thematic and strategic planning		
Result and/or impact indicators:	Target for 2018:	Latest known result
Annual Work programme for each commission	3 agreed commission WP 2018 by 1 st Bureau 2018	Achieved in 2018
Number of file notes and studies (launched)	COTER: 6 of which EGTC: 2 TIA: 2 SEDEC 2 each year ECON: 5 each year	COTER: 4 SEDEC: 2 ECON: 5
Number of events/seminars/workshops/hearings /stakeholder meetings	COTER: 12 ECON: 12 each year EGTC: 5 TIA 6 SEDEC 4 each year	COTER: 21 ECON: 17 EGTC: 8 TIA: 5 SEDEC: 14 (of which Knowledge Exchange Platform - KEP: 5)
Percentage of briefing notes/speeches	100 %	100 %
Percentage of analytical notes on key topics	100%	100%
Number of EGTC meetings	5	8
Number of EER applications	10	14
Number of participants in surveys/consultations	EGTC: 1 surveys or 100% of requests of the rapporteurs EU2020: 150-250 (depending on reach and topic of consultation)	EGTC: 0 (no requests received) ECON (Survey on Brexit): 277
Number of references of results of networks/platforms in CoR opinions	EGTC: 2 opinions TIA 2 opinions EU2020: 2-3	EGTC: 2 opinions TIA 2 opinions ECON/ Monitoring of the European Semester: 2
Number of inputs from networks/platforms in CoR Thematic Commission debates / CoR conferences	EGTC: 2 per year EU2020: 2 per survey (100%)	EGTC: 2 ECON/ Monitoring of the European Semester: 2 Broadband platform: 2

All set targets were wisely achieved.

The EGTC consultations are launched on members' requests and are not easy to plan. In 2018 no consultation requests were received. The same applies to studies and file notes related to EGTC activities or Territorial Impact Assessments, where also the issue of very tight time constraints impedes their use.

As far as EU2020 is concerned, the structure of this platform was under reshaping during the year; therefore targets related to it are not appropriate anymore. Following the adoption of the ECON work programme for 2019, the platform will be carried out by the ECON secretariat and will take place within the context of the governance of the ECON commission, i.e., under the political supervision of the ECON Chair, First Vice-Chair and Political Coordinators. Such monitoring activities will mobilize flexible ad-hoc groups of experts and stakeholders, and will include carrying out online surveys to reach out to a wider audience.

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 2018:	Latest known result
Percentage of policy analysis prepared for each opinion	100%	100% policy analysis
Percentage of stakeholder consultations or other specific monitoring activities organised at the request of rapporteurs	100%	100% response to requests on stakeholder consultations
Percentage of studies delivered at the request of rapporteurs of the COTER Commission	100%	100% response to requests on stakeholder consultations
Studies on EGTC	2	0
Percentage of briefing notes/speeches	100%	100%
EPRS consultations	COTER: 1 ECON: 1-2 SEDEC: 1 (NB: those targets depend on Legislative files)	COTER: 0 ECON: 1 SEDEC: 0
Percentage of planning documents established for opinions	100% planning documents	100% planning documents

As for consultations, the studies on EGTC are launched upon request. On top of this, in order to ensure more efficient use of resources, it was decided to launch a study on EPRS every two years; therefore the next one should be launched in 2019.

As far as EPRS consultations are concerned, they are launched on rapporteurs' request. However, considering the correlation of regulatory files discussed at interinstitutional level, the EPRS automatically produced briefings on the same topics, such as the future of Cohesion policy package, Horizon 2020, InvestEU, etc. as most of the CoR opinions covered in 2018. Consequently, neither COTER, nor SEDEC members required such consultation. On the other hand, both EPRS and CoR studies on Demography were jointly presented in SEDEC external meeting, in Logroño, Spain, with an invited EPRS speaker.

Objective 3: Follow up activities for all opinions and impact evaluation for all policy areas		
Result and/or impact indicators:	Target for 2018:	Latest known result
Have reliable objectives for each planning/follow-up document that can be monitored throughout the process of elaborating an opinion (via KIKLOS)	Close planning documents when interinstitutional procedure is over and analyse impact of the dossier in KIKLOS.	94% of opinions of the year contain clear objectives in KIKLOS.
Number of follow-up e-mails to the rapporteur sent	100%	100%
Number of leaflets produced	100%	100%
Number of "follow-up of opinions meetings" organised	COTER: 5 ECON: 5-10 SEDEC: 5	COTER: 7 ECON: 5 SEDEC: 6
Timely produce "Annual impact report"	100%	100%

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 2018:	Latest known result
Number of MEPs in commission meetings	ECON: 4 SEDEC 3 COTER: 50 REGI-COTER: 30 COTER-TRAN: 10 BUDG WG: 4	ECON: 2 SEDEC: 9 COTER: 46 of which: REGI-COTER: 26 COTER-TRAN: 10 External COTER Conf Sofia: 2 CA Policy briefings: 6 BUDG WG: 0
Number of CoR rapporteurs participating in EP committee meetings	ECON: 1 SEDEC 2 COTER: 2	ECON: 3 SEDEC: 2 COTER: 2
Number of bilateral meetings between CoR and EP rapporteurs	ECON: 5 SEDEC 5 COTER: 20 depends on number of opinions	ECON: 9 SEDEC:8 COTER: 18
Number of bilateral meetings between CoR rapporteurs and EC	ECON: 12 SEDEC 13 COTER: 20 depends on number of opinions	ECON: 15 SEDEC: 18 COTER: 12
Number of bilateral meetings between CoR rapporteurs and Permanent Representations on legislative dossiers	ECON: 2 SEDEC 2 COTER: 2	ECON: 4 SEDEC: 7 COTER: 2
Participation of the CoR in events of the EU Presidency	ECON: 2 SEDEC 2 COTER: 13	ECON: 2 SEDEC: 8 COTER: 7
Number of occasions in which external experts (scholars and practitioners) contribute to activities of platforms and networks	Europe 2020: on average 5 (3 meetings + 2 studies) / year	Monitoring of the European Semester: 4

Possibility to achieve targets set under this objective depend on the number of files as well as their nature (opinions on legislative proposals or not) and on the availability of politicians involved in the process.

In order to leverage the overall efforts to increase MEP presence in the CoR meetings, our Directorate continues to set an objective that is as high as possible and, as every year, the target set for the number of MEPs participating in commission meetings is ambitious. The achievement of this target depends mainly on MEPs' interest and availability to attend. As an example, ECON commission has planned 4 MEPs participations in 2018 which was not possible to achieve due to two last minute cancellations.

As far as the BUDG working group is concerned, in 2018 there were 2 WG meetings: no MEP attended any BUDG working group meeting owing to fact it was difficult to align the timing with the agendas of the key MEP rapporteurs on multiannual financial framework (MFF) files. However, COTER co-organized together with the Bureau and under the aegis of the Bulgarian Presidency a high level conference in June 2018 in Sofia with the attendance of 2 MEPs, who gave their views on the MFF proposal. Finally, two MEPs came to the March's and October's 2018 Plenary sessions to discuss on the local and regional authorities' expectations towards the upcoming MFF.

A large number of bilateral meetings between CoR rapporteurs and EC took place this year. Knowing that achievement of this target depends not only on the number of opinions, but also on the rapporteurs' availability, ratio between the targets set and achievements is highly satisfactory.

It should be also noted that the participation of CoR representatives in Presidency events depends on the actual number of relevant Presidency activities as well as each Presidency's priorities related to the remits of the CoR's commissions and which can vary from year to year.

As far as Europe 2020 target is concerned, please refer to the explanation under objective 1 above (discontinuation of the platform).

Objective 5: Foster the co-operation with local and regional authorities and other partners		
Result and/or impact indicators:	Target for 2018:	Latest known result
Number of events organised	EGTC: 5 OECD: 3 EU2020: 3-4 EER: 3 Brussels-based events + 2-3 evaluation missions to EER regions SEDEC: 5	EGTC: 8 OECD: 2 EU2020: 5 (including 2 lunchtime briefings) EER: 6 RegHub: 1 Monitoring of the European Semester: 1 SEDEC: 8 (of which 5 KEP)

Events organised with OECD: there are 2 meetings per year with one each semester. Occasionally a third extraordinary meeting is organised which explains such an optimistic setting of targets.

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 2018:	Latest known result
Continued implication in the IT Domain Group "Political Work"	3 meetings a year	Attendance of meetings of the IT project KIKLOS; with regular directorate's participation in the related inter-service meetings.

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 Commission for Financial and Administrative Affairs (CFAA).

In 2018, coordination team, in cooperation with the commission secretariats, reviewed some Directorate's procedures by updating existing procedures and formalising the missing ones. On top of this, the coordination team finalised the implementation of Directorate's Action Plan following the Internal Audit's report issued on Legislative Works in January 2017. The implementation of all actions was presented to and endorsed by Audit Committee in November 2018.

The coordination team has been the main contact point for ensuring internal coordination both in the preparatory phase and during the term of the rotating Presidencies of the Council of the EU, helping establish a permanent and interactive exchange with the respective CoR National coordinators and Permanent Representations to the EU. This enhanced communication with the Presidencies has led to an overall strengthening of CoR's cooperation with the Council.

Human resources of Directorate C

Type	AD	AST	AST/SC	Total
Establishment plan	29	12	2	43
Contract staff	2	1		3
External contract staff				
Seconded national experts	5			5
Other outside personnel (specify)				
Total	36	13	2	51

2.5 Directorate for Communication (Dir D)

Objective 1: Reconnect Europe with its citizens		
<p>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.</p>		
Result and/or impact indicators:	Target for 2018:	Latest known result
Number of CoR members and participants involved in local events	All Members should participate at least once before the end of the mandate	198 Members involved
Prepare for the 8 th Summit of Regions and Cities in Cibiú Romania in early 2019		Over 800 participants registered
Organise 9 th European Conference on Public Communication together with other EU institutions for up to 500 local communications	Quantitative: Maintain level of participation and quality of event Qualitative: platform for launch of EP election campaign for Spring 2019	Quantitative: 1,300 participants – more than 2017. Qualitative: involvement of EP (including financial contribution) and of Political Groups' campaign teams

Participation in the online survey/app	2000 in each of the 27 Member States by the end of the mandate	25,000 total participants
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	12,900 subscribers by end December 2018 (a rise of 14.5% compared to 2017) The activity rate (i.e. % participants remaining to the end) was 10%, which is around average for MOOCs.
Number of visitors groups and visitors welcomed to the CoR	Shift focus to quality: visits need to be sponsored by Members, who receive a full report on their usefulness.	14,300 visitors in 2018 (a rise of 6%)

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 2018, campaigns on the following themes will be carried out: (1) Future of Europe (carrying forward "Reflecting on Europe" and a pre-cursor for the interinstitutional aspects of the election campaign; (2) Investing in Europe - #cohesionalliance and associated MFF/Investment work; (3) "Regions and cities as change agents", highlighting local and regional authorities delivering EU policy goals in areas such as climate change and migration/integration. At least 80% of budgetary resources and two thirds of human resources will be concentrated on the three campaigns.

Result and/or impact indicators:	Target for 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 with a focus on social media	- Reflecting on Europe interim report CIVEX 11/4/2018 - Reflecting on Europe final report Plenary 9/10/2018 - Pack for #CohesionAlliance - Pack for #Regions4climate
Deliver dedicated media activities on the three priorities (story-telling; using media partnerships etc.)	Develop specific activities and report on impact.	16,000 media articles in 2018 (a rise of 30% compared to 2017).
Deliver dedicated social media activities on the three priorities	Develop specific activities and report on impact.	Twitter +20% Facebook +90% LinkedIn +60% Total mentions 89,600 (+22%)
Deliver key events on the three priorities for up to 7,000 participants including the 16 th European Week of Regions and Cities.	Develop specific events and report on their impact.	Almost 7,000 participants, more than half from outside Brussels

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, agreed basic levels of communication services such as journalists, digital products, web and social media will be delivered. Communication focus needs to shift to impact, including proper impact reporting.

Result and/or impact indicators:	Target for 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	Completed.
Number of media 3-5 partnerships with national news agencies and public broadcasters	Expand if possible to 5 or 6 partnerships including on selected events and local events where appropriate	Expanded to 4 th Partnership but no further budget available
Number of press trips for regional/national journalists	Three press trips, possibly in cooperation with EP, Council or other EU institutions	#EURegionsWeek; Romanian journalists and Austrian journalists
Develop the e-shop system of news on demand.	Expand e-shop to cover other campaigns and institutional activities	Completed
Focus audio-visual production on products with strong content: development of Regions and Cities in action series, thematic videos on important topics (cities and regions as change agents, cohesion policy, climate action).	Merge with overall communication impact indicator	Completed
Consolidate A/V support for TV media	Due to some staff shortcoming it would be already an excellent result to keep the current level.	Maintained level and developed VoxBox innovation
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.	Events rules revised at the start of 2018 (new security) Bureau decision to avoid male only panels ('manels') in March
Increase number of visitors and visits to CoR website, number of followers (from the core audience) on Social media, as compared to previous year	Develop monitoring tools for web/social media, train CoR colleagues and report on implementation	517,000 page views down 9.5% because of the revamp of the web content management system
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 and train colleagues in-house and report on impact.	Call for communication products still generating too many publications requests to allow work on this.

Human resources of Directorate D

Type	AD	AST	AST/SC	Total
Establishment plan	24	20	2	46
Contract staff	3	5		8
External contract staff				5
Seconded national experts	2			2
Other outside personnel (specify)				
Total	29	25	2	61

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 2018:	Latest known result:
Acceptance of the CoR's 2019 budget by the Budget authority	CoR DB 2019 to be decided by the CoR's Plenary in March 2018	Achieved
Acceptance of 2018 external transfers by the Budget authority	100%	Achieved (8 out of 8)
% of commitment execution	98%	Achieved (99.3%)
% of payments execution	90%	Achieved (91.0%)
Average number of days for recording of invoices	1 day	Achieved (0.3 days)
% of payments paid in the deadline	85%	Achieved (91% for commercial invoices and 97% for staff/members reimbursements)
Treasury balances	Max 2 Mio € balance on the account	Achieved. Monthly ending balances have never exceeded 2 Mios.

The **Draft Budget 2019** 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 April 2018. The definite CoR 2019 budget was adopted by the Budget authority in December 2018.

Budget development has been deliberated upon by the Conference of Presidents during autumn 2018 in the framework of discussion on the strategic guidelines for preparing the CoR draft **budget 2020**.

The CoR's President tabled the guidelines to the December 2018 Bureau and using these guidelines as a basis a more detailed first version of the CoR draft budget 2020 was developed in the same month for submission to the January 2019 Commission for Financial and Administrative Affairs (CFAA). In addition to the CoR 2020 budget process, a separate – parallel discussion was started on the CoR and its budget beyond 2020.

Monthly budget execution reports including estimates for the execution of salary related budget lines and other management reports have been submitted regularly throughout 2018. Quarterly budget execution reviews have been undertaken during 2018 and the related re-allocation of appropriations has been carried out following deliberations by the Budget Authority when required.

Financial reporting was carried out during the year. Accounting and financial management reports covering the financial year 2017 were submitted to the EC and **the European Court of Auditors** already on 28 February 2018 (provisional) and on 29 June 2018 (final). No observations have been received from the Court in its 2017 Annual Report with regard to the information given.

Preparation for replacement of the salary-related IT HR application Centurio with the **Payment Factory** application started up in 2016 and tests have continued in 2018 as the PMO did not yet provide a final Payment Factory for the use of the CoR.

Paperless workflow from invoice to payment implemented since 2017 in the Directorate for Translation, the IT unit and the Training sector has been evaluated as very positive and efficient; it was extended to the Directorate for Communication as from September 2018. Several requests have been received from other directorates for an implementation in 2019. As far as E Prior (electronic reception

of invoices directly in ABAC) is concerned, it was of utmost importance to have the tool ready as from 1 January 2019 to be able to receive the invoices from the new travel agency electronically for travel costs of Members (high number of individual invoices expected). As a consequence, weekly inter service meetings with the travel agency have been organised as from September and numerous tests have been performed to achieve this.

Quarterly intercompany reconciliations have been timely performed through the Intercompany Reconciliation (ICR) tool.

Financial 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 been 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 2018:	Latest known result:
Number of CFAA meetings organised in the year	5 per year	Achieved (5 in 2018)

All 5 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 2018:	Latest known result:
% of occupied posts at the end of the year	96%	97.35%
Number of cases of internal mobility	15 (depending on redeployment)	11
% of operational/overhead posts	Increase share of operational posts	54% operational / 22% overhead (as at 1/1/2019)
Average number of training days per staff member	5 days	4.73
Number of Staff members on structural teleworking	60	57
Number of meetings of the Advisory Group for the pilot DT project on merger of translation units	3-4 per year	6

Horizontal issues

The efforts to further **simplify HR processes** have been pursued, in particular through the gradual introduction of paperless workflows, first for payments related to training expenses and to be extended to reimbursement for other costs.

Social dialogue with the Staff Committee has been pursued and re-organised, with a clearer structure. and including also new meetings with the CFAA Chair. Besides, a reflection on how to best streamline social dialogue with staff unions has been launched.

As regards **internal communication**, the HR related intranet pages on MyCOR have been revamped and given a clearer and more logical structure, and visual identity of HR communication has been enhanced. The second HR Annual Report was published.

In the area of **equal opportunities**, the 2018 action plan included horizontal measures in addition to measures relating to disability, diversity and gender balance. A network of local Equal Opportunities (EO) contact points in the respective directorates has been established, so as to complement the measures undertaken at central level with decentralised actions to raise awareness and implement actions within all CoR departments.

Among actions planned in 2018 to strive for a more balanced representation of men and women at all levels, and in management positions in particular, a management programme for managers below head of unit-level was introduced in order to train as well as create a network for this level of functional managers. In addition, the Guide to Good Practice Relating to Recruitment was reworked into a Service Instruction in 2018 to enter into force in 2019, introducing a binding rule to include both male and female panel members in every recruitment panel and a recommendation to strive for parity in such panels as much as possible. Also the institution's teleworking scheme contributes to a significant extent to promote work-life balance, which in turn has a positive influence on gender balance. Of course, many of those measures are expected to yield tangible results in terms of women in management functions only over time. In 2018, these measures have allowed to slightly improve the situation of women in management to 35.6 %. As one departure or recruitment can have a significant impact in the statistics, the figures have to be taken carefully.

For the use of certain HR services on applications (such as Sysper) provided by the EC, a new service level agreement (SLA)- with a new costing model- has been concluded with DG HR in 2018. Similar updates of SLAs (and costing model) are foreseen in 2019 with other **interinstitutional service providers** (PMO, DIGIT, DG BUDG,...).

Staff allocation and recruitment

Following the **staff cuts** imposed by the budgetary authority (-26 posts) and the transfers of 24 officials from the CoR to the EP, completed in 2016, no further staff reductions occurred in 2018 but synergies were needed to ensure an appropriate staffing level in the most critical core business areas. In the linguistic services, the implementation of the strategy for a more resource-efficient multilingualism has been further deployed. This implies increased outsourcing and the follow-up of the Pilot Project on the common management of certain translation units, as well as possibilities for temporarily deploying linguistic staff outside their own unit to meet temporary needs in other services.

A **workload assessment** exercise was initiated in 2018 to have an overview of the use of human resources in the CoR Own Services and identify possible gaps with priorities or inefficiencies; the final report will be delivered in Spring 2019.

In 2018 the CoR organised 2 **internal competitions**, one under Art. 29(3) of the Staff Regulations (6 laureates in AD function group) and one under Art. 29(1)(d) of the Staff Regulations (42 laureates in AD, AST and AST/SC function groups).

By introducing a new scheme based on a flat rate approach, Decision No 202/2017, which entered into force on 1 January 2018, improved budgetary management for the contribution to the **travel expenses** of candidates for an employment in the CoR.

Talent management

The competency framework is a useful and efficient tool which to an increasing extent forms the basis for the institution's HR processes such as recruitment, appraisal, career development, training, and

internal mobility. In 2018 the CoR has adopted an integrated **talent management strategy** which covers a wide range of HR areas and policies for a coherent, long-term approach. All initiatives included in the talent management strategy should ultimately contribute to staff performance, staff engagement and, as a result, the performance of the institution.

As Deputy Heads of Unit, Heads of Sector and Team Leaders have been officially recognised as a new management level in 2017, the CoR organised in 2018 an in-house **training programme** to give specific support to this level, with the objective to both increase the managerial skills of these colleagues as well as to enhance the coherence at this level.

As regards career guidance and efforts to strengthen **internal mobility**, CoR has rethought its policy on horizontal professional internal mobility. The aim of the new, reinforced mobility policy, where HR proactively will contact staff who have been 7 years or more on the same post, is to create the best conditions for flexibly meeting the expectations of staff, the management team and the institution as regards optimised use of budgetary and human resources. In 2018 the career guidance service provided 23 interested staff members with tailored assistance and 11 internal reassignments took place in 2018.

A new **appraisal system** focusing on individual performance and a new **promotion scheme** based on merit were designed and were the subject of extensive social dialogue in 2018 before being adopted early 2019.

Staff engagement

The implementation of the action plan which followed the **staff satisfaction survey** organised late 2016 was regularly monitored in 2018. A full management programme has been provided to both middle and junior managers covering topics which are linked to staff satisfaction.

The **flexitime scheme** and telework (whenever service reasons allow it) are tools for a modern and flexible work environment allowing for an adequate life-work balance.

In 2018, the use of structural telework stabilised and the use of occasional telework reached a record in terms of number of days.

Consolidating the institution's **policy on well-being, health and absence management** in cooperation between the Medical Service and the Working Conditions service has been a priority in 2018. 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 to 4.50% in 2017 and 4.29 % in 2018).

Objective 4: Ensure effective internal control environment, effective support for the completion of the public procurement programme, and monitor the implementation of the Financial Regulation		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Number of remarks from ECA in the annual report on CoR internal control system	No remark	No remark
Rate of return for correction of transactions (by verification service)	4-5%	2.25%
Number of exceptions	Stay within a 5% margin as compared to 2017	-6.8% compared to 2017

Timely verification of all files submitted to the Verifying Cell	100% (no late interest due to Verification service)	Achieved: all files submitted verified
Rate of tender procedures above 15,000 euro handled compared with the yearly public procurement programme	100%	Achieved: the programme established in 2018 was fully implemented.

The work of the **Verification Service** and the assessment of the internal control system is reported on in Chapter 3.

Throughout 2018, the **Public Procurement** cell managed 17 calls for tenders of a value of 15.000€ and above, of which 14 were awarded in 2018, resulting in the signature of 16 contracts.

In view of the entry into force of the provisions on administrative expenditure of the new Financial Regulation (FR), applicable to all EU institutions as of 1 January 2019, the **Internal Financial Rules** (IFR) for the implementation of the CoR budget and all related implementing decisions, charters and checklists were revised in 2018. They were adopted in December 2018 and entered into force on 1 January 2019.

Actions in the sphere of **internal control** continued to be monitored in the Internal Control Standards working group throughout 2018. More details are to be found in Chapter 3. As far as the specific issue of **exception reports** is concerned, the general decreasing trend since 2011 has been pursued. During 2018, also the follow-up of the implementation of remedial measures identified in exception reports was strengthened. The new approach aims at further improving the internal control environment and preventing breaches instead of authorising or condoning them.

In the context of the preparation of negotiation positions for a new administrative cooperation agreement with the European Economic and Social Committee (EESC), relevant internal audit recommendations were taken into account. The negotiation positions were discussed and approved by the CFAA in view of the negotiations that have been launched in 2019 and are supposed to be concluded by the end of 2019.

Objective 5: Coordinate the management planning and reporting cycle, by defining the objectives of all services of the CoR in alignment with budget planning, monitoring and reporting the achievement of objectives through key performance indicators		
Result and/or impact indicator:	Target for 2018:	Latest known result:
Discharge from Discharge Authority	Discharge obtained	Discharge 2017 obtained (see also annex 10)

In addition to the elaboration of the 2017 Annual Activity Report and 2019-2020 Strategic Management plan, in Autumn 2018, also a **new risk management** methodology was developed and adopted in order to further improve the process of risk identification, risk evaluation and risk treatment at CoR. More details are to be found in Chapter 3.

Objective 6: Carry out horizontal administrative functions in an efficient and transparent way		
Result and/or impact indicator:	Target for 2018:	Latest known result:
% of missions expenses reimbursed within time limit	Stay within a 5% margin as compared to 2017	Achieved: productivity and reactivity equivalent to 2017
% of staff responding to the mobility survey	65% minimum	58% in latest survey (2017)

% of staff coming to work by a green transport mode (walk, bike or public transport)	70% minimum	77.5%
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In terms of **mobility/transport**, the results of a staff survey conducted in 2017 fed into the new Mobility Plan ("Plan de déplacement d'entreprise – PDE") which was finalised in December 2018. In order to further rationalise the handling of **missions**, the "back office" modules of the Mission Management IT System (MIMA) were deployed as from 1st January 2018. The "front office" modules of MIMA (with paperless workflows for mission files) are scheduled to be deployed in the course of 2019.

Human resources of Directorate E

Type	AD	AST	AST/SC	Total
Establishment plan	20	45	1	66
Contract staff	2	1		3
External contract staff				
Seconded national experts				
Other outside personnel (medical doctor)	1			1
Total	23	46	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 2018:	Latest known result:
Number of VIPs	Non-programme-based	238
Number of official receptions	Non-programme-based	6

4 non-official Receptions took place during 2018.

Objective 2: Assist with visa applications and relations with embassies and consulates		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Number of visas	Non-programme-based	1
Number of acknowledgments and congratulations letters to Embassies	Non-programme-based	19

Objective 3: Reply to patronage requests		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Number of letters	Non-programme-based	8

Human resources of 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

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 2017 and 2018 and for the preparation of the 2019 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 Internal Audit.	Target for 2018: 70 % of the 50 processes fully or partially covered by audits in the main process. 55 % of the 30 top risky processes fully covered by audits.	Latest known result: 72 % of the 50 processes fully or partially covered by audits in the main process. 57 % of the 30 top risky processes 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 2018: 75% of very important recommendations closed after 6 months 100% of very important recommendations closed after 12 months	Latest known result: 50 % of very important recommendations closed after 6 months 100% of very important recommendations closed after 12 months	

Human resources of IAS

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

2.9 Directorate for Logistics (DL)

Objective DL1: Provide modern, sustainable and effective management of the buildings of the Committees according to the adopted building strategy and improve the service to their occupants.		
Result and/or impact indicators:	Targets for 2018	Latest known result:
N° of building maintenance interventions (KAPI01)	N/A, the n° of interventions depends on the needs that arise (but remains +/- stable).	KAPI01=247 (average n° of interventions per month in 2018)

(equal to the number of request sent to the helpdesk "facilities")		
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%.	Achieved KAPI02=90,1 % (average score in 2018)
Building strategy	Approval by CoR's Bureau	Approved in November 2017
Implementation of the building strategy	Execution of all the actions scheduled for 2018.	Ongoing, see annex 8
JDE – refurbishment/security of the entrance hall	Completion of works in 2018	Achieved
Installation of energy counters	Completion of first phase in 2018	Achieved
Continue the renovation of JDE building: replacement of the bamboo floor	Works finished	JDE Ground floor completed
Improve building safety equipment following a safety audit	Works finished	Ongoing
Adaption of front elevation top level into "double skin" (increase the insulation of the windows) TRE building	Completion of works in 2018	Achieved
Insulation and renovation of the JDE roofs, installation of green roof	Completion of study in 2018 and tendering	A call for tender was launched in 2018. New contract to be signed at the beginning of 2019.
Securing of VMA entrance hall: studies	Completion of study in 2018	Not yet started, pending negotiations with OIB
Prepare technical specifications and launch the call for tender for the reinforcement of security and refurbishment of the BvS entrance hall	Signature of the contract by end of 2018	Achieved; a framework contract has been signed in 2018. The works will start in 2019.
Technical and environmental audit of BvS, in order to define a light renovation program	Completion of study in 2018	The audit report will be completed in 2019.
Renewal of environmental permits: obligatory environmental impact study	Study starts in 2018	Achieved. The BvS permit has been renewed. The ones for TR74/B68 are ongoing.
JDE cafeteria transformation and upgrade	Completion of works in summer 2018	Postponed
Creation of training rooms in BVS	Completion of study and works during 2018	Achieved

In line with the building strategy, the Committees and the EC have launched negotiations for the exchange of the B68 and the TR 74 building for the VMA building. The works for the renovation of the entrance hall of the JDE building, with the main objective to increase the security level and the service for members, staff and visitors was completed in October 2018.

A framework contract has been signed in 2018 for renovation works of the entrance halls of the BVS building. The works will start in 2019 with the purpose to increase the security level, in line with the security strategy. Furthermore new training facilities have been completed at BvS 1st floor. In annex 8 Building Policy, further information can be found on the building strategy.

Objective DL2: Environmental management according to the commitment of the committees to EMAS.														
<p>Result and/or impact indicators: 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.</p>	<p>Targets for 2018: For all EMAS targets, refer to the EMAS action plan on the Intranet.</p>	<p>Latest known result: data of 2017. 2018 data will be available in spring 2019.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="background-color: #92d050;">2017 Vs 2009</th> <th style="background-color: #4db6ac;">2017 Vs 2016</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Electricity - 28%</td> <td style="text-align: center;">Electricity - 11%</td> </tr> <tr> <td style="text-align: center;">Gas - 51%</td> <td style="text-align: center;">Gas - 15%</td> </tr> <tr> <td style="text-align: center;">Water - 35%</td> <td style="text-align: center;">Water - 1,7%</td> </tr> <tr> <td style="text-align: center;">Paper - 47%</td> <td style="text-align: center;">Paper - 11%</td> </tr> <tr> <td style="text-align: center;">Waste - 57%</td> <td style="text-align: center;">Waste - 13%</td> </tr> </tbody> </table>	2017 Vs 2009	2017 Vs 2016	Electricity - 28%	Electricity - 11%	Gas - 51%	Gas - 15%	Water - 35%	Water - 1,7%	Paper - 47%	Paper - 11%	Waste - 57%	Waste - 13%
2017 Vs 2009	2017 Vs 2016													
Electricity - 28%	Electricity - 11%													
Gas - 51%	Gas - 15%													
Water - 35%	Water - 1,7%													
Paper - 47%	Paper - 11%													
Waste - 57%	Waste - 13%													

In relation to EMAS, substantial results were obtained in 2018, such as reduction of energy, water and paper consumption as well as reduction of waste generated by Committee's activities.

Objective DL3: Provide the level of administrative and financial support necessary to ensure efficient and quality catering services.		
Result and/or impact indicators:	Targets for 2018:	Latest known result:
Number of complaints and other requests on the catering services	- Follow up each request (separately for catering and vending machines as of 1/12/2015)	In 2018, 50 contacts in total of which 35 were complaints. Therefore, 27% less complaints compared to 2017.
Carry out of satisfaction surveys in the different catering sites.	- Receive the greatest possible feedback from staff	3 surveys carried out in 2018: <ul style="list-style-type: none"> - Satisfaction survey carried out by the external audit BVC at JDE Self (158 participants) - Members online satisfaction survey (190 participants) - Survey carried out by Sodexo on vegetarian offer (72 participants)
Efficient and effective response to the needs for interventions in order to maximise the continuity and the quality of catering services.	- Follow up number of interventions in order to see which equipment break down more often and probably need to be replaced - Replace old equipment	During 2018: <ul style="list-style-type: none"> - 118 breakdown interventions and 137 maintenance interventions - Replacement of the old dishwasher in July 2018. No more breakdowns in the dishwasher since then.
Audits of catering points of sale by a new contractor (on hygiene, quality, service, etc.).	- 4 audits per year - follow up indicators and take appropriate actions if necessary	All external audits have been conducted according to the planning (Feb, July and September 2018) The main results of the audits were:

		<ul style="list-style-type: none"> - technical audit (hygiene, food safety): 92.5% of conformity; - commercial audit (compliance with tender specifications, e.g. quality, service...): the tender specifications are well respected in all the catering points of sale.
Type and number of products sold in vending machines	Follow up indicators and take appropriate actions if necessary	<p>Type of products sold:</p> <p>Cold drinks 11,196 (-9% compared to 2017)</p> <p>Hot drinks 39,909 (-15% compared to 2017)</p> <p>Snacks 12,959 (-1% compared to 2017)</p>
Number of customers and purchased items in each point of sale (monthly indicator).	Keep up attendance of canteens and cafeterias.	<p>Number of customers in 2018: 250,353 (-4,89% compared to 2017). Results for each point of sale:</p> <p>Restaurant JDE: 100,464 (-7.60%)</p> <p>Restaurant à la carte: 4,749 (-1,25%)</p> <p>Cafeteria JDE: 62,679 (-6,67%)</p> <p>Cafeteria BvS: 51,568 (+2.66%)</p> <p>Cafeteria B68: 30,893(-4,34%)</p> <p>Number of purchased items in 2018: 513,296 (-5.95% compared to 2017). Results for each point of sale:</p> <p>Restaurant JDE: 240,289 (-9,02%)</p> <p>Cafeteria JDE: 120,982 (-7,45%) Cafeteria BvS: 94,923 (+3,68%)</p> <p>Cafeteria B68: 57,102(-3,77%)</p> <p>Average customers for day for each point of sale in 2018:</p> <p>Restaurant JDE: 442,57 (-4%) Restaurant à la carte: 23,51 (-3%)</p> <p>Cafeteria JDE: 259 (-7%) Cafeteria BvS: 213,09 (+3%) Cafeteria B68: 128,19(-4%)</p>
<p>Sustainable Canteen project - indicator:</p> <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 site.	<ul style="list-style-type: none"> 26% of sustainable fish 9 % of organic food 6% of Fairtrade products (99% of the coffee, 73% of pineapples, 100% of the bananas are Fairtrade) 78% of seasonal vegetables in the menus, 66% of seasonal vegetables in the salad bar

- number of vegetarian plates sold during the Thursday Veggie Day		6,400 vegetarian plates sold during the Thursday Veggie (17,439 vegetarian plates sold during 2018)
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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 2018:	Latest known result:
Infrastructure availability (KAPI21)	99%	Achieved 99.92%
User support requests (KAPI22)	<i>N/A, it depends on requests from users.</i>	Average of 195 IT user support requests per helpdesk staff per month
Helpdesk reaction time (KAPI23)	94% within 15s 98% within 30s	95.8% within 15s 99.3% within 30s Achieved

For **Political Work**, the work focussed on the further development of the main back-office (Agora) and front-office applications (Members Portal). Highlights included the development of an online system for reimbursing meeting expenses for members of the CoR. Kiklos was developed in accordance with the roadmap agreed with the users.

For **Document Management**, new search engines were developed. The Adonis document workflow tool was improved in line with the roadmap agreed with the user group. The development of the new Translation Management System is some 6 months behind schedule, however, a first version was accepted by the end of the year.

For **Communication**, the existing catalogue of web services was maintained. The underlying content and contact management systems were migrated to the latest versions. New Dynamics applications were developed and the user base was adapted to the new licensing conditions.

For **Human Resources and Finance**, the main achievement has been the deployment of a new staff assessment application (roll-out foreseen for the CoR in 2019) with a fully electronic workflow and work started on a link to the personnel file database (NDP). Good progress was made with e-Invoicing which is now fully operational from an IT point of view. The new mission management application was launched for the European Economic and Social Committee (EESC), with the CoR to follow in 2019 (see also objective 6, Directorate E). Business Objects was migrated to the latest version enabling the development of new dashboards for HR management.

IT Infrastructure provides services in the areas of Data Centre, Office Automation, Telecommunications and IT Security. The main achievements for 2018 were the commissioning of new open source database servers, a new storage system and new network core switches. The latter allowed the speed of the core network to increase by a factor of 10. Strong progress with securing e-mail and the results of an e-mail security assessment were very good. For IT security, it is worth noting the successful participation in a major cyber exercise and the organisation of a general false-phishing exercise (following earlier pilot tests).

IT User Support Services provide user support, develop user solutions, maintain user relations, organise logistics and manage user policies. One of the principle projects during 2018 was the deployment of new **multifunctional devices** featuring follow-me printing, enhanced scanning and

mobile printing. Other activities worth mentioning include the IT Helpdesk support for "Skype for Business" meetings, stock management (reception, inventory & write-off) and communication to users (new version of the IT guide, posters and regular information messages).

Finally, it should be mentioned that some transversal work was carried out during the year; in particular the preparation of a common cookie and privacy policy for the applications.

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 and for communication purposes.		
Result and/or impact indicators:	Targets for 2018:	Latest known result:
Copyshop productivity (KAPI11): n° copies per full-time employee	No targets set, statistics depend on the number of requests received.	2,635,473/FTE (2,101,342 in 2017) – increase by +25.4%
N° of copyshop print jobs (KAPI15): n° of print jobs at copyshop per full-time employee		15,748 print jobs/FTE (11,082 in 2017) – increase by +42.1%
Offset productivity (KAPI12): n° equivalent print runs per full-time employee		2,064,436 print runs/FTE (2,153,576 in 2017) – decrease by -4.1%
Mailings productivity (KAPI13): n° mailings (transmissions) per full-time employee		9,079 mailings/FTE (23,822 in 2017) – decrease by -61.9%
Distribution of files for members productivity (KAPI14): n° files for members distributed per full-time employee		15,767 files/FTE (19,293 in 2017) – decrease by -18.3%
Copyshop productivity colour (KAPI16): n° copies per full-time employee		1,159,945/FTE (1,390,392 in 2017) – decrease by -16.6%
N° of copyshop colour print jobs (KAPI17): n° of print jobs at copyshop per full-time employee		7,433 print jobs/FTE (6,990 in 2017) – increase by +6.3%
Mailings productivity per e-mail (KAPI18): n° mailings (transmissions) per full-time employee		7,812 mailings/FTE (7,784 in 2017) – increase by +0.4%
Courier express mailings (shipments) productivity (KAPI19): n° shipments per full-time employee		823 mailings/FTE (724 in 2017) – increase by +13.7%

During 2018 the Printshop has produced quality and timely documents as requested by the services. Furthermore, a Service Level Agreement with the Publication Office was signed by the EESC and the CoR. Production of printed products for other European institutions started early 2018 and is producing income for the Committees. A revision of Offset prices is under assessment to make the products more affordable to other European institutions.

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 2018:	Latest known result:
- N° of procedures managed (value above 25,000€) - N° of contracts concluded (value above 25,000€)	The target for the n° of contracts concluded will be available after establishment of the 2018 and 2019 calls for tender programmes.	The unit managed 23 tendering procedures specific to the Directorate: <u>Completed</u> : 9 (including 2 merged) <u>Postponed to 2019</u> : 2 <u>Ongoing</u> : 3 (all completed during Q1-2019) <u>Unsuccessful</u> : 1 <u>Cancelled</u> : 6 (either due to re-evaluation of priorities or to rationalization of procurement policy, merging several procedures)
Budget execution at end of year. Budget execution projected in 2017	C1: Minimum 97%.	C1: 99.71% C8: 84.27% Achieved

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

Result and/or impact indicators:	Targets for 2018:	Latest known result:
Number of avoidable activations of door alarms.	Ideally 0 (any occurrences will be investigated with a view to avoid similar occurrences in the future).	7 activations have been registered and investigated. New Equipment for access control has raised our security standards to the same level as EP and EC.
Investigation rate into attempts to use badges which are not valid.	100% (all invalid attempts will be followed up).	0 attempts Achieved
Availability rate of security guards (percentage of number of man-hours per month in comparison to the number expected).	100%	100% Achieved

A series of measures have been implemented to ensure adequate security standards, but they cannot be reported on in a public document. It may be mentioned though that following the installations of new equipment for access control the related security standards have reached the same level as the standards of the EP and the EC.

Objective DL8: Following changes in numbers and distribution of offices to personnel, prepare the possible 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 2018:	Latest known result:
Assure sufficient space and meeting rooms to pursue the activities of the Committee.	Prepare the solution in terms of	Studies are ongoing following the evaluation of the implementation of the building strategy. See also

	office/conference rooms availability after 2021	objective DL1 – Building Strategy
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Human resources of the Directorate of Logistics (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	9	17	1	27
Contract staff	2	9		11
External contract staff				19
Seconded national experts				
Other outside personnel (specify)				
Total	11	26	1	57

2.10 Directorate for Translation (DT)

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 2018:	Latest known result:
Deadline compliance	> 95%	Not achieved (94.8%)
Revision rate	Between 40% and 60%	Achieved (46%)
Reduction in translation output	Between 5% and 10% reduction of output pages	Not achieved (+5%)
Documents exceeding the maximum length as defined in the Code of Conduct	<10%	Achieved (5.8%)
Percentage of new versions to documents in translation	<6%	Not achieved (11.3%)
Timely submission of translation requests as defined in the Code of Conduct	>=90%	Not achieved (87.2%)
Outsourcing rate	>=20%	Achieved (20.2%)
Proportion of pivot versions delivered on time	> 95%	Achieved (96.1%)
Recruitment of GA staff	2018:2 AD (CoR) (+ 2 AD + 1 AST (EESC))	Not achieved

Translation output in 2018 was 5% higher than in 2017 and the same as in 2016. More specifically, owing to a high concentration of legislative work, the workload for the second half of 2018 was 10% higher compared to the same period in 2016 and 21% higher compared to the same period in 2017. This situation was dealt with efficiently due to the preventive measures put in place, but it also meant that in that period deadline compliance was slightly lower, resulting in the non-achievement of the target for the whole year.

The higher workload led to an increased outsourcing rate (20.2%) up to the target set in the EESC-CoR Cooperation Agreement. For non-pivot units, it was 27.24%.

Based on the annual monitoring, it was concluded that non-pivot units should keep a minimum of 9 translators (or 10 translators for the units with a structurally higher workload) for the time being, subject to further annual monitoring exercises.

Most of the non-achieved targets are demand-driven meaning that the Directorate for Translation was not in a position to influence their outcome.

Objective 2: To improve working methods and optimise human and financial resources management		
Result and/or impact indicators:	Target for 2018:	Latest known result:
Staff using new TMS for all document workflow tasks	100% (as of introduction of TMS)	N/A – TMS not yet implemented
Proportion of pages translated using Studio	>=95%	Achieved (96.9%)
Proportion of CoR web texts translated in XML format	=100% of compatible texts	N/A – project on hold
Proportion of eligible texts translated via STS system	= 100% (for available language combinations)	Achieved (100%)
Proportion of edited pages	>=20%	Achieved (32%)
Number of PM ² certified staff within Directorate	4	Not achieved (3)
% of budget line 1420 used	Full coverage of needs	Achieved
% of budget line 2622 used	Full coverage of needs	Achieved

The Pilot Project on the common management of certain translation units was closed in March 2018. The DT together with the Pilot Project Advisory Group did its final evaluation swiftly in the given deadline. The results of the Pilot Project were submitted in May 2018 to the political authorities of both Committees for a decision on the follow-up to be given to the Pilot Project.

The DT managers also established a new strategy for the DT for the years to come.

Following the successful call for tenders for a new Translation Management System, the DT and IT continued work on a complex project to replace the existing Ariane/ArianeX applications, in cooperation with an external contractor. Despite some delays, the project made significant progress and the core functionality was in place by the end of 2018.

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 2018:	Latest known result:
Proportion of outsourced translation jobs for which written feedback given to external translation contractors	>=75%	Achieved (76%)

Number of hours job shadowing/face-to-face coaching between DT and requesting services	60	25
Proportion of client feedback received	2019: >10%	1.4%

The DT continued its efforts to consolidate relations and enhance communication with external and internal stakeholders. In particular:

- It held individual meetings with units of the requesting services in the context of a tailored awareness-raising campaign aimed at making efficiency gains and taking the Committees' multilingual environment into account at an early stage of its workflow planning.
- To mark the 60th anniversary of Regulation No 1/58A, a campaign on the importance of multilingualism was launched in cooperation with the EESC vice-president Isabel Caño and the EESC communication department, with an exhibition entitled The EU Speaks Your Language.

Objective 4: To create synergies in the framework of interinstitutional cooperation in the field of translation		
Result and/or impact indicators:	Target for 2018:	Latest known result:
KIAPI – Average cost per page	EUR 165	Not available yet
KIAPI – Work rate	Non-pivot: 7.8 pages Pivot: 6.8 DT: 7.5	Non-pivot: 8.7 pages Pivot: 6.9 DT: 8.4
Workload balancing	>= 2017 level (if possible, and depending on the evolution of internal translation demand and staffing levels) (Translation pages accepted: 1552; Editing pages accepted: 566)	Translation pages accepted: 2573.2 Editing pages accepted: 105.1
Representation at interinstitutional meetings	100%	100%
Number of staff on exchanges/ILVs to other institutions (per year)	>= 2017 level	Achieved (3)

The Directorate for Translation actively participated in the drafting of the tender specifications for the interinstitutional call for tender for a new computer-aided translation environment.

The Directorate for Translation actively cooperated with the EP in the launching of pilot calls for tenders with a view to increasing translation outsourcing quality.

In September 2018, the DT organised a conference for staff on "Translating: Past, Present, Future", with speakers from KU Leuven, the United Nations, the EU and the private sector; it was well attended by staff from within the directorate and other EU institutions.

On 19 November 2018, the Committees, with the help of the Council, hosted a successful participatory event for over 150 middle managers from the language services of ten EU institutions, on the topic “Competency Passport for Translators in a Digital World”.

Human resources of Directorate for Translation (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	119	21	2	142
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	119	21	2	142

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 Strategic Management Plan (SMP) describes the actions which the CoR implements in order to reach its political objectives and administrative objectives. The SMP 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. In parallel to the SMP a risk assessment exercise is carried out for each objective. Depending on the risk type, risks are stored in a central or decentralised risk register. Managers are required to manage their risks and report 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 in 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 2018 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 26 February 2019.

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). Therefore, in 2019 special attention will be devoted in view of events foreseen for 2019 and 2020 (a new mandate, the 25 years of the Committee, a new Secretary General). In particular, the challenge will be to get ready and yield flexibility for the new changes ahead. For this reason, the actions to further improve compliance and effectiveness will concentrate on the two main ICS clusters in 2019:

- **ICS 3** (staff allocation) and **ICS 10** (business continuity) to prepare for the new Mandate and the ensuing changes;
- **ICS 12** (information and communication) and **ICS 14** (evaluation of activities) to evaluate the activities undertaken under the current mandate and to enhance corporate sense of belonging.

3.3 Internal Financial Legal Framework

The Internal Financial Rules (IFR) for the implementation of the CoR Budget are in place since 15 September 2016 (Decision No 008/2016) and have been implemented throughout 2018.

In the IFR the operational responsibilities are clearly 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 Internal Control Framework.

In view of the entry into force of the provisions on administrative expenditure of the new Financial Regulation (FR), applicable to all EU institutions as of 1 January 2019, a revision of the IFR and all related implementing decisions was carried out in the second half of 2018. The new IFR and related implementing decisions were adopted in December 2018 and entered into force on 1 January 2019.

3.4 Budget planning, execution and monitoring

The CoR is a political body with principally only one activity. Its budget appropriations are included entirely under Administrative Heading 5 of the EU-budget. The CoR has no spending oriented programmes of the type the EC manages under other headings of the EU-budget.

Although the CoR has no spending programmes it applies a coherent political and supportive administrative system of budgeting, planning, execution and monitoring supporting the realisation of the CoR's political and administrative objectives. The performance oriented system works principally as follows:

- The CoR's President, after having obtained advice from the CoR's Conference of Presidents, presents guidelines for establishment of the CoR's draft budget to the CoR's Bureau for adoption.
- The CoR's draft budget with appropriations allocated with a view to reach the political and administrative objectives is established by the CoR's Secretary General based upon the adopted CoR Bureau guidelines.
- The draft budget is then vetted and 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.
- Once the Budget Authority has adopted the CoR's budget for a given budget implementation year, the appropriations for its activities are subject to a budget planning adopted at the beginning of the budget implementation year by the CoR's Bureau.
- The CoR's planning instructions established by the Secretary General based upon the CoR's political and administrative priorities require that the final appropriations for every budget line be linked to at least one action defined in the planning and there are requirements for establishment of indicators to measure implementation.
- The planning for a given year is executed by subdelegated Authorising Officers empowered to that function by the CoR's Secretary General, acting in his capacity as Authorising Officer by Delegation (AOD). Individual nominations are made by updating the general decision with coherence of delegations given and ABAC accesses granted.
- Prior to a specific actual budget implementation decision on what in detail the CoR will do in the specific political circumstances, it puts together proposals with estimates of how much appropriation are needed from various budget lines. The proposals are then scrutinised / followed up on by the CFAA.

The financial circuits applied in the CoR's budget implementation are established respecting the following principles and rules as outlined by the CoR's Internal Financial Rules:

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

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

1. Regular monitoring of budget 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;
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. Progress of the overall budget execution of politically important budget lines is regularly monitored by the CoR CFAA;
4. Estimates of the execution of salaries' related budget lines, covering approximately 55% of the CoR total budget, are carried out/updated each month.

In order to better prepare for the possible reallocation of appropriations, when conditions merit and opportunities exist for such flexibility, quarterly budget execution reviews are coordinated centrally but carried out by the CoR Authorising Officers by subdelegation, per Directorate and for all CoR budget lines. This contributes to the optimisation of the budget execution through a better preparation for reallocation of resources within budget lines and, if and where estimated necessary, by initiating transfers of appropriations during the budget implementation year.

The CoR continuously remains open to assess if implementation of practices developed and tried with a successful result in other EU Institutions of a similar size and with a similar political representation would result in an improvement of the CoR's political decision making process.

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 recurrent legal commitments which are subject to a simplified approval workflow pursuant to Art. 15 of the IFR and where ex-ante verification would have little or no added value.

Apart from the aforementioned legal commitments, each transaction is subject to an ex ante control in conformity with Art. 74 FR, i.e. without sampling, with an average treatment time of 3.56 working days in 2018. 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.

In 2018, the central verification service verified 15,465 files ex-ante within the prescribed timeframe. Files include setting statutory rights, budgetary commitments, legal commitments, etc. The overall

workload was 4.5% lower than in 2017 and comparable to 2016. The average monthly number of transactions verified by the service was 1289 in 2018 compared to 1350 in 2017 and 1297 in 2016.

There are two types of 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, if pursued, is subject to a financial exception. Service instruction 06/2018 "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 2018, the combined rate of files returned for correction (SC) and budgetary transactions for which the verifying officer used the code SR (2.25%) remained comparable to the figures of 2016 and 2017 (between 2 and 2.5%).

As shown in the table below, 2.08% of transactions were refused for correction (SC) and 0.17% of transactions were definitively refused (SR) in 2018.

Number of transactions verified in 2018	Number of transactions refused then corrected (SC)	Percentage of transactions refused then corrected	Number of transactions refused (SR)	Percentage of transactions refused
15465	321	2.08%	27	0.17%

The number of transactions refused for correction (SC) includes for example incorrect types of commitment, calculation errors, wrong financial actors, incorrect GL accounts, missing or wrong certified correct, 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 in nature. The transactions definitively refused (SR) were transactions subject to a financial exception report.

3.6 Ex-post control

An ex-post control exercise was carried out in 2018 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, to propose and implement measures that would lead to structural improvements.

No major issues were identified. A recurrent recommendation resulting from the different ex-post exercises is the necessity to update written procedures in order to accommodate regular legal, financial and operational changes. In 2018 the completeness of the register of procedures increased with 5% compared to 2017. For 2019, further updates are needed following the entry into force of the new Internal Financial Rules on 1 January 2019.

3.7 Exception reports

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 by 6.80% compared to 2017.

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 of assurance. All authorising officers by subdelegation (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 2018 exercise all AOSs that have authorised transactions have signed their individual declarations of assurance (also see Annex 2). 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 single administrative exception report filed related to non-compliance with internal procedures and corrective measures have been implemented to prevent this type of exception from reoccurring.

3.8 Overall assessment of the costs and benefits of control

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 directly 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 2018 of EUR 96.1 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 2018, two meetings were held by the Audit Committee where the IAS presented the 2017 annual internal audit report and the 2019 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.

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.

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 Internal Control 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 in Brussels,

(Signed)

Jiří Buriánek

ANNEXES

Annex 1: Financial resources

Annex 2: Declarations of the authorising officers by subdelegation (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 2018

Annex 10: Follow-up to the 2017 discharge resolution

ANNEX 1: Financial Resources

The approved CoR budget for 2018 was of € 96.1 mios (3% more than the final budget of 2017). **99.3%** or **€ 95.4** mios of all appropriations have been committed by the end of 2018 and **91%** or **€ 87.4 mios** have been paid.

1 Use of resources

Commitments

At the end of the year, the percentage committed from the approved budget was 99.3%.

By the end of December 2018, the commitment execution rate for Title 1 "Expenditure relating to persons working with the Committee" was 99.1%, and 99.6% for Title 2 "Buildings, equipment and miscellaneous operating expenditure".

There were some € 0.7 mios or less than 1% of all C1 credits left uncommitted at the end of the year and thus were returned back to the EU budget. Both in relative and monetary terms, this was less compared to the result of 2017 where € 1.8 mios (2%) were left uncommitted in C1 credits.

Payments

The overall execution rate for payments at the end of December 2018 was 91%, higher than in the recent years: 2017 (89.9%), 2016 (89.6%), 2015 (88.4%), 2014 (89.8%), 2013 (89.2%), or 2012 (89.4%).

It is to be noted that the final payment execution rate at the end of the budget cycle will be higher, as part of the committed credits related to 2018 was carried forward to C8 credits of 2019 and will be paid in 2019. The actual payment execution rate for 2018 will only be known by the end of 2019 when the final payment execution rate of C8 credits of 2019 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 € 51.5 mios of which 99.2% was paid as at 31 December 2018. This is more in percentage terms than in December 2017, when € 49.9 mios or 98.5% were paid out. Somewhat higher payment execution in 2018 is mainly the result of the lower average vacancy rate in 2018 (less than 2.0%) than in 2017 (some 2.5%). This position was to an extent affected also by the transfers out of BL 1200 during the year.

At the end of the year, the amount of € 8.2 mios or 93.7% was paid from budget item 1004 "Members travel and subsistence allowances, attendance at meetings and associated expenditure". This is slightly lower in percentage and in monetary terms than in the same period of the last year (94.7% and € 8.4 mios respectively).

Title 2: Buildings, equipment and miscellaneous operating expenditure

In total, 76.9 % of the Title 2 budget was paid out by the end of the year 2018, principally due to the 88.8% payment execution rate of chapter 20 "Buildings and associated costs". The other chapters of Title 2 showed lower payment execution rates.

2018 in comparison with 2017 and 2016

The following table gives a comparative overview of execution rates for commitments and payments per title, at the end of December for the years 2018, 2017 and 2016.

Outturn as at end of December

	2018			2017			2016		
	Budget 000 €	Commitments	Payments	Budget 000 €	Commitments	Payments	Budget 000 €	Commitments	Payments
T1	71 207	99.1%	95.9%	69 460	97.7%	94.3%	66 283	98.9%	95.1%
T2	24.894	99.6 %	76.9 %	23 835	99.0 %	77.1 %	24 263	98.0 %	74.5 %
T10	-	-	-	-	-	-	-	-	-
Total	96.101	99.3%	91%	93 295	98%	89.9%	90 546	98.7%	89.6%

Title 1: Expenditure relating to persons working with the Committee

The execution rate for commitments as at 31 December 2018 is higher than the rate of 2017 and 2016. The payment execution rate (more representative indicator) is also higher than the rate of 2017 and 2016.

Title 2: Buildings, equipment and miscellaneous operating expenditure

The execution rate for commitments and payments as at 31 December 2018 was higher than the equivalent rate in 2017 and 2016.

2018 appropriations (C1 credits)

The table below gives a breakdown of the total 2018 budget after transfers and final outturn by budget lines.

Ch. / Item	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
10	Members of the institution	8,876,750	8,876,750	100.0%	8,277,242	93.2%
1000	Salaries, allowances and payments	145,000	145,000	100.0%	99,972	68.9%
1004	Travel and subsistence allowances, attendance at meetings and associated expenditure	8,716,750	8,716,750	100.0%	8,171,118	93.7%
105	Courses for Members of the institution	15,000	15,000	100.0%	6,151	41.0%
12	Officials and temporary staff	51,707,408	51,253,897	99.1%	51,253,897	99.1%
1200	Remuneration and allowances	51,151,489	50,782,778	99.3%	50,782,778	99.3%
1202	Paid overtime	60,000	28,019	46.7%	28,019	46.7%
1204	Entitlements on entering the service, transfer and leaving the service	315,919	300,440	95.1%	300,440	95.1%
1220	Staff retired in the interest of the service	180,000	142,661	79.3%	142,661	79.3%

14	Other staff and external services	8,880,675	8,761,033	98.7%	7,499,492	84.4%
1400	Other staff	2,803,231	2,761,578	98.5%	2,669,034	95.2%
1402	Interpreter services	3,963,347	3,963,347	100.0%	3,052,194	77.0%
1404	Graduate traineeships, grants and exchanges of officials	827,970	817,231	98.7%	810,793	97.9%
1408	Entitlements on entering the service, transfer and leaving the service	100,000	84,600	84.6%	50,631	50.6%
1420	Supplementary services for the translation service	766,127	722,835	94.3%	587,807	76.7%
1422	Expert advice related to consultative work	420,000	411,442	98.0%	329,033	78.3%
16	Other expenditure relating to persons working with the institution	1,742,121	1,683,102	96.6%	1,272,829	73.1%
1610	Miscellaneous expenditure on recruitment	70,000	62,050	88.6%	57,329	81.9%
1612	Further training, retraining and information for staff	365,136	329,024	90.1%	259,813	71.2%
162	Missions	471,460	471,460	100.0%	314,288	66.7%
1630	Social welfare	17,900	5,000	27.9%	1,972	11.0%
1632	Internal social policy	33,100	33,100	100.0%	30,425	91.9%
1633	Mobility/Transport	60,000	60,000	100.0%	22,937	38.2%
1634	Medical service	124,525	122,467	98.3%	27,538	22.1%
1638	Early Childhood Centre and approved day nurseries	600,000	600,000	100.0%	558,527	93.1%
20	Buildings and associated costs	15,805,087	15,770,664	99.8%	14,033,421	88.8%
2000	Rent	1,600,069	1,597,263	99.8%	1,575,012	98.4%
2001	Annual lease payments	8,894,358	8,894,358	100.0%	8,894,358	100.0%
2003	Acquisition of immovable property	11,948		0.0%		0.0%
2007	Fitting-out of premises	947,145	947,145	100.0%	68,810	7.3%
2008	Other expenditure on buildings	144,006	137,346	95.4%	42,175	29.3%
2022	Cleaning and maintenance	2,487,611	2,487,611	100.0%	1,752,497	70.4%
2024	Energy consumption	90,593	90,593	100.0%	90,593	100.0%
2026	Security and surveillance of buildings	1,602,638	1,591,129	99.3%	1,585,257	98.9%
2028	Insurance	26,719	25,219	94.4%	24,719	92.5%
21	Data processing, equipment and furniture: purchase, hire and maintenance	4,962,986	4,939,077	99.5%	3,226,590	65.0%
2100	Purchase, servicing and maintenance of equipment and software; related work	1,485,812	1,485,700	100.0%	917,354	61.7%
2102	Outside assistance for the operation, development and maintenance of software systems	1,979,825	1,979,315	100.0%	1,338,373	67.6%
2103	Telecommunications	161,888	161,888	100.0%	161,888	100.0%
212	Furniture	95,402	86,583	90.8%	11,714	12.3%
214	Technical equipment and installations	1,167,201	1,152,733	98.8%	740,352	63.4%
216	Vehicles	72,858	72,858	100.0%	56,909	78.1%
23	Administrative expenditure	331,824	313,042	94.3%	188,557	56.8%
230	Stationery, office supplies and miscellaneous consumables	121,882	114,856	94.2%	93,239	76.5%
231	Financial charges	1,500	1,500	100.0%	139	9.2%
232	Legal costs and damages	30,000	30,000	100.0%	4,266	14.2%
236	Postage on correspondence and delivery charges	65,975	57,750	87.5%	36,948	56.0%
238	Other administrative expenditure	112,467	108,936	96.9%	53,966	48.0%
25	Meetings and conferences	903,900	902,340	99.8%	458,224	50.7%
2540	Costs of meetings organized in Brussels	149,250	149,250	100.0%	113,889	76.3%
2541	Third parties	64,800	63,287	97.7%	54,261	83.7%
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	582,644	582,597	100.0%	249,437	42.8%
2546	Representation expenses	107,206	107,206	100.0%	40,636	37.9%
26	Expertise and information: acquisition, archiving, production and distribution	2,889,789	2,880,282	99.7%	1,225,589	42.4%

2600	Relationships with press (European, national, regional, local or specialised) and conclusion of partnerships with audiovisual, written or radio medias	682,210	682,203	100.0%	236,287	34.6%
2602	Edition and distribution of paper, audiovisual, electronic or web-based (Internet/Intranet) information supports	886,471	886,449	100.0%	288,239	32.5%
2604	Official Journal	25,731	25,731	100.0%	25,414	98.8%
2620	External expertise and studies	649,003	648,983	100.0%	395,928	61.0%
2622	Documentation and library expenditure	130,730	124,905	95.5%	60,191	46.0%
2624	Expenditure on archive resources	196,700	196,700	100.0%	124,396	63.2%
264	Expenditure on publishing, dissemination of information and participation in public events: information and communication activities	318,944	315,311	98.9%	95,135	29.8%
Total Budget:		96,100,540	95,380,187	99.3%	87,435,841	91.0%

Appropriations carried over from 2017 to 2018 (C8 credits of 2018)

The appropriations committed in 2017 but not yet paid out by the end of that year were carried forward and converted into C8 credits of 2018. In total, € 9.2 mios – or 9.8% of the CoR's 2017 budget – were transferred into C8 credits during January 2018. This amount was mainly derived from C1 credits of 2017.

The total amount of C8 credits carried forward from 2017 to 2018 was higher in monetary and percentage terms than in the previous year when € 8.3 mios (or 9.2% of the CoR's 2016 budget) was carried forward to 2017.

At the end of December 2018, the execution rate for C8 credits of 2018 was 86.4%. In total € 7.9 mios were paid out during this year. This is higher than the execution level observed in 2017 (84.9%).

As a consequence, € 1.3 million or 13.6% of C8 credits of 2018 was left unutilised and returned back to the EU budget at the end of 2018.

The table below gives details of the carried-over appropriations from 2017 to 2018 (C8) as at 31 December 2018 (€ and %).

Ch. / Item	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
10	Members of the institution	550,575	550,575	100.0%	415,580	75.5%
1000	Salaries, allowances and payments	67,783	67,783	100.0%	24,873	36.7%
1004	Travel and subsistence allowances, attendance at meetings and associated expenditure	467,950	467,950	100.0%	382,963	81.8%
105	Courses for Members of the institution	14,843	14,843	100.0%	7,745	52.2%
12	Officials and temporary staff	0	0	NA	0	NA
1200	Remuneration and allowances	0	0	NA	0	NA
1202	Paid overtime	0	0	NA	0	NA
1204	Entitlements on entering the service, transfer and leaving the service	0	0	NA	0	NA
129	Provisional appropriation	0	0	NA	0	NA
14	Other staff and external services	1,309,382	1,292,275	98.7%	1,280,074	97.8%
1400	Other staff	53,891	44,579	82.7%	44,579	82.7%
1402	Interpreter services	1,077,262	1,077,262	100.0%	1,077,262	100.0%
1404	Graduate traineeships, grants and exchanges of officials	6,391	6,391	100.0%	6,209	97.2%

1408	Entitlements on entering the service, transfer and leaving the service	31,785	30,000	94.4%	30,000	94.4%
1420	Supplementary services for the translation service	99,313	93,302	93.9%	93,302	93.9%
1422	Expert advice related to consultative work	40,740	40,740	100.0%	28,721	70.5%
16	Other expenditure relating to persons working with the institution	652,401	570,612	87.5%	523,951	80.3%
1610	Miscellaneous expenditure on recruitment	7,997	2,038	25.5%	2,038	25.5%
1612	Further training, retraining and information for staff	209,589	200,681	95.7%	200,681	95.7%
162	Missions	136,090	136,090	100.0%	95,458	70.1%
1630	Social welfare	1,884	1,243	65.9%	1,243	65.9%
1632	Internal social policy	3,955	3,480	88.0%	3,460	87.5%
1633	Mobility/Transport	39,589	39,589	100.0%	33,581	84.8%
1634	Medical service	53,296	32,458	60.9%	32,458	60.9%
1638	Early Childhood Centre and approved day nurseries	200,000	155,032	77.5%	155,032	77.5%
20	Buildings and associated costs	3,344,757	3,297,656	98.6%	2,735,580	81.8%
2000	Rent	12,716	12,716	100.0%		0.0%
2001	Annual lease payments	48,375	4,066	8.4%	4,066	8.4%
2003	Acquisition of immovable property					
2007	Fitting-out of premises	2,212,104	2,212,104	100.0%	2,205,944	99.7%
2008	Other expenditure on buildings	22,329	21,890	98.0%	21,890	98.0%
2022	Cleaning and maintenance	434,066	434,066	100.0%	369,927	85.2%
2024	Energy consumption	606,136	606,136	100.0%	133,676	22.1%
2026	Security and surveillance of buildings	2,354	0	0.0%		0.0%
2028	Insurance	6,678	6,678	100.0%	77	1.2%
21	Data processing, equipment and furniture: purchase, hire and maintenance	1,203,109	1,186,502	98.6%	1,132,208	94.1%
2100	Purchase, servicing and maintenance of equipment and software; related work	385,044	384,072	99.7%	366,392	95.2%
2102	Outside assistance for the operation, development and maintenance of software systems	480,173	477,384	99.4%	477,384	99.4%
2103	Telecommunications					
212	Furniture	40,411	39,946	98.8%	39,946	98.8%
214	Technical equipment and installations	279,890	267,508	95.6%	248,132	88.7%
216	Vehicles	17,591	17,591	100.0%	353	2.0%
23	Administrative expenditure	111,366	71,112	63.9%	42,477	38.1%
230	Stationery, office supplies and miscellaneous consumables	23,001	21,192	92.1%	19,559	85.0%
231	Financial charges	1,405	58	4.1%	58	4.1%
232	Legal costs and damages	19,500	19,500	100.0%	4,350	22.3%
236	Postage on correspondence and delivery charges	37,148	4,194	11.3%	4,194	11.3%
238	Other administrative expenditure	30,312	26,168	86.3%	14,316	47.2%
25	Meetings and conferences	406,178	385,163	94.8%	337,279	83.0%
2540	Costs of meetings organized in Brussels	23,099	19,455	84.2%	19,455	84.2%
2541	Third parties	29,720	29,720	100.0%	11,181	37.6%
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	295,961	278,590	94.1%	278,564	94.1%
2546	Representation expenses	57,397	57,397	100.0%	28,079	48.9%
26	Expertise and information: acquisition, archiving, production and distribution	1,589,712	1,523,665	95.8%	1,449,676	91.2%
2600	Relationships with press (European, national, regional, local or specialised) and conclusion of partnerships with audiovisual, written or radio medias	368,752	315,506	85.6%	315,506	85.6%

2602	Edition and distribution of paper, audiovisual, electronic or web-based (Internet/Intranet) information supports	572,991	560,213	97.8%	553,713	96.6%
2604	Official Journal	45	45	100.0%		0.0%
2620	External expertise and studies	233,858	233,858	100.0%	233,858	100.0%
2622	Documentation and library expenditure	35,360	35,360	100.0%	35,310	99.9%
2624	Expenditure on archive resources	22,816	22,794	99.9%	22,794	99.9%
264	Expenditure on publishing, dissemination of information and participation in public events: information and communication activities	355,889	355,889	100.0%	288,496	81.1%
Total Budget:		9,167,480	8,877,559	96.8%	7,916,825	86.4%

ANNEX 2 - Declarations of the authorising officers by subdelegation

According to the Committee of the Regions' Charter of tasks and responsibilities of the authorising officer by delegation (AOD) and the authorising officers by subdelegation (AOS), 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 2018 asked the authorising officers by subdelegation 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 AOS had to report on individual exceptions and applied remedial measures to the AOD when presenting his declaration of assurance for the budget lines for which he/she is responsible.

For the budget exercise 2018, 39 officials appointed as AOS have authorised transactions.

Authorising officers by subdelegation: Declaration(s) signed on:

Bachotet Sophie	07 March 2019
Barber Ian	12 March 2019
Beljaars-Verhoeven Saskia	11 March 2019
Bouquerel Caroline	21 March 2019
Canoto Argüelles Juan Carlos	18 March 2019
Cervilla Pedro	07 March 2019
Cercone Michele	29 April 2019
Champetter Claude	28 February 2019
Collins Michael	22 February 2019
Da Luz Cintia	06 March 2019
De Schrijver Patrick	27 February 2019
Damyanova	21 February 2019
De Schuiteneer Bart	25 February 2019
Feral Pierre-Alexis	26 February 2019
Filipek Francois	21 February 2019
Firmin Thierry	18 March 2019
Gnan Reinhold	22 March 2019
Haenebalcke Tom	14 March 2019
Jakobsson Peder	28 February 2019
Janicaud Benjamin	15 March 2019
Kaduczak Joanna	07 March 2019
Kudlinska Agnieszka	26 March 2019
Ladwig Achim	21 February 2019
Lavigne Eric	21 February 2019
Mitelman Anna	13 March 2018
Pankova Katia	25 February 2019
Nardi Serafino	11 March 2019
Petzold Wolfgang	12 March 2019

Schaumans Patrick	06 March 2019
Singelsma Sybren	31 July 2018
Strautina Ineta	22 February 2019
Suciu Serban	22 February 2019
Taugne Beatrice	04 February 2019
Thieule Laurent	28 February 2019
Thome Florence	15 March 2019
Tsirimiagos Kyriakos	22 February 2019
Van Hoeymissen Dimitri	15 March 2019
Werkers Gie	05 December 2018
Yalamboukidou Lambrini	13 December 2018

ANNEX 3 - Transfers of appropriations

During **2018** the following transfers of appropriations submitted by the CoR were approved by the Council and Parliament:

INF 1/2018

The purpose of this transfer was to reinforce the budget line **214 "Technical equipment and installations"** (for € 60,000) in order to allow the CoR to install information screens in the newly renovated JDE entrance hall.

It was approved in July and executed thereafter.

INF 2/2018

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

- **230 "Stationery, office supplies and miscellaneous consumables"** (for € 8,000) in order to upgrade the visual signs for the communication equipment in the CoR meeting rooms;
- **2622 "Documentation and library expenditure"** (for € 40,000) in order to advance further with the digitalization of the library.

The total amount of the transfer is € **48,000**.

It was approved in September and executed thereafter.

INF 3/2018

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

- **2542 "Organisation of events"** (for € 100,000) in order to finance the CoR 8th European Summit of Regions and Cities in early 2019.
- **2602 "Information supports"** (for a total of € 112,000) in order to finance 6 different communication related projects, namely:

1. social media paid campaigns with an emphasis on video material (for € 20,000);
2. revamp of the "Europe in my Region" section of the CoR website (for € 22,000);
3. website content – Monitoring dashboard (for € 20,000);
4. branding support for all media channels (for € 10,000);
5. Digital Media Lab (for € 20,000) and
6. social media audience analysis (for € 20,000);

The total amount of the transfer is € **212,000**.

It was approved in October and executed thereafter.

INF 4/2018

The purpose of this transfer was to reinforce the budget line **162 "Missions"** in order to allow the CoR to carry out additional missions due to, in particular, the pursued and intensified dialogue with citizens in series of political activities with the participation of the CoR Members. These actions also require additional presence of CoR staff alongside the Members.

The amount of the transfer is € **76,460**.

It was approved in November and executed thereafter.

INF 5/2018

The purpose of this transfer was to reinforce the budget line **2620 "External expertise and studies"** in order to finance the study on "The division of powers".

The amount of the transfer is **€ 149,003**.

This transfer was approved in November and executed thereafter.

INF 6/2018

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

- **2007 "Fitting-out of premises" (for € 693,964)** in order to finance a number of building renovation related projects for which there was no financing available in the initial CoR budget 2018;
- **214 "Technical equipment and installations" (for € 6,356)** as the extension of the existing framework contract for the rent and maintenance of photocopiers requires additional funds for the Printing service.

Both budget lines concern joint CoR/EESC projects and the CoR is paying its share of the joint expenditure.

The total amount of the transfer is **€ 700,320** (CoR share).

This transfer was approved in November and executed thereafter.

INF 7/2018

The purpose of this transfer was to reinforce the following IT related budget lines in order to finance a number of IT related projects for which there was no financing available in the initial CoR budget 2018, namely:

- **2100 "Purchase, services and maintenance of equipment and software, and related work" (for € 244,351);**
- **2102 "Outside assistance in connection with the operation, development and maintenance of software systems" (for € 85,822).**

Most of the items are included in joint EESC/CoR projects and for these projects the CoR is paying its share of the joint expenditure (**€ 301,909**).

The remaining **€ 28,264** concern the earlier implementation of a new Service Level Agreement for IT systems provided by the European Commission (e.g. Sysper, the HR tool used on daily basis). The necessary appropriations requested from the CoR in its Draft Budget 2018 were cut by the EC in the reading of the DB 2018. The increased fees of the EC for this tool needed to be covered by the allocation of additional appropriations.

The total amount of the transfer is **€ 330,173**.

This transfer was approved in November and executed thereafter.

INF 8/2018

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

- **2100 "Purchase, services and maintenance of equipment and software, and related work" (for € 32,511)** – to allow the CoR to pay the balance for the use of the outsourced IT financial management information system "ABAC Workflow";

- **214 “Technical equipment and installations” (for € 80,000)** - to allow the CoR to finance the renovation of a number of CoR meeting rooms in the CoR/EESC buildings;
- **2624 "Expenditure on archive resources" (for € 56,000)** – to allow the CoR to finance the establishment of the CoR web platform "CoR on line Archives"

The total amount of the transfer is **€ 168,511**.

This transfer was approved in November and executed thereafter.

Annex 4 - Negotiated procedures 2018

The present appendix shows, in accordance with article 74(10) FR, the list of contracts concluded in 2018 by the Committee of the Regions (CoR) under negotiated procedures in accordance with points (a) to (f) of point 11.1 and point 39 of Annex I to FR. This information is based on the list of contracts registered in the CoR database of contracts.

Contract number	Directorate	Unit/Service	Name of the contractor	Subject of the contract	Type of contract	Type of procedure	Amount (€)
CDR/DL/51/2018	Directorate L – Logistics	DL Infrastructure	Sibelga	Purchase of telemetry systems for gas and electricity meters of the buildings	Purchase order	Negotiated procedure art. 134 1. b) RAP	5,537.00
CDR/COM/62/2018	Directorate D - Communication	D2 Events	KLEOPOLD	Walking Buffet in the context of the Enlargement Days - 03/05/2018	Purchase order	Negotiated procedure art. 134 1. b) RAP	3,882.78
CDR/DL/66/2018	Directorate L - Logistics	DL IT	Microsoft NV/SA	Framework contract DI-7660 - Microsoft Informatics Services	Interinstitutional Framework contract (Lead institution: EC (DG DIGIT))	Negotiated procedure art. 134 1. b) RAP	1,143,000.00
CDR/DL/75/2018	Directorate L - Logistics	DL IT	Microsoft Ireland Operations Limited	Acquisition of Microsoft product licenses through inter-institutional licensing agreement (procedure DIGIT/A3/PN/2017/041)	Interinstitutional Framework agreement (Lead institution: EC (DG DIGIT))	Negotiated procedure art. 134 1. b) RAP	1.00
CDR/COM/96/2018	Directorate D - Communication	D1 Press officers and relations with media	Agence Europe	Agence Europe electronic subscription max. 200 users 01.09.2018 - 31.03.2019	Purchase order	Negotiated procedure art. 134 1. b) RAP	20,350.00
CDR/COM/102/2018	Directorate D - Communication	D2 Events	GL EVENTS BRUSSELS	EU Week of Regions & Cities – Catering	Direct contract	Negotiated procedure art. 134 1. b) RAP	275,799.00

CDR/COM/106/2018	Directorate D - Communication	D2 Events	Fringe Event	Fringe Event at Conservative Party Conference catering	Direct contract	Negotiated procedure art. 134 1. b) RAP	1,112.5 GBP
CDR/DL/124/2018	Directorate L - Logistics	DL Infrastructure	Bruynzeel Storage Systems	Disassembling, transfer and assembling of 3 mobile shelving systems.	Purchase order	Negotiated procedure art. 134 1. b) RAP	14,980.00
CDR/MEM/157/2018	Directorate A - Members and Plenaries	A1 –Services to members and eCoR	POLITICO	Subscription of 1 year (15 users) for Politico PRO and the legislative platform Pro Intelligence	Purchase order	Negotiated procedure art. 134 1. b) RAP	21,848.00

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

Article 116 of the Financial Regulation⁵ (FR) defines 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 116(6) also lays down the obligation for each institution to submit to the budgetary authority a report on compliance with and the suspension of the time-limits for paying its creditors.

Over the years, the Committee of the Regions has set up different actions to enable the authorising services to improve their performance in relation to payment time limits:

- Close monitoring of the payment deadlines by the accounting officer;
- Regular reports (quarterly and on an ad-hoc basis if needed) addressed to the authorising services on the follow up of payment deadlines;
- Communication and financial trainings given to members of staff involved in financial transactions;
- Improvement of the workflows;
- Recent introduction of paperless workflows and electronic invoices.

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.

⁵ Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union (OJ L 193 of 30/07/2018)

The table below presents the evolution of the average time taken for payments and the number of days of suspension over the years:

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
2018	2,542	32,619,280	16.39	96

The minimum requirement under the FR is that payments need to be made within 30 days. The CoR continues its work to take part in the efforts proposed by the European Commission in April 2009⁶ in order to improve the financial situation of undertakings, particularly in this period of crisis.

At CoR, the average time for payment in 2018 was the best one since 10 years with 16 days on average.

As far as the automatic payment of default interest is concerned, 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 116(5) FR) was recorded in 2018.

⁶ 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 2018

Balance Sheet - Assets

	31/12/2018	31/12/2017
Intangible assets (NBV)	97,501	85,353
Computer Software's	97,501	85,353
Tangible assets (NBV)	61,941,897	64,729,527
Land and Buildings	27,065,891	0
Plant, Machinery & Equipment	41,313	40,181
Furniture & Vehicles	240,458	273,947
Computer Hardware	435,799	446,345
Other Fixtures & Fittings	430,376	297,464
Land & Buildings under financial lease	33,728,060	63,671,590
Short term receivables	9,120,105	8,845,087
Customers	135	183
VAT	4,619	744
Ico receivables	7,383	
Staff receivables	30,136	20,923
Accruals & Deferrals	9,077,832	8,823,237
Cash & cash equivalents	1,464,656	1,024,828
Bank account	1,464,656	1,024,828
TOTAL ASSETS	72,624,159	74,684,795

Balance Sheet - Liabilities

	31/12/2018	31/12/2017
Accumulated surplus / deficit	14,680,225	14,507,861
Accumulated surplus / deficit from previous years	14,507,861	15,645,213
Economic result of the year	172,364	-1,137,352
Long term liabilities	50,162,443	53,516,962
Financial lease debt and long term liability on building	50,162,443	53,516,962
Short term liabilities	7,781,491	6,659,971

Financial lease debt and liability on building (falling due within the year)	3,354,520	3,155,438
Suppliers	523,159	631,206
Staff payables	- 600	- 8,987
Other payables	14,738	27,154
Accruals & Deferrals	3,889,674	2,855,160
TOTAL LIABILITIES	72,624,159	74,684,795

Economic Outturn Account

	31/12/2018	31/12/2017
Surplus / Deficit of the year	172,364	-1,137,352
From ordinary activities	5,014,130	3,722,186
Revenue	96,807,693	91,118,980
Staff expenses	-55,217,786	-53,041,535
Depreciation, amounts written-off & provisions	-3,422,738	-3,360,483
Land & building related expenses	-5,871,604	-4,107,885
Other expenses	-27,281,435	-26,886,891
From financial activities	-4,841,766	-4,859,538
Revenue	0	0
Expenses	-4,841,766	-4,859,538

ANNEX 7: Human Resources figures of the European Committee of the Regions for 2018

(situation on 31/12/2018)

Type	AD	AST	AST/SC	Total
Establishment plan (1)	298	185	8	491
Contract staff (2)	14	35	0	49
External contract staff		0	0	26
Seconded national experts	12			12
Other outside personnel (specify) (3)	1			1
Total	325	220	8	579

(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				0
External contract staff				
Seconded national experts	1			1
Other outside personnel (specify)				
Total	7	3	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	24	20	2	46
Contract staff	3	5		8
External contract staff				5
Seconded national experts	2			2
Other outside personnel (specify)				
Total	29	25	2	61

EPP Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	10	4		14
Contract staff	1			1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	11	4	0	15

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	2	1		3
External contract staff				
Seconded national experts				
Other outside personnel (medical doctor)	1			1
Total	23	46	1	70

PES Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	10	4		14
Contract staff		1		1
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	10	5	0	15

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	21	2	142
Contract staff				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	119	21	2	142

ALDE Group Secretariat

Type	AD	AST	AST/SC	Total
Establishment plan	5	3		8
Contract staff				
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		17		17
External contract staff				2
Seconded national experts	1			1
Other outside personnel (specify)				
Total	22	47	0	71

Directorate of Logistics (CoR staff only)

Type	AD	AST	AST/SC	Total
Establishment plan	9	17	1	27
Contract staff	2	9		11
External contract staff				19
Seconded national experts				
Other outside personnel (specify)				
Total	11	26	1	57

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	17		46
Contract staff	2			2
External contract staff				
Seconded national experts	3			3
Other outside personnel (specify)				
Total	34	17	0	51

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				
External contract staff				
Seconded national experts				
Other outside personnel (specify)				
Total	3	1	0	4

Directorate C

Type	AD	AST	AST/SC	Total
Establishment plan	29	12	2	43
Contract staff	2	1		3
External contract staff				
Seconded national experts	5			5
Other outside personnel (specify)				
Total	36	13	2	51

ANNEX 8: Building policy



European Economic and Social Committee



**European Committee
of the Regions**

Joint Services – Directorate for Logistics Infrastructure

REPORT OF THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE EUROPEAN COMMITTEE OF THE REGIONS⁷ TO THE EUROPEAN PARLIAMENT AND THE COUNCIL ACCORDING TO ARTICLE 266 OF THE FINANCIAL REGULATION

1) ARTICLE 266 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:

- a) for each building, the expenditure and surface area covered by the appropriations of the corresponding budget lines. The expenditure shall include the costs of the fitting-out of buildings but not the other charges;
- b) the expected evolution of the global programming of surface area and locations for the coming years with a description of the building projects in planning phase which are already identified;
- c) the final terms and costs, as well as relevant information regarding project implementation of new building projects previously submitted to the European Parliament and the Council under the procedure set out in paragraphs 2 and 3 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 European Committee of the Regions can be found in the attached table.

⁷ The two Committees are sharing buildings in application of the Cooperation Agreement that they have signed in July 2015.

3) Part 2: The expected evolution of the global programming

A building strategy was 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** 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.

Regarding the main priority for the buildings strategy, the "*geographical concentration*", several scenarios were explored in 2018 by the Directorate for Logistics. In particular, the preferred scenarios all include keeping the VMA building (rue Van Maerlant 2) for the use of the EESC and the CoR after 2021.

By letter of 26 June 2017 referenced Ares(2017)3192988 the 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 but there was no arrangement on a further use of the VMA building after 2021.

By letter of 20 November 2017 referenced PRES CESE/2017/D/4186-PRES CdR/2017/D/2407 the Presidents of the European Economic and Social Committee and the European Committee of the Regions informed Commissioner Oettinger about their interest to occupy the VMA building after 2021 since it is a building physically connected to the Jacques Delors building (the main building of the Committees), which offers several financial and non-financial advantages to the Committees.

At the end of 2018, an agreement in principle has been reached with the European Commission to sign an Administrative Agreement for the exchange of the Commission's VMA building against the Committees B68/TRE buildings (rue Belliard 68 and rue de Trèves 74 are adjacent buildings).

After presentation of several options for the new project B68/TRE by the Directorate for Logistics of the Committees, the four urban services from the Region of Brussels agreed on 14 December 2018 with an architectural solution that would allow reaching a surface of 15 500m². The Region of Brussels Quality Chamber has confirmed its opinion which was a pre-condition requested by OIB for the exchange of the buildings, and the OIB confirmed by email its agreement to conclude the exchange.

The Administrative Agreement for the exchange of the VMA building with the B68/TRE74 buildings should be signed before summer 2019. It schedules the actual exchange of buildings to take place on 16 September 2022, the date when the value of both sets of buildings will be identical.⁸

NEED FOR A NEW BUILDING

However, exchanging the B68 and TRE buildings for the VMA in its current state would result in a significant loss of 10 440 m² of office space for the two Committees, which could not be entirely offset by alternative measures in the short-term such as densifying the use of space in the other buildings and increased teleworking.

The total number of staff members currently housed at both B68 and TRE buildings is around 400. Presently there is the possibility to place around 200 staff members in other buildings of the Committees without undertaking any works, by using the offices in a better way. Therefore, there will be a need to find extra offices to accommodate the remaining 200 staff members after the exchange of the buildings. This could be achieved either by negotiating the lease of an adjacent building with another EU institution or by launching a market prospection for a non-connected building.

In application of article 266 of the Financial Regulation, the European Economic and Social Committee and the European Committee of the Regions hereby are sending hereby an early warning to the budgetary authority on the need to negotiate with another European institution or to launch a real estate market prospection in view of renting or leasing with the option to purchase a new building to house around 200 staff members. The new building is envisaged to be occupied as from September 2022, when the Committees will be leaving the B68/TRE. The rent for this new building is estimated to be EUR 1.3 Mio per year (to be indexed). The rent costs will be entirely financed by the decrease in the lease payments for the B68/TRE.⁹

NEED TO REFURBISH VMA

As outlined in the scenarios accompanying the EESC-COR building strategy, the VMA building will require renovation, which could be done in two steps: a "minor" refurbishment at the earliest moment possible (2020-2022) and a more thorough renovation when the Committees will totally own the VMA building in 2028 (end of the long term lease contract with option to buy). It should be noted that if the Committees keep the B68 and the TRE74 a "minor" refurbishment and later on a more thorough renovation would also be needed for these buildings.

⁸ This date was determined by an external real estate expert and takes into account the market price of the buildings minus the long-term lease instalments still to be paid.

⁹ After the exchange of buildings in September 2022, the European Commission will take in charge the leasing payments concerning B68/TRE and the Committees will take in charge the full leasing payments of the VMA (to which they are already contributing presently with 2/3). The savings in leasing payments for the Committees resulting from this exchange of buildings will amount to around EUR 2 Mio a year which will allow covering entirely the renting of the new building.

The estimated budget for the "minor" refurbishment works at VMA amounts to EUR 6 Mio. over 3 years. Ideally this budget should be provided between 2020 and 2022 in order to allow the conclusion of the works before September 2022.

In application of article 266 of the Financial Regulation, the European Economic and Social Committee and the European Committee of the Regions are sending hereby an early warning to the budgetary authority on the need to undertake renovation works at the VMA building between 2020 and 2022 for an amount estimated to EUR 6 Mio.

This amount represents around 3% of the total accounting value of the two Committees buildings. For the purpose of these refurbishment works, a call for tender will be launched in the coming months.

LIFT OF PURCHASE OPTIONS

Through the letter 001071-01909 of 11th of December 2014, the European Economic and Social Committee and the European Committee of the Regions have informed the budgetary authority of their intention to lift the purchase option provided 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 still have to continue paying the annual leasehold fees in accordance with the contracts for the remainder of their term.

The option to purchase the JDE building was exercised with the signature of the deed on 19 November 2018.

The option to purchase the BVS and REM buildings will be exercised in 2019.

As the Committees will swap the B68 and TRE buildings with the VMA building, the exercising of the purchase options of the B68 and TRE buildings will have to be done by the Commission in due time.

The Committees will exercise the option to purchase the VMA building between 1/9/2028 and 31/10/2028 as foreseen in the long term lease contract.

In conclusion, the budgetary authority is informed about:

- the signature before summer 2019 of an Administrative Agreement between the European Commission, the European Economic and Social Committee and the European Committee of the

Regions concerning the exchange of the Commission's VMA building with the Committees B68/TRE buildings¹⁰;

- an early warning (art. 266 FR) concerning the negotiations with other European institutions, or the launch of a real estate prospection, in order to rent or purchase a new office building as from September 2022 to house around 200 staffs members;¹¹
- an early warning (art. 266 FR) concerning the launch of a call for tender for the renovation works at the VMA-building, to be undertaken between 2020 and 2022, for an estimated amount of EUR 6 Mio.;
- the state of play of the exercising of the options to purchase the buildings, occupied by the Committees.

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 2018.

¹⁰ Both sets of buildings will have the same value on 16 September 2022, the date when the exchange will take effect.

¹¹ Annual rent cost estimated to EUR 1.3 Mio (2019 prices), to be offset by the reduction of the lease payments resulting from the exchange.

Annex 9 – Activities of the members of the CoR in 2018

Statutory meetings

Number	Title	Place
6	Plenary Sessions	Brussels
2	External Bureau meetings	Bulgaria and Austria
2	Extraordinary Conferences of Presidents	Belgium and Ireland
24	Commission meetings	Brussels
6	External Commission meetings	Hungary, Romania, Bulgaria, Greece (2) and Spain
5	Commissions for administrative & financial affairs	Brussels
2	Meetings of the Working Group Turkey	Brussels and Turkey
2	Meetings of the Working Group Western Balkans	Brussels and Western Balkans
2	Meetings of the JCC FYROM	Brussels and FYROM
2	Meetings of the JCC Serbia	Brussels and Serbia
2	Meetings of the JCC Montenegro	Brussels and Montenegro
1	Enlargement Day	Brussels
2	Meetings of the Working Group on the EU Budget	Brussels
2	Meetings of the Task Force Ukraine	Brussels and Ukraine
6	Meetings of the political groups outside Brussels	Bulgaria, Austria, France (2), UK and Italy
3	Meetings of the political groups in Brussels	Brussels
1	Meeting of the Ad Hoc Commission Internal Rules	Brussels

Thematic and other political activities

19	Seminars/Study visits organised by commission secretariats	Outside Brussels
27	Seminars/conferences organised by commission secretariats	Brussels

1	European Week of regions and Cities	Brussels
2	Seminars organised by political groups	Brussels
5	Seminars organised by political groups	Poland/Finland/Estonia/Romania/Spain
1	ARLEM plenary session	Egypt
1	ARLEM commission	Brussels
1	EUROPCOM	Brussels
1	CORLEAP Bureau meeting	Brussels
1	CORLEAP Plenary Session	Ukraine
1	CORLEAP conference	Armenia

Various

180	Individual presences of the President, 1st Vice President various or replacements
316	Individual presences for rapporteurs
106	Individual presences for political groups
10	Individual presences for CFAA
72	Individual presences for local events (see details in appendix below)

Appendix: details on Members attendance to local events organised in 2018

Overall, the accumulated costs incurred for individual Members' participation in local events throughout 2018 are of € 41,747.87.

Country	City	Title	Date	CoR members involved
Austria	Bregenz	Future of Europe: Europe so close and so far?	06/11/2018	Markus Wallner (AT/EPP)
Austria	Bregenz	Citizens' dialogue on the future of Europe	15/11/2018	Karl-Heinz Lambertz (BE/PES), Markus Wallner (AT/EPP), Harald Sonderegger
Austria	Innsbruck	Talking Europe - Reasoning European Integration	22/11/2018	Ulrike Hiller, Hanspeter Wagner, Marco Dus, Fernando Pleguezuelo Alonso
Belgium	Brussels	"L'Europe, c'est nous tous"	01/07/2018	Karl-Heinz Lambertz (BE/PES)
Belgium	Namur	La Province de Namur pour les générations futures. Convention des Maires - solutions vers les objectifs climatiques de l'Accord de Paris.	21/11/2018	Michel Lebrun (BE/EPP)
Bulgaria	Burgas	Innovative Financing of Marine Projects	29/05/2018	Tanya Hristova (BG/EPP), Christophe Clergeau (FR/PES)
Bulgaria	Sofia	New empowerment for social solidarity	15/10/2018	Malina Edreva (BU/EPP), Markku Markkula (FI/EPP)
Croatia	Varaždin	40 years of cooperation in the Alps-Adriatic Area	20/11/2018	Christian Illedits (AT/PES), László Majthény (HU/EPP)
Cyprus	Nicosia	Citizens' Dialogue for the future of Europe	30/04/2018	Luc Van Den Brande (BE/EPP), Eleni Loukaidou (CY/EPP)
Denmark	Aarhus	Aarhus Volunteering Festival	22/09/2018	Steen B. Andersen (DK/PES)
Estonia	Rakvere	EU Covenant of Mayors for Climate & Energy - talking about the future of Europe	24/05/2018	Andres Jaadla (EE/ALDE), Uno Silberg (EE/EA), Mart Võrklaev (EE / ALDE)

Finland	Espoo	Helsinki-Uusimaa Region Carbon Neutral 2035 - How to reach the target	24/04/2018	Markku Markkula (FI/EPP), Dimitrios Kalogeropoulos (EL/EPP), Nikos Chiotakis (EL/EPP)
Finland	Joensuu	Forests and climate change - Reflecting on Europe	08/05/2018	Markku Markkula (FI/EPP), Ossi Martikainen (FI/ALDE)
Finland	Kuopio	Europa Day - Citizens' Dialogue - Our Food is full of passion, wellness and culture	09/05/2018	Ossi Martikainen (FI/ALDE), Markku Markkula (FI/EPP)
Finland	Pori	Suomi Areena 2017: Federalism or Europe of regions, way to go forward?	17/07/2018	Pauliina Haijanen (FI/EPP), Sirpa Hertell (FI/EPP), Mikkel Näkkäläjärvi (FI/PES), Satu Tietari (FI/ALDE)
France	Vannes	Fête de l'Europe 2018	28/03/2018	Christophe Rouillon (FR/PES)
France	Nantes	Alimentation et citoyens: nouvelle donne en Europe?	16/04/2018	Christophe Clergeau (FR/PES), Roby Biwer (LU/PES)
France	Carcassonne	Le BREXIT, et après?	20/04/2018	André Viola (FR/PES), Éric Andrieu (FR/PES)
France	Saint-Omer	Quelle est votre Europe? Citizens' Dialogue	04/05/2018	François Decoster (FR/ALDE); Jean-Noël Verfaillie (FR/ALDE); Barry Ward (IE/EPP)
France	Paris	Europe Day	12/05/2018	Christophe Rouillon (FR/PES)
France	Caen	Brexit Teabate	22/05/2018	Christophe Rouillon (FR/PES)
France	Coulaines	Quelle est votre Europe?	28/05/2018	Christophe Rouillon (FR/PES)
France	Clermont-Ferrand	Reflecting on Europe - Quelle Europe pour les jeunes?	02/07/2018	Jean-François Barnier (FR/ALDE)
France	Alençon	Consultation des lycéens d'Alençon sur l'Europe	15/10/2018	Christophe Rouillon (FR/PES)
France	Toulouse	Réussir les rendez-vous européens	18/10/2018	Christophe Rouillon (FR/PES), André Viola (FR/PES)
France	Rennes	Comité Régional de la Mobilité	18/12/2018	Christophe Rouillon (FR/PES)
Germany	Bremen	Nachdenken über Europa - Bürgerdialog des Ausschuss der Regionen	17/04/2018	Ulrike Hiller (DE/PES), Karl-Heinz Lambertz (BE/PES)

Germany	Löbau	Veranstaltungsreihe: Europapolitisches Schülerforum - Nachdenken über Europa (3 Veranstaltungen)	18/04/2018	Heinz Lehmann (DE/EPP), Michael Murphy (IE/EPP), Pavel Branda (CZ/ECR), Bernd Lange (DE/EPP)
Germany	Homberg	Städtepartnerschaften als Beitrag zur Territorialen Kohäsion	20/04/2018	Mark Weinmeister (DE/EPP); Sören Herbst (DE/EPP)
Germany	Leipzig	Veranstaltungsreihe: Europapolitisches Schülerforum - Nachdenken über Europa (3 Veranstaltungen)	20/04/2018	Heinz Lehmann (DE/EPP)
Germany	Zwickau	Europapolitisches Schülerforum - Bürgerdialog zur Zukunft Europas	04/05/2018	Heinz Lehmann (DE/EPP), Sören Herbst (DE/EPP)
Germany	Jena	"Reflect - what carries Europe?"- CoR Citizens' Dialogue on the European Cultural Heritage Year 2018	08/09/2018	Dr. Babette Winter (DE/PES), Roby Biwer (LU/PES)
Germany	Düsseldorf	Local commitment for Europe: making Europe more lively at the local level	05/11/2018	Annemieke Traag (NL/ALDE)
Germany	Pirna	Veranstaltungsreihe: Europapolitisches Schülerforum - Nachdenken über Europa	14/12/2018	Heinz Lehmann (DE/EPP)
Germany	Frankenberg	Europapolitisches Schülerforum - Bürgerdialog zur Zukunft Europas	18/12/2018	Michael Murphy (IE/EPP), Heinz Lehmann (DE/EPP), Pavel Branda (CZ/ECR), Martin Puta (CS/EPP)
Greece	Athens	Citizens dialogue on the Future of Europe	01/03/2018	Karl Heinz Lambertz (BE/PES), Theodoros Gkotsopoulos (EL/PES), Georgios Patoulis (EL/EPP), Konstantinos Agorastos (EL/EPP), Dimitris Kalogeropoulos (EL/EPP)
Ireland	Cork	The EU Urban Agenda, Cork and the City of Tomorrow	27/03/2018	Kieran McCarthy (IE/EA)
Italy	Perugia	European Policies - Entrepreneurship - Strategies and Good Practices	22/01/2018	Catuscia Marini (IT/PES), Gustaw Marek Brzezina (PL/EPP)

Italy	Nardo	The European Social Pillar - the role of LRAs for citizens	20/04/2018	Michele Emiliano (IT/PES), Matteo Bianchi (IT/ECR), Marco Trombini (IT/EPP)
Italy	Vittorio Veneto	Festa dell'Europa per la pace	09/05/2018	Marco Dus (IT/PES), Isidoro Gottardo (IT/EPP)
Italy	Florence	What future for Cohesion Policy?	11/05/2018	Karl-Heinz Lambertz (BE/PES), Enrico Rossi (IT/PES)
Italy	Cagliari	Financial instruments for local administrations on climate change	18/05/2018	Marco Dus (IT/PES), Andrew Varah Cooper (UK, EA)
Italy	Novara	Urban regeneration	10/07/2018	Andrea Ballaré (IT/PES)
Italy	Cagliari	The role of cohesion policy beyond 2020 in addressing insularity challenges	16/11/2018	Francesco Pigliaru (IT/PES), Gilles Simeoni (FR/EA), Stavros Arnaoutakis (EL/PES)
Italy	Bovalino	Past, present and future of the EU	17/11/2018	Vincenzo Bianco (IT/PES), Giuseppe Varacalli (IT/PES)
Italy	Venice	Club of Venice Plenary Meeting	22/11/2018	Christophe Rouillon (FR/PES)
Italy	Taranto	Taranto Horizon Europe: a Sustainable Future	26/11/2018	Michele Emiliano (IT/PES)
Italy	Milan	European Urban Agenda: Milan and Lyon	30/11/2018	Matteo Bianchi (IT/ECR)
Italy	Reggio Emilia	ETC Regions supporting SMEs to internationalise	11/12/2018	Simonetta Saliera (IT/PES)
Latvia	Riga	The EU investing in our security	07/03/2018	Dainis Turlais (LV/ALDE), Arnoldas Abramavičius (LT/EPP)
Lithuania	Ignalina	Cohesion policy - experience and vision for the future	08/05/2018	Arnoldas Abramavičius (LT/EPP), Andris Jaunsleinis (LV/ALDE)
Lithuania	Klaipeda	Wake up call for regions: it's time to thrive!	10/05/2018	Vytautas Grubliauskas (LT/ALDE), Arnoldas Abramavicius (LT/EPP), Mary Shields (IE/ALDE)
Luxembourg	Schengen	Youth and the future of Europe	16/03/2018	Karl-Heinz Lambertz (BE/PES)
Netherlands	Arnhem	How to better integrate urban nodes in the ten-t network	20/09/2018	Michiel Scheffer (NL/ALDE)

Norway	Lillestrøm	Hydrogen as a zero-emission solution in the transport sector	04/12/2018	János Ádám Karácsony (HU/EPP)
Poland	Gdansk	Integration of Migrants – Challenges for Cities and Regions	18/05/2018	Paweł Adamowicz (PL/EPP), Stanisław Szwabski (PL/EPP), Mieczysław Struk (PL/EPP)
Poland	Toruń	Reflecting on Europe Security Forum	22/05/2018	Paweł Grzybowski (PL/ECR), Adam Banaszak (PL/ECR), Pavel Branda (CZ/ECR)
Romania	Bacău	Future of European Youth	18/04/2018	Robert-Sorin Negoită (RO/PES), Cosmin Necula (RO/PES)
Romania	Harghita	Protection of habitats and species in Europe	19/04/2018	Csaba Borboly (RO/EPP), József, Ribanyi (RO/EPP), Robert Sorin Negoită (RO/PES), Roby Biwer (LU/PES)
Romania	Cugir	Future of European Mountain Communities. Carpathian Perspectives	14/05/2018	Adrian Teban (RO/EPP), Alin Nica (RO/EPP), Csaba Borboly (RO/EPP)
Romania	Ilfov	Integrated solutions for regional development in metropolitan areas	07/09/2018	Robert-Sorin Negoită (RO/ PES), Marian Petrache (RO/EPP)
Romania	Arad	Labour force mobility and sustainable development	07/12/2018	Gheorghe Falcă (RO/EPP)
Romania	Sibiu	Local engagement for the future of Europe	20/12/2018	Daniela Cîmpean (RO/EPP), Christophe Rouillon (FR/PES)
Slovakia	Prešov	Europe is choosing Prešov	19/04/2018	Andrea Turčanová (SK/EPP), Miloslav Repaský (SK/EA), Ján Ferencák (SK/PES)
Slovakia	Bratislava	EU in your region	17/10/2018	Juraj Droba (SK/ECR)
Slovenia	Maribor	Circular economy for sustainable development of cities and regions	27/09/2018	Peter Bossman (SL/PES)
Spain	San Sebastian	RIS3, culture and creative industries: an opportunity to articulate the territories	28/02/2018	María Ángeles Elorza Zubiria (ES/ALDE)
Spain	Castellon	The future of Europe and EU's cohesion policy	28/03/2018	Joan Calabuig Rull (ES/PES)

Spain	Cordoba	Reflecting on Europe, European strategies and policies to stop depopulation in the municipalities	03/04/2018	Angel Luis Sánchez (ES/PES), Petr Osvald (PL/PES)
Spain	Castellon	Future of Europe: The major challenges for a more social Europe	06/11/2018	Joan Calabuig Rull (ES/PES)
Spain	Lorca	Citizens' Dialogue on Cultural Heritage	08/11/2018	Manuel Pleguezuelo Alonso (ES/EPP)
Spain	Toledo	Where does Europe go? Focus on youth, employment and cohesion policy	16/11/2018	Virginia Marco Cárcel (ES/PES)

ANNEX 10 - Follow-up to the 2017 discharge resolution

The present annex integrates the answers and explanations on the implementation of the recommendations formulated in the European Parliament's discharge resolution adopted on 26 March 2019.

Nr.	Resolution text	Follow-up
A	<i>Whereas in the context of the discharge procedure, the discharge authority wishes to stress the particular importance of further strengthening the democratic legitimacy of the Union institutions by improving on transparency and accountability, and implementing the concept of performance-based budgeting and good governance of human resources;</i>	See point 5 below.
1	<i>Notes that the Court of Auditors (the “Court”), in the Court’s annual report on the implementation of the budget concerning the financial year 2017 (the “Court’s report”), identified no significant weaknesses in respect of the audited topics relating to human resources and procurement for the Committee of the Regions (the “Committee”);</i>	N/A
2	<i>Notes with satisfaction that based on its audit work, the Court concluded that the payments as a whole for the year ended 31 December 2017, the administrative and other expenditure of the institutions and bodies were free from material error;</i>	N/A
3	<i>Notes that in 2017 the Committee had an approved budget of EUR 93 295 000 (compared with EUR 90 500 000 in 2016), of which EUR 91,5 million (compared with EUR 89,4 million in 2016) comprised commitment appropriations with an</i>	N/A

	<p><i>implementation rate of 98,0 % (98,7 % in 2016) and of which EUR 83,9 million were payment appropriations with an implementation rate of 89,9 %;</i></p>	
<p>4</p>	<p><i>Notes that the Committee's budget is mostly administrative, with a large amount being used for expenditure concerning persons, buildings, furniture, equipment and miscellaneous running costs;</i></p>	<p>N/A</p>
<p>5</p>	<p><i>Calls on the Committee to extend the performance-based budgeting methodology to relevant parts of its budget; asks to be regularly informed on the achievements related to the application of the principles of performance-based budgeting;</i></p>	<p>In the recent years the CoR has gradually developed a culture of performance based budgeting within the Institution, among others to further increase the efficiency of the allocation of resources and to help the management and political level to take more informed decisions in due time on the different resource allocation related matters.</p> <p>The CoR understands performance budgeting as the OECD does, namely as "the systematic use of information about the outputs, results and/or impacts of public policies in order to inform, influence and/or determine the level of public funds allocated towards those policies in the budgetary context".</p> <p>In this context, it shall be kept in mind, that the EU budget is primarily an investment budget. However, the CoR has principally only one activity and its budget is part of the Administrative Heading 5 of the EU Budget (current MFF 2014-2020) despite the political nature of its activities and it does not include programmes and the like that can be found in the budget envelopes managed by, for instance, the European Commission. The CoR budget accounts for 1% of the Administrative Heading 5.</p> <p>Different definitions and models of performance budgeting exist. The OECD identifies 4 main models:</p>

		<p>1) <i>presentational performance budgeting</i>: involves the provision of performance information in parallel with the annual budget as a transparency exercise or for the background information;</p> <p>2) <i>performance-informed budgeting</i>: presents performance information in a systemic manner alongside financial allocations in order to facilitate policy-makers in taking account of this information when deciding on budget allocations;</p> <p>3) <i>direct performance budgeting</i>: performance information is provided with the financial information and there is the expectation that performance will have direct consequences for the budget allocations, and;</p> <p>4) <i>managerial performance budgeting</i>: performance information is generated and used for internal managerial purposes with a less link to the budget allocations.</p> <p>In the CoR case, the elements of the <i>presentational performance budgeting</i> and <i>managerial performance budgeting</i> are applied in the different instances of the <i>reporting and decision making</i>.</p> <p>A number of different <i>performance based indicators</i> can thus be found in the CoR <i>Strategic Management Plan</i> that takes into account the appropriations as finally adopted by the budget authority and especially in the <i>Annual Activity Report</i>, grouped by different areas of operations and even more indicators are used by different services in their daily operations.</p> <p>The set of the performance indicators used, their visual presentation and use in different policy documents and decision making processes may develop further taking into account developments, implementation and experiences of EU Institutions of similar size and governance structure.</p> <p>Another key element of the CoR's performance based budgeting application is the use of the budget execution mid-term reviews that for some years have</p>
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		<p>already been transformed into <i>budget execution quarterly reviews</i>. This tool is actively used to:</p> <ul style="list-style-type: none"> (i) follow-up in more detail, on a regular basis and timely manner on the progress of the CoR budget implementation during the year; (ii) timely prepare the necessary decisions and actions to reallocate the resources during the year from the areas that show some flexibilities, decreasing priority levels or underspending to those priority areas, which need additional financing, if and when such opportunities present, and; (iii) provide an additional set of quantitative data for taking the necessary decisions during the preparation of the draft budget estimates for the coming years. <p>This tool has proved to be a very effective element in improving the CoR Budget outturn rates (reaching 99.3% in 2018) and allowing the CoR to react quickly during the year (as far as possible) on the changing operational realities and shifting operational or political priorities, in other words to become more efficient and flexible in managing of its resources. This is especially important in the domains of the administration that are designed to directly support the implementation of the CoR's political mandate.</p> <p>The CoR continuously remains open to assess if implementation of practices developed and tried with a successful result in other EU Institutions of a similar size and with a similar political representation would result in an improvement of the CoR's contribution to the EU decision-making in line with its Treaty role.</p>
<p>6</p>	<p><i>Notes the fact that the overall execution rate for payments at the end of December 2017 was 89,9 %; notes that the final payment execution rate at the end of the budget cycle (after payment of carry-overs) will be higher and should ideally be close to the commitment rate;</i></p>	<p>N/A</p>

<p>7</p>	<p><i>Notes that the analytical tool for monitoring the budget execution, Budget Watch, is used to monitor the execution of commitments and payments of all budget lines centrally, which contributes to an optimisation of the budget execution through a better preparation for the reallocation of resources; calls on the Committee to strengthen its efforts related to the payment execution rates, in particular for Budget Title 2 concerning buildings, equipment and miscellaneous operating expenditure, where the payment execution rate was of 77,1 %;</i></p>	<p>Payments related to appropriations provided in the budget, executed during the same financial year, depend inter alia of the invoices received in that year. As far as buildings are concerned, in particular for energy consumption and maintenance, invoices for the last months of the year only arrive at the beginning of the following year, making it <i>de facto</i> impossible to pay them in the same year. Therefore, payment execution rates of title 2 cannot be increased to the same extent as in other budget titles.</p>
<p>8</p>	<p><i>Encourages the Committee to publish its Annual Activity Report and its Annual Accounts by 31 March of the year following the accounting year in question with a view to optimising and speeding up the discharge procedure;</i></p>	<p>The CoR foresees to continue to respect the Financial Regulation and the European Union year-end consolidation instructions issued by the Accounting officer of the European Commission as well as the work of the European Court of Auditors.</p> <p>The 2018 provisional accounts and other requested information was sent to the European Commission's Accounting Officer and to the European Court of Auditors on 1 March 2019.</p> <p>The CoR's 2018 Annual Activity Report will be sent to the European Parliament and the 2018 certified final annual accounts and other requested information will be sent to the European Commission's Accounting Officer and to the Presidents of the European Parliament, the Council and the European Court of Auditors once the European Court of Auditors has finalized its audits and reported the result thereof to the CoR.</p>
<p>9</p>	<p><i>Regrets that the Committee's follow-up to the 2016 discharge resolution provides only indirect answers to Parliament's remarks by referring to the Annual Activity Report in several points; stresses that the follow-up report is essential for Parliament's Committee for Budgetary Control to determine</i></p>	<p>The present annex integrates the answers and explanations on the implementation of the recommendations formulated in the Parliament's discharge resolution.</p>

	<i>whether the Committee has implemented Parliament's recommendations; calls on the Committee to include all the necessary answers and explanations on the implementation of Parliament's recommendations in their next follow-up report;</i>	
10	<i>Notes that the Committee reduced the overall number of posts in its establishment plan by 48 from 537 to 489 between 2013 and 2017 mainly due to the 5 % staff cuts and the implementation of a cooperation agreement concluded in 2014 with Parliament; welcomes that despite the staff cuts the Committee managed to reinforce its political work by reallocating more human resources from support services to the core business areas related to political and legislative activities; asks the Committee to be informed on the mapping of the workload distribution within the organisation to verify the match between tasks and resources;</i>	A workload assessment was conducted in the European Committee of the Regions in the year 2018, aiming at providing a clear picture of where the CoR currently spends its human resources. Data related to the effort spent by about 300 colleagues was collected (among others, the shared services with the European Economic and Social Committee, i.e. Directorates for Logistics and for Translation, were not included; for allocation of resources in the Directorate for Translation see below points 17-19). The final analysis report will be delivered by summer 2019 and will be a first step in discussing ways to better align the allocation of human resources to CoR priorities, to further increase internal synergies and to improve processes.
11	<i>Notes that the number of members of contract staff increased from 34 posts in 2013 to 54 in 2017, while temporary staff increased from 64 posts in 2013 to 71 in 2017; notes that the increase of temporary and contract staff is mainly related to security issues prompted by the situation in Brussels; is concerned that part of this increase results from the need to compensate the overall staff reductions and might be detrimental to the distribution of workload and the long-term organisational development of the institution;</i>	All important structural changes need to be accompanied by appropriate transition measures. The European Committee of the Regions and the European Economic and Social Committee undertook an important reorganisation of the way translation services were operating under a new Strategy for a more resource efficient multilingualism, implemented in parallel to the cooperation agreement with the European Parliament signed in 2014. During a limited period of time, transfers of posts from the linguistic services to the services of the European Parliament and redeployed internally needed to be compensated by an increased number of contract staff in order to allow the various services to increase the share of outsourced translations, to improve the cooperation and the quality of the output of the external service providers and to train colleagues to new working methods, tools and revision.

		<p>In parallel, the contract staff members are also used for other specific projects requiring an expertise not available in-house or for short term replacements or reinforcements due to heavy workload. In 2017, the global budget availabilities on this budget line have increased by 10% compared to 2016, which also allowed the European Committee of the Regions to cover more of its needs and implement additional projects related to its main political and administrative priorities such as upgrading the security standards.</p>
<p>12</p>	<p><i>Welcomes the commitment to set clear political goals to enhance the Committee's involvement along the political and legislative cycle of the Union policies by strengthening the effective partnerships with other Union institutions; stresses the importance of promoting the involvement regional and local authorities given their role in the implementation of Union policies; calls on the Committee of the Regions to better coordinate with the work on related files in the Commission, the European Parliament and the Council by aligning its opinions with the timelines of those institutions in order to achieve more effectiveness;</i></p>	<p>The CoR confirms that it is very attentive to the importance of aligning its political output to the related files in the Commission, Parliament and Council in order to strengthen its effective partnerships with those institutions. Accordingly, the CoR has developed a number of measures in order to ensure an effective alignment, including an advanced thematic planning process, as well as options to adjust the timing of opinions within its Rules of Procedure (for example, if the required deadline cannot be met under the general Rule 54, Rule 23 allows the appointment of a rapporteur-general).</p>
<p>13</p>	<p><i>Welcomes the dialogue at political level between the Committee and Parliament; notes with satisfaction the exchanges between the Committee's commissions and Parliament's committees or the cooperation with the European Parliamentary Research Service (EPRS); encourages the Committee and Parliament to develop a more systematic approach to this cooperation;</i></p>	<p>The 2018 annual review of the cooperation with the European Parliament concluded that the cooperation between the CoR and the EP in 2018 revealed once again a satisfactory progress on several levels. The following observations can be made:</p> <ul style="list-style-type: none"> • The relations between CoR commissions and EP committees show a steady progress and produce outcomes, such as increasing exchanges between rapporteurs and new joint meetings and events. • More efforts are essential to increase visibility of the CoR in EP hearings and scrutiny activities regarding EU legislation;

		<ul style="list-style-type: none">• Cooperation with EPRS is progressing and could be further enhanced via joint projects.• New ways of cooperation such as contributions to implementation reports and fact-finding missions were launched. Relevance, timing and advanced planning remain crucial for maximising their success.• Cooperation in communication and information has been stepped up notably in view of the upcoming elections in 2019. <p>In 2019, a strong cooperation up to and following the EP elections will be crucial in order to ensure that the long-term priorities for the next European Commission are closely connected to the needs and expectations identified at the local and regional level. A significant margin for improvement is indeed desirable in the context of the next term of office in respect to the annual and multi-annual programming, and in particular the Joint Declaration of the European Parliament, Council and European Commission on the legislative priorities and the monitoring of the annual work programme.</p> <p>The political cooperation should continue to be further developed at the level of CoR/CCC Presidents, CoPs, CoR commissions and EP committees, and between EP and CoR rapporteurs, respecting the autonomy and the specific approaches used by each Committee/Commission. In this context, the CoR would welcome a more systematic approach to the cooperation. The cooperation at members' level is successfully supported by the respective secretariats.</p> <p>These findings were discussed at several levels between the CoR and the EP, e.g. at the CoR Bureau on 5 February 2019 with the EP Secretary General, and during the CoR President's visit to the EPRS in May 2019.</p>
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<p>14</p>	<p><i>Welcomes the inter-institutional administrative cooperation with Parliament and the mid-term evaluation results on the implementation of the cooperation agreement between the Committee and the Economic and Social Committee, which highlights the successful implementation of several measures; notes that in the context of a redeployment exercise, 70 translators have been transferred to other services, including the EPRS;</i></p>	<p>N/A</p>
<p>15</p>	<p><i>Welcomes the fact that several service level agreements were negotiated and signed with the Commission;</i></p>	<p>N/A</p>
<p>16</p>	<p><i>Welcomes the results of the mid-term evaluation on the implementation of the cooperation agreement between the Committee and the European Economic and Social Committee which highlights that the governance and administrative structure was successfully simplified; welcomes the fact that the cooperation between own and joint services covering areas such as IT, EMAS, or meeting room management, for instance, is functioning well; notes that savings made in those operational domains outweigh by far the resources spent on coordination;</i></p>	<p>N/A</p>
<p>17</p>	<p><i>Welcomes the positive results from the preliminary assessment of the pilot project on the common management of translation units; encourages the Committee to further develop this cooperation with a view of creating more synergies;</i></p>	<p>The final evaluation report of the pilot project on the common management of some translation units has identified that, apart from a reduction in management overheads, additional synergies at translation assistance level may be possible once all translation units are merged and all necessary technical conditions are in place. On 8 October 2018, CoR Bureau members took note of the evaluation of the pilot project and gave a mandate to the Secretary-General to draw up and propose a new establishment plan, in</p>

		cooperation with the EESC Secretary-General. In a first step, the merger of the pilot units was confirmed and two more mergers shall take place in 2019.
18	<i>Notes that the objective of reducing the translation output by 5 to 10 % was not reached in 2017 despite a decrease of 4,6 % compared to 2016; welcomes the commitment of the Committee to undertake further steps in 2018 to reach a manageable level of translation output and encourages the Committee to carry out further rationalization measures including necessary IT developments;</i>	Further steps will be implemented to make translation output sustainable. The CoR will implement further rationalization measures at requesting level and as identified above (see answer for 17), once all necessary technical developments are in place.
19	<i>Notes the low budget execution rate for line 1420 (supplementary services for translation), namely 55 % for commitments and 45 % for payments; notes that the total cost of translation for the Committee in 2017 was EUR 27 231 105 of which EUR 2 376 591 was for outsourced translations; notes that outsourcing represented 17,1 % of the total costs of translation in 2017; encourages the Committee to complete the adjustment of its translation units with a view to reaching the outsourcing target of at least 20 % soon;</i>	The overall translation outsourcing rate was 20.20% in 2018, reaching the objective set in the CoR-EESC Cooperation Agreement. The CoR will implement further rationalization measures as identified above (see answer for 17), once all necessary technical developments are in place.
20	<i>Notes that the amount dedicated to travel expenditure for Members amounted to EUR 8 882 955 in 2017;</i>	N/A
21	<i>Notes the list of events attended by the Members in the Annual Activity Report 2017; regrets that the list is less detailed than the list provided in answer to the questionnaire for the discharge 2016; calls on the Committee to provide a more detailed list, including more specific information on participating members, title of the</i>	The CoR will include in its next Annual Activity Report a list of local events involving participation of Members including title, date and place as well as information about the overall costs of our communication support to CoR Members who participated in local events in the context of the “Reflecting on Europe/Future of Europe” campaign for the year 2018 (see annex 9 to the 2018 Annual Activity Report).

	<p><i>event, place, date and costs, in the follow-up to this discharge; calls on the Committee to include such a list for the year 2018 in its next Annual Activity Report;</i></p>	<p>As a follow-up to the 2017 discharge resolution, similar details on Members' participation in local events throughout 2017 are shown in appendix below.</p>
<p>22</p>	<p><i>Notes that for the period 2017-2018 the target of the Committee of the Regions for publications of files and studies launched was 15 each year and notes with concern that for 2017 the number of publications was 9 while in 2016 was 12; calls on the Committee of the Regions to put the necessary efforts in order to achieve the targets on publications and request a follow up of the situation in the follow up document of the discharge for the year 2017;</i></p>	<p>Given the limited budget for studies and the correlation between size and cost of each study, the CoR attaches as much attention to the consumption of the available budget line as an indicator as to the number of publications.</p> <p>The figure indicated (9) only relates to one of the two Directorates that produces studies. In total, 17 studies were launched in 2017 and 100% of the budget was consumed.</p> <p>In 2016, 24 studies were launched and the budget was 100% consumed. In 2018, 25 studies were launched and the budget was 100% consumed (incl. the increase to EUR 649.003, following an external transfer).</p>
<p>23</p>	<p><i>Welcomes the achievements made by the Committee in terms of communication activities to increase its visibility and media impact, including an increase of its outreach on social media; welcomes in particular the “Reflecting on Europe” initiative to promote citizen engagement in the ongoing debate on the future of the Union and the 180 citizens’ dialogues carried out in this context; encourages the Committee to improve its cooperation with other Union institutions in joint communication campaigns and other initiatives;</i></p>	<p>The CoR has been successful on social media, notably using the hashtag #eulocal. We have also successfully used the online survey/mobile app "Have your say on Europe!" across the EU. Through the “Reflecting on Europe” initiative, 97 citizens’ dialogues were carried out in 2017. This work continued in 2018, culminating in the delivery of the “Reflecting on Europe/Future of Europe” campaign's Final Report to the President of the European Council in October 2018, and amounting to more than 209 events carried out in total (until February 2019). The CoR has cooperated with other Union institutions throughout this exercise, notably by involving EDICs, EC Representations and EPLOs in the organization of its local events.</p> <p>Following up on the successful "Reflecting on Europe/Future of Europe" campaign, the CoR has called for a reinforced link between the EU and its citizens, and for a permanent system of citizen's consultations in the Declaration of the 8th European Summit of Regions and Cities in March 2019. The CoR is thus in the process of designing – together with then EU</p>

		institutions – a model for "European Citizens' Consultations". It would differ from a communication exercise in that it would combine local debates with a feedback mechanism to inform decision-making at the EU level. To prepare for this new model, a series of seminars with local experts was held in April and May 2019 to collect insights on citizen engagement from the point of view of local and regional assemblies and governments.
24	<i>Notes that following a major review of the Human Resources regulatory framework, some provisions on flexitime, parental leave and annual travel expenses have been updated in 2017; notes that a scheme for stand-by duty and shift work in the security service was introduced in March 2017; welcomes that efforts to further simplify Human Resources processes have been pursued, in particular through new decisional workflows; notes that the first internal Human Resources annual report has been published;</i>	N/A
25	<i>Welcomes the comprehensive policy on well-being, health and absence management, which has further been consolidated in cooperation between the Medical Service and the Working Conditions service; notes that the absenteeism rates are closely followed up with a focus on prevention, verification and on successful reintegration after longterm sick leave; notes that the absenteeism rate has decreased over the years (from 4,86 % in 2015 to 4,60 % in 2016 and 4,50 % in 2017); welcomes the Committee's transparency with regard to members of staff suffering from "burn-out" and welcomes the</i>	A workload assessment was conducted in the European Committee of the Regions in the year 2018, aiming at providing a clear picture of where the CoR currently spends its human resources. Data related to the effort spent by about 300 colleagues in the Directorates of the Own Services was collected. The final analysis report will be delivered by June 2019 and will be a first step in discussing ways to better align the allocation of human resources to CoR priorities and to solve possible process inefficiencies. The CoR will make sure the EP is duly informed of the conclusions once they are finalized.

	<p><i>workload assessment exercise initiated by the Committee in 2018 to map the workload distribution within the organisation and verify the match between tasks and resources; asks to be informed of the results of that assessment;</i></p>	
<p>26</p>	<p><i>Regrets that the share of women in middle management has not seen any significant improvement in 2017 with around 38 % (compared to 37 % in 2015 and 33 %in 2016); strongly regrets that the share of women in senior management positions further decreased from 33 % in 2016 to around 25 % in 2017, due to the departure of a senior female manager in 2017; welcomes the comprehensive measures undertaken by the Committee to improve the situation, including the creation of a new functional management scheme, which was designed, inter alia, to increase the number of women aspiring to carry out formal managerial duties; encourages the Committee to significantly improve its performance in this regard and reports back on its progress to the discharge authority;</i></p>	<p>The European Committee of the Regions is an institution of limited size, compared to the major European institutions, with a relatively young population of middle managers. Since 2017, only 3 middle management posts were available. In view of fostering access of women to management positions, the European Committee of the Regions took the commitment to publish managerial positions first internally. Out of the 3 posts available, 1 is currently occupied by a woman. On 01/01/2019, 38% of middle managers were women. Compared to the European Commission, the European Parliament and the Council, where female represented around 32% of middle managers in December 2017, the European Committee of the Regions was doing above the average. In order to improve the situation and create a potential reserve for recruitment of middle managers, the functional management scheme was put in place in 2017 and, more recently, a network of female managers put in place. Over 50% of staff members carrying out functional managerial responsibilities are women.</p> <p>In the senior management positions, the situation remains more challenging. Among 8 senior managers, 2 are women (= 25%). The European Committee of the Regions encourages female managers to apply for senior management positions. As its recruitment policy is based solely on competency, in compliance with art. 27 of the Staff regulations, no specific measures are foreseen to impose gender based quotas, which could lead to legally challenging situations due to possible discriminations. In addition, the proportion of female applicants for certain senior managerial positions is relatively lower compared to male applicants.</p>

<p>27</p>	<p><i>Notes that 13,3 % of management positions were held by nationals of Member States who acceded to the Union after 2004 (EU13); calls on the Committee to further pursue its efforts to improve the geographical balance in manager positions with a view to reaching the target of 20 which reflects the proportion of the EU13 population compared to the total Union population;</i></p>	<p>As a matter of fact, the figures published in the 1st HR annual report regarding management positions in 2016 were not accurate. Erroneously, not all managers were taken into account. In reality, on 31/12/2017, the proportion of managers from EU13 was of 20% (9 out of 45). Since then, the European Committee of the Regions has been deploying further efforts in order to encourage candidates, and especially female candidates, from EU13 to apply for management positions. The situation has further evolved and, on 31/12/2018, the proportion of managers from EU13 reached 22,2%, slightly above the proportion of population these countries represent compared to the total Union population.</p>
<p>28</p>	<p><i>Welcomes the measures taken by the Committee to actively prevent harassment in the working environment, such as the regular training on the anti-harassment policy and the work of the confidential counsellors; encourages the Committee to closely monitor the efficiency of its policy in this regard, to continue raising awareness about harassment at the work place and to foster a culture of zero tolerance toward harassment; expresses concern, however, that the Committee has no internal complaint mechanism or penalties provided for harassment cases involving its Members; calls the Committee to update its code of conduct for Members and the internal rules of procedures in that regard and reports back to the discharge authority;</i></p>	<p>As noted by the Parliament, the CoR has a robust mechanism in place to tackle harassment cases involving staff only. In this regard, the CoR has internal rules that implement the relevant provisions in the Staff Regulations. The CoR does not have yet a legal framework to deal with harassment cases involving its members. However, the CoR is aware of the latest developments in this area and above all the Ombudsman's call on the institutions to adopt rules on harassment applicable to their members. Consequently, the CoR, in the context of the ongoing review of its Rules of Procedure, is planning to adopt such rules, along the lines of the Parliament's Bureau Decision of 2 July 2018 on harassment complaints.</p>
<p>29</p>	<p><i>Welcomes the long-term building strategy which was approved by the Committee and by the European Economic and Social Committee in 2017; notes that that building</i></p>	<p>The Committees will inform the budgetary authority about the progress on the negotiations for the exchange of the VMA building, on the budget needs related to renovations and on other building issues, before Summer break, in</p>

	<p><i>strategy provides a framework for any future decision related to the building policy to be taken and contains a set of guiding principles in the field of real estate; notes that several scenarios have been identified and explored in order to prepare the building policy beyond 2021 with a priority given to scenarios that include the continued use of the VMA building; asks to be kept informed about the ongoing negotiations with the Commission regarding the continued use of the VMA building; encourages the Committee, together with the European Economic and Social Committee, to carry out an assessment of potential renovation needs and to make an estimation of the costs for the scenario where the two Committees take over the entire VMA building;</i></p>	<p>particular when submitting the annual report foreseen in article 266 of the Financial Regulation.</p>
<p>30</p>	<p><i>Notes with satisfaction that the number of subscribers and activity rate of the Committee of the Regions online course for regional and local authorities (MOOC) has risen in a 5 % of subscribers and 5 percentage points of activity rate after the low numbers in 2016 due to the terrorist attacks that took place in Brussels and notes with satisfaction that the number of visitors increased in 14 % in 2017;</i></p>	<p>N/A</p>
<p>31</p>	<p><i>Welcomes the good results achieved with regard to the environmental management system through the joint cooperation between the Economic and Social Committee and the Committee; welcomes measures to improve the energy consumption of the Committee and the insertion of environmental criteria in most</i></p>	<p>N/A</p>

	<p><i>call for tenders; notes that the EMAS service was consulted on 27 tendering procedures related to environmental criteria; welcomes that the Committee together with the European Economic and Social Committee obtained the Label Good Food, awarded by the Brussels Region to certify that the canteens of the Committees are managed in a sustainable way;</i></p>	
32	<p><i>Notes that the Committee is still awaiting the final report of OLAF concerning the whistleblowing case notified to OLAF in October 2016; asks the Committee to fully respect the findings and the outcome of the report and reports back to the discharge authority about the outcome and the follow-up actions taken;</i></p>	<p>The CoR received on the 11 January 2019 the final report of OLAF concerning the whistleblowing case notified to OLAF in October 2016. The person concerned has been invited for an audition pursuant to article 3 of Annex IX of the Staff Regulations, in view of the possible opening of a disciplinary procedure. The CoR will inform OLAF as well as the discharge authority about the further actions taken pursuant to the pre-disciplinary audition of the person concerned.</p>
33	<p><i>Notes the judgment of the Court of Justice of the European Union (the “Court of Justice”) on 23 October 2018 on the case against the Committee lodged by a former internal auditor; notes that that judgment annuls the Committee’s decision of 2 December 2014 endorsing the findings of the second invalidity committee, which had concluded that the former internal auditor’s invalidity was not of professional origin; notes that the Court of Justice considered in its judgement that the invalidity committee’s assessment was not sufficiently reasoned and contained an error in its assessment methodology; notes that the Court of Justice condemned the Committee to pay a compensation of</i></p>	<p>The CoR has paid the EUR 5 000 it was condemned to pay on the 19 November 2018.</p>

	<i>EUR 5 000 but rejected the former internal auditor's claim of an additional compensation of EUR 20 000;</i>	
34	<i>Urges on the Committee to swiftly comply with the Court of Justice's judgement and to take all necessary measures to follow-up on its decision; encourages the Committee to consider finding an amicable settlement with the former internal auditor in the interest of both parties and requests that Parliament is regularly kept informed;</i>	The CoR swiftly complied with the General Court's judgment by deciding at the Bureau meeting of 4 December 2018 to set up a new invalidity committee, composed of three independent doctors: one appointed by the official concerned, one by the CoR and one by agreement between the two first doctors. In order to ensure the highest level of objectivity and impartiality in the process, the CoR has asked the European Parliament to designate one of its medical officers to represent the CoR in the invalidity committee, a request which the European Parliament has kindly agreed to. The works of the invalidity committee started based on CoR decision n° 19/2019 of 11 February 2019. The CoR will inform the Parliament about the outcome of this third invalidity committee.
35	<i>Notes that on 31 January 2018, the former internal auditor introduced a request, on the basis of article 90(1) of the Staff Regulations, to be formally recognised by the Committee as bona fide whistleblower on the basis of Article 22a of the Staff Regulations; further notes that the former internal auditor lodged a complaint to the appointing authority, on the basis of Article 90(2) of the Staff Regulation, which was introduced on 23 August 2018 following the decision of the Committee of 24 May 2018 to refuse to recognise him as a bona fide whistleblower;</i>	N/A
36	<i>Notes that the Committee of the Regions analysed the request and came to the conclusion that there is no legal basis to recognize the former internal auditor as bona fide whistleblower; regrets that this</i>	The CoR recalls that its former President recognized already in 2004 the value of the former internal auditor's action to inform about weaknesses in financial management at the CoR at that time, which have been subsequently addressed.

	<p><i>conclusion is in contradiction with Parliament's position that the internal auditor is a bona fide whistleblower, confirmed in its resolution of 13 January 2004 on the communication from the Commission: 'The operating framework for the European regulatory agencies'; encourages the Committee to consider a symbolic recognition of the internal auditor's status despite the lack of an appropriate legal basis at the time of the facts;</i></p>	
<p>37</p>	<p><i>Calls for a mediation between the former internal auditor of the Committee and the Committee with the aim to an amicable settlement in the ongoing dispute in the interest of both parties; points out that such a mediation should also address the bona-fide whistleblower status of the former internal auditor (as recognized by Parliament in its resolution of 2004) and the fact that he was acting in the interests of the Union by reporting wrongdoings to the Union institutions.</i></p>	<p>The CoR considers that the conclusions of this third invalidity committee will be an indispensable element for devising the appropriate solution for the best and most conclusive outcome for all sides involved in this case.</p>
<p>38</p>	<p><i>Notes that the Committee estimates that the financial impact of the United Kingdom's decision to withdraw from the Union amounts to EUR 373 666 in 2019 and EUR 576 559 in 2020 due to the reduction of its membership by the 24 seats currently attributed to the United Kingdom; welcomes the establishment of a group to reflect about maintaining close relations with regional and local authorities in the United Kingdom after its departure from the Union.</i></p>	<p>N/A</p>

Appendix to recommendation n° 21: details on Members' attendance to local events organised in 2017.

Overall, the accumulated costs incurred for individual Members' participation in local events throughout 2017 are of € 45,505.93.

Country	City	Event title	Date	CoR member(s) involved
Austria	Breitenwang	Reflecting on Europe on Europe Day – Series of 7 Citizens' Debates on 8 and 9 May 2017: Europe - Opportunities for young people	08/05/2017	Hanspeter Wagner (AT/EPP)
Austria	Vienna	How Europe helps cities and regions to foster smart development	09/05/2017	Petr Osvald (CZ/PES)
Austria	Innsbruck	Reflecting on Europe on Europe Day – Series of 7 Citizens' Debates on 8 and 9 May 2017: Europe - Opportunities for young people	09/05/2017	Karl-Heinz Lambertz (BE/PES), Herwig van Staa (AT/EPP), Hanspeter Wagner (AT/EPP)
Belgium	St Vith	Citizens' dialogue with the President of the European Commission Jean-Claude Juncker	15/11/2017	Karl-Heinz Lambertz (BE/PES)
Bulgaria	Sofia	How Europe helps regions and cities to foster smart development	13/09/2017	M. Edreva (BG/EPP), T.Hristova (BG/EPP)
Croatia	Zabok	Sustainable energy and finance and investment Summit	03/10/2017	Bruno Hranic (HR/EPP)
Czech Republic	Radlo	The danger of closing borders in Europe and its impact on the life in border regions	02/11/2017	P. Branda (CZ/ECR), J. Lundy (IE/ALDE), A. Hatch (UK - Northern Ireland/ECR); M. Půta (CZ/EPP), H. Lehman (DE/EPP)
Estonia	Tallinn	Connecting people across maritime borders	06/09/2017	Mart Võrklaev (ET/ALDE), U. Silberg (ET/EA)
Finland	Oulu	Smart Specialisation in Oulu Region	25/04/2017	Mikel Irujo Amezaga (ES/EA)
Finland	Rovaniemi	Debate: Reflections on Europe	10/11/2017	Markku Markkula (FI/EPP), Michel Delebarre (FR/PES)

France	Ouistreham	Parlons d'Europe en Régions	21/09/2017	François-Xavier Priollaud (FR/ALDE), Manuel Pleguezuelo Alonso (ES/EPP)
France	Brest	Parlons d'Europe' citizens' debate: employment, education and social inclusion	12/10/2017	Nathalie Sarrabezolles (FR/PES)
France	Saint Omer	The world is moving on, and you?	13/10/2017	François Decoster (FR/ALDE), Jean-Nöel Verfaillie (FR/ALDE)
France	Nimes	Parlons d'Europe' citizens' debate: moving in Europe: when do we benefit from?	13/10/2017	Guillaume Cros (FR/PES)
France	Amiens	Employment and investment plan	20/11/2017	François Decoster (FR/ALDE)
France	Saint-Nazaire	The EU maritime policy – Safety, Energy, Economy	03/12/2017	Christophe Clergeau (FR/PES)
France	Vire	Retour vers le future de l'Europe	07/12/2017	Christophe Rouillon (FR/PES)
France	Ochey	What does Europe bring here?	07/12/2017	Rose-Marie Falque (FR/EPP)
France	Marmande	The impact of the overseas trade agreements on the local economy, mainly on the agriculture	08/12/2017	Isabelle Boudineau (FR/PES)
France	Saint-Quentin	Future of Europe	18/12/2017	François Decoster (FR/ALDE)
Germany	Görlitz	Living, Learning and Working in a border Region - What is Europe doing?	23/05/2017	Heinz Lehmann (DE/EPP), P.Branda (CZ/ECR), B. Hackenschmidt (DE/PES), B. Lange (DE/EPP)
Germany	Erfurt	EU - What has to be changed?	17/06/2017	Herwig van Staa (AT/EPP), Emily Westley (UK/PES), Kata Tüttö (HU/PES), Marion Walsmann (DE/EPP)
Germany	Hanover	My future Europe	05/09/2017	Birgit Honé (DE/PES), Ulrike Hiller (DE/PES)
Germany	Magdeburg	CulturalAREA Europe - Perspectives for 2025	28/10/2017	Michael Schneider (DE/EPP), Sören Herbst (DE/EPP)

Greece	Athens	Without Panels: Discussion about Europe	19/06/2017	Markku Markkula (FI/EPP), G. Kaminis (EL/PES)
Greece	Thessaloniki	The Future of the European Union: Citizens' expectations	20/06/2017	Markku Markkula (FI/EPP), Apostolos Tzitzikostas (GR/EPP)
Greece	Athens	How Europe helps cities and regions to foster smart development	10/07/2017	D. Kalogeropoulos (GR/EPP)
Greece	Thessaloniki	Investing in human talent and an innovation ecosystem to build economic resilience	01/12/2017	Stavros Kalafatis (EL/EPP)
Italy	Bolzano	Regions' debate: Reflecting on the future of Europe	17/03/2017	Franco Iacop (IT/PES), Karl-Heinz Lambertz (BE/PES), Raffaele Cattaneo (IT/EPP), Micaela Fanelli (IT/PES)
Italy	Salerno	Generations of the future	18/03/2017	Enzo Bianco (IT/PES), Benedetta Brighenti (IT/PES)
Italy	Vittorio Veneto	Reflecting on Europe on Europe Day – Series of 7 Citizens' Debates on 8 and 9 May 2017: Europe - Opportunities for young people	09/05/2017	Roberto Pella (IT/EPP), Franco Iacop (IT/PES), Marco Dus (IT/PES)
Italy	Riccia	Strengthening territorial resilience: giving regions and municipalities the tools to cope with globalization	03/08/2017	Micaela Fanelli (IT/PES), Vito Santarsiero (IT/PES), Mauro D'Attis (IT/EPP)
Italy	Cogollo del Cengio	Series of 25 local debates - Ambasciatori d'Europa - European Ambassadors, Italy	28/09/2017	Roberto Pella (IT/EPP)
Italy	Pescara	Regions and cities for climate and energy transition: Reflecting on Europe citizens' dialogue	20/10/2017	Luciano D'Alfonso (IT/PES), Giuseppe Di Pangrazio (IT/PES), Marco Dus (IT/PES)
Italy	Bolzano	EUSALP Mobility Conference	25/10/2017	Herwig van Staa (AT/EPP), Arno Kompatscher (IT/EPP), Günther Platter (AT/EPP)

Italy	Barletta	Series of ANCI local events "Reflecting on Europe"	27/10/2017	Mauro D'Attis (IT/EPP)
Italy	Salerno	UE Ambassadors	27/10/2017	Enzo Bianco (IT/PES), Roberto Pella (IT/EPP), Micaela Fanelli (IT/PES), Benedetta Brighenti (IT/PES)
Italy	Ancona	Reflecting on Europe: Which future for Europe and its resources?	08/11/2017	Manuela Bora (IT/PES)
Italy	Marcellina	European Ambassadors	11/11/2017	G. Milana (IT/PES)
Italy	Cerro al Volturno	Native Europeans	17/11/2017	M. Fanelli (IT/PES)
Italy	Vicovaro	European Ambassadors	18/11/2017	G. Milana (IT/PES)
Italy	Tivoli	European Ambassadors	25/11/2017	G. Milana (IT/PES)
Italy	Montecatini	European Ambassadors - Reflecting on Europe	25/11/2017	Roberto Pella (IT/EPP), Giorgio Silli (IT/EPP)
Italy	Milano	Work-life balance: a challenge for Europe and Lombardy	05/12/2017	M. Bianchi(IT/ECR), Janos Argyelan (HU/NL), R. Cattaneo (IT/EPP)
Italy	Latina	European Ambassadors - Reflecting on Europe	11/12/2017	M. Fanelli (IT/PES)
Italy	Milano	Reflections on the Brexit economical and political impact over the Lombardy area and citizens	15/12/2017	R. Cattaneo (IT/EPP), Karl-Heinz Lambertz (BE/PES), D. Kalogeropoulos (EL/PES), T. Gkotsopoulos (EL/PES)
Italy	Marzabotto	Europe: a project, a new challenge, an opportunity, some opinions in comparison!	15/12/2017	Roberto Pella (IT/EPP)
Italy	Santa Croce Magliano	Migration and integration of migrants	16/12/2017	M. Fanelli (IT/PES)
Lithuania	Vilnius	Wake up call for regions: it's time to thrive	29/06/2017	Vytautas Grubliauskas (LV/ALDE)
Malta	Valetta	ReUnion: reuniting the European Union with its citizens, and reuniting the member states of the EU with one another	02/02/2017	Joseph Cordina (MT/PES), Markku Markkula (FI/EPP)

Netherlands	Maastricht	Calling Europe's Youth, Joint debate on: populism	07/02/2017	Rob Jonkman (NL/ECR), Tony Buchanan (UK/EA), Jean-Noël Verfaillie (FR/ALDE), Kata Tutto (HU/PES), Markku Markkula (FI/EPP), Karl-Heinz Lambertz (BE/PES)
Netherlands	Tilburg	Dear Future, Dear Europe	25/09/2017	Marcelle Hendrickx (NL/ALDE)
Netherlands	Boekel	Rural European Parliament	20/10/2017	Marcelle Hendrickx (NL/ALDE)
Norway	Sarpsborg	Smart cities and the digital future for the new generation	12/10/2017	Martin Andreasson (SE/EPP)
Poland	Jasionka	Reflecting on the future of the EU	04/02/2017	Markku Markkula (FI/EPP), Władysław Ortyl (PL/ECR)
Poland	Gdynia	Europe - what future? Reflecting on Europe	02/06/2017	Stanisław Szwabski (PL/EA), Tadeusz Truskolaski (PL/EA)
Poland	Gdansk	How Europe helps cities and regions to foster smart development - SMART METROPOLIA 2017 "Spaces of networks. Implementation of the Urban Agenda for the EU"	05/07/2017	Markku Markkula (FI/EPP), Paweł Adamowicz (PL/EPP), Mieczysław Struk (PL/EPP), Hanna Zdanowska (PL/EPP)
Poland	Wielkopolska Region	Future of Europe, debates with regional schools	15/09/2017	Marek Wozniak (PL/EPP)
Poland	Lodz	The role of the social dialogue in the urban regeneration process	20/09/2017	Witold Stępień (PL/EPP)
Poland	Gdansk	Europe in my region - Citizens participation and living together in European metropolitan areas today	13/11/2017	Markku Markkula (FI/EPP), Paweł Adamowicz (PL/EPP)
Portugal	Viana do Castelo	EU maritime agenda: a territorial view	28/04/2017	Jose María Da Cunha Costa (PT/PES), Stanisław Szwabski (PL/EA), Jerry Lundy (IE/ALDE)

Portugal	Maia	What solutions for (this) Europe?	28/06/2017	A. Bragança Fernandes (PT/EPP), J. Gamallo (ES/EPP), B. Horta (PT/PSE)
Portugal	Castelo Branco	Aromatic & medicinal plants sector - cross-border networking and capacity building	28/09/2017	Ossi Martikainen (FI/ALDE)
Portugal	Azores	The Azorean society and the post 2020 cohesion policy	22/11/2017	Vasco Cordeiro (PT/PES), Rui Bettencourt (PT/PES)
Romania	Cluj Napoca	Reflecting on Europe from the Heart of Transylvania	13/06/2017	Emil Boc (RO/EPP), Markku Markkula (FI/EPP)
Romania	Bucharest	Future of Europe and the future of Cohesion Policy	07/09/2017	Stanisław Szwabski (PL/EA), Tadeusz Truskolaski (PL/EA)
Spain	La Coruna	Challenges for the Atlantic Cities on the Eve of Brexit	10/02/2017	Jerry Lundy (IE/ALDE), Jose María Da Cunha Costa (PT/PES)
Spain	Santiago de Compostela	Reflecting on Europe on Europe Day – Series of 7 Citizens' Debates on 8 and 9 May 2017: Europe - Opportunities for young people	08/05/2017	Jesús Gamallo Aller (ES/ EPP)
Spain	Pamplona	Reflecting on Europe on Europe Day – Series of 7 Citizens' Debates on 8 and 9 May 2017: Europe - Opportunities for young people	09/05/2017	Kieran Mccarthy (IE/EA), Tanja Hristova (BG/EPP), Mikel Irujo Amezaga (ES/EA), Barkos Berruezo Uxue (ES/NI)
Spain	Santander	Reflecting on Europe on Europe Day – Series of 7 Citizens' Debates on 8 and 9 May 2017: Europe - Opportunities for young people	09/05/2017	Juan José Sota Verdión (ES/PES)
Spain	Murcia	Citizen and political forum on climate change and energy	27/06/2017	Manuel Pleguezuelo Alonso (ES/PPE), Asa Agren Wikström (SE/EPP)
Spain	Seville	Building Europe from a local and regional perspective?	13/09/2017	Juan Espadas (ES/PES)

Spain	Bilbao	An innovative Europe: towards a new model of relationship "companies-university-civil society"	25/09/2017	Marian Elorza (ES/ALDE)
Spain	Saragossa	Reflecting on Europe: cities and regions as change agents	09/11/2017	Vicente Guillen Izquierdo (ES/PES)
Spain	Murcia	Reflecting on Europe: #30 Erasmus, #60 EU	24/11/2017	Csaba Borboly (RO/EPP), Manuel Pleguezuelo Alonso (ES/EPP), Fernando López Miras (ES/EPP)
Spain	Navarra	How to link Social Economy to Smart Specialisation Policies in Europe	28/11/2017	Uxue Barcos Berruezo (ES/NI), Karl Vanlouwe (NL/EA), Luis Gomes (PT/EPP), Mikel Irujo Amezaga (ES/EA)
Spain	Donostia-San Sebastian	Multilevel governance, para-diplomacy and the role of regional actors in the EU: a new proposal for a bottom-up Europe	29/11/2017	Luc van den Brande (BE/EPP)
Spain	Santiago de Compostela	Reflecting on Europe: building Europe through EU funds - the view of beneficiaries	14/12/2017	Jesús Gamallo Aller (ES/EPP)
Sweden	Malmo	Functional cities - Europe in my region	07/09/2017	Ulrika Landergren (SE/ALDE)
Sweden	Huddinge	Reflecting on Europe and Brexit	16/10/2017	Jelena Drenjanin (SE/EPP), Deirdre Forde (IE/EPP)
Sweden	Västernorrland	Debate Reflecting on Europe at the Västernorrland regional development partnership meeting	02/11/2017	Glenn Nordlund (SE/PES), Johnny Lundin (SE/ALDE)
Sweden	Stockholm	The green transition – EU and our regional shift to fossil fuel free transports	05/12/2017	Paul Lindquist (SE/EPP), Jelena Drenjanin (SE/EPP)
UK	London	How will Brexit impact local areas in the UK and EU?	06/11/2017	Martin Andreasson (SE/EPP), Gustaw Marek Brzezina (PL/EPP)